

SERVICE STATEMENTS



Acknowledgment of Country



We acknowledge the Traditional Owners of the Queanbeyan–Palerang area and pay our respects to Elders past, present and emerging.

We acknowledge the stories, traditions and living cultures of our First Nations Peoples on this land and commit to building a brighter future together.



Service Statements 2024

Council provides a wide range of services to the community, ranging from waste management to land zoning and event management to childcare.

These statements act as a guide to Council's services, encouraging community members to further explore our detailed planning documents. Council creates these documents to comply with State legislation. QPRC invites the community to look closely at all our planning documents. By doing so, residents can better understand project information, costs, schedules, and our big picture plans.

Matching with our community's long-term goals, QPRC has structured the Service Statements around the Towards 2024! Community Strategic Plan pillars. Each service is listed alphabetically under their Pillar:

- Community
- Choice
- Character
- Connection
- Capability

Each service contains programs designed to boost quality of life. They focus on safety, health, cohesion, happiness, and well-being. Though not required by legislation, we created this document as a way for QPRC to share information and actively engage with the community.

Each statement was developed by branch managers and their teams, merging their expertise into each Statement. With 117 programs grouped into 39 Service Statements, the document outlines activities and costs based on the current draft budget for 2024-25.

QPRC hopes that these Service Statements will give the community the knowledge needed to get the most out of their Council.

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**STRATEGIC
PILLAR**

1



COMMUNITY



Animals



Queanbeyan Animal Facility.

What is this service?

The Animal Management service operates the Animal Management Facility (The Pound) in Queanbeyan. The pound is open from 8.30-10.30am and 3-5pm Monday to Friday and from 1-5pm on Saturday. Services include claiming lost animals, adoption of surrendered animals, dog attack investigations, and paying registration fees. An after-hours emergency roster operates for managing dog attacks and stock on the road.

Community Strategic Plan Link

CSP Objectives

1.2 Our health, wellbeing and resilience is supported by strong partnerships and access to services.

3.3 Our land, vegetation and waterways are managed in an integrated and sustainable manner.

CSP Strategies

Inclusion and accessibility are enhanced through access to community and support services for those that need them.

Sustain, manage and protect our land, biodiversity, vegetation and waterways.

PILLAR

Pillar 1 – Community

RELATED
PROGRAMS

3.4 Animals

Financial information

Unloved and uncontrolled animals make this service necessary. As such, animal owners should be held responsible for funding this service.

Most of the income raised from user charges is through animal registrations and fines. Fine amounts are set by the NSW Government, and these rarely cover operating costs. Most of the cost for this service is held by the general ratepayers.

	\$	%
Operating Income		
Fees & Other Income	215,236	32%
Rates & General Revenue	455,677	68%
Total Operating Income	670,912	
Total Operating Cost	670,912	
Operating Surplus / Deficit	-	
Employees	4.3	

Description

Animal Management Officers investigate and enforce breaches under the *Companion Animals Act 1998*. Some actions include dog attack investigations, compliance inspections, barking dog reports, roaming dog issues, and nuisance cat management.

We ensure a loving, safe, and clean conditions for unclaimed and lost animals to await their new home. We also assess and train animals to ensure they are suitable for adoption. We monitor animal health and infection control, process registrations, microchip animals, release and impound animals, and update the NSW Pet Registry.

The Dangerous Dog Panel considers reports on dog attacks and makes determinations in accordance with the *Companion Animals Act 1998*. The panel has three members, one Councillor and two staff members independent from the Animal Management team.

The Animal Management team receives and actions more than 450 requests per year.

Performance Indicators

Program Output	Performance Indicator	Target
3.4.1 Companion Animal Management	Annual inspection of properties containing dangerous/menacing dogs on Register	100%
	Conduct community education activities. Attend community events to offer advice and education on responsible pet ownership.	1 educational event per annum.
	Respond to all reports of dog attacks within 48 hours and conduct thorough investigations.	100%
3.4.2 Animal Pound	Register of animals available for adoption updated weekly.	100%.
	Kennels cleaned daily	100%

Focus and Challenges

With the region expanding through South Jerrabomberra and Googong, the team has been focusing on strategies for the new suburbs. Both South Jerrabomberra and Googong back on to nature reserves, critical grasslands, and waterways. Keeping undesirable animals out of these important areas is essential. The Service will continue to implement Council's Cat Containment Policy, with future work focussed on how to expand this across the wider area.



Aquatics



Braidwood Pool

What is this service?

QPRC operates four outdoor swimming pools in: Queanbeyan, Braidwood, Bungendore, and Captains Flat and a year-round indoor heated swimming pool at the Queanbeyan Aquatics Centre. In coming years, we are expanding and updating our Aquatics service to include new facilities at Googong, South Jerrabomberra and Bungendore.

Community Strategic Plan Link

CSP Objectives

1.2: Our health, wellbeing and resilience is supported by strong partnerships and access to services.

CSP Strategies

Inclusion and accessibility are enhanced through access to community and support services for those that need them.

Active recreational, sporting and health pursuits are supported by the availability of programs, events and assets in the Queanbeyan-Palerang region.

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

PILLAR **Pillar 1 – Community**

RELATED PROGRAMS
4.2: Aquatics
4.4: Activity Program

Financial Information

Swimming pools provide significant social benefits for our communities and are highly valued. The users of the pools are private beneficiary citizens and user charges are in place; however, these do not cover all operational costs. Ratepayers fund the pool infrastructure and subsidise pool operations. Council's strategy is to gradually reduce the amount funded by ratepayers down to the cost of infrastructure only. However, this will only happen if fees remain affordable for users.

2024-25	\$	%
Operating Income		
Fees & Other Income	1,499,000	36%
Rates & General Revenue	2,705,649	64%
Total Operating Income	4,204,649	
Total Operating Cost	4,366,989	
Operating Surplus / Deficit	(162,341)	
Employees	30.9	

Description

QPRC operates four swimming centres located in Queanbeyan, Braidwood, Bungendore, and Captains Flat. We also have toddler pools at Queanbeyan, Bungendore and Braidwood and a splash park in Queanbeyan.. Each pool also operates a canteen. Due to a renewed lease between the NSW Government and QPRC, the Bungendore Pool will remain operational in 2024-25, with plans for a replacement pool near the Bungendore Sports Hub being developed.

Our pools cater to patrons of all ages for recreational swimming and health and fitness benefits. We offer comprehensive learn to swim programs led by nationally qualified instructors that cater for all ages and abilities from babies to senior citizens. We also provide options for squad training, lane swimming, and classes in aqua aerobics. With our Braidwood Pool refurbishment, Council plans to build a Poolpod platform system to improve accessibility.

Our facilities are hubs for community interaction, offering opportunities for socialising, education, and improving health. All pools host events such as local school swimming carnivals and private functions like birthday parties.

Performance Indicators

Program Output	Performance Indicator	Target
4.2 Aquatic	Patronage of venue and swim school maintained and increased where capacity allows	Increasing each year to capacity
	Maintain return on investment for all QRPC pools	+.50
4.2.3 Regional Swimming Pools	Pools operate within the parameters of the agreed hours (18 weeks p.a.)	90%

Focus and Challenges

The development, approval, and implementation of the QRPC Aquatics Strategy. As well as:

- Maintaining and recruiting staff for current facilities
- Preparing for new facilities at Bungendore and Googong
- Upgrades to all facilities

Department Documents

- QRPC Aquatics Strategy



Civil Enforcement



Snake and dog signage.

PILLAR Pillar 1 – Community

RELATED PROGRAMS 3.3 By-Laws

What is this service?

Council monitors and manages the car parking zones, through daily patrols to ensure compliance with parking restrictions. One of our highest priorities is safety in our school zones, which is monitored and managed through randomised inspections throughout the week. There is also a focus on addressing abandoned vehicles and illegal disposal of waste to ensure a safe and clean environment. Through community education programs the team aim to improve community understanding.

Community Strategic Plan Link

CSP Objective	CSP Strategies
1.3 Our public and community places are inviting, accessible, encourage participation and are well maintained.	Promote our public places and attractions with wayfinding signage to support visitation.
	Community facilities are accessible, safe and inclusive.

Financial Information

This service is funded from fines. Funds received from fines support Council's compliance activities. Fines are also a financial deterrent for contravening behaviour. Fine amounts are set by the NSW Government. Council's strategies aim to improve the quality, maintenance, and access to on-street parking.

2024-25	\$	%
Operating Income		
Fees & Other Income	1,129,633	100%
Rates & General Revenue	-	0%
Total Operating Income	1,129,633	
Total Operating Cost	676,435	
Operating Surplus / Deficit	453,198	
Employees	5	

Description

This includes parking restrictions, allocations, and all other official Terms of Notice. All Terms of Notice and Local Orders are given power by Sec 632 of the *Local Government Act*.

This service is provided to ensure Council achieves a high level of compliance by residents and visitors in respect of parking zones. The Team is responsible for implementing the Illegal Dumping and Verge Maintenance Policy and Council's Enforcement Policy.

To provide this service Council employs General Duties Rangers and a Team Leader.

Performance Indicators

Program Output	Performance Indicator	Target
3.3.1 Parking	School zones across the LGA are monitored 4 days a week	100%
	Parking zones in public car parks are monitored daily	100%
3.3.3 Abandoned Vehicles	Daily monitoring and management of abandoned vehicles	100%
3.3.4 Local Order Policies	Daily monitoring and management of unauthorised signage	100%
34.1.11 Illegal dumping	Reports of illegal dumping responded to within five working days	100%

Focus and Challenges

Through camera equipped vehicles, the Ranger Team are modernising how car parking zones are enforced. Rangers are implementing notification slips to inform vehicle owners of breaches in advance

of fines being received. Operation and management of the new Queanbeyan Civic and Cultural Precinct underground carpark brings a new dimension for the work of the Team.



Children



National Family Day Care Week 2023

What is this service?

This service is focused on the Queanbeyan Family Day Care which offers a flexible, home-based childcare option to local families. The service complies with the mandatory National Quality Framework (NQF), which regulates the quality of care across Australia. All licencing obligations are constantly reviewed, and we continue to work towards implementing the Child Safe Standards.

Community Strategic Plan Link

CSP Objective	CSP Strategies
1.1 Our community is strengthened through connection and participation that enhances our community and cultural life.	We embrace our diverse community and welcome and support new and existing residents through community development to build community connection and resilience.
1.2 Our health, wellbeing and resilience is supported by strong partnerships and access to services.	Inclusion and accessibility are enhanced through access to community and support services for those that need them.

PILLAR **Pillar 1 – Community**

RELATED
PROGRAMS

2.1 Children

Financial Information

The NSW Government is responsible for funding child care services with the funding shortfall covered by ratepayers. Family Day Care and children's services allow greater freedom for working parents as well as social and educational benefits for children. Whilst private benefits are delivered to direct recipients, the benefit of these services is also indirectly received across the community.

2024-25	\$	%
Operating income		
Grants & Contributions	1,792,135	87%
Fees & Other Income	146,450	7%
Rates & General Revenue	123,301	6%
Total Operating Income	2,061,885	
Total Operating Cost	2,101,885	
Operating Surplus / Deficit	(40,000)	
Employees	5.0	

Description

This service is delivered by qualified, trained, vetted, and experienced educators in a home environment. It is administered from Queanbeyan and manages Family Day Care educators across the LGA. Family Day Care will continue to expand as the demand from the community increases. Council also operates an Aboriginal Playgroup funded by the NSW Department of Communities and Justice. This service is focused on closing the gap by providing activities and experiences to Aboriginal and Torres Strait Islander families. This program is aimed at families with young children below school age. It is delivered by trained Community Development staff with assistance from the Aboriginal Community Liaison Officer.

Performance Indicators

Program Output	Performance Indicator	Target
2.1.1 Family Day Care	% compliance with National Quality Framework and licensing obligations	100%
	Maintain at least 25 FDC educators across the LGA	25
2.1.2 Aboriginal Play School	%Compliance with National Quality Framework and licensing obligations	100%

Focus and Challenges

An ongoing challenge is to expand the service to more areas across the LGA to enable us to clear the extensive waitlist of families requiring this type of childcare. Demand is currently increasing especially in Braidwood and Googong. Educators must hold at least a Certificate III in childcare and have premises that are suitable for caring for children.

This area of work is highly regulated and meeting new legislative changes continues to be a primary focus.



Community Development



Queanbeyan Reconciliation Walk

PILLAR **Pillar 1 – Community**

RELATED PROGRAMS

- 2.2 Youth
- 2.3 Aged
- 2.4 Indigenous
- 2.5 People with Disabilities
- 2.6 Community Development
- 2.7 Engagement
- 2.10 Volunteers

What is this service?

Council connects with community through a range of services, workshops and events. Engagement strategies are used to help build targeted plans and programs for the region.

Our First Nations services are supported through the First Nations Consultative Committee, which connects with QPRC's Aboriginal Community Liaison Officer.

Our Disability Access Committee and our Disability Inclusion Action Plan are focused on improving accessibility and social inclusion for members of the community living with a disability.

Our youth services are provided through programs such as the Youth Art Club and the STEAM Club. These programs are managed through our Youth Advisory Committee.

To learn more about our Community Development projects, programs and events or to book a community space, visit: <https://www.qprc.nsw.gov.au/Community>.

Community Strategic Plan Link

CSP Objective	CSP Strategies
1.1 Our community is strengthened through connection and participation that enhances our community and cultural life.	We embrace our diverse community and welcome and support new and existing residents through community development to build community connection and resilience.
	Build cultural capacity through the availability and participation in arts, performance and cultural gatherings, events, and exhibitions.
	Recognise, respect and support our Traditional Owners and First Nations People's historical and ongoing connection to country.
1.2 Our health, wellbeing and resilience is supported by strong partnerships and access to services.	Inclusion and accessibility are enhanced through access to community and support services for those that need them.
	Health and quality of life are improved through access to a range of recreation and leisure opportunities.
2.4 Our community has access to increased and enhanced education, training and learning opportunities.	Advocate for and promote education and employment pathways.

Financial Information

While citizens engaging in the programs and services feel the immediate impact, the broader community benefits from a happier and healthier environment. The NSW Government has some responsibility for some community development and provides program specific funding.

2024-25	\$	%
Operating Income		
Grants & Contributions	110,700	12%
Rates & General Revenue	782,901	88%
Total Operating Income	893,600	
Total Operating Cost	926,436	
Operating Surplus / Deficit	(32,836)	
Employees	5.02	

Description

QPRC actively seeks grant funding opportunities to run programs and events that benefit our youth, seniors, people living with disability and those from multicultural backgrounds.. Aboriginal and Torres Strait Islander communities advise Council of needs and issues through the First Nations Consultative Committee (FNCC). This service also has a dedicated liaison officer to the First Nations community. The position's objective is to build strong relationships and respect between the QPRC and the First Nations people. It is also responsible the QPRC's Annual Reconciliation Walk, and the QPRC Innovate Reconciliation Action Plan (RAP).

Our Disability Inclusion Action Plan and our Access Committee advise Council of needs and issues for those living with disability. This also informs the way we provide programs and run events across the LGA to ensure accessibility and inclusion.

Seniors are supported by providing social connections, education, and practical assistance, including services such as home book deliveries, film and reading groups, computer literacy classes and access to specialised events. Our volunteer program provides improved service, community cohesion, intergenerational connection, social wellbeing, and trust. We aim to offer a variety of opportunities for volunteer participation.

Performance Indicators

Program Output	Performance Indicator	Target
2.2.2 Youth Intervention Program	Delivery of skills-based workshops as per funding agreement	Five skills-based workshops per annum
2.3.1 Active Ageing	Delivery of two seniors events per year	>2 events per year
2.4.3 Reconciliation Action Plan	Implementation of community initiatives identified in QPRC Reconciliation Action Plan.	Four per year
2.5.1 Disability Inclusion Action Plan	Implementation of initiatives identified in Disability Inclusion Action Plan	Four per year
2.6.3 Support for Community Groups	Administer the NSW Club Grants Program	One presentation per year
2.7.1 Community Engagement	Increase in Your Voice subscriptions	15% per annum
2.10.1 Volunteer Programs	Number of volunteer hours increase from previous year	5%

Department Documents

- Community Engagement and Participation Plan.
- Reconciliation Action Plan.
- Disability Inclusion Action Plan.



Culture, Heritage, and Visual Arts



Braidwood Regional Arts Centre

What is this service?

Through cultural services and art initiatives, QPRC nurtures, supports and celebrates the local heritage, emerging ideas, and our vibrant artistic community.

This program supports the work of local historical societies running public museums, historical collections, and exhibitions that showcase the rich history of the region. This is done through staff engagement and annual funding assistance. A part time Museum Officer assists local museums with collection cataloguing and exhibiting advice.

