



**MINUTES OF THE PUBLIC FORUM
HELD ON 23 OCTOBER 2024**

1. Opening

The Public Forum commenced at 5.34pm.

2. Presentations relating to listed Items on the Council Agenda

The following presenter was heard:

	Name	Item no	Item description	For/Against
1	Raj Mohindra	9.1	DA.2023.0461 - Proposed Co-living Housing Development - 95 Crawford Street, Queanbeyan	Against

3. Petitions

There were no petitions submitted.

4. 'Questions on Notice' from the Public

Responses to the following 'Questions on Notice' received up to 16 October 2024 were provided and tabled at the meeting (see attached for responses):

Nos	Received from	In relation to:
1 - 11	Shane Geisler	Organisational Review

5. Presentations by Invitation from the General Manager

There were no presentations.

6. Closure

As there were no further matters, the Public Forum closed at 5.39pm.



ATTACHMENT TO MINUTES OF THE PUBLIC FORUM HELD ON 23 October 2024

‘Questions on Notice’ from the Public

Responses to the following ‘Questions on Notice’ received up to Wednesday 16 October 2024 were provided and tabled at the meeting.

Questions submitted by: Shane Geisler

Financial Management Failures:

- 1. Can the council confirm whether all financial improvement opportunities identified in the December 2022 Morrison Low report, totalling \$47.57 million over four years, were critically assessed and implemented, particularly those deemed "easy" and with immediate financial benefit? If not, please explain the reasons for not doing so, including any legal, financial, or operational justifications.**

The Morrison Low report included 195 possible improvement opportunities suggested by staff, Councillors and Morrison Low themselves during the organisational review process. These opportunities were a result of suggestions at a workshop and by survey. Many of the suggestions were made without detailed background or knowledge of the service, without consideration of feasibility, and without community input.

The report qualified the value of the 195 items totalling \$47.57 million as only staff estimates made without validation. It is not a true figure in the context of these questions. 54 of the itemised list were considered duplicates, and a large number discarded following further analysis of costings and the assessment process. They were determined to be either:

- not feasible,
- involve considerable risk,
- not permitted by current legislation,
- not have enough information to make a case for further investment,
- have too much uncertainty over future net benefits.

Further detail is provided in response to question 8.

Inefficiencies in Service Delivery:

- 2. The report identified numerous inefficiencies, including redundant services and underutilised assets (e.g., swimming pools, depots). What specific actions have been taken by the council to implement the recommended closures or consolidations? If these have not been implemented, provide reasons for not acting on these recommendations.**

At its meeting of 8 February 2023, Council resolved to apply for a rates increase of 18% each year for three years (including the rate peg), however declined the option to reduce services or close facilities such as pools. Closing of facilities and reducing service levels was not accepted by Councillors and large portions of the community.

The provision of services and facilities is guided by the Community Strategic Plan and Delivery Program. The recently elected new Council will consider these documents in the coming months to determine their, and the community's, appetite for any reductions in service levels or closures of facilities.

Failure to Ensure Organisational Sustainability:

- 3. Given the report's emphasis on long-term sustainable decision-making, can the council provide a comprehensive explanation of how it has adjusted its Integrated Planning and Reporting (IP&R) processes to prevent ad-hoc decisions that threaten sustainability? If no such adjustments have been made, what steps does the council plan to take to address this failure?**

IP&R is a required framework of local government and is not a framework that Council can change.

Staff and Councillors spend a great deal of time consulting, planning, developing, implementing and monitoring the elements of the IP&R framework.

There already is a strong focus on the long-term through the Community Strategic Plan, which is forward looking to the year 2042; the Delivery Program, which guides the four-year term of Council; and the Long Term Financial Management Plan, which is forward looking for the next 10 years. These documents guide Council's decisions and work to prevent ad-hoc decision making.

Ratepayer Impact and Financial Accountability:

- 4. The Special Rate Variation (SRV) has been approved, significantly impacting ratepayers. Can the council explain why the financial improvement opportunities identified in the December 2022 Morrison Low report, totalling \$47.57 million over four years, were not fully implemented before seeking approval for the SRV? Specifically, what justification does the council provide for not exhausting all internal efficiency measures and cost-saving strategies prior to imposing the additional financial burden on ratepayers?**

As per the response to Q1 above, the \$47.57 million figure is not a true figure. It includes duplicates, opportunities that were not feasible, opportunities that involved considerable risk, suggestions that were not permitted by current legislation, ideas that did not have enough information to make a case for further investment, and suggestions that had too much uncertainty over future net benefits.

