



# **Ordinary Meeting of Council**

**26 March 2025**

**UNDER SEPARATE COVER  
ATTACHMENTS**

**ITEMS 9.2 TO 14.2**

**QUEANBEYAN-PALERANG REGIONAL COUNCIL  
ORDINARY MEETING OF COUNCIL**

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# QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 MARCH 2025

ITEM 9.2 PLANNING PERFORMANCE RESPONSE

ATTACHMENT 1 LETTER HON PAUL SCULLY MP - PLANNING PERFORMANCE