PILLAR Pillar 1 – Community

RELATED PROGRAMS

- 1.1 Cultural Development
- 1.3 Community Gathering
- 1.5 Museums
- 1.6 Sister City
- 2.8 Community Arts

Community Strategic Plan Link

CSP Objective	CSP Strategies
1.1: Our community is strengthened through connection and participation that enhances our community and cultural life.	Build cultural capacity through the availability and participation in arts, performance and cultural gatherings, events, and exhibitions. We embrace our diverse community and welcome and support new and existing residents through community development to build community connection and resilience.
1.3 Our public and community places are inviting, accessible, encourage participation and are well maintained.	When planning public and green spaces, explore the inclusion of complementary activities such as playgrounds, walking tracks, picnic facilities and amenities which are provided with well-designed built and natural shade
2.2 Our unique regional identity and social and economic advantages underpin a growing economy and a thriving tourism sector.	Programs, facilities and events promote and enhance the Queanbeyan-Palerang region to make it a destination of choice.
4.3 Our community facilities and assets are well planned, meet the needs of the community and enhance social connection.	Plan for community facilities to meet the needs of our growing population and promote the maximisation of use of current facilities

Financial Information

Although the immediate impact of this service is felt by those who engage in the culture programs and services, the broader community benefit from a happier and healthier community. A level of user pay is consistent with the idea of strengthening funding for ongoing community initiatives and to preserve community assets like community halls.

2024-25	\$	%
Operating Income		
Fees & Other Income	496,065	43%
Rates & General Revenue	667,729	57%
Total Operating Income	1,163,793	
Total Operating Cost	1,051,013	
Operating Surplus / Deficit	112,780	
Employees	4.5	

Description

Council provides annual cultural grants to assist artists and community groups in the community. QPRC's membership to Southern Tablelands Arts provides grant opportunities, funding, and services to the arts community and other organisations wishing to deliver community programs.

We provide public and community places which support inclusive participation and connections in well-maintained, welcoming, and accessible facilities. These include community centres, gallery spaces, and halls. Council administers a Cultural Development and Public Art Advisory Committee of community members from within the sector, that meets at least four times per year to advise council on matters pertaining to visual and public art..

The community also enjoys a range of scheduled community arts events. These include annual heritage festival, annual arts awards, and an arts trail across the LGA. We also facilitate specialised events such as the annual QPRC and Bendigo Bank Art Awards.. We maintain Sister City Relationships with Minami Alps, Japan and Ohrid, Macedonia through connections with schools and families, cultural exchanges, and shared visits.

Performance Indicators

Program Output	Performance Indicator	Target
1.1.1 Exhibitions	Number of exhibitions delivered	10 per year
1.1.3 Cultural Arts Assistance	Number of cultural and arts events supported per year	Four per year
1.1.4 Public Art	Attract grant funding to initiate or deliver public art projects in region	One project each year
1.3.1 Community Centres	Income return vs expenditure	>15%
	Total bookings for community centres per annum	2,000
	Number of unique hirers per annum	200

Focus and Challenges

Our focus will include:

- Expanding the annual Arts Trail to incorporate additional art forms to enhance participation and visitation.
- Activating the new Q Link Gallery and the mezzanine walkway
- Documenting the collection on the E-Hive collections management portal for public access and information.

Challenges will include:

- Reactivating the Queanbeyan Printing Museum after years of closure
- Addressing organisational structures and governance issues.
- Attempting to deliver public art projects without committed funding, requiring the need to secure external grant funding to achieve this goal.
- Providing increased access and equitable access to community spaces for user groups will continue to be a focus for this service.



Library



The Nook in the Queanbeyan Library

PILLAR Pillar 1 – Community

RELATED PROGRAMS 3.1 Library
3.2 Knowledge

What is this service?

QPRC Libraries are valuable community hubs fostering social cohesion, personal growth and connection throughout the region. All libraries provide free access to a range of activities, resources, and facilities in the region. QPRC libraries are focused on being inclusive and safe spaces. They are for everyone from young families and new students, to our most experienced of residents.

Community Strategic Plan Link

CSP Objective	CSP Strategies
1.2 Our health, wellbeing and resilience is supported by strong partnerships and access to services.	Inclusion and accessibility are enhanced through access to community and support services for those that need them.
1.1 Our community is strengthened through connection and participation that enhances our community and cultural life.	Build cultural capacity through the availability and participation in arts, performance and cultural gatherings, events, and exhibitions.

Financial Information

Councils are required to provide a library service by legislation. The library service has a high public benefit through improved knowledge, greater literacy, and a well-educated community. The NSW Government is responsible for providing funding for public libraries.

The availability of public facilities, recreational reading, school holiday programs, digital services and materials for research benefits the individual. The expectation is that this is provided at no or low-cost to the community. Some user charges can be applied to specialised services and programs.

2024-25	\$	%
Operating Income		
Grants & Contributions	208,590	10%
Fees & Other Income	22,852	1%
Rates & General Revenue	1,814,695	89%
Total Operating Income	2,046,137	
Total Operating Cost	2,119,452	
Operating Surplus / Deficit	(73,315)	
Employees	14.6	

Description

We provide a vibrant library service in each of the major centres of Queanbeyan, Braidwood, and Bungendore. A regular mobile library service visits other areas including rural communities and villages.

QPRC maintains a variety of digital resources and an array of materials and experiences which support recreation, literacy, and lifelong learning. .

The Local History Collection is a specialised service offered to the community. Historic material is collected and curated, and assistance is provided to those pursuing local or family history information. The Heritage Library opened in April 2024.

We manage the physical and digital library collections and have trained staff on site to assist with information and research services. Safe, inviting, and inclusive spaces are available for everyone in the community to study, read and relax. Our Libraries are heavily supported by our excellent group of volunteers.

Our libraries are regulated and partly funded by the Public Libraries Branch of the State Library of NSW. The *Library Act 1939* (NSW) is the legislation encouraging provision of public libraries in all local government areas.

The community is welcome to participate in any scheduled library events and experiences which are advertised on the library website <https://library.qprc.nsw.gov.au/>

Performance Indicators

Program Output	Performance Indicator	Target
3.1.1 Collection Management	Average age of collection	0% (increase in average age)
	Mobile Library active for 3+ days per week	100%
	Growth in library membership	3-5% increase per year
3.1.2 Digital Library Services	Increased number of available digital resources, databases, and equipment.	3-5% increase per year

Focus and Challenges

Focus for this service will be the development of new libraries in Bungendore and Googong and the expansion of services at the Heritage Library. As technology changes, improvements to digital services including public computers will increase in importance. We also want to increase the reach of the Mobile Library for those who do not have easy access to the main library buildings.

There will be continued challenges in meeting the State Library of NSW benchmarks in terms of expenditure per capita.

Department Documents

- Library Strategy



Performing Arts and Events



Queanbeyan Multicultural Festival

PILLAR Pillar 1 – Community

RELATED PROGRAMS 1.2 Performance (the Q, The B)
1.4 Events

What is this service?

The Performing Arts and Events service plans and conducts a wide range of events and entertainment experiences that reflect our diverse and eclectic community. These experiences encourage social cohesion and engagement and add to the cultural fabric of our region.

Community Strategic Plan Link

CSP Objective	CSP Strategies
1.1 Our community is strengthened through connection and participation that enhances our community and cultural life.	Build cultural capacity through the availability and participation in arts, performance and cultural gatherings, events, and exhibitions.
1.2 Our health, wellbeing and resilience is supported by strong partnerships and access to services.	Inclusion and accessibility are enhanced through access to community and support services for those that need them.
2.2 Our unique regional identity and social and economic advantages underpin a growing economy and a thriving tourism sector	Programs, facilities and events promote and enhance the Queanbeyan-Palerang region to make it a destination of choice. •

Financial Information

Audiences, artists, and organisations that book the venues are direct beneficiaries of the usage of The Q and The B (Bicentennial Hall). Council seeks sponsorship for events, performances, and venues, to help mitigate costs to ratepayers. There is also a public benefit having a local performing arts facility available to promote performing arts for local emerging artists. This service helps facilitate cross-culture unity and intergenerational connection.

2024-25	\$	%
Operating income		
Fees & Other Income	1,807,481	42%
Rates & General Revenue	2,497,843	58%
Total Operating Income	4,305,324	
Total Operating Cost	3,693,408	
Operating Surplus / Deficit	611,916	
Employees	6.7	

Description

Each year a range of events are planned that include:

- Civic events such as citizenship ceremonies, Australia Day celebrations and ANZAC Day commemorations and
- Community events such as Christmas in July, the Multicultural Festival, Music by the River, and the Diwali Mela Lantern Festival

The service oversees both Council-run events and events proposed and facilitated by the community. We also help to provide event management education to community organisations to ensure the best practises are being used across our region.

This service operates The Q and the B (Bicentennial Hall), which provide a season of performances from around the world. We encourage the use of these spaces that by professional, corporate, amateur and community groups.

We also provide a pathway for a range of professional performers through the Echo Theatre Company. Our *Q the Locals* program supports local artists, contributing to the ecology of the arts in our region, whilst also giving voice to local stories. The service engages with the youth community offering workshops, dedicated programming for families, and opportunities for performing arts students with Echo Youth.

Performance Indicators

Program Output	Performance Indicator	Target
1.2.1 Live Performance Program	Income return v expenditure	55% recovery
	Growth in attendance per annum	5%

Focus and Challenges

The number of community groups seeking support for event delivery is steadily increasing, triggering a focus on streamlining our processes. Improving understanding and management of event risks remains a challenge in this space.

A priority for 2024-25 is to develop a new Business Plan for The Q and The B. Surrounding construction has been a significant detriment to foot traffic and advertising. Focus will be on increasing programming for children and families to enhance our venue's visibility and ticket sales, expanding our offerings outside the venue and pursuing collaborations with Canberra-based venues.

Department Documents

- QPRC Events Strategy

STRATEGIC PILLAR

2



CHOICE



Cemetery



Bungendore Cemetery

PILLAR	Pillar 2 – Choice
RELATED PROGRAMS	12.2 Cemetery

What is this service?

Cemeteries are located across the LGA to provide burial facilities that are safe and respectful memorial areas. These are inclusive and sacred spaces for us to remember, reminisce and celebrate. We provide various interment options including lawn and bush cemeteries, monumental earth and masonry and crypts and garden settings

Community Strategic Plan Link

CSP Objectives	CSP Strategies
4.3 Our community facilities and assets are well planned, meet the needs of the community and enhance social connection.	Plan for community facilities to meet the needs of our growing population and promote the maximisation of use of current facilities

Financial information

There are private benefits to the families of the deceased. The public also benefits as family members can be buried in the community that they call home.

Council continues to review the pricing of the cemetery services to ensure affordability for the bereaved whilst covering costs of interment and perpetual maintenance of cemetery gardens and grounds. Total operating costs reported do not yet include any asset depreciation or renewal. Council is working on this reporting improvement.

2024-25	\$	%
Operating income		
Fees & Other Income	1,078,355	74%
Rates & General Revenue	381,588	26%
Total Operating Income	1,459,943	
Total Operating Cost	1,316,881	
Operating Surplus / Deficit	143,062	
Employees	5.0	

Description

This service manages and maintains 13 cemeteries across the LGA including two historic cemeteries in Queanbeyan (Riverside) and Braidwood.

We are also progressing plans for a new Memorial Park Cemetery in Queanbeyan as Lanyon Drive Cemetery is almost at capacity.

Cemeteries fulfil a social and cultural need in the community by providing a facility where families and friends can join together to remember. Council aims to maintain cemeteries to a high standard as a sign of respect. We also aim to provide a range of interment options to suit our diverse community.

We undertake the mowing, weeding and landscape maintenance in cemeteries, as well as grave digging. We administer the booking of plots, and we consult with funeral homes to facilitate respectful burials. We also oversee the cemeteries information database

Focus and Challenges

Focus for this service will be on being responsive to changes in interment practices and remaining appropriate for all sections of our diverse community.

We also need to understand and implement the changes legislated by the Cemeteries and Crematoria Regulation that control cemetery operations.

Department Documents

- Cemeteries Strategy



Building Certification



Certification staff doing an inspection.

PILLAR Pillar 2 – Choice

RELATED PROGRAMS 11.7 Certification.
21.5 Development Control

What is this service?

Council has a team of Building Surveyors and Cadets that may act in the role of the certifying authority for developments. Certification ensures developments comply with legislation and standards and are safe to occupy. Council provides a competitive certification service for the assessment, approval, and inspection of buildings under construction. After the works are complete, Council is also the authority for issuing an occupation certificate.

Community Strategic Plan Link

CSP Objectives	CSP Strategies
3.2: We have robust planning systems that provide zoned and serviced land that supports affordability and choice to liveability of the area.	Support the sustainable growth of the Local Government Area through land and infrastructure strategic planning, assessment, determination and certification of development, subdivision and building and manage risk through monitoring and compliance.
4.3 Our community facilities and assets are well planned, meet the needs of the community and enhance social connection.	Optimise development contributions to fund new and expanded facilities.

Financial Information.

Whilst this service provides a wide public benefit, building control services should be mainly funded by the private users plus a commercial margin. Council focuses fees at a cost recovery level, charging only a conservative margin. Council development services operate in a commercial market and this margin ensures that it does not undercut private certification companies.

2024-25	\$	%
Operating Income		
Fees & Other Income	1,731,600	70%
Rates & General Revenue	731,109	30%
Total Operating Income	2,462,709	
Total Operating Cost	2,462,709	
Operating Surplus / Deficit	-	
Employees	11.8	

Description

Council's team of Building Surveyors are accredited to issue Construction Certificates for all classes of buildings ranging from sheds, carports, and dwellings to commercial and industrial developments. Council holds a moderate market share of construction certification work, with a regular base of clients that rely on and trust this service.

Council has the capability to issue Complying Development Certificates for all classes of buildings within the required statutory timeframes. Complying Development is becoming increasingly popular as a method for building work. As there is a significant opportunity in this area, Council will be looking to increase its capacity for complying development work.

Council may act as a certifying authority to undertake all mandatory inspections for building work at the critical stages of construction. These inspections are key to maintaining compliance and ensure only quality builds are approved in our LGA. High quality buildings generate value for all members of our local community. These inspections can generally be undertaken within 24 hours of the request for an inspection.

Council may also act as the certifying authority for private swimming pools whilst under construction. Council may also inspect pools when a property is for sale. Additionally, Council may issue compliance certificates if fencing is appropriate. There are private certifying authorities in this region, however Council provides a low cost, convenient option to the community.

Council is the authorised water and sewer authority and undertakes all approvals for any kind of plumbing and drainage work. Inspections for sewer drainage, water plumbing, and the final plumbing and drainage inspections are carried out by Council's team of Building Surveyors. Any compromise in the plumbing and drainage system can cause issues across the whole LGA, making these inspections some of the most important work that council does.

Building Information Certificates are often requested when properties are for sale and a final occupation certificate has not been issued for the property. They are also used when owners suspect that some past works on their property were completed without proper certification. Building Information Certificates can be issued to confirm that Council will not and cannot issue any order or injunction for any kind of alteration, addition or mandatory construction or demolition to the structure. In some circumstances, a Building Information Certificate can be issued to certify unauthorised works.

Performance Indicators

Program Output	Performance Indicator	Target
21.5.1 Development Control	Safe construction and compliant buildings	100%
	Monitoring construction activity through Inspections	Daily Inspections based on customer demand
	Maintain a market share	50% market share
11.7.2 Complying Development Certificates	Complying Development Certificates issued within statutory timeframes (14-20 days depending on type of development)	100%
11.7.1 Construction Certificates	Construction Certifications issued within three weeks of complaint application	100%
11.7.3 Building Certificates	Local Government Applications s.68 issued within 14 days of compliant application	100%
	Building Information Certificates inspections undertaken within 7 days of application	100%
	Pool Compliance Certificates issued within five days of application	100%

Focus and Challenges

With regional suburbs expanding rapidly, the Certification team is focused on keeping processing times to a minimum. We are also concentrating on maintaining a competitive service, so residents and business have choice. The Team are transitioning to paperless inspections and modernising the service through digital solutions. Maintaining business and keeping the market share is the overarching priority for the team.



Economic Development and Tourism



QBN CBD Artwork

PILLAR **Pillar 2 – Choice**

RELATED PROGRAMS

- 11.1** Economic
- 11.2** Tourism
- 11.4** Conference
- 11.5** Place Management
- 11.6** Development Liaison
- 11.9** Caravan Parks
- 11.10** Grants

What is this service?

QPRC develops and supports targeted programs and activities that improve the economic wellbeing and quality of life in the local community. These plans range from a Tourism Plan for the entire Queanbeyan-Palerang region, to specific place plans like the Braidwood CBD Economic Opportunities Plan, and more broad strategies such as the QRPC Regional Economic Development Strategy 2023.

QPRC recognises the significant potential of tourism as a driver of the visitor economy and economic growth in the region

Council's economic programs and plans are available at: <https://www.qprc.nsw.gov.au/Policies-Strategies-and-Plans/Strategies-and-Plans>.

Place management delivers improved commercial returns for private business, increased property values and safe public spaces for the whole community to enjoy.