Realisation of some of the savings identified as possibilities in the Morrison Low report were balanced against the quantum of SRV applied for. Council continues to look for efficiency savings and productivity gains while analysing all of its activities and through the review of its Service Statements.

Community Engagement Failures:

- 5. The report discusses community resistance and aversion to change as a challenge. Can the council provide details of all community consultation processes undertaken since the release of the report, specifically concerning controversial cost-saving measures such as pool closures and fee increases? If no consultations occurred, please explain why not.**

In the past two years, Council has consulted the community on the following list of matters involving facilities and fees: Annual Fees and Charges, Revenue Policy, Mobile Library survey, Electric Vehicle Charging Fee, Property Information Package Fee, Draft Restricted Funds Policy, Draft Cemeteries Strategy, Mobile Food Vending Policy, Draft Compliance and

Enforcement Policy, Investment Policy, Rates Structure Review Panel, various licence agreements, Proposed changes to new Googong Indoor Sports and Aquatic Centre, Aquatics Strategic Plan, Donations Policy, New fee school hire of sportsfields, Sports Facilities Strategic Plan, Library Strategy.

Governance and Accountability:

- 6. The report suggests that the political process may lead to short-term decision-making that is inconsistent with long-term sustainability. How has the council ensured that councillors' actions, particularly decisions related to the high-priority improvement opportunities, are transparent, accountable, and in line with long-term goals? What governance measures have been put in place to avoid the risks identified in the report?**

Upon election, and at the first meeting of Council for the elected members, they each made an affirmation that they solemnly and sincerely declare and affirm that they will undertake the duties of the office of Councillor in the best interests of the people of the Queanbeyan-Palerang area and the Queanbeyan-Palerang Regional Council and that they will faithfully and impartially carry out the functions, powers, authorities and discretions vested in them under the Local Government Act 1993 or any other Act to the best of their ability and judgment.

Councillors undergo inductions, professional development and training in their roles and responsibilities.

Prioritisation of High-Risk Areas:

- 7. Given the significant risks highlighted in the report, such as the cultural and organisational changes required for financial sustainability, can the council provide evidence of actions taken to mitigate these risks, particularly in high-priority areas like fleet management and capital works? If no such evidence can be provided, please explain why these risks were not addressed.**

Council has undertaken a Cultural Survey and is developing an Organisational Strategy which will assist in mitigating these risks. Council also undertakes regular audits which are reported to Councillors.

Accountability for Non-Implementation of Recommendations:

- 8. The report includes a clear list of prioritised opportunities, some of which were classified as already completed or in progress. Can the council provide a detailed status update on each of the 59 prioritised opportunities, including reasons for any delays, non-implementation, or abandonment of specific initiatives?**

Updates on each of the 59 prioritised opportunities are provided as an attachment to this response.

Compliance with the Local Government Act:

- 9. Section 8 of the Local Government Act outlines the guiding principles for councils to exercise their functions, including the management of resources responsibly and the timely delivery of services. Can the council confirm whether it believes it has adhered to these principles in light of the Morrison Low report findings? If not, how does the council justify its failure to comply with the Act's principles of resource management and service delivery?**

Yes. Council believes it has adhered to these principles.

Workplace Bullying and Harassment:

10. The report identifies cultural issues within certain departments of the council that lead to bullying and harassment, particularly in male-dominated areas. Can the council provide details of all formal complaints of workplace bullying and harassment received in the past three years, including the number of complaints, how each was handled, and what actions were taken to resolve them? What steps has the council taken to improve workplace culture and prevent bullying and harassment, as recommended in the report?

No. Details of any alleged complaints about workplace bullying and harassment remain confidential and will not be provided.

The comment in the Morrison Low Report is not considered a formal allegation of bullying and harassment.