Community Strategic Plan Links

CSP Objectives	CSP Strategies
2.1 Our city and village CBDs are dynamic and thriving Places that attract economic activity through the revitalisation of town centres, focus on tourism and improved digital connectivity.	Support and promote existing and new business generation initiatives.
	Encourage the growth of local retail options by supporting 'buying local' initiatives.
	Explore economic diversification through the attraction of new industries.
	Build financial and employment capability and capacity across Queanbeyan–Palering
2.2 Our unique regional identity and social and economic advantages underpin a growing economy and a thriving tourism sector	Programs, facilities and events promote and enhance the Queanbeyan-Palering region to make it a destination of choice
2.4 Our community has access to education, training and learning opportunities.	Advocate for and promote education and employment pathways.
	Advocate for enhanced employment opportunities in our region to support local growth

Financial Information

Recipients of this service are the individuals that gain employment, retailers, tourism operators and other businesses. The whole community benefits through the opportunities created through increased economic activity. Increased foot traffic from tourism delivers economic benefit to business owners and employees. It also provides value to the wider community through increased visitor spend, employment, recreation, interaction, and social events.

2024-25	\$	%
Operating Income		
Grants & Contributions	4,000	0%
Fees & Other Income	62,021	5%
Rates & General Revenue	1,174,696	95%
Total Operating Income	1,240,717	
Total Operating Cost	1,226,106	
Operating Surplus / Deficit	14,611	
Employees	5.8	

Description

Local economic development helps create employment, attract investment, and reinforce Queanbeyan-Palerang as an attractive place to live, work, study, and visit. The service also promotes regional economic development in partnership with regional stakeholders such as the Canberra Region Joint Organisation and the Department of Regional NSW.

Economic Development has a focus on activating our town centres through master planning, investment attraction, and activation. QPRC provides a placemaking program and works with residents, community groups and businesses to create desirable and accessible public spaces. The tourism program is designed to attract tourists to the region through targeted marketing and collaboration with groups such as Visit Southern Tablelands and more. Queanbeyan Palerang has a rustic and authentic fabric woven throughout its lands and villages, the QPRC highlights and promotes visitation through the unique contrast of our region.

We work closely with individual businesses on how to best be representatives of our towns and villages. A thriving tourism sector has compound effects within the economy for producers and the local workforce. We facilitate smart city and urban renewal investment, we also manage the Queanbeyan Riverside Caravan Park and Riverbank Café lessees. We also provide various grants programs and directly supports community groups, individuals, and businesses with grant application processes.

We also manage various grants programs, grant application processes and directly supports community groups, individuals, and businesses with grant application processes.

Performance Indicators

Program Output	Performance Indicator	Target
11.1.1 Economic Development	Actions from Economic Development Strategy implemented annually.	At least two actions per year
11.2.3 Marketing	Measure reach of activities to target markets	At least four actions per year
11.2.4 Regional Coordination	Activities under the Tablelands Destination Development Plan	At least four actions per year
11.4.1 Conference	Number of business events using QPRC community facilities per year	At least two per year
11.5.3 Presentation of the CBDs	Quarterly inspections of Braidwood, Bungendore and Queanbeyan town centres.	12 per year (4 each town centre)
11.5.7 Place Activation	Implement placemaking actions from -Place Plans and the Queanbeyan CBD Transformation Strategy.	At least 3 per year

Focus and Challenges

Regional stakeholder partnerships, led by Council, are important to delivering effective targeted programs across the region. QPRC's tourism program is due for an overhaul in 2024-25. This will be done in unison with the rest of the region through the CRJO. Within the Southern Tablelands, Queanbeyan-Palerang proudly remains the premier destination for culture and arts.

The anticipated adoption of the Bungendore Place Plan in mid-2024 will add to a growing suite of place management strategies. These strategies provide direction and actionable steps to be implemented in partnership with local businesses and communities. Meeting community expectations will be dependent on resources allocation and the outcome of external grant funding applications.

Department Documents

- CBD Transformation Strategy
- Regional Economic Development Strategy
- QPRC Tourism Plan
- Queanbeyan CBD Place Plan
- Queanbeyan CBD Spatial Master Plan
- Bungendore Place Plan



Health



Food Van -inspection

PILLAR Pillar 2 – Choice

RELATED PROGRAMS 2.3 Food and Premises

What is this service?

The Council's Health Service is concerned with all aspects of the natural and built environment affecting human health. Including:

water pollution

noise pollution

pools and water
ways

tattoo parlours

air pollution

food service and
storage regulation

dermatology

health clinics.

The service provides for approval and inspection of various activities which have the potential to affect public health including restaurants, gyms, cosmetic and beauty salons, wells, public bubblers and more.

This service is focused on ensuring that our communities health is being respected, and that everyone is abiding by government regulations.

Community Strategic Plan Link

CSP Objectives	CSP Strategies
2.3 Our business practices support a productive and efficient local economy by providing enabling infrastructure	Our local businesses meet required standards and are environmentally sound, ensuring quality services and high level risk management.
4.3 Our community facilities and assets are well planned, meet the needs of the community and enhance social connection.	Enhance community and recreational use of facilities through robust maintenance and management

Financial Information

This service provides a high level of public benefit through general health monitoring and advisory services provided to the community. Public health inspections of premises have private beneficiaries and recover user fees, but some user fees are set by legislation and therefore full cost recovery is not possible.

2024-25	\$	%
Operating Income		
Fees & Other Income	95,605	11%
Rates & General Revenue	784,422	89%
Total Operating Income	880,027	
Total Operating Cost	880,027	
Operating Surplus / Deficit	-	
Employees	5	

Description:

Council regulates food premises in line with the Food Regulation Partnership. The Food Regulation Partnership is a joint venture between 128 NSW councils and the NSW Food Authority. As part of the program, Council classifies food businesses as either high, medium, or low risk, based on the type of food they are handling. The business classification determines how frequently that business will be subject to inspection.

Classification:	Frequency:	Number in LGA:
High Risk	Twice a year	15
Medium Risk	Once a year	176
Low Risk	As required	146
Temporary Vendors	Spot Check	52
Mobile Food vendor	Spot Check	15

Council monitors and inspects regulated premises under the *Public Health Act 2010*. These premises may include:

Premises:	Inspection Frequency:	Number in LGA:
Skin penetration premises	Annually.	20
Public swimming pools and spas	Annually.	16
Regulated systems	Inspections when necessary.	8

Council also provides education to food businesses and food handlers. Advice is provided during inspections, at any time by phone or email and through our quarterly Food Safety Newsletter.

Council provides reticulated potable (drinking) water to more than 25,000 properties in Queanbeyan, Googong, Braidwood, Bungendore, and Captains Flat. Council also monitors and regulates 25 private water suppliers (including caravan parks, wineries, and food businesses without access to main water supply).

Council participates in the NSW Drinking Water Monitoring Program. This program is managed by NSW Health aiming to ensure only safe and suitable drinking water is being supplied. The program utilises both bacterial and chemical testing of the water supply. These results are then closely compared with the Australian Drinking Water Guidelines. The Environmental Health team takes these samples as an independent audit of other test samples taken by our water supply teams.

NSW Health provides the minimum number of samples to be taken per year (based on population) and cover the costs of testing the samples. Council officers collect the samples, undertake field testing, package the samples, and review results. The team then takes the appropriate actions if required. Each year Council takes 428 microbial and 20 chemical samples across the five water supply systems.

Performance Indicators

Program Output	Performance Indicator	Target
12.1.2 Public Health Monitoring	Compliance with the Public Health Act 2010 and Public Health Regulation	100% of required inspections completed
12.1.4 Surface Water Monitoring	Develop a recreational water sampling policy and program.	100% of required inspections completed
12.1.6 Food Safety	Annual report to NSW Food Authority completed as per requirements	1 per year delivered on time.

Focus and Challenges

The QPRC Health team has begun developing a recreational water and sampling program. This would focus on public swimming and recreational areas such as White Rocks watering hole.

Department Documents

- Mobile Food Vending Policy



Saleyards



Braidwood Saleyards

PILLAR Pillar 2 – Choice

RELATED PROGRAMS 11.8 Saleyards

What is this service?

Queanbeyan-Palerang, particularly the region surrounding Braidwood, has long been regarded as a premier area for breeding cattle.

This service supports the local agricultural industry by providing a venue and facilities for the sale of local livestock. Sales are held on the first Friday of each month (excluding January), with additional sales held as required.

Community Strategic Plan Link

CSP Objectives	CSP Strategies
2.1 Our city, town and village centres are dynamic and thriving places that attract economic activity through the revitalisation of centres, focus on tourism and improved digital connectivity.	Support and promote existing and new business generation initiatives.
2.3 Our business practices support a productive and efficient local economy by providing enabling infrastructure	Our local businesses meet required standards and are environmentally sound, ensuring quality services and high-level risk management.

Financial information

The agents, buyers and sellers who use the facility are the general recipients of this service. As such, Council's strategy is to increase income from user fees to recover costs including upkeep of the facility, in-turn removing the burden from general ratepayers.

2024-25	\$	%
Operating Income		
Fees & Other Income	122,619	100%
Rates & General Revenue	-	0%
Total Operating Income	122,619	
Total Operating Cost	73,911	
Operating Surplus / Deficit	48,708	
Employees	0.2	

Description

The Braidwood Saleyards offers a historic and popular location for cattle sales and associated services. We provide stock weighing, ownership transfer and scanning for the National Livestock Identification Scheme (NLIS). QPRC is responsible for the implementation and ongoing compliance with regulatory requirements. We also provide emergency NLIS tagging, as well as rudimentary advice for complying with federal regulations. The Saleyards attracts farmers who have worked this region for decades. The first Friday of the month is a mecca of farming experiencing, knowledge, and culture.

The Braidwood Truck Wash is a critical function to the ongoing operations of the saleyards; with the cleaning of trucks being an important practice in maintaining biosecurity.

In addition to being a significant enabler for agricultural industries, the monthly sales are also a noteworthy local event.

Performance Indicators

Program Output	Performance Indicator	Target
11.8.1 Braidwood Saleyards	Conducting monthly (except January) and ad hoc sales, as required.	At least 11 sales conducted per year

Focus and Challenges

The facilities at the Braidwood Saleyards are ageing and require investment to maintain compliant with health, safety, and animal welfare requirements. The responsible branch is currently conducting an audit to assess the necessary improvements for long term viability.

**STRATEGIC
PILLAR**

3

CHARACTER





Development Assessment



Development staff assessing plans and lands.

PILLAR Pillar 3 – Character

RELATED PROGRAMS
21.6 New Release
21.2 Subdivision Assessment
21.3 Subdivision Certification
21.1 Development Assessment

What is this service?

Council has a team of town planners and development engineers that assess development applications under relevant planning legislation for a diverse range of works. We provide planning information and general service to our community, while also addressing many customer requests. We can provide information on whether development consent is needed as well as every step of the approval process.

Development is guided by the *Environmental Planning and Assessment Act 1979* and its regulations, and includes Local Environmental Plans (LEPs), Development Control Plans (DCPs) and an array of State Environmental Planning Policies (SEPPs). Through zoning and development controls, a framework shapes the way land can be used.

The procedures for applying for development consent, environmental assessment, notice required, and appeal rights all differ depending on how a development is categorised. These categories include designated development, integrated development and advertised development, and are all set out in the legislation we work with.

For more information on Development Applications, and the Development application process, please visit: <https://www.qprc.nsw.gov.au/Building-Development/The-DA-Process>

Applications may include:

- (a) the use of land,
- (b) the subdivision of land,
- (c) the construction of a building,
- (d) the carrying out of works,
- (e) the demolition of a building or work
- (f) any other act, matter or thing that may be controlled by an environmental planning instrument.

What is considered:

development control plans,
 planning agreements and regulations,
 the suitability of the site for the development
 the environmental impact,
 social and economic impact in the locality
 the natural and built environment.
 submissions made to council.
 state and local government.

Community Strategic Plan Link

CSP Objectives	CSP Strategies
3.2: We have robust planning systems that provide zoned and serviced land that supports affordability and choice to liveability of the area.	Support the sustainable growth of the Local Government Area through land and infrastructure strategic planning, assessment, determination and certification of development, subdivision and building and manage risk through monitoring and compliance.
4.3 Our community facilities and assets are well planned, meet the needs of the community and enhance social connection.	Optimise development contributions to fund new and expanded facilities

Financial Information

There are two main recipients, the first being the applicant and the second being the whole community. The community benefits through the standards and monitoring that ensure the region has quality, sustainable and culturally sensitive development. Fees and charges are capped by statutory limits set by the NSW Government. For those services where the Council can charge a fee, the fee is priced to cost recovery.

2024-25	\$	%
Operating Income		
Fees & Other Income	2,310,455	44%
Rates & General Revenue	2,922,090	56%
Total Operating Income	5,232,545	
Total Operating Cost	5,232,545	
Operating Surplus / Deficit	-	
Employees	29.0	

Description

Council assesses building and development projects ranging from home extensions to commercial, retail, industrial developments and significant major land release subdivisions. Applications are submitted through the NSW Planning Portal.

We aim to secure good quality development through our pre-application enquiry service and meetings, we make sure applicants and developers understand what is important and receive our technical advice early so that we can help shape good development outcomes for our community. Council undertakes development compliance investigations of development works and use of land. This service often originates from an enquiry from the wider community. Many residents and/or landowners simply fail to seek approval through either being unaware of the legal requirement, or wilful disregard for regulatory process.

The Development Engineering team provide technical information and general development advice to the community. We also guide developers and contractors on how to comply with both State and Federal requirements. We address customer requests including utilities' locations and new connections. QPRC's Development team also assess viability of new development and subdivisions, and any integration into QPRC infrastructure. All new public infrastructure must be designed, approved, and constructed according to Council's design specifications. Additional requirements are set by Transport for NSW (TfNSW), Water Services Association of Australia (WSAA) and the Australian Standards.

New infrastructure includes:

- major and minor roads,
- traffic facilities,
- footpaths,
- water supply,
- sewer and stormwater,
- parks and other new assets.

Development Engineering prepares engineering conditions for development according to mandatory specifications. QPRC also calculates development contributions in accordance with Section 64 of the *Local Government Act 1993*, and Section 7.11 of the *Environmental Planning and Assessment Act 1979*. Development Engineering issue Subdivision Works Certificates under Division 6.4 of the *Environmental Planning and Assessment Act 1979*. Engineering also ensure developmental road works are compliant under Section 138 of the *Roads Act 1993*.

In 2023, Development Engineering received and approved 42 Subdivision Certificate applications for both rural and urban subdivisions. These varied from 2-lot applications, up to 260 lots staged. (Total lot yield over 1,500 lots).

Active and passive fire safety regulation is also the responsibility of the Council. Owners and occupiers of all buildings must meet state fire safety standards. After construction, owners must maintain mandatory fire protection measures to these standards. There is a program being created to ensure compliance for all targeted buildings, starting with multi-residential and public buildings like shopping centres.

Performance Indicators

Program Output	Performance Indicator	Target
21.1.1 Development Applications	Dwelling development applications which meet the controls are processed within statutory timeframe – 40 days	70%
	Development Applications are allocated to case officer within five working days of lodgment with authority (excluding Planning Portal)	80%
	Development Applications referrals and notifications are issued within 10 working days of allocation	80%
	Site Inspections for development applications undertaken by case officer within 20 working days of allocation	100%
	Number of deemed refusal planning appeals at the NSW Land and Environment Court	Nil
	Review of Determination undertaken within six months of original decision	100%
	Total number of development applications refused	<10%
	Improve the quality of development applications submitted by holding pre-lodgement meetings for major applications	10 per year

Focus and Challenges

Housing growth and delivery continues in both the new release areas of Googong and South Jerrabomberra, as well as through infill developments in the existing towns. Addressing the need for both major development applications and more simple proposals has meant the team is focused on providing two teams for both work streams, so that applications can be effectively and efficiently assessed. The focus for the team is to improve the customer experience of the Planning System.



Land-Use Planning.



Cooma Road Realignment.

PILLAR

Pillar 3 – Character

RELATED PROGRAMS

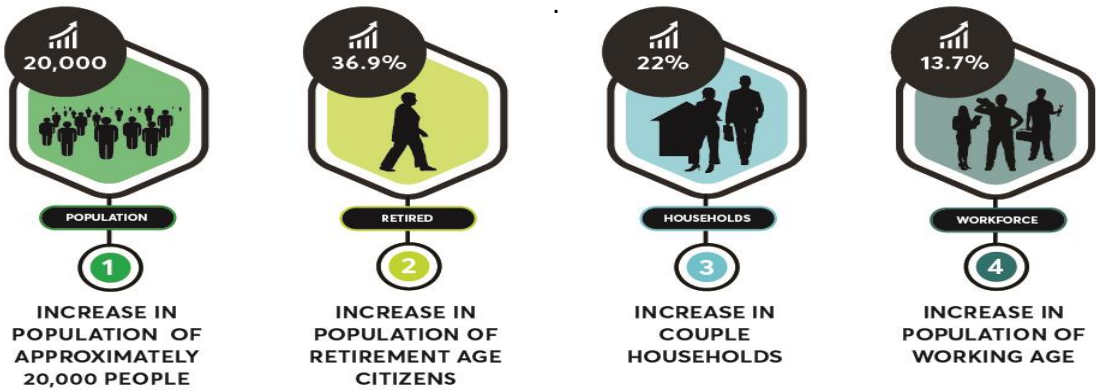
- 21.4 Development Contributions
- 26.1 Land-Use Planning
- 26.2 Community and Crown Lands Plans of Management
- 26.3 Profiling
- 26.4 Spatial, LIS and Naming
- 26.5 Heritage
- 26.6 Certificates (section 10.7)
- 26.7 Native Title

What is this service?

Strategic land-use planning involves the allocation of land for different uses: balancing economic, social, and environmental values. It is the process of supporting decision makers and land users in selecting the best combination of land use allocations to meet multiple needs of people, whilst safeguarding natural resources and ecosystem services.

The Queanbeyan Palerang area is unique, containing a variety of distinct communities, growing, and changing in unique ways. Therefore, different strategic planning is required for different regions of the LGA.

BY 2024 OUR REGION WILL SEE:



Community Strategic Plan Link

CSP Objectives	CSP Strategies
1.1 Our community is strengthened through connection and participation that enhances our community and cultural life.	We recognise and take pride in the unique and individual heritage and identity of our city, towns, villages, and rural areas.
3.2 We have robust planning system that provide zoned and serviced land that supports affordability and choice to liveability of the area.	Support the sustainable growth of the Local Government Area through land and infrastructure strategic planning, assessment, determination and certification of development, subdivision and building and manage risk through monitoring and compliance.
3.3 Our land, vegetation and waterways are managed in an integrated and sustainable manner.	Passive recreation is supported through a well maintained and connected path network, play areas and green spaces that are provided with well-designed built and natural shade.

Financial Information

Land-use planning encourages high quality developments and preservation of the area's built and natural resources. The benefits of improved infrastructure and coordinated growth will be felt by the whole community. Planning proposals are one conduit through which land-use planning is actioned and often benefits a particular landowner or group of owners.

2024-25	\$	%
Operating Income		
Grants & Contributions	337,000	10%
Fees & Other Income	286,998	9%
Rates & General Revenue	2,593,564	81%
Total Operating Income	3,217,562	
Total Operating Cost	3,142,562	
Operating Surplus / Deficit	75,000	
Employees	12.8	

Description

Strategic Planning involves the development of QPRC's land use planning documents. These strategies play a pivotal role in shaping our future communities and building sustainable places to live and work. They allow Council to align infrastructure investment and development, equitably connecting our towns and villages. These documents serve as the cornerstone for all of Council's land use planning processes and development decisions.

The land use planning documents are available on the QPRC website:

<https://www.qprc.nsw.gov.au/Building-Development/Planning-Zoning/Planning-Studies-Strategies>

Some of QPRC's strategic planning documents include:

- QPRC Local Strategic Planning Statement.
- Structure Plans (Bungendore and Braidwood Structure Plans.)
- Strategies (QBE Residential and Economic Strategy 2031, Rural Lands Strategy.)
- Masterplans (Queanbeyan CBD Masterplan, South Jerrabomberra Regional Jobs Precinct.)

Queanbeyan-Palerang's proximity and interwoven relationship with Canberra requires close collaboration with the ACT Government. The ACT has plans to expand up to 600,000 people by 2041. Proper strategic planning provides opportunity to leverage the ACT's aspirations, capitalising on QPRC's unique geographical advantages. By aligning Council decisions with Regional and State strategies, QPRC improves its ability to attract additional funding from State and Federal governments.

An exciting new space in Strategic Planning is our Geospatial Information Systems (GIS). The GIS modernizes strategic planning by developing, analysing, and synchronising spatial (locations, space, size, density, slope, depth and more) data sets to allow strategic planners to efficiently utilise and zone the land within Queanbeyan-Palerang.

Performance Indicators

Program Output	Performance Indicator	Target
26.1.1 Planning Instruments (LEP/DCP)	Reviews are undertaken as required or on a five-yearly cycle	100% of principal LEPs are reviewed in accordance with the timeframe stipulated in the Gateway determination
26.1.3 Planning Strategies and Policies	Reviews are undertaken as initiated by the Department of Planning and Environment	100% completed on time
26.2.1 Plans of Management (PoM)	Compliance with all legislative and Council requirements for Plans of Management	One PoM reviewed annually
26.4.2 Geographic Information System (GIS) – data layer management	GIS database updated as required	100% accuracy

Department Documents

- Affordable Housing Strategy
- Local Environmental Plan
- Local Strategic Planning Statement
- Braidwood Archaeological Management Plan



Natural Landscapes



Staff collecting water samples and data.

PILLAR **Pillar 3 – Character**

RELATED PROGRAMS
24.1 Biodiversity
24.2 Catchment
24.3 Biosecurity
24.4 Environmental Health

What is this service?

The Queanbeyan-Palerang region contains many natural areas with varied ecosystems and habitat for threatened species. It contains various ecosystems including woodlands, forests, native grasslands, and significant wetlands. Areas of particular significance include National Parks, escarpment zones and major river corridors. Staff within the Natural Landscape team are incredibly passionate about protecting, encouraging, and enhancing our unique natural environment.

Community Strategic Plan Link

CSP Objectives	CSP Strategies
3.3 Our land, vegetation and waterways are managed in an integrated and sustainable manner.	Sustain, manage, and protect our land, biodiversity, vegetation, and waterways.
	Sustainably manage natural landscapes and open spaces

Financial Information

The whole community benefits from Council's efforts to maintain and enhance the area's natural landscapes, biodiversity, and catchment management. The NSW Government is responsible for biosecurity through the Department of Primary Industries and provides part of the funding for biosecurity on public lands – about one-third of total funding for biosecurity weed control programs. Fines are in place to discourage illegal polluting activities. Unfortunately, it is not always possible to identify offenders and fully recover costs for illegal dumping. Onsite sewage inspections have a private benefit to the owner of the system and inspection fees are scaled to cost recovery.

2024-25	\$	%
Operating Income		
Grants & Contributions	187,710	9%
Fees & Other Income	536,800	26%
Rates & General Revenue	1,318,268	65%
Total Operating Income	2,042,778	
Total Operating Cost	2,042,778	
Operating Surplus / Deficit	-	
Employees	12.8	

Description

As the land manager and regulatory body, QPRC aims to conserve the biodiversity of the region.

Activities include:

- Survey and planning
- Education
- Vegetation clearance applications
- Managing QPRC's natural areas
- Biodiversity conservation projects
- Collaboration with State and Federal environment agencies
- collect and organise data to inform our GIS Mapping team areas of high importance.

The QPRC catchment program is designed to protect the region's natural waterbodies including creeks, rivers, and artificial lakes. As the water pollution regulator, Council must meet all the requirements of the *Protection of the Environment Operations Act 1997*.

Activities include:

- Surface water monitoring.
- Pollution investigation and control.
- Education of the community.

Description (cont.)

The biosecurity program aims to reduce biosecurity threats within our LGA. A second function of this program is to meet our obligations under the *Biosecurity Act 2015*. Activities include:

- Survey and planning.
- Biosecurity inspections.
- Education of landholders.
- Biosecurity weed and pest animal control.
- Regional collaboration and strategic projects.

Every year, Council's Biosecurity Officers inspect more than 1,700 lots of private and public land. Additionally, around 1,500ha of Council land is checked for biosecurity weeds and pest animals.

QPRC uses the "*Educate, Encourage, Enforce*" framework to manage environmental issues in the area. QPRC will first *educate* citizens around their state and federal requirements. QPRC then *encourages* proper practise through approvals and rejections, caution notices and education. Finally, Council will escalate to regulatory agencies when required to *enforce*.

The environmental compliance program investigates pollution incidents in accordance with the *Protection of Environment Operations Act 1997*. Council officers investigate all reports of pollution including water, land, and air pollution. QPRC allocates significant resources ensuring building sites have proper erosion and sediment control measures. Due to the region's geography, sediment pollution of waterways is a significant problem. Council investigates over 100 pollution incidents per year.

QPRC also regulates onsite sewage management systems (OSSM) in line with the *Local Government Act 1993*. The federal regulations are additional to QPRC's Onsite Sewage Management Policy, which has even stricter requirements.

Given that most of the land in Queanbeyan-Palerang is a part of a drinking water catchment, OSSMs have the potential to impact on environmental and public health. The current OSSM inspection program monitors, regulates and ensures compliance in 5,500 systems, most of which reside in rural areas.

Performance Indicators

Program Output	Performance Indicator	Target
24.1.1 Native Species conservation works	Development of Roadside Vegetation Management Program.	One PoM reviewed annually
24.1.3 Land Management Education	Development of information for Land Managers on QPRC website.	100%
24.1.4 Biodiversity survey and management planning	Training provided to relevant staff	10 staff trained
	Development of GIS Map Layer showing all high conservation vegetation sites.	100%
24.2.1 Catchment Plans	Implementation of Catchment Plan Actions.	2 actions per annum
24.3 Biosecurity	Inspection and management of biosecurity risks on Council-managed land.	1,500ha per year
	Education and inspections of private and public land undertaken per year	1,700 inspections
	High risk pathways inspected	1,800km of pathways
	Priority new weed incursion sites inspected	20 sites inspected
	Development of Roadside Vegetation Management Policy and Guidelines	100%
	High conservation value natural area reserves targeted	Two per year
24.4 Environmental Health	All reported pollution incidents investigated	100%
	Monitoring and assessment of onsite sewage management systems for reapproval under the <i>Local Government Act</i>	750 inspections per year
	Required microbiological and chemical samples taken	100%

Focus and Challenges

QPRC is currently reviewing all Plans of Management for natural areas, as well as the development of a Roadside Vegetation Management Program.

Department Documents

- Queanbeyan River Riparian Corridor and Platypus Awareness and Conservation Strategy
- Roadside Vegetation Management Plan



Sustainability



National Tree Day Braidwood.

What is this service?

QPRC recognises that climate change is a serious and significant issue and is committed to improving sustainable in both policy and operation. In recognition that both Government and the community have roles to play in slowing climate change, two documents make up Council’s Climate Change Action Plan (CCAP):

Climate Change Action Plan	
QPRC Community Climate Change Action Plan	QPRC Council Operations Climate Change Action Plan

Both Action Plans cover the period from 2020 to 2030 and set out ideas for reducing emissions in Council operations and in the community. The Action Plans also includes information and actions that Council and the community can utilise to implement the plans effectively.

PILLAR Pillar 3 – Character

- RELATED PROGRAMS
- 25.1 Education
 - 25.2 Climate
 - 25.3 Monitoring and Reporting
 - 25.4 Sustainability Projects

Community Strategic Plan Link

CSP Objectives	CSP Strategies
3.1 We acknowledge climate change and we work towards reducing our region's carbon footprint.	Increase community education, resilience, confidence and resolution in dealing with the challenges of climate change.
	Partner with Government departments and other organisations to reduce carbon emissions and mitigate the effects of climate change
	Provide facilities and education programs to improve recycling rates and reduce waste.
	Minimise use of potable water, optimising reuse of recycled water and waste.
3.2 We have robust planning systems that provide zoned and serviced land that supports affordability and choice to liveability of the area.	Support the sustainable growth of the Local Government Area through land and infrastructure strategic planning, assessment, determination and certification of development, subdivision and building and manage risk through monitoring and compliance.
	Acknowledge our area comprises diverse settlements that have their own unique identity and value our rural landscapes
4.2 Our community's waste, water, sewerage, stormwater and recycled water needs are met.	Sustainably manage the region's potable water systems and supply to meet the community's needs and national quality standards.
	Provide secure water sources that cater for climate change and storage for reliable supply for growing population and business needs.
	Manage the region's stormwater and maximise use of recycled water to meet the community's needs and national quality standards

Financial Information

As improved environmental standards and education programs are a public benefit, this service is mostly funded by ratepayers through general funding.

2024-25	\$	%
Operating Income		
Rates & General Revenue	72,691	100%
Total Operating Income	72,691	
Total Operating Cost	72,691	
Operating Surplus / Deficit	-	
Employees	2.0	

Description

We provide environmental education to the community to increase awareness and knowledge of sustainability and environmental issues. These education campaigns are usually associated with larger global or national events such as World Environment Day, National Tree Day and Clean Up Australia Day and aim to promote local involvement.

Events target all demographics and locations and include story time readings of books with environmental messaging or focus. We also operate:

- Minecraft Sustainable Design Competition,
- Open days in various local reserves and parks (Mt Jerrabomberra, Queanbeyan River),
- Educational talks by members of local community groups (Landcare etc.)
- DIY Sustainable Projects evenings
- Our 6 monthly online newsletter "Sustainability Matters".

A large part of our education program aims to promote collaboration with environmental and community organisations. Recognising the great work being done in the community and tailoring our programs to support and expand on this work. We have seen great success in our collaboration with Queanbeyan Landcare to deliver National Tree Day. As well as a recent collaboration with NSW Water Watch to streamline and enhance surface water monitoring and reporting.

The most significant achievement so far has been the Power Purchase Agreement, which will provide clean energy from an NSW solar farm over the next 10 years. This will significantly reduce emissions from our large-scale sites including the Queanbeyan Civic and Cultural Precinct, and the Queanbeyan Sewage Treatment Plant project.

Council has also an Electric Vehicle Charging Policy and Plan to further encourage sustainability. The "electrification" of the QPRC fleet will have a significant impact on emissions and operation costs. Smaller scale solar projects on council buildings, community halls and RFS stations have the additional benefit of building community resilience.

This service implements Council policy on sustainable building and design, meeting the targets of the *Climate Change Action Plan*. Sustainability Officers work with other groups to ensure that new Council buildings (including the QCCP) are designed in line with policy.

Council has developed Plans of Management for important natural areas, including Mt Jerrabomberra and the Queanbeyan River. Projects and activities include:

water quality improvements

tree plantings

weed removal

rubbish removal

platypus awareness initiatives

erosion gully works

fire management activities and bushland
management

Performance Indicators

Program Output	Performance Indicator	Target
25.1.1 Environmental Education	Coordination of environmental awareness initiatives and events	Six events per year
25.2.1 Climate Change Action Plan	Compilation of baseline climate change data	100%
25.2 Climate	Establish Emissions Inventory for Council operations and monitoring measures	By June 2025
25.3.1 Sustainable Projects	Review one plan of management per year	1

Department Documents

- QPRC Community Climate Change Action Plan
- QPRC Council Operational Climate Change Action Plan
- QPRC Public Electric Vehicle Plan
- QPRC Urban Forest Cooling Strategy
- QPRC Plan on a Page Net Zero Actions FY24/25



Urban Landscapes



Bungendore Playground.

PILLAR Pillar 3 – Character

RELATED PROGRAMS

- 4.1: Indoor Sports
- 4.3: Sports fields
- 23.1: Parks and Playgrounds
- 23.2: CBD
- 23.3: Signage
- 23.5: Public Amenities
- 23.6: Community Land

What is this service?

We manage and maintain most visible community land and facilities including parks, reserves, sportsfields, playgrounds, town and village centres. We provide safe open spaces that are well managed and attractive to support active and passive recreation.

This team also manages gardens, landscapes, urban trees, urban bushland, signage, street furniture, public toilets, and graffiti, along with greenways in rural residential and village areas like Majors Creek and Nerriga. We also help facilitate sporting teams, leagues, and field leasing.

Community Strategic Plan Link

CSP Objectives	CSP Strategies
1.3 Our public and community places are inviting, accessible, encourage participation and are well maintained.	Maintain public spaces to a high standard
	When planning public and green spaces, explore the inclusion of complementary activities such as playgrounds, walking tracks, picnic facilities and amenities which are provided with well-designed built and natural shade.
2.1 Our city, town and village centres are dynamic and thriving places that attract economic activity through the revitalisation of centres, focus on tourism and improved digital connectivity.	Make our city, town and village centres inviting through beautification, maintenance, and well-designed built and natural shade.
3.3 Our land, vegetation and waterways are managed in an integrated and sustainable manner.	Sustainably manage natural landscapes and open spaces
	Passive recreation is supported through a well maintained and connected path network, play areas and green spaces that are provided with well-designed built and natural shade.
4.3 Our community facilities and assets are well planned, meet the needs of the community and enhance social connection.	Enhance community and recreational use of facilities through robust maintenance and management.
	Plan for community facilities to meet the needs of our growing population and promote the maximisation of use of current facilities
	Optimise development contributions to fund new and expanded facilities

Financial Information

The beneficiaries of this service are the users of parks, gardens, sportsfields, playgrounds and CBD areas. However, all residents benefit from the proper management of most outdoor spaces, regardless of whether they use it or not.

All residents and visitors have access to the facilities, and it is not always feasible to charge for use of the facilities as access cannot always reasonably be restricted.

2024-25	\$	%
Operating Income		
Grants & Contributions	130,369	1%
Fees & Other Income	197,575	1%
Rates & General Revenue	13,069,477	98%
Total Operating Income	13,397,421	
Total Operating Cost	14,862,515	
Operating Surplus / Deficit	(1,465,095)	
Employees	52	

Description

We manage the upkeep and maintenance of 40 sportsfields. This includes mowing, weeding and turf maintenance of playing surfaces. Additionally, we are also responsible for the management and maintenance of all related sports-field infrastructure including facility buildings, lighting, goal posts, and sportsfield amenities. One of these fields is the new Bungendore Sports Hub, with its two natural turf fields and four hard surface netball courts. Additionally, we have recently opened Regional Sports Complex in South Jerrabomberra. The first stage of the complex includes:

- three football pitches (one synthetic and two premier grass)
- one first grade hockey pitch
- three natural grass warm up pitches'
- club rooms and amenities
- car parking
- lighting is to be variable LED - lux levels can be reduced for training and local games.