Vehicle and Fleet Management Issues:

11. The report highlights inefficiencies in fleet management, including over 70 staff with leaseback vehicles and excessive personal kilometres. What steps has the council taken to address these inefficiencies, such as limiting personal use, reallocating pool vehicles, or transitioning to electric vehicles? If no such actions have been taken, please explain why the council has allowed these inefficiencies to persist despite the potential cost savings identified.

Leaseback vehicles are reviewed on a case-by-case basis as leases expire or as positions for which a leaseback vehicle is attached, become vacant. Leaseback vehicles are an important factor in attracting and retaining staff. Council has appointed a Fleet Coordinator whose role is to undertake a review of plant utilisation, management and efficiencies and develop a 10 year replacement program.

Prioritised short-list of opportunities from Organisational Service Review

Opportunity name	Difficulty	Priority	What is it? Please give an overall description sufficient for the reader to understand what the change would be.	Comment/current status
Close Macs Reef Waste Transfer Station	Moderate	1	Close the Macs Reef Waste Transfer Station. This site has low levels of usage and is located about 8km from the Bungendore Resource Recovery Facility. Existing staff retained and reallocated to other waste activities. Existing income from user fees will be diverted to the Bungendore RRF. While this is funded from the General Waste Fund, savings in this fund could be used to offset general rates. The site could be repurposed as a SES or RFS site (these costs are not included in the implementation costs)	Will be considered in Waste Management Strategy Review 2024/25.
If a new pool is built in South Jerra, close the Queanbeyan Pool	Hard	1	Need a full review of the number of pools in the LGA, and a realistic assessment of how many ratepayers want to pay for, and best strategic locations. Council is unable to maintain the Queanbeyan pool to customer expected service standards.	A rewrite of the Regional Sports Precinct Business Plan, due for completion by early 2025 in progress, will provide this review of a Swimming Pool at this sports facility. Council have adopted an Aquatics Strategic Plan in 2023, which does not recommend closure of any of the current pools.
Close the Captains Flat Pool	Easy	1	Closing the Captains Flat Pool and giving residents and/or previous members the ability to access other pools in the region free of charge. Some issues and brief comments below: * Has cost the ratepayer approximately \$113,032 per year for the last five years * Open for 126 days last season for attendance of 3,497 (28 people per day) * Have great difficulty in recruiting locals to work at the venue * Small population (661) compared to other villages in the LGA * Regions oldest pool – built in 1953 * \$1,450,900 in maintenance costs estimated over the next 20 years to keep the pool up to its current standard. Although closing it would not be a popular decision in the short-term, it would make financial sense. A lot of data from our Facility Assessment is also available.	Council has adopted an Aquatics Strategic Plan, which does not recommend closure of any of the current pools. Council have resolved not to reduce service levels .
Changing aquatic centres to cashfree sites	Easy	1	In 2021/2022 – 17% of transactions (\$11,988) at Braidwood, Bungendore and Captains Flat Pools were cash. This was a decrease from 2018/2019 where it accounted for 39% of transactions \$32,993). The cost to bank this amount was estimated to be \$8,151 (68% of the cost of the cash) which involved: * travel time to pick up cash * double checking amounts * physically taking to a bank, finding a park etc. Noting that the average amount being picked up is \$70. If no cash is accepted, there would be an increase in banking fees on the increased electronic transactions. But it would save staff a lot of time. The current Cash Handling Directive required cash to be picked up at least three times per week.	Based on past community feedback, Council has not supported any of its facilities changing to cash-free.
Fees and Charges Review - Developer contributions	Moderate	1	Immediately review and increase Queanbeyan Section 64 Contributions, considering the cost of infrastructure upgrades and planned new infrastructure for growth.	The Queanbeyan Integrated Water Cycle Management (IWCM) strategy and the Palerang IWCM have been adopted by Council. Decisions about a future strategy will be a matter for the current Council.
Paid Parking - on and off street	Easy	1	Paid Parking - on and off street	Car Parking Strategy is being reviewed in 24/25, which will include the feasibility, pros and cons of paid parking. Council 's view has been that Paid Parking is not feasible or of benefit.
Stop providing chidcare services	Moderate	1	cease or facilitate an alternative provider for state or federal government assisted services	Council's Family Day Care operations are funded by Government and are recognised as a valuable service to working families who live in the community.
Stop sealing new roads and focus on existing assets	Hard	1	Stop sealing new roads and focus on existing assets	This may be considered as part of the strategic planning and levels of service to be determined by Council when they review the Transport Infrastructure Asset Management Plan for community consultation in 2024/25.