Further stages are planned, pending Council approval and funding. For more information regarding our Sportsfields projects, please head to the QPRC Projects page on our website.

We also manage Crown Reserves, including the Queanbeyan and Braidwood Showgrounds in consultation with a committee of community volunteers. Through collaboration with our community, we coordinate sports seasons and sports field venue bookings, providing access for the community for sports play, including school sports. Additionally, staff facilitate district, regional and state sporting events.

We manage and maintain more than 95 playgrounds, outdoor exercise equipment and skateparks and conduct monthly safety and compliance inspections.

Performance Indicators

Program Output	Performance Indicator	Target
23.1.1 Parks and Reserves (including showgrounds)	Level 1 Parks mown weekly, Level 2 Parks mown fortnight, Level 3 Parks mown every three weeks. Rural spaces mown as required (4-6 times per annum), Showgrounds mown monthly	>90%
23.1.2 Garden and Urban Spaces	Gardens weeded and trimmed monthly, replating as required	90%
23.1.3 Playgrounds	All playgrounds inspected monthly, annual independent audit	90%
23.1.4 Urban Trees	Private tree applications response to applicants within 10 days	90%
	Public tree applications response to applicants within 10 days	90%
	New trees planted annually	>1000 per annum.
23.1.5 Graffiti removal	Removal of graffiti in urban and high-profile areas within 48 hours of notification	>90%
	Removal of graffiti in other areas within 96 hours of notification	>90%

Department Documents

- Sports Facilities Strategic Plan
- Parks and Recreation Asset Management Plan

**STRATEGIC
PILLAR**

4

CONNECTION



STRATEGIC PILLAR 4 – CONNECTION

A CONNECTED QUEANBEYAN-PALERANG



Asset Planning



Water and Sewer Infrastructure in Queanbeyan.

PILLAR

Pillar 4 – Connection

RELATED
PROGRAMS

36.2 Asset Planning

What is this service?

This service prepares comprehensive asset management plans to ensure decisions are based on analysis of sound information. We manage asset systems and data and provide advice on cost, risk, and performance of Council's \$2.5b of public infrastructure.

- Spatial Data: Tells us where things are on a map, like roads, buildings, or parks.
- Physical Data: We collect physical data like size, condition, and material.
- Financial Data: We collect financial data to understand the cost of required maintenance and renewal.

Community Strategic Plan Link

CSP Objectives	CSP Strategies
4.3 Our community facilities and assets are well planned, meet the needs of the community and enhance social connection	Enhance community and recreational use of facilities through robust maintenance and management.
	Plan for community facilities to meet the needs of our growing population and promote the maximisation of use of current facilities.
	Optimise development contributions to fund new and expanded facilities.
	Council assets are sustainably managed.

Financial Information

Asset Planning is an internal Council management expense that puts strategies in place to deliver the best value to ratepayers for all Council assets. The service indirectly benefits all ratepayers and is funded through general rates.

2024-25	\$	%
Operating Income		
Attributed Costs	537,451	37%
Rates & General Revenue	925,547	63%
Total Operating Income	1,462,998	
Total Operating Cost	1,464,545	
Operating Surplus / Deficit	(1,547)	
Employees	8.0	

Description

We integrate asset information, including roads, water and sewer, parks, and playgrounds, buildings and more. Asset management provides analytics to help council make efficient long-term decisions.

We achieve Council's objectives by supporting asset managers across Council to:

Maximising the service potential of existing assets by ensuring that they are appropriately used and maintained.	Identifying opportunities to reduce demand for new / upgraded assets by implementing demand management techniques and considering alternative service delivery options
Increasing value for money in the identification and delivery of new works by considering life cycle costing and or alternative construction techniques	Focusing attention on results by clearly assigning responsibility, accountability, and reporting requirements in relation to asset management.

The key principles guiding the development of our Asset Management Strategy are:

- Sound information and systems are needed to inform decision making.
- Comprehensive asset management planning is required to ensure decisions are based on an evaluation of alternatives that considers life cycle costs, benefits and risks of assets.
- The community will be informed and have an opportunity to have involvement in establishing level of service standards based on an understanding of the cost of different decisions.
- Responsibility for asset management, including accountability and reporting requirements, is clearly established, communicated, and implemented.
- An effective policy framework is established for the strategic management of assets.

Performance Indicators

Program Output	Performance Indicator	Target
36.2.1 Asset Data Management	New assets are recorded in Council's Asset Register by project completion	95%
	Asset management plans are updated regularly to ensure relevance	2 Asset Management Plans in 2023-24

Focus and Challenges

With significant greenfield development occurring, we plan for new infrastructure built by developers. We coordinate with Council's strategic planners and infrastructure managers to plan for the delivery and management of new infrastructure, and we identify the amount of additional funding required for ongoing maintenance and renewal.

Council anticipates implementing TechOne mobility devices and work-order system across all asset classes, which would enable better maintenance management and prediction modelling for the council's infrastructure assets.

We are preparing for a comprehensive review of the condition of our roads and bridges to provide forward capital renewal programs and major maintenance programs and forecast the financial cost of maintenance and renewal for the next 10-20 years.

Department Documents

- Asset Management Strategy
- Building Asset Management Plan
- Parks and Recreation Asset Management Plan
- Sewerage Infrastructure Asset Management Plan
- Stormwater Asset Management Plan
- Transport Asset Management Plan

STRATEGIC PILLAR 4 – CONNECTION

A CONNECTED QUEANBEYAN-PALERANG



Facilities



Braidwood QPRC office on Wallace Street.

PILLAR

Pillar 4 – Connection

RELATED
PROGRAMS

35.1 Buildings
35.2 Sustainability
35.3 Security
46.1 Property

Financial Information

The Facilities service supports the safe and equitable access to Council’s public facilities and amenities. We work to ensure well-presented, efficient, secure and clean buildings for community, civic and recreational use. We also ensure Council buildings are amply maintained and secured.

Community Strategic Plan Link

CSP Objectives	CSP Strategies
4.3 Our community facilities are well planned, meet the needs of the community and enhance social connection.	Council assets are sustainably managed
	Enhance community and recreational use of facilities through robust maintenance and management.
	Plan for community facilities to meet the needs of our growing population and promote the maximisation of use of current facilities.

Financial Information

Council owns substantial property, and the cost of management and maintenance is attributed to the facility's related Council service.

The cost of maintaining the Council's administrative and operational facilities is proportioned by the wage budget of the related services, ensuring full cost recovery.

2024-25	\$	%
Operating Income		
Fees & Other Income	1,022,293	10%
Attributed Costs	4,509,322	42%
Rates & General Revenue	5,143,680	48%
Total Operating Income	10,675,295	
Total Operating Cost	10,259,685	
Operating Surplus / Deficit	415,610	
Employees	2	

Description

This service keeps our buildings safe, clean, and efficient. We conduct regular inspections, repairs, and renovations to maintain their integrity. Our team ensures that spaces are well-utilised, and that waste is managed responsibly and sustainably. We prioritise security measures to protect both property and people. Additionally, we collaborate on energy-saving initiatives to reduce costs and our environmental impact.

Some of the public facilities we manage include:

- Town Halls
- Community Centres
- Libraries
- Recreation Centres
- Parks and Green Spaces
- Senior Centres
- Performing Arts Centres
- Museums and Art Galleries
- Sports complexes and amenities
- Public bathrooms
- Administration buildings

Performance Indicators

Program Output	Performance Indicator	Target
35.1.1 Building Maintenance	Compliance with Council's five-year building maintenance program	>90%
35.1.2 Council offices	Maintain 5.0 Star NABERS (National Australian Built Environment Rating System) Energy rating for Office Base Building	100%
	Maintain 5.0 Star NABERS rating for water	100%
35.2.1 Energy efficiency	Assess existing NABERS Energy Rating and develop Energy Efficient Upgrade Plan	>80%
46.1.1 Property	Leases and licences register kept up to date	100%

Department Documents

- QPRC Property Strategy
- Building Asset Management Plan .



Emergency Services



The State Emergency Service

PILLAR	Pillar 4 – Connection
RELATED PROGRAMS	36.3 Emergency

What is this service?

The community turns to local sources for support with preparation, prevention, and recovery. In consultation with emergency services (NSWPF, RFS and the SES), QPRC offers a wide range of emergency information to the public. We have information on preparation tips, flood plans, road closures, verified information, emergency shelter locations, and more. This information is provided through the QPRC website, our service centres, or the QPRC social media accounts.

Community Strategic Plan Link

CSP Objectives	CSP Strategies
1.1 Our community is strengthened through connection and participation that enhances our community and cultural life	We embrace our diverse community and welcome and support new and existing residents through community development to build community connection and resilience

Financial Information

Emergency services is an NSW Government responsibility that has been in part shifted to ratepayers over time. The Government collects a levy from Council around 4% of the general rates paid by each ratepayer. All members of the public benefit from having properly funded emergency services and proper disaster management plans in place.

2024-25	\$	%
Operating Income		
Operating Grants & Contributions	457,959	15%
Rates & General Revenue	2,699,094	85%
Total Operating Income	3,157,054	
Total Operating Cost	2,689,054	
Operating Surplus / Deficit	468,000	
Employees	1.0	

Description

QPRC assists with coordination of all emergency services organisations, government departments and relevant local stakeholders. Actions and preventative programs are determined through the Local Emergency Management Committee (LEMC). Under the legislation, councils must provide support to the Local Emergency Management Officer (LEMO), who is generally an unsworn member of the Police Force. The LEMO can call on various departments within Council in emergency scenarios to assist, including:

- Communications
- Transport
- Facilities and Security
- Emergency admin
- Parks and Gardens
- Urban Landscapes
- Water and Sewer
- Waste
- Finance
- GIS
- Land-Use Planning
- Projects and Contracts
- Community Development

Emergency Management is directed by the *State Emergency and Rescue Management Act 1989*. Additional guidance is provided by NSW Emergency and the State Emergency Management Plan (EMPLAN). Council is also tied to the Rural Fire Service through funding and asset arrangements. This relationship is mutually beneficial, with ideas, assets and knowledge being shared.

Council does prevention work through hazard reduction (including roadside slashing), fire trail maintenance, flood plain studies and management plans. Recovery has largely been transitioned to councils to manage. In smaller, more localised events, this work can be completely unfunded by other levels of government. A localised event does not mean there has been no profound impacts on one or more individuals and communities. As events become more common, the resilience of individuals and communities is tested to capacity and communities seek out support to help them navigate a very complex road to recovery.

Our area is commonly impacted by flood, storm and fire and is not immune to earth tremors, severe and catastrophic fire weather days, heat waves, pandemics/epidemics, animal disease threats and more.

QPRC is a significant land manager and asset owner, and as such plays an important role in the Bush Fire Management Committee. The Bush Fire Committee develops the *Bush Fire Plan of Operations*, as

well as the *Bush Fire Risk Management Plan*. The LEMO currently sits on this Committee as Council's nominee.

During a significant, multi-agency response incident, an Emergency Operations Centre (EOC) is opened. The proper and effective functioning of the EOC is the responsibility of the LEMO. Where an emergency is deemed an incident and is managed at the local level, there is benefit for the LEMO to operate directly within the local management team. This is to identify and support the coordination of assistance from and for other agencies during situations where the Defence agency requires assistance i.e.. for an hour to fill sandbags or to provide traffic control.

Performance Indicators

Program Output	Performance Indicator	Target
36.3 Emergency Services	Review/complete local emergency management plan by 30 June 2025	100%
	Number of LEMC meetings held per annum	4

Focus and Challenges

The State NSW Reconstruction Authority released a report indicating natural disasters like fire and floods will continue to affect our region. Climate change is causing an increase in frequency and severity of these disasters. Mitigating and preparing for more intense and common disaster is a major focus of the QPRC Emergency Service, and its associates.

Department Documents

- Bush Fire Risk Management Plan



Plant and Fleet



Road Grader at Nerriga Road. I

PILLAR Pillar 4 – Connection

RELATED PROGRAMS 36.4 Plant and Fleet

What is this service?

Council requires a wide variety of specialist and tailored equipment to deliver services the community requires. Plant and fleet is responsible for the efficient and sustainable management of these assets. We make sure that all vehicles and equipment meet regulatory requirements, safety standards, and emissions guidelines. This service also collaborates to provide training to staff on safe operation and maintenance.

Community Strategic Plan Link

CSP Objectives	CSP Strategies
4.3 Our community facilities and assets are well planned, meet the needs of the community and enhance social connection.	Enhance community and recreational use of facilities through robust maintenance and management.
	Council assets are sustainably managed.

Financial Information

Council sets an internal plant hire rate to charge the full plant running and ownership costs to Council works and projects. This ensures complete accountability for all Fleet and Plant assets

2024-25	\$	%
Operating Income		
Fees & Other Income	586,353	100%
Rates & General Revenue	-	0%
Total Operating Income	586,353	
Total Operating Cost	(726,988)	
Operating Surplus / Deficit	1,313,341	
Employees	2.7	

Description

We fund, deliver, maintain, and dispose of Council's plant (non-passenger vehicles) and fleet (passenger vehicles and leaseback vehicles).

We provide procurement and operation of these vehicles and also manage the systems and processes to keep plant and fleet vehicles operational and safe for Council staff. Day-to-day operation and maintenance of plant and fleet is managed through the area managers and we are frequently looking to improve operational efficiency through vehicle management.

Performance Indicators

Program Output	Performance Indicator	Target
36.4.1 Plant and Fleet	% of plant exceeding category retention target (hrs/yrs)	<10%
	Number of units of electric fleet/plant	10
	% recovery of plant costs through hire rate	100%

Focus and Challenges

Net zero obligations require all levels of government to explore sustainable electric vehicle solutions for their plant and fleet. QPRC will need to manage important requirement with its financial situation over the coming years.



Projects and Contracts



The Queanbeyan Civic and Cultural Precinct

PILLAR	Pillar 4 – Connection
RELATED PROGRAMS	36.1 Projects and Contracts 36.6 Projects 36.7 Private Works

What is this service?

Projects and Contracts deliver large infrastructure and technical projects such as Queanbeyan Civic and Cultural Precinct and the Queanbeyan Sewage Treatment Plant Upgrade.

We undertake our procurement activities in accordance with *NSW Local Government Act 1993* and *Local Government (General) Regulation 2005 (Part 7 - Tendering)*. All of our open tenders are advertised on the Tenderlink website, as well as on the QPRC website.

All of QPRC’s major works and projects are also available for viewing on the website: <https://www.qprc.nsw.gov.au/Major-Works-Projects>

We also encourage as much community feedback on our projects, planning and contracting processes. We have frequent open forums and calls to the community for consultation. Please see the QPRC website homepage, as well as the QPRC Your Voice website for opportunities to have your voice heard.

Community Strategic Plan Link

CSP Objectives	CSP Strategies
4.3 Our community facilities and assets are well planned, meet the needs of the community and enhance social connection.	Enhance community and recreational use of facilities through robust maintenance and management.
	Council assets are sustainably managed.
4.2 Our community's waste, water, sewerage, stormwater and recycled water needs are met.	Sustainably manage the region's potable water systems and supply to meet the community's needs and national quality standards.
	Provide secure water sources that cater for climate change and storage for reliable supply for growing population and business needs.
	Manage the region's stormwater and maximise use of recycled water to meet the community's needs and national quality standards.
	Support public, business and environmental health through the provision of quality water, sewerage and recycled water systems.
	Manage the collection of waste and operation of waste facilities to meet community requirements

Financial Information

The direct cost of project management is included with capital project expenditure.

Additionally, project management costs will be attributed at 4% of total capital expenditure and capitalised against the created asset.

2024-25	\$	%
Operating Income		
Fees & Other Income	70,844	100%
Rates & General Revenue	-	0%
Total Operating Income	70,844	
Total Operating Cost	(1,316,452)	
Operating Surplus / Deficit	1,387,296	
Employees	18.8	

Description

We have developed a Project Management Framework that provides a series of standards that guarantee all Council projects are properly managed, taking into consideration the risk, complexity, and cost of different projects. Council employs a team of engineers, surveyors, civil designers, project, and road safety specialists to help manage these projects. Projects are initiated from Council's Long Term Financial Plan, grant applications, election funding and the Community Strategic Plan.

This service is responsible for designing road infrastructure and the management of construction of civil and facility construction. We employ contractors through a stringent procurement framework, as well as complying with federal and state standards.

Performance Indicators

Program Output	Performance Indicator	Target
36.1.1 Projects Design	Work as executed (WAE) plans complete for Projects with required timeframe.	100%
	Project designs meet Australian Standards	>99%
36.1.2 Project Management	Plan, document, procure, manage and report on delivery of key infrastructure projects and capex program in accordance with Delivery Program	>90%
Output 36.1.3 Contract Management	Variations and delays to contract	<5
	Procurement in accord with policy and tender legislation	100%

Department Documents

- Integrated Transport Strategy
- Bungendore Bicycle and Facilities Plan
- Braidwood Bicycle and Pedestrian Facilities Plan
- Queanbeyan Bicycle and Pedestrian Facilities Plan
- Queanbeyan Car Parking Strategy



Transport for NSW Contract



The Kings Highway.

PILLAR Pillar 4 – Connection

RELATED PROGRAMS 36.5 Transport for NSW Contract

What is this service?

QPRC undertakes the road maintenance, management, renewals, and reconstruction projects on 165km of neighbouring council roads as well as State and Federally owned regional roads.

Some examples are the Kings Highway, Goulburn Road, Nerriga Road and more.

Community Strategic Plan Link

CSP Objectives	CSP Strategies
4.1 Our transport network and infrastructure is safe, supports a zero emissions target and allows for ease of movement throughout Queanbeyan-Palerang and across the ACT border and region.	Support and maintain urban and rural roads, traffic management systems, car parking, improvement of bridges in a sustainable manner and advocate and promote safe road user behaviour.
	Advocate for public transport infrastructure that meets the needs of Queanbeyan-Palerang residents and visitors.

Financial Information

State roads are managed and funded by Transport for NSW because of their state arterial significance. Council has a contract with NSW Transport to supply road maintenance and road works services. Council aims to make a margin on direct cost of works, to cover a portion of administration and overhead costs.

2024-25	\$	%
Operating Income		
Fees & Other Income	8,070,000	100%
Rates & General Revenue	-	0%
Total Operating Income	8,070,000	
Total Operating Cost	7,202,835	
Operating Surplus / Deficit	867,165	
Employees	-	

Description

Through a Roads Maintenance Council Contract with Transport for NSW (TfNSW), Council undertakes maintenance, renewal, and projects on more than 165km of adopted roads. This contract has been a major success and has recently been extended by TfNSW.

All maintenance works are fully funded by TfNSW, with renewals undertaken through a process that allows Council full recovery of cost. We have been contracted by TfNSW as we have the local experience and knowledge to manage the state road network.

We deliver this service using a mix of internal staff, external contractors, consultants, and panel contracts. Some of the works include adding additional lanes, grading, grass and weed maintenance, resurfacing, traffic management and more.

Performance Indicators

Program Output	Performance Indicator	Target
36.5.1 Transport for NSW Contract	Compliance with Transport for NSW contract	100%
	Delivery of Transport for NSW works program	100%

Focus and Challenges

The RMS contract was recently renewed, with a few new conditions and requirements.

We will be required to maintain our contract obligations

STRATEGIC PILLAR 4 – CONNECTION

A CONNECTED QUEANBEYAN-PALERANG



Transport



PILLAR	Pillar 4 – Connection
	31.1 Roads 31.2 Bridges 31.3 Paths and Cycleways 31.4 Traffic and Safety 31.5 Parking 31.6 Public Transport 31.7 Cross Border and Smart City
RELATED PROGRAMS	
Uriarra/Ross Road intersection upgrade	

What is this service?

Through this service, Council supports the safe and equitable movement of residents, visitors, and freight through the region. Council is responsible for maintaining and renewing roads, bridges, paths, and public transport facilities.

This includes a road network comprising of:

- 701km of sealed roads and 693km of unsealed roads
- a regional road network of 192km of sealed roads
- 58km of unsealed roads
- 210km of footpaths
- 30km of shared paths
- 169 vehicular bridges
- 7 pedestrian bridges
- Road furniture comprised of streetlights road signs and barriers.

This service is also responsible for ensuring roads comply with Transport for New South Wales requirements, including drainage and surface quality. We utilise information provided by AusRoads to help provide the safest transport service we can.

Community Strategic Plan Link

CSP Objectives	CSP Strategies
4.1 Our transport network and infrastructure is safe, supports a zero emissions target and allows for ease of movement throughout Queanbeyan-Palerang and across the ACT border and region.	Support and maintain urban and rural roads, traffic management systems, car parking, improvement of bridges in a sustainable manner and advocate and promote safe road user behaviour.
	Support and facilitate the continuous development of footpaths and connected walking and cycling tracks.
	Advocate for public transport infrastructure that meets the needs of Queanbeyan-Palerang residents and visitors.

Financial Information

Transport infrastructure benefits all road users including local ratepayers, travellers, and users of freight routes across the state and country.

Regional roads provide links between towns and within major urban centres. Regional roads are managed by Council and funded by the State Government through 'Regional Roadblock Grant' funding.

The Federal Government also has a responsibility for road maintenance and pays some contributions toward road renewal through the Roads to Recovery Grant and other infrastructure grant programs.

2024-25	\$	%
Operating Income		
Operating Grants & Contributions	9,100,090	27%
Fees & Other Income	50,531	0%
Rates & General Revenue	24,676,709	73%
Total Operating Income	33,827,330	
Total Operating Cost	40,380,974	
Operating Surplus / Deficit	(6,553,644)	
Employees	86.1	

Description

QPRC transport service aims to have well planned transport infrastructure which provides safe connection and easy movement in our LGA. We also ensure transport infrastructure is maintained to the agreed standards as set out in the Asset Management Strategy and Asset Management Plans.

This service is provided through a combination of internal staff and plant as well as contractors and consultants. Roads are integral to life within Queanbeyan-Palerang, and we utilise both local grown knowledge, as well as innovation from abroad.

Due to our regional location and our reciprocal relationship with the ACT, the Transport team collaborates and coordinates on projects with community groups, other councils, state, and federal agencies, as well as local private stakeholders.

We aim to provide quality services and have been internationally certified in the areas of Health, Safety Environment and Quality (HSEQ) for the delivery of Infrastructure Services including transport, as well as water, sewer, waste, facilities, and asset management.

External accreditation body, Sustainable Certification has certified that these facilities meet the requirements of the International Organisation's Standard ISO 9001 for Quality, ISO 14001 for Environment and ISO45001 for Occupational Health & Safety.

Performance Indicators

Program Output	Performance Indicator	Target
31.1.1 Sealed roads	Resealing sealed roads < 15-year cycle.	<80%
31.1.2 Unsealed roads	Annual target for grading roads.	>750km.
31.1.6 Street sweeping	Annual target for sweeping of urban streets.	1,000km.
31.1.2 Bridges and culverts	Number of timber bridges replaced each Council term (or four years).	Four per term.
	% of bridges and culverts inspected annually.	30% p.a.
31.3.1 Footpath	% extreme footpath defects fixed <7 days.	<90%

Focus and Challenges

HSEQ: Council is working to obtain HSEQ accreditations, but keeping pace with evolving health, safety, environmental, and quality regulations and standards can be challenging.

Resourcing: Finding and retaining qualified employees can be challenging, especially in competitive industries in our geographic location, such as ACT Government and APS (Australian Public Services).

Maintaining gravel roads: Gravel roads require frequent maintenance, including grading, adding new gravel, and dust control, to maintain their condition and usability. This task is highly weather-dependent and resource-intensive.

Department Documents

- Transport Asset Management Plan
- Unsealed Road Grading Policy

STRATEGIC PILLAR 4 – CONNECTION

A CONNECTED QUEANBEYAN-PALERANG



Sewer



Queanbeyan Sewage Treatment Plant

PILLAR	Pillar 4 – Connection
RELATED PROGRAMS	33.1 Sewer Operations 33.2 Sewer Infrastructure

What is this service?

Council handles sewage collection and treatment in urban areas like Queanbeyan, Googong, Bungendore, Braidwood, and Captains Flat. We make sure sewage services are safe, efficient, and affordable for everyone. This helps keep people healthy, supports local businesses, and protects the environment.

In all these areas, we take care of building, running, and maintaining sewage infrastructure like treatment plants, pump stations, and pipes. We operate five treatment plants, each with its own dedicated team, licence, operating requirements and management plans.

Community Strategic Plan Link

CSP Objectives	CSP Strategies
4.2 Our community’s waste, water, sewerage, stormwater and recycled water needs are met.	Manage the region’s stormwater and maximise use of recycled water to meet the community’s needs and national quality standards.
	Support public, business and environmental health through the provision of quality water, sewerage and recycled water systems.

Financial Information

The sewerage schemes are funded separately from general rates. Annual access charges are levied on each property for access to sewer network infrastructure. Businesses are also charged usage fees per each kilolitre discharged into the sewerage system.

As part of the Googong development, Council operates and maintains a water recycling plant with duplicate infrastructure to the potable (drinking) water system. Additional water charges are collected from the property owners who benefit from this system. To promote water conservation, the pricing of recycled water is set 5% below the potable water price.

An operating surplus is being made in preparation for the replacement of the Queanbeyan Sewage Treatment Plant.

2024-25	\$	%
Operating Income		
Operating Grants & Contributions	22,500	0%
Annual Charge	24,577,800	81%
Fees & Other Income	5,582,452	18%
Rates & General Revenue	49,201	0%
Total Operating Income	30,231,953	
Total Operating Cost	24,330,272	
Operating Surplus / Deficit	5,901,681	
Employees	23.0	

Description

In all serviced areas, we fund, deliver, operate, and maintain sewer related infrastructure such as treatment plants, pumps stations and collection networks. We operate five sewage treatment plants for our region's villages and towns. Through the collection network, we move sewage from properties and transfer it through gravity pipes, pump stations and rising mains to the various treatment plants.

In Googong, we treat sewage to make recycled water, which we deliver to homes and public spaces through a separate "third pipe" system. We have a similar setup in Bungendore, but it doesn't provide recycled water to homes.

The Queanbeyan treatment plant is old and needs replacing, so we're designing a new one. We're moving forward with the approval process to start construction next year.

We're also planning to expand the Bungendore treatment plant to accommodate the town's growth, following the Bungendore Structure Plan.

Performance Indicators

Program Output	Performance Indicator	Target
33.1.1 Sewage Treatment Plant	Effluent (waste) meets environmental protection license limits	>90%
	Performance report published annually	100%
33.2.2 Sewer Collection Network	Sewer chokes responded within 2 hours	>75%
	Sewer chokes per km main p.a.	<50

Focus and Challenges

Delivery of the new Queanbeyan Sewage Treatment Plant.

Department Documents

- Sewerage Asset Management Plan
- QPRC Integrated Water Cycle Management Plan
- Palerang Communities Integrated Water Cycle Management Plan



Stormwater



Stormwater drainage system

PILLAR	Pillar 4 – Connection
RELATED PROGRAMS	32.3 Stormwater

What is this service?

Council manages stormwater in Queanbeyan, Bungendore, and Braidwood, making sure these communities are ready for storms and rain events. Council manages more than 284km of stormwater mains within the LGA. By handling stormwater well, we reduce the risks of flooding, erosion, and water pollution.

Community Strategic Plan Link

CSP Objectives	CSP Strategies
4.2 Our community’s waste, water, sewerage, stormwater and recycled water needs are met.	Manage the region’s stormwater and maximise use of recycled water to meet the community’s needs and national quality standards.
	Support public, business and environmental health through the provision of quality water, sewerage and recycled water systems.

Financial Information

Annual stormwater management service charges are levied against each property for which the service is available. The NSW Government has capped the charge at \$25 for each residential assessment and the general ratepayer funds the additional cost.

The service makes an operating deficit in years when the depreciation expense is under-funded.

2024-25	\$	%
Operating Income		
Annual Charge	529,000	31%
Rates & General Revenue	1,180,954	69%
Total Operating Income	1,709,954	
Total Operating Cost	3,440,837	
Operating Surplus / Deficit	(1,730,883)	
Employees	-	

Performance Indicators

Program Output	Performance Indicator	Target
32.3.1 Stormwater infrastructure maintenance	Establish recurrent program under contract for inspection and cleaning by 30 June 2025	100%
	Completion of stormwater plan for Bungendore and Braidwood by 30 June 2026	100%
	Completion of plan for stormwater maintenance of gross pollutant traps by 30 June 2025	100%

Focus and Challenges

Provide a stormwater system that minimises the risk of minor flooding occurring due to undersized networks. Additionally, that it is also 100% compliant with designed storm events hydraulic modelling.

Challenges exist in the lack for established and formal stormwater systems for both Braidwood and Bungendore as well as the emerging impact that climate change may have on existing systems.

Department Documents

- QPRC Stormwater Asset Management Plan.

STRATEGIC PILLAR 4 – CONNECTION

A CONNECTED QUEANBEYAN-PALERANG



Water



Cooma Street water main

PILLAR Pillar 4 – Connection

RELATED PROGRAMS 32.1 Water Operations
32.2 Water Infrastructure

What is this service?

Council operates as a local water utility to deliver safe, secure, efficient and affordable water services to customers and communities. The service manages public health outcomes, supports economic development, and protects the environment. Council takes on the vital role of sourcing, treating, and distributing clean water to the community. This involves managing an extensive infrastructure network, including pipelines and treatment facilities, to ensure the reliable delivery of safe water to residents and businesses.

The utility is tasked with monitoring water quality, promoting conservation efforts, and complying with regulatory standards to safeguard public health. In addition to operational responsibilities, the utility plays a crucial role in emergency response providing support during disruptions and emergency.

Council’s water management team looks over four water treatment plants, 22 water reservoirs and 1 dam around the LGA.

Community Strategic Plan Link

CSP Objectives	CSP Strategies
4.2 Our community's waste, water, sewerage, stormwater and recycled water needs are met.	Sustainably manage the region's potable water systems and supply to meet the community's needs and national quality standards.
	Provide secure water sources that cater for climate change and storage for reliable supply for growing population and business needs.
	Manage the region's stormwater and maximise use of recycled water to meet the community's needs and national quality standards.
	Support public, business and environmental health through the provision of quality water, sewerage and recycled water systems.

Financial Information

The water supply schemes are funded separately from general rates and annual access charges are levied on each property. Access to water network infrastructure and water consumption fees are charged per kilolitre of water used. An operating surplus is made in each year that the water fund invests for future infrastructure renewal and replacement projects.

2024-25	\$	%
Operating Income		
Annual Charge	9,768,700	32%
Fees & Other Income	20,395,938	67%
Rates & General Revenue	189,262	1%
Total Operating Income	30,353,900	
Total Operating Cost	26,767,894	
Operating Surplus / Deficit	3,586,006	
Employees	19.0	

Description

Council operates as a local water utility under the *Local Government Act*. We deliver safe, secure, efficient, and affordable water services to customers and communities. The service manages public health outcomes, supports economic development, and protects the environment.

In all service areas, we fund, deliver, operate, and maintain water related infrastructure such as reservoirs, pumps stations and reticulation networks. We also monitor drinking water quality to ensure ongoing compliance with regulation and the protection of public health.

We manage the full water cycle in the serviced areas of Bungendore, Braidwood and Captains Flat. We collect raw water from a variety of water sources and treat the water to meet the Australian Drinking Water Guidelines. In the Queanbeyan and Googong serviced areas, we purchase water from Icon Water which delivers water to QPRC through six offtakes.

Last year, we began our feasibility study on the Queanbeyan to Bungendore pipeline.

Performance Indicators

Program Output	Performance Indicator	Target
32.1.1 Water treatment	Compliance with Australian Drinking Water Guidelines standards and adopted Water Quality Management Plan	>80%
	Service requests per 1000 customers p.a.	<15
32.2.1 Water mains	Failures per km mains p.a.	<1
	Mains breaks responded <2 hours	>75%

Focus and Challenges

Progressing plans for the Queanbeyan to Bungendore pipeline.

The rollout of residential electronic smart meters for more efficient billing and for the provision of better information to customers from a future customer portal.

Department Documents

- Water (potable) Infrastructure Asset Management Plan
- Queanbeyan and Palerang Integrated Water Cycle Management Strategies.



Waste



Braidwood Waste Transfer Station

PILLAR	Pillar 4 – Connection
RELATED PROGRAMS	34.1 Waste Operations 34.2 Waste Infrastructure

What is this service?

Council provides waste management services across most of the local government area. We deliver safe, secure, efficient, and affordable waste services to customers and communities. The service manages public health outcomes, supports economic development, and protects the environment.

Through our waste management service, we help protect public health by reducing pollution and the spread of diseases from improper waste disposal. We collaborate with regional stakeholders to ensure our entire region is protected. Our efforts also boost economic development by creating jobs, promoting innovation in waste processing, and encouraging sustainable practice.

On the website below, Council provides information on kerbside collection, food organics, the waste strategy, resource, and recycling programs and what you can and can’t put in your bins:

<https://www.qprc.nsw.gov.au/Waste-Environment-Sustainability/Waste>

Community Strategic Plan Link

CSP Objectives	CSP Strategies
4.2 Our community’s waste, water, sewerage, stormwater and recycled water needs are met.	Manage the collection of waste and operation of waste facilities to meet community requirements.
	Provide secure water sources that cater for climate change and storage for reliable supply for growing population and business needs.

Financial Information

Waste management activities are funded separately from general rates.

Annual access charges are levied on rateable properties based on the waste services available to them, including to maintain waste facilities and rehabilitate rural tips. Waste disposal fees are charged directly to users.

2024-25	\$	%
Operating Income		
Annual Charge	15,003,648	86%
Fees & Other Income	2,466,054	14%
Rates & General Revenue	19,240	0%
Total Operating Income	17,488,942	
Total Operating Cost	15,701,119	
Operating Surplus / Deficit	1,787,823	
Employees	22.7	

Description

Domestic waste management services are provided in most areas of Queanbeyan-Palerang. We provide kerbside collection of residual waste, commingled recyclables, and food/organics (note, not all areas have collection of all three waste streams). After collection, we manage the transfer of waste to appropriate facilities for recycling, processing or disposal. In addition, we fund, deliver, operate and maintain waste-related infrastructure such as waste transfer stations to manage non-domestic waste and residential waste in an environmentally responsible manner.