Sell excess property	Easy	1	Sell council owned properties: - 40 Severne Street - 13 Morisset Street - Council owns one unit - Westpac building on Monaro Street - 256 Crawford Street - Old nursery site Morisset St	Council has determined to prepare 40A Severne Street for sale, which requires a subdivision before it goes on the market. Council resolved to pause the sale of 256 and 262 Crawford Street while a review of the Development Control Plan is undertaken. While the DCP is being reviewed, both properties are on the market for lease. The old nursery site on Morisset Street is of little marketable value as it is in the floodplain; and Council are investigating the options for developing the site as a Food and Market Hub.
Sell excess property - Sewer fund	Easy	1	Sell council owned properties: Westpac building on Monaro Street	Council resolved to pause the sale of the Westpac building while a review of the Development Control Plan is undertaken. This building has existing tenants, the leases both have been renewed..
Stop outsourcing recruitment to Blackadder or other consultancies	Easy	1	We have a well resourced, highly skilled workplace team with a close practical knowledge of our organisational requirements - unless there are exceptional circumstances, we should stop outsourcing recruitment of senior leadership to consultancies. Instead focus on internal resources and procedures to protect independence.	This is not feasible for Director level and some hard to recruit Manager positions, and external consultants will always be an option if better value can be achieved, for example by attracting great applicants from different recruitment networks.
Change showerheads at the pool to more efficient water saving ones	Easy	1	Change the shower heads at the pools to more efficient ones. Current ones may be a good star rating but there are even better ones on the market	Shower heads are being changed as part of routine maintenance and replacement. High efficiency showerheads were included in the recent upgrade to amenities at the Queanbeyan Pool
Plant Utilisation Review and Full Plant Management Plan	Hard	1	Council should undertake a full review of its current plant and fleet needs, compare whole of life costs of plant ownership and make the best value decisions about owning vs leasing, utilisation, internal plant hire rates, optimal timing for plant replacement. Report and budget for 10 year plant replacement schedule. Review the cost and efficiency of council's fleet especially the private vehicle fleet. - reduce number of vehicles - replace vehicles with those with high fuel efficiency - review leaseback costs to have cost neutral to Council	Council has appointed a Fleet Coordinator whose role is to undertake a review of plant utilisation, management and efficiencies and develop a 10 year replacement program.
Stop using Priority Paid mail and review hard copy mail outs including promotions (The Q) and newsletters	Easy	1	I have been advised by post office staff that there is no real difference in delivery times between regular and priority paid mail. If all mail is sent using the regular service we will save money and it won't affect customers. Also, using email rather than hard copy mail where possible will reduce costs and improve time frames.	Most areas of Council do not use priority paid mail, excluding Development and Environment which need to notify neighbouring properties of Development Applications. Additionally, Council maximises the use of email and promotes the option of electronic notices to reduce postage costs.
Recover full cost of administration for natural disaster grants	Easy	1	Charge administration for natural disaster grants	This opportunity is being pursued whenever grant guidelines allow. Many grant opportunities specifically exclude the allocation of administration costs from within the grant and therefore Council advocates with other levels of government to change the way that grants are provided to cover the full delivery costs to Council and ratepayers.
Review modules that form part of Planet Footprint subscription	Easy	1	Review modules that form part of Planet Footprint subscription	Currently undertaking a review to consider if the platform, which has since been rebranded as Azility. In addition to monitoring energy usage for opportunities for energy minimisation, the platform also replaces manual data entry of all council's electricity billing.
Fees for service Floodlight use on sportsfields	Moderate	1	Currently only 2 Clubs pay electricity charges for use of their facility, these are, The Queanbeyan Tigers and the Queanbeyan Kangaroos. Other sports field users do not pay for lights or electricity. Most other Council's charge for the use of lights for night time use. e.g. training, and pay per light pole.	Fees and Charges are reviewed and approved by Council on an annual basis. Charges include Use of Floodlights on an hourly basis.
Charge a fee for linemarking of sports fields	Moderate	1	Currently 2 men x 3 days a week undertake linemarking of all sports fields across the LGA, except for Mick Sherd Oval at Bungendore. This cost can be passed on to the sports club who currently do not pay for this service. In other LGA's sports clubs line mark their own fields or the cost of linemarking is passed on to the Club.	This cost is already factored into sports field hire Fees and Charges

Review state roads oncosts	Easy	1	Review state roads oncosts	State road funding agreements are reviewed in accordance with the respective deed. The CFO will provide a review of attributions to the Executive for consideration to ensure fair recovery of administration and overhead costs.
Implement approval fees for signs on public land	Easy	1	Implement an application process and associated fee for the approval of A-Frame signs on Council land.	A review has been scheduled for early 2025 and will be subject to a Council report and adoption of Councils Fees and Charges.
Defer or delete non-essential capital works	Moderate	1	The 10 year capital works program contains a large number of projects that will add substantial assets to Council's books with limited increase income to cover these projects. Items shown in blue in the attached PDF could be considered for deferral or deletion to reduce overall capital spend and also reduce growth in Council assets. The identified projects represent a savings opportunity of up to \$96m over 10 years. Note, I have used the Asset Planning service as a placeholder for all areas.	<p>Many of these opportunities were acknowledged and deferred in the preparation of the current Organisational Plan due to insufficient funds. However, when capital renewal is deferred, Council's existing assets deteriorate and asset maintenance costs increase.</p> <p>Instead of deferred renewal, Council will focus on evidence based asset management planning so that council's funds are spent responsibly on asset renewal and maintenance to maintain existing public assets.</p>
Delay asset renewals	Hard	1	QPRC's approach to asset renewals is often driven by grant opportunities or political desire to replace existing assets with new often highly quality assets - lifting levels of service and increasing ongoing operational costs. This results in some assets being renewed before the end of asset life. This results in impairing and decommissioning of asset values ahead of time and the introduction of increased depreciation on high valued new assets.	The Long Term Financial Plan has already accounted for deferral of asset renewals, which is counterproductive and reactive. Council needs to be in a position to fund its long term asset renewal program.
Domestic Waste Operations	Moderate	2	Review hours and approaches to landfill, transfer stations, etc - hours of operation	Will be considered in Waste Management Strategy Review 2024/25.
The Q Performing Arts Centre	Moderate	2	Feasibility Study for the business opportunities for The Q and Bicentennial Hall as performance, exhibition and conference venues. Including: 1. whole of life costs including maintenance 2. is there a dedicated manager responsible for business outcomes - bums on seats, revenue, utilisation, customer satisfaction, sponsorships Consider business structure options (operated by a Council Branch vs company structure wholly owned by Council, vs outsourcing management, vs hybrid options.)	A Business Plan for the Q and the B is in progress, to be completed by June 2025.
Discontinue the Arts Assistance Scheme (PJ 203021)	Easy	2	Cease funding the Arts Assistance Scheme. Approximately \$274,000 saving over 10 years.	Council is a member of Southern Tableland ARTS (STARTS) until the expiry of the current agreement in December 2024 Funding is a decision of Council.
Reconsider supported events	Easy	2	Council has projected expenditure of approximately \$220,000 per annum over the LTFP related to events. A 50% reduction in supported events would yield significant savings for the organisation.	Council events provide significant social, economic and community benefit. The 2024/25 Operational Plan budget for events totals \$281,000 including civic events and Citizenship ceremonies.
Discontinue mobile library (PJ202036)	Easy	2	Discontinue the mobile library service (PJ202036)	The Mobile Library is an important and valued service to our rural areas and Council have resolved not to reduce service levels.
Consolidate 2 separated depot facilities in Bungendore and Braidwood and modernise one new depot	Hard	2	Develop a plan to reorganise and renew the depot infrastructure so as to support and improve efficiency of QPRC works services. QPRC operates 3 depots in Queanbeyan, Braidwood and Bungendore. The Braidwood and Bungendore depots are old and only just adequate for current usage, and both will require a complete upgrade and likely relocation out of the CBDs. The depot functions should be reviewed to optimise workforce and plant teams and movements, removing any remaining divisions for previous council boundaries. Consider modernising work spaces at the Braidwood depot and removing the Bungendore depot.	Technical investigations have commenced regarding relocation of the Braidwood Depot. Grant funding is being sought for a Business Case.
Purchase a high quality sports field mower, to reduce use of contractors	Easy	2	Purchase specialist sports field mower, to allow internal staff to maintain high level sports fields, e.g. Seiffert Oval and Riverside Oval and Rockley Oval. This will reduce dependence on high cost contractors.	Appropriate plant equipment has been purchased.

Reduce indoor staff uniform allowance	Easy	2	reduce allowance for indoor staff uniform, make the \$250 per annum allowance say every three years	There has been no change to the Staff Uniform Allowance, this amount is considered reasonable.
Leaseback Vehicles	Moderate	2	Fleet Utilisation Review. Review the positions that require a leaseback vehicle. Currently there are over 70 staff with leaseback vehicles. There is also disparity over similar roles, one with a leaseback one without - this might be an old Palerang v old Queanbeyan precedence. Worth a major review, there are lots of pool cars available so maybe allocating a pool car to an specific business area (based on usage) might be a better approach? Also looking into EV fleet where appropriate. Novated leases are also available to staff, so this could be utilised instead of Council leaseback program.	Leaseback vehicles are reviewed on a case-by-case basis as leases expire or as positions for which a leaseback vehicle is attached, become vacant. Leaseback vehicles are an important factor in attracting and retaining staff.
Cease subscriptions to LEAP and Lighthouse Software Platforms	Easy	2	The LEAP and Lighthouse softwares are currently not serving the purpose they were intended to serve due to a duplication in other existing programmes. The LEAP program is a software designed for legal firms to manage active cases. At present, all data that is saved in LEAP is also saved into ECM, therefore creating a duplication in work. The cost of such software is \$750 per month, equating to \$9000p/a. Council initially signed up to trial the Lighthouse Software 12 months ago. When purchased, the software was in very formative stages and is not specific to local government. Applications and forms launched through Lighthouse are clunky, not user friendly and do not produce quality reporting data. More efficient forms could easily be created in-house. The cost of this software is unknown to me.	Subscriptions for these platforms have been ceased.
Gas connection	Hard	2	Switch from gas to electricity for 257 Crawford Street QCCP.	The gas heating in the Nellie Hamilton Centre is new and will not be considered for electrification at this stage. Council does have an electrification plan for all Council buildings and as each gas appliance comes to replacement stage, are being replaced with electricity.
Reuse Furniture	Hard	2	Refit existing furniture into the new QCCP build in favour of purchasing new.	Most of the furniture in vacated buildings was relocated to other Council facilities. Excess furniture was offered to community groups at low cost with funds raised donated to a local charity.
Increase Council Fees	Easy	2	Increase Council fees slightly (say 5% on top of standard yearly increases) for all items listed under "Fees" in section B2-2 of the Annual Report Financial Statements. A quick check of similar services/rates in the ACT shows that QPRC fees are lower across the	Council reviews and adopts its Fees and Charges every year, and on average in 24/25 this increase was 4% on all fees and charges that are not set by legislation
Increase DA fees to cover costs	Easy	2	Review all DA fees including comparison to other councils, consistency and accuracy of charging, inspection fees, client time and arrangements for Pre DA meetings and associated client works and studies, and increase all non-regulatory fees to recover costs.	DA and other application fees are regulated by the NSW Government. Where Council can seek market competitive fees such as inspections, we benchmark against other similar authorities.
Selling GIS expertise and model products developed inhouse	Easy	2	Our highly talented land-use planning GIS team have developed and built an urban development suitability model for forward planning of towns and bypasses. It has been built originally for Braidwood Structure Plan and can be used on any other town. The spatial model could be used by other councils and government. As we developed the IP inhouse, we could potentially sell it as a product. The exact cost to sell is not known but could be in the range of \$20,000 to \$100,000 per product.	This is not feasible or possible.
Fully commercial leases and rentals	Easy	2	Fully commercial leases, rentals and property hire	For any commercial premises, a recommendation is made to Council to adopt a commercial rent, which is generally approved. There are however lease incentives and other costs associated with leasing and renting commercial premises, which reduces the net income.
Stop offering kerbside cleanups around the year	Moderate	3	Stop offering kerbside collection 'on-call', if anything reduce to one annual kerbside collection on set dates across the LGA.	Will be considered in Waste Management Strategy Review 2024/25.
Reduce Bin pick ups by 50%	Hard	3	Reduce Bin collections (if possible) by 50%. Pick up red bins fortnightly and Recycle and Green Waste 1 per month.	Will be considered in Waste Management Strategy Review 2024/25.

Sell or transfer the saleyards to the agents and landowners	Moderate	3	This is not core business for Council and costs money to run	Currently the Braidwood Saleyards is a net income generator to Council. However a review of the saleyard facility and operations is underway and a report will be considered by Council and stakeholders in 2025 in time for budget deliberations.
Consolidate the 3 customer service offices	Hard	3	QPRC has 3 offices in Queanbeyan, Bungendore and Braidwood and systems and structure has been developed that enable the customer service staff to operate as one team in 3 locations however a plan should be developed to review the usage of the 3 offices and consider a timeframe to phase out physical customer service presence in all 3 locations.	Council is not a position to consolidate these offices due to merger legislation. Irrespective of this, there are many staff who work in both Braidwood and Bungendore, which are considered valuable for attracting and retaining staff. .
Reduce opening hours - Eastern Pools	Hard	3	Reduce opening hours at Braidwood, Bungendore and Captains Flat Pools to include mornings 2 mornings per week and afternoons during week.	Opening hours were considered in the development of the Aquatics Strategic Plan. They are also reviewed at the end of each season.
Reduce numbers of Councillors	Hard	3	Reduce the number of Councillors. Has wider benefits to saving cost but must be driven by councillors	Council resolved to maintain the current number of 11 Councillors at the 13 September 2023 meeting (Resolution No 357/23)
Procurement plan focusing on Consultancy Costs vs Workforce Strategy	Moderate	3	Prepare an annual procurement plan focusing on consultancy requirements for the operational plan and delivery program and decisions about whether skills exist or should be developed in-house Vs external hire. Map against workforce plan and develop a strategy to develop / recruit for future skill requirements OR use external consultants depending on organisational direction, workforce strategy and best value. Set up great professional procurement panels for specialist areas.	Procurement and Contract Management Finance Officers appointed to review and oversee procurement practices and contract management. Future improvement plans include the option to consider annual procurement plans, if they can be created within the current level of resources.
Zip Boiler Timer Retrofit	Easy	3	Older wall mounted water boilers like that found in the kitchen of the Bungendore office, are power hungry and continue to boil water 24 hours a day. Documentation for the boilers estimate each boiler will use 10kWh per day on average. Based on an electricity cost of \$0.25 / kWh, such boilers could cost council around \$4500 in electricity over a 5 year life span. This is a per boiler cost. If the boiler was only powered on for 10 hours per day rather than 24, the daily cost to run could be reduced by at least half. If the boilers remained powered off over weekends, electricity costs could be further reduced. This can be achieved by retrofitting a basic digital timer to boiler GPO. Such a timer could be obtained for around \$10 from any hardware store and would take under 10 minutes to be programmed and plugged in. Where such timers are installed, a basic \$20-\$30 kitchen kettle could also be supplied to allow staff to make tea/coffee if working outside of usual business hours. Summary; for a cost of less than \$50, plus around 10 minutes labour per boiler, council can retrofit a timer to older hot water boilers which don't have built in timers. This could save \$400 to \$600 per boiler per year, or \$2000 to \$3000 per boiler over a 5 year period. Financial benefits below are based on 5x such boilers existing through council properties, though this is a guess.	Bungendore Office is no longer an asset of Council.
New expanded Animal Management Facility	Hard	3	A new expanded, and relocated, Animal Management Facility that includes: a vet (to reduce external \$45K vet costs and generate additional income); possible boarding kennels; possible cattery; possible horse agistment space; possible animal training facilities; improved animal enrichment space; and animal adoption greeting space. Investigate sale of animal trackers / Council facebook and GIS systems.	A review of the Queanbeyan Animal Management Facility has commenced and is now a high priority. It is anticipated a report will be presented to Council in late 2025.
Re-use of furniture	Moderate	3	There are a number of office relocations coming up in Queanbeyan and Bungendore. Each area has furniture that has not reached the end of its useful life. There are opportunities to stocktake and catalogue the existing stock including whether it is currently being used or not). This can allow the re-use of existing furniture rather than continually buying new. There may be office fit outs and /or replacement of broken furniture at Braidwood also that could use the existing furniture from the other areas.	Audits of furniture were undertaken before office relocations in Queanbeyan and Bungendore took place. Excess furniture was re-used within Council and in offered to community groups .
supplies i.e. Tea, Coffee, Milk, Sugar etc.	Moderate	3	You would bring in your own requirements or areas would create their own Tea Clubs	The providing of tea, coffee and milk is considered a reasonable expense for staff kitchens.
project management systems and people	Moderate	3	Further use of Project Framework with experience project managers to assist project delivery from the Project Inception	Council's project management framework (PMF) has been implemented and internally audited.

Consider Longer working days / shorter weeks for maintenance delivery for high value equipment	Hard	3	Consider working maintenance graders 7days per week across and 8 week roster at say 5 on 3 off. Less Machinery, higher daily productivity manage more with same resources	Council is currently reviewing our maintenance plans and resourcing to optimise service delivery.
Review the need for three Tractors	Easy	3	As part of the service review completed by CAMMS in 2018 it was recommended: Decommissioning a tractor could save up to \$4,000 per year in maintenance costs as well as realising a plant sale value. The major finding was: Tractors are underutilised, averaging between 20-30% utilisation. This has been in part explained by the limited period of time in which roadside slashing can take place, as well as maintenance crews performing other road works activities. Two of the three tractors also exceed the optimum replacement age by 5+ years.	Council has appointed a Fleet Coordinator whose role is to undertake a review of plant utilisation, management and efficiencies and develop a 10 year replacement program. At this stage, this Tractor is deemed necessary.
Self Read of water meters	Moderate	3	Request the community to do self reads of water meters for 1st, 2nd and 3rd quarters. employee a contractor do so a 4th quarter read to ensure final yearly bill is accurate. Community to record reading via webpage.	Council has commenced a project to install Internet of Things (IoT) water meters in 2024. These meters allow us to manage our water network better and alert residents and ratepayers to potential water leaks within the property. It also provides for remote reading of meters.
Printing and posting efficiencies	Easy	3	Implement initiatives to reduce the cost of printing and postage including targeting ratepayer take-up of option for email delivery of notices, creating targets and rewards as well as internal printing targets by monitoring internal printing costs per user.	Delivery of Rates Notices via eNotices and email are promoted on an ongoing basis.
Shared Services	Hard	3	Explore Share Services with other council(s) e.g. payroll, IT, GIS to share cost	Council will consider these opportunities as they arise.
Space Audit	Easy	3	Undertake a building space audit to optimise the use of underutilised spaces e.g. rooms at pools or sports centres that can be leased out. And review all property leases to increase to commercial rates.	Rooms and Pools and Sports Facilities are fully utilised either by community groups for storage, staff rooms and if bookable are made available for private and community meeting spaces. Hire Fees and Charges distinguish between community and commercial use.
Increase fees for scoping proposals and planning proposals above CPI	Moderate	3	Increased revenue better covering council's administration costs	Fees are based on 100% recovery cost basis, and approved by Council in the Annual Fees and Charges
Sell Rusten House as a Function Venue	Moderate	3	Launch Rusten House as a beautiful function / event venue capable of being commercially operated for profit and sell or completely outsource (ie outsource ownership of building and business).	This will be a decision for the newly elected Council as they consider the suite of documents under the IP&R framework.
Advocate for change to legislation to allow vacant property tax / additional rates on vacant shop fronts	Hard	3	Establish a 1% Vacant Property Tax on the value of residential properties that are unoccupied for more than 6 months in a calendar year (similar to Victoria's Vacant Residential Land Tax). This would also address rental shortage issues and housing supply in general. This could also be extended to commercial properties.	This is a matter for LGNSW Conference and advocacy.