Domestic waste collections are managed according to region, with collections undertaken on different days depend on where you live. Details of collection zones and their respective collection days can be found on Council's website:

<https://apps.impactapps.com.au/qprc/calendar/>

The service manages Council's legacy landfills to ensure environmental protection. It also delivers proactive waste education programs in conjunction with other service areas.

The principal Waste Transfer Stations are located at Bungendore and Braidwood. It is here that a wide range of waste streams are received and processed. Other more limited sites are located at Queanbeyan (Lorn Road), Wamboin (Macs Reef), Captains Flat and Nerriga. Access times vary between the sites details of which may be found on Council's website and on the Council's waste app (Available on iOS and Android.)

Performance Indicators

Program Output	Performance Indicator	Target
34.1.1 Domestic waste collection service	Number of missed collection requests per annum – domestic waste	<12 per 1,000 services p.a.
34.1.3 Recycled collection service	Number of missed collection requests per annum – recycled waste	<12 per 1,000 services p.a.

Focus and Challenges

Review of the QPRC Waste Strategy during 2024-25 and adapting to changing priorities within the waste collection and disposal industry.

Consideration as part of the above strategy ways of meeting the needs of our rural communities where local landfills have been closed.

Ensuring equitable cost access to waste transfer stations for communities where bulk collections/disposal sites have been removed.

Department Documents

- QPRC Waste Strategy

**STRATEGIC
PILLAR**

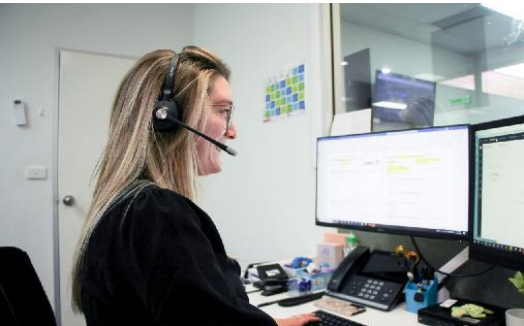
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CAPABILITY



Customer Service



Customer Service Representative

PILLAR	Pillar 5 – CAPABILITY
RELATED PROGRAMS	2.9 Customer

What is this service?

Customer service centres operate across Queanbeyan, Bungendore, and Braidwood. The centres provide advice, assistance, and information to members of the public on all matters involving Council.

The centres are the first point of contact for the community to raise issues or attend to administrative matters such as paying rates and water notices, lodging forms, lodging service requests, and making general enquiries or complaints about Council.

We have a new customer service centre in Queanbeyan on Crawford Street. We also have plans to build a new customer service centre in Bungendore. We also have customer service centre in Braidwood, located on Wallace St.

Community Strategic Plan Link

CSP Objectives	CSP Strategies
5.2 Council is an open, accessible and responsive organisation.	Manage an automated customer service system that meets the needs of the community
	Communicate in an effective and timely manner with the community.

Financial Information

Customer services benefit the entire community, with certain services catering specifically to individual users, who bear the associated costs. Additionally, internal costs are allocated across

various Council service areas, enabling Council to accurately gauge the complete cost of service provision, encompassing overhead expenses.

2024-25	\$	%
Operating Income		
Fees & Other Income	235,000	21%
Attributed Costs	519,027	46%
Rates & General Revenue	370,597	33%
Total Operating Income	1,124,624	
Total Operating Cost	1,124,624	
Operating Surplus / Deficit	-	
Employees	12.6	

Description

Our service centres operating hours are from 8:30 am to 4:30 pm, Monday to Friday, with an after-hours emergency telephone service provided managed by an external agency.

We manage a busy call centre, fielding 200-300 calls daily, striving over an 80% first-time resolution rate. Our staff are knowledgeable, supported by a comprehensive database, and are well-versed in Council functions, services, projects, and activities.

Services extend to assisting with development applications via the NSW Planning Portal, including handling property searches, drainage diagram requests, and various development and building-related forms. We also address customer inquiries received via email or the Council's website chat function, routing requests to appropriate staff within QPRC. In the coming year, Bungendore customer centres will be relocated to a new facility.

Performance Indicators

Program Output	Performance Indicator	Target
2.9 Customer	% unresolved triaged service requests	<20%
	% of abandoned calls	<10%

Focus and Challenges

We are putting staff through on-going training and developing of our customer service officers' skills to improve first time resolution. This includes further development of our knowledge and data systems. These systems contribute to providing a fast and quality customer service to our community. Local government customer service areas traditionally suffer high turnover of staff. They are an entry point for councils and a steppingstone for staff to gain further employment within council. Retention and recruitment of staff to service the community sufficiently is an ongoing challenge.



Technology



Technology staff setting up a workstation.

PILLAR Pillar 5 – CAPABILITY

RELATED PROGRAMS
42.1 Network
42.2 Systems
42.3 Applications
42.5 Digital Workforce
42.9 GIS

What is this service?

QPRC’s Technology Service ensures our technology works well and helps us improve our services. They create, upgrade, and manage our online services, making it easier to communicate and interact with QPRC. The Technology Service is involved in all parts of the QPRC, handling everything from basic desktop setups, communication devices, to assisting with land-mapping technology alongside our GIS team.

Community Strategic Plan Link

CSP Objectives	CSP Strategies
5.2 Council is an open, accessible and responsive organisation.	Manage an automated customer service system that meets the needs of the community
	Communicate in an effective and timely manner with the community.

Financial Information

Corporate support costs including IT will be attributed to Council services on a full cost recovery basis as a proportion of wages.

2024-25	\$	%
Operating Income		
Fees & Other Income	235,000	21%
Attributed Costs	519,027	46%
Rates & General Revenue	370,597	33%
Total Operating Income	1,124,624	
Total Operating Cost	1,124,624	
Operating Surplus / Deficit	-	
Employees	13	

Description

We are focused on improving systems and technology to ensure reliable and efficient service delivery.

We enable the organisation to gather, secure and use a wide range of data by providing the required software, systems, and devices. This helps information stay readily available to users, allowing QPRC employees to efficiently perform their daily operations and make informed decisions to meet the needs of our community.

We provide digitally enabled services for our community including digital access to Council meetings that allows remote attendance and live casting, enabling wider community participation. We support all functions of Information Technology, including cyber security, data governance, hardware procurement and maintenance, communications, cloud services and business applications.

As part of the TechnologyOne ERP solution, we support the systems required to perform Council-wide services such as Finance, Development, Customer Request Management, Human Resources, Integrated Reporting, Asset Management and more. We also internally provide and support Geographical Information Systems (GIS).

We ensure Council is well-equipped with the required technology to perform daily operations. Including providing laptops, mobile devices (100 tablets, 80 devices, 200 mobile phones), printers, pneumatic and laser traffic sensors, telephony, and an array of other digital technology.

Performance Indicators

Program Output	Performance Indicator	Target
42.1.1 Network	Network availability to users.	>99%
42.2.1 Systems	Major System failures	< 5 per annum
	Disaster recovery partial live testing	1 per annum
42.3.1 Applications	Availability to users	>99%

Focus and Challenges

During the next year, QPRC will be moving its Disaster Recovery Service to Microsoft Azure, including removing any dependence on hardware systems. Instead, being completely localized on Microsoft's secure Cloud Servers. This will protect Work from Home systems as well as reducing overheads costs for servers.

QPRC is commitment to ongoing cyber education for all users and customers.

At the end of 2023, Microsoft ceased support for several programs which requires Council to migrate these systems to programs with active support.

Department Documents

- QPRC Cyber Security Strategy
- ICT Strategic Plan



Risk



WHS officers inspecting a worksite.

What is this service?

Mitigating risks is crucial for government organisations aiming to deliver improving services for the community. These “risks” can range from equipment operators handling dangerous tools, to our investment and insurance strategies.

To manage these risks, Council employs an in-house Risk and Internal Audit Coordinator. The service is focused on ensuring that staff are aware of their responsibilities managing risk and have access to the appropriate tools and information. They provide systems and training to the management team to maintain a risk-register, as well as report and prevent unnecessary risk.

Community Strategic Plan Link

CSP Objectives	CSP Strategies
5.1 The community is serviced by an efficient, effective and innovative Council.	Apply a contemporary risk management framework which considers Council’s risk appetite and aims to balance risk v reward, increase organisational efficiencies and reduce red tape
	Strategically administer and manage Council’s property portfolio.

PILLAR Pillar 5 – CAPABILITY

- RELATED PROGRAMS
- 45.1 Enterprise Risk Management
 - 45.2 Insurance Portfolio
 - 45.3 Internal Audit Function
 - 45.4 Business Continuity

Financial Information

Governance cost including Risk Management are contributed to Council funds (General, Sewer, Water and Waster) as a percentage of revenue. This helps ensure that every department pays its fair share for its risk mitigation services.

2024-25	\$	%
Operating Income		
Attributed Costs	1,197,269	46%
Rates & General Revenue	1,396,967	54%
Total Operating Income	2,594,236	
Total Operating Cost	2,594,236	
Operating Surplus / Deficit	-	
Employees	1	

Description

We have a Risk and Internal Audit Coordinator who ensures staff understand their responsibilities for managing risk and have the right tools. They help the management team keep track of risks and deal with them effectively.

Our property insurance covers a lot, including assets like pools, community centres, parks, and playgrounds. Council is part of Statewide Mutual, a group where local governments share insurance to protect their assets, with over \$334 million worth of coverage.

We have an Audit, Risk, and Improvement Committee (ARIC) and an internal audit program. The ARIC oversees how we manage risks, processes, and procedures. It also ensures we follow the rules and manage our operating environment effectively. The ARIC meets every three months and includes outside experts and a Council member. We engage an external consultant to undertake internal audits, and we plan these audits based on important risks. The ARIC makes sure we follow through on audit findings.

Up to four internal audits per year are performed. External financial audits are conducted by the Audit Office of NSW. Audit reports, and completion of agreed actions arising from these reports, are monitored through the ARIC.

Council runs many public services like water, sewer, and waste, as well as internal functions like human resources and digital services. We have a business continuity plan to keep these services going during an emergency. We test and update this plan every year.

Performance Indicators

Program Output	Performance Indicator	Target
45.1.1 Risk Management	Annual participation in the Statewide CIP program and review of outcomes by relevant business unit	100%
	Annual report to the QPRC Audit Risk and Improvement Committee on the risk management framework	100%
45.2.1 Review of Council's insurances	Annual renewal of insurances	100%
45.3.3 Audit Reporting	Annual internal audit program developed and implemented	100%
45.4.1 Business Continuity Plan	Business Continuity plan tested, reviewed and updated annually	100%

Focus and Challenges

Council has engaged in several significant projects since the merger, and these assets each come with unique risk management challenges. The Queanbeyan Sewage Treatment Plant, as well as the Regional Sports Complex both being major upcoming projects with significant risks.

Department Documents

- Risk Management Strategy.
- ARIC Charter
- Enterprise Risk Management Framework
- Business Continuity Plan



Human Resource Management



Customer Service Representative

PILLAR	Pillar 5 – CAPABILITY
RELATED PROGRAMS	41.7 Human Resource Management and Organisation Development 41.8 Payroll Management 41.9 Workplace Health & Safety (WHS) and Wellbeing

What is this service?

QPRC is one of the largest employers in the region, we employee staff with a wide range of skillsets. We have recruited a significant local work force, but we also look far and wide to bring the best and brightest to our region.

We provide support to Council's 530 staff members across a broad range of areas. We help staff in relation to:

- recruitment and onboarding
- separation
- payroll
- organisational culture
- workplace health and safety
- workers compensation,
- return to work
- wellbeing
- trainee/cadet development
- learning and development.

We ensure that the organisation complies with the *Local Government State Award* and the various policies that relate to staff. The service is responsible for several internal policies that govern how the organisation operates. These policies are updated regularly to ensure compliance with legislation. We also support staff to ensure they are safe and are getting the most out of work.

We provide advice and support to Council's Workplace Consultative Committee, Diversity and Inclusion Group and the Wellbeing Committee.

Community Strategic Plan Link

CSP Objectives	CSP Strategies
5.1 The community is serviced by an efficient, effective and innovative Council.	Recruit, retain and remunerate a safe and harmonious workforce.
	Promote and facilitate excellent performance and ongoing education and training through the development of streamlined and improved systems, processes and frameworks

Financial Information

Corporate support costs including HR Management will be attributed to council Services on as a proportion of wages costs.

2024-25	\$	%
Operating Income		
Operating Grants & Contributions	90,000	3%
Fees & Other Income	120,000	5%
Attributed Costs	2,449,828	92%
Rates & General Revenue	-	0%
Total Operating Income	2,659,828	
Total Operating Cost	2,479,828	
Operating Surplus / Deficit	180,000	
Employees	14	

Description

The Human Resource Management Service is supported by several programs; they are described below:

Program 41.7 Human Resource Management and Organisational Development

This program is responsible for learning and development across the organisation with hundreds of staff attending training sessions each year. These training sessions are delivered via a mix of in-house and external educators and cover a range of topics including safety and wellbeing, competence, new skills, leadership development, and team building.

Our staff work with our internal colleagues to address conflict and performance issues. They also provide advice and guidance regarding workplace change and new structure proposals. Our careers team facilitates more than 100 recruitment processes each year, ensuring that Award and internal processes are followed to deliver a merit-based selection process.

41.8 Payroll Management

Each fortnight, we process more than 500 payments to our staff. We liaise closely with staff and their supervisors to ensure that pays are accurate and comply with the Award and internal policies.

41.9 Workplace Health and Safety and Wellbeing

Our priority is to create and maintain a physical and psychological safe workplace for all employees and customers. We aim to proactively manage our physical and psychological risks by engaging with our staff to understand all kinds of hazards and risks.

We work closely with our workers compensation insurers to educate our staff on physical and psychological risks in the workplace. When injuries do occur, we work with our insurers, the injured staff member, and their treating doctor to ensure a safe and swift return to the workplace.

We aim to provide quality products and services and have been internationally certified in the areas of Health, Safety Environment and Quality (HSEQ). This accreditation has been achieved for the delivery of Infrastructure Services including transport, water, sewer, waste, facilities, and asset management for QPRC.

Key Performance Indicators

Program Output	Performance Indicator	Target
41.7.1 Attraction	Students participating in work experience per annum equivalent to 1% of QPRC overall full time equivalent count	4.7
41.7.2 Recruitment	Turnover in first six months of employment (quality of hire)	<10%
	Staff turnover per annum	10%
	Average time to complete recruitment process (from requisition to letter of offer)	9.5 weeks
	Vacancy rate (excluding casuals and unfunded positions)	<10%
41.7.4 Engagement	Unplanned absences steady or decreasing (benchmark 5% unplanned absences)	5%
	Staff eligible for step progression complete appraisal within timeframes	95%
41.7.5 Development	Number of trainees/cadets as total of organisation FTE (470)	>7%
	Staff attendance at training identified in the annual Training Plan	>90%
41.8 Payroll Management	Employees with annual leave balances of 8 weeks or more	<10%

Focus and Challenges

Council is required to review and adopt its Workforce Management Strategy by June 2025, along with the other components of the Resourcing Strategy. As such, the service will be focusing on the development of this Strategy during 2024-25. Ongoing focuses and challenges for the service include:

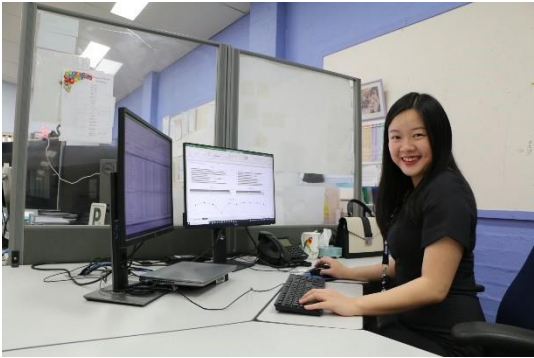
- Managing our ageing workforce
- Resourcing the organisation
- Safety and wellbeing.
- Engaging our existing, leaving and potential staff.

Department Documents

- Workforce Management Strategy.



Finance



One of Council financial professionals.

PILLAR	Pillar 5 – CAPABILITY
RELATED PROGRAMS	43.2 Transactional 43.6 Compliance & Control 43.7 Business Insight

What is this service?

Our team of accountants provide all the activities and processes that relate to transaction processing, budget management and financial reporting. Our team:

- Provides efficient systems for transaction processing.
- Has procedures that control the accuracy of financial reports and compliance with legislation and accounting standards.
- Provides financial information, analysis, and insight to managers to support business decisions.

Community Strategic Plan Link

CSP Objectives	CSP Strategies
5.1 Our community is serviced by an efficient, effective and innovative Council.	Manage Council financial systems, processes and projects in a sustainable way that maximises value for money for ratepayers.
	Develop, integrate and maintain networks and systems to enable efficient transactions and processes

Financial Information

Some services are provided for the private benefit of citizens and business. They are recovered through user charges. E.g., rates certificate fees and independent financial advice to debtors and stakeholders. The cost of council's financial management is attributed to each service as a level of cost recovery. This ensures accountability and transparency across the Council.

2024-25	\$	%
Operating Income		
Fees & Other Income	721,481	15%
Attributed Costs	3,955,533	85%
Rates & General Revenue	-	0%
Total Operating Income	4,677,014	
Total Operating Cost	3,955,533	
Operating Surplus / Deficit	721,481	
Employees	20.8	

Description

Council's Chief Financial Officer is the appointed Responsible Accounting Officer with legal responsibilities to establish and maintain a system of budgetary control that enables income and expenditure to be monitored each month and report variances to Council.

We provide annual financial statements that comply with Australian Accounting Standards and are audited by the NSW Audit Office.

We manage Council's investments and loan portfolio, provide financial reporting, grant reporting, provide financial advice to Councillors and Managers and deliver a range of statutory information and internal financial reporting.

We operate Council's internal store that holds around 350 lines of store items, and issues around 64,000 store items each year. We provide a procurement system and contract register so that our managers are supported to make procurement decisions that deliver best value for money.

We levy rates and water bills and provide customer service to Council's 29,000 ratepayers. We process supplementary valuations received from the Valuer General's Office for around 670 new assessments each year. We issue around 200-section 603 certificates each month for ratepayers who need the information to buy and sell properties. We raise invoices for Council's wide range of services and to other levels of Government. We organise payments to Council's suppliers, processing around 1,750 transactions each month.

Key Performance Indicators

Program Output	Performance Indicator	Target
43.6.3 Financial Statements	Statements finalised for audit within three months of end of financial year.	<90 days
43.6.2 Internal Controls	Monthly reconciliations completed on time each month	100%
43.7.2 Budgeting and Forecasting	Budget performance is reported for each branch each quarter	100%
	Quarterly budget review statements are transparent and timely, adopted by the due date and included in the community newsletter	100%
	All ratepayer customer requests are responded to within 2 days	100%
43.2.1 Rates and Water	Rates and annual charges outstanding < 10% by 30 June	<10%
	Water bills posted on time each quarter	90%
43.2.3 Accounts Payable	Purchase orders raised and approved before the goods/services are received.	80%
43.6.4 Accounting for Grants and Contributions	Grant register is reconciled and reported monthly	100%

Department Documents

- Long Term Financial Plan.
- Financial Strategy
- Statement of Revenue Policy
- Sustainable Procurement and Contracts Policy



Elected Representatives



Our Elected Representatives walking through the QCCP build site.

PILLAR Pillar 5 – CAPABILITY

RELATED PROGRAMS

- 52.3 Meetings
- 52.6 Elections
- 52.7 Councillors

What is this service?

The QPRC Mayor and 10 Councillors deliver oversight and governance for the Council. They make important decision and set the long- and short-term strategy and direction of Council. The service also includes keeping people informed of decisions being considered and made. Through the coordination of two meetings per month.

All Council meetings are broadcast live via the website below, while all previous meetings are archived at <https://webcast.qprc.nsw.gov.au/video.php>

Council holds two regular meetings each month, on the second and fourth Wednesday of the month. Meetings are usually held in either the Queanbeyan chambers or in Braidwood.

A schedule of upcoming council meetings can be found at:
<https://www.qprc.nsw.gov.au/Council/Council-Business/Council-Meetings>

Community Strategic Plan Link

CSP Objectives	CSP Strategies
5.2 Council is an open, accessible and responsive organisation.	Work with the community to achieve its long-term aspirations by integrating the strategic objectives and strategies outlined in the Community Strategic Plan into the development
	Use community engagement methods that enhance community participation in decision making.
	Maintain robust governance, audit and risk policies and frameworks to ensure transparency and accountability.

Financial Information

Governance cost including funds spent to support councillors are contributed to Council funds (General, Sewer, Water and Waster) as a percentage of support required. The General Fund holds a surplus each year to provide for elections.

2024-25	\$	%
Operating Income		
Attributed Costs	510,864	72%
Rates & General Revenue	194,523	28%
Total Operating Income	705,388	
Total Operating Cost	1,106,938	
Operating Surplus / Deficit	(401,550)	
Employees	-	

Description

We have 11 councillors who represent the community. We assist Councillors through the preparing minutes, agendas for Council meetings, briefings, and educational workshops. 'This service plays a key role in the onboarding and professional development of councillors, with a requirement for each councillor to have their own specialised training plan.

Elections are overseen and operated by the NSW Electoral Commission. Council provides advertisement, education, staff, and facilities to help it run smoothly. Before the election, we hold meetings to inform potential candidates about what it means to be a councillor, discuss local issues, and explain how much time they'll need to commit if they win. The cost of the election is budgeted for every four years.

Performance Indicators

Program Output	Performance Indicator	Target
52.7.2 Councillor induction and training	Training program developed and delivered for each Councillor	100%
52.7.3 Disclosure of interest	Designated persons required to complete returns and register reported to Council within statutory timeframe	100%
52.7.1 Councillor support	Councillor Meet ups facilitated	2 per month
	Councillor Workshops facilitated.	4 per month.

Focus and Challenges

In September 2024, the local government election will be held. This service will be focusing on planning and preparing educational material for candidates and inducting incoming councillors. After the election, this service is focused on assisting the new council in reviewing all of council's operational policies.



Governance



Queanbeyan Council Chamber

PILLAR

Pillar 5 – CAPABILITY

RELATED PROGRAMS

52.1 Public information
52.2 Complaints and Privacy
Management
2.4 Legal
52.5 Governance
52.8 Canberra Region Joint
Organisation

What is this service?

With such a large and complex business, Council must ensure that it has strong governance processes and policies in place. Our approach to Governance includes the timely provision of public information. We make sure we release information in line with the requirements of the *Government Information Public Access Act*. This legislation also regulates the management of complaints and privacy matters.

As Council performs several regulatory duties, we require specific legal advice on a range of matters. We have appointed a panel of legal companies to assist with more complex legal matters. Our in-house legal team uses their expertise to develop and maintain our leases and licences. We also assess, concede and challenge claims made against Council.

Community Strategic Plan Link

CSP Objectives	CSP Strategies
5.1 Our community is serviced by an efficient, effective and innovative Council.	Apply a contemporary risk management framework which considers Council's risk appetite and aims to balance risk v reward, increase organisational efficiencies and reduce red tape.
5.1 Our community is serviced by an efficient, effective and innovative Council.	Develop, integrate and maintain networks and systems to enable efficient transactions and processes
5.2 Council is an open, accessible and responsive organisation.	Establish operational practices and processes that support efficiency and community and business satisfaction.
	Maintain robust governance, audit and risk policies and frameworks to ensure transparency and accountability.

Financial Information

Governance costs are contributed to Council funds (General, Sewer, Water and Waste) as a ratio of support required. This helps ensure that every department pays its fair share for its risk mitigation services.

2024-25	\$	%
Operating Income		
Fees & Other Income	37,900	1%
Attributed Costs	1,167,191	46%
Rates & General Revenue	1,323,972	52%
Total Operating Income	2,529,064	
Total Operating Cost	2,529,064	
Operating Surplus / Deficit	0	
Employees	4.0	

Description

Council's business operates under various state policies and legislation. We need to ensure that our staff have appropriate delegations to do their role. Another component of governance is advising on ethics and code of conduct matters. Some of these include conflicts of interest, ethical standards, and compliance with state and federal requirements for Council members and employees.

Council is also a member of Local Government NSW, the Canberra Region Joint Organisation, Regional Cities and Country Mayors. The Canberra Region Joint Organisation is an alliance of southern tablelands councils that shares information and strategies across council services.

Performance Indicators

Program Output	Performance Indicator	Target
52.1.1 Government Information Public Access Management	Applications processed within statutory timeframe.	Within 20 working days
	Eligible entries Placed into the disclosure log on Council's website	100%
	Completion of annual GIPA Report	100%
52.2.4 Code of Conduct	Complaints processed within prescribed timeframe	100%
	Six monthly report completed within required timeframe	100%
	Code of Conduct complaints reported as required by Office of Local Government	100%
52.4.3 Delegations	Delegations Register maintained in accordance with legislation	100%
52.5.4 Policy	Policy register maintained and responsible officers notified of impending review requirement	100%

Focus and Challenges

Federal and State requirements are constantly changing, and keeping aware and compliant with these requirements is a difficult and shifting environment.



Communications



QPRC Newsletter

PILLAR

Pillar 5 – CAPABILITY

RELATED
PROGRAMS

51.6 Communications

What is this service?

Council keeps the community informed about projects, events, Council meetings and decisions. We provide opportunities for the community to stay informed and to provide feedback and ideas to influence Council decisions and development of Council plans.

We provide a website and corporate social media pages, including Facebook, YouTube, Instagram and Twitter. We produce the QPRC News, which is delivered to all households eight times a year, providing information about Council's projects, activities, and events.

YouTube: <https://www.youtube.com/@QPRC>

Facebook: <https://www.facebook.com/QbnPalerangRC/>

X/Twitter: <https://twitter.com/QbnPalerang>

Instagram: <https://www.instagram.com/qbnpalerang/>

Community Strategic Plan Link

CSP Objectives	CSP Strategies
5.2 Council is an open, accessible and responsive organisation.	Communicate in an effective and timely manner with the community.
	Use community engagement methods that enhance community participation in decision making.

Financial Information

Communications costs are contributed to Council funds (General, Sewer, Water and Waster) as a ratio of support required. This helps ensure that every department pays its fair share for its communications services.

2024-25	\$	%
Operating Income		
Fees & Other Income	235,000	21%
Attributed Costs	519,027	46%
Rates & General Revenue	370,597	33%
Total Operating Income	1,124,624	
Total Operating Cost	1,124,624	
Operating Surplus / Deficit	-	
Employees	12.6	

Description

We run Council's online engagement hub Your Voice, where the community can provide input into projects, policies, and other Council matters on public exhibition.

We author and edit content for media releases, newsletters, and internal messaging. We provide photography, video production, graphic design, and promotion for a wide range of projects and activities across Council.

We conduct environmental education for schools, stakeholders, and the general community. This includes changing behaviour in a positive way about how waste is managed, water and sewage education, education about sustainability and environmental health.

We provide internal communication to staff, including a monthly staff newsletter and manage the intranet.

We liaise with the media, responding to media enquiries to keep the community informed and involved in Council activities and programs.

We produce a weekly subscriber-based eNewsletter. We also create a fortnightly advertisement in local papers and provide advice to other areas of Council about advertising requirements.

We manage Council's brand, including use of the Council logo, colours and style guide to ensure that Council communicates professionally and in plain English.

We prepare information campaigns on major projects or activities, producing newsletters, webpages, letters, media releases and other communication content to inform the community about the project or activity.

Performance Indicators

Program Output	Performance Indicator	Target
51.6 Communications	Media enquiries responded to by requested deadline	98%
	Increase in subscriptions to weekly e-newsletter	5%
	Growth in corporate social media accounts	10%
51.6 Communications	Increase in number of unique hits on website	10% p.a

Focus and Challenges

Engaging and communicating with diverse communities that have different connections with Council, including areas of the local government area that have lower levels of digital engagement and internet connection.

As the media landscape continues to shift, it is important to establish new ways to engage with our residents. Younger generations remain difficult to engage with.

Department Documents

- QPRC Branding Guidelines.



Quality



Service Review workshop.

What is this service?

Two of Council's values are Innovation and Continuous Improvement. The Quality service of Council brings those values to life through mapping processes, coordination of service reviews and the development of Council's Integrated Planning and Reporting documents. Some of these documents include including the Community Strategic Plan, Delivery Program, Operational Plan and Annual Report.

A brief description of our values is below:

Value	Description:	Value	Description:
Integrity	We are committed to ethical, transparent, honest, and professional behaviour and decision-making.	Innovation	We are a future-focused, forward-thinking organisation that values innovative practices.
Respect	We are committed to encouraging people of all genders, cultures and backgrounds to join us.	Continuous Improvement	We implement efficient and effective systems, processes and structures on an ongoing basis.

PILLAR **Pillar 5 – CAPABILITY**

RELATED PROGRAMS
44.1 Quality Assurance
44.2 System Analysis
44.3 Business Performance
51.1 Integrated Planning and Reporting
51.2 Strategic Performance

Community Strategic Plan Link

CSP Objectives	CSP Strategies
5.2 Council is an open, accessible and responsive organisation.	Manage an automated customer service system that meets the needs of the community
	Communicate in an effective and timely manner with the community.
	Work with the community to achieve its long-term aspirations by integrating the strategic objectives and strategies outlined in the Community Strategic Plan into the development of other Council strategies and plans
5.1 Our community is serviced by an efficient, effective and innovative Council.	Maintain robust governance, audit and risk policies and frameworks to ensure transparency and accountability.
	Promote and facilitate excellent performance and ongoing education and training through the development of streamlined and improved systems, processes and frameworks.

Financial Information

Governance costs including Quality are distributed to Council Funds (General, Water, Sewer, Waste) on a as a proportion of revenue.

2024-25	\$	%
Operating Income		
Attributed Costs	58,482	46%
Rates & General Revenue	68,236	54%
Total Operating Income	126,718	
Total Operating Cost	126,718	
Operating Surplus / Deficit	-	
Employees	2	

Description

Under the revised Integrated Planning and Reporting guidelines, councils are now required to publish their proposed service reviews in their Operational Plan and report on these reviews through the Annual Report. Council's approach to service reviews will be dependent on the area of focus, with a mix of internal and external reviews. Currently, we are planning the framework for our Service Review structure. Community Plans will be developed for towns and villages which wish to participate in preparation for the next Integrated Planning and Reporting Framework.

Council is a Health, Safety, Environment and Quality accredited business. The integration of HSEQ Management provides significant advantages, including:

- A structured approach to managing and delivering our services.
- Assurance that risk management practices are in place.
- Assistance ensuring that the organisation delivers products and services that meet customers' requirements.
- Commitment to Health, Safety, Environmental and Quality Management
- Achievement of savings through reduced exposure to risks, improved efficiency, reduced waste, environmentally sustainable practices and better use of resources.
- Minimising duplication and complexity and ensuring there is consistency across the organisation.
- Facilitation of continuous improvement.

Key Performance Indicators

Program Output	Performance Indicator	Target
51.1 Integrated Planning and Reporting	Plans and reports prepared and reviewed within required statutory timeframes and engagement strategy	100%
	Service review program is published in Operational Plan	100%

Focus and Challenges

The local government election in September 2024 triggers a range of actions for the Quality service, specifically in relation to the Integrated Planning and Reporting Framework. Over the next 12 months, the focus of the service will be on the review of the Community Strategic Plan and engaging with the new Council to develop their Delivery Program. Regarding service reviews, Council will need to develop a framework for how it undertakes service reviews and how it implements the findings and recommendations.



Records



PILLAR	Pillar 5 – CAPABILITY
RELATED PROGRAMS	42.7 Records

Palerang Paper Daisies.

What is this service?

Council ensures that all official records (hardcopy and digital) are managed and maintained in accordance with NSW *State Records Act 1998*, and the QPRC Records Management Policy. We manage the distribution of incoming mail, via email and action outgoing mail in the organisation.

Community Strategic Plan Link

CSP Objectives	CSP Strategies
5.1 Our community is serviced by an efficient, effective and innovative Council.	Maintain robust governance, audit and risk policies and frameworks to ensure transparency and accountability.
	Promote and facilitate excellent performance and ongoing education and training through the development of streamlined and improved systems, processes and frameworks.

Financial Information

The costs of Records are attributed to each services budget as a proportion of the support received.

2024-25	\$	%
Operating Income		
Attributed Costs	573,634	46%
Rates & General Revenue	669,313	54%
Total Operating Income	1,242,947	
Total Operating Cost	1,242,947	
Operating Surplus / Deficit	-	
Employees	7.5	

Description

Our team manage the digitisation, organisation and recording of all council records, documents, minutes, and meetings. These are required for several legislative obligations, as well as to enable quick access to information.

We train all staff to use the following systems:

- Technology One's Enterprise Content Management system for all digital recordkeeping.
- iFerret, which is used for global searching of all records systems.
- Filing and storage of any remaining hardcopy records (plans, etc).

We maintain the storage, sentencing and destruction processes for hard copy files in accordance with the NSW State Records Act 1998. We report to State Records NSW via the Records Management Assessment Tool (RMAT) annually.

Key Performance Indicators

Program Output	Performance Indicator	Target
42.7.2 Electronic Records Management System	Follow up all outstanding business processes arising from incoming correspondence via quarterly reports	100%

Focus and Challenges

Council has a large amount of paper records stored across the local government area that are as old as the original council organisations that have been amalgamated over time to form QPRC. Maintaining secure access to the paper records for our community and customers has become slow and costly. We are looking for a solution that will enable us to digitise records where we can, and to maintain cost effective access to paper records where possible.

Department Documents

- Data Breach Policy
- Records Policy

Contact QPRC

You can **contact** us in the following ways:

Telephone

1300 735 025

After hours telephone

1300 735 025

Offices

Hours - 8.30am-4.30pm - weekdays

Braidwood - 144 Wallace Street, Braidwood

Bungendore - 13 Gibraltar Street, Bungendore

Queanbeyan - 257 Crawford Street, Queanbeyan

Email

council@qprc.nsw.gov.au

Mail

PO Box 90, Queanbeyan NSW 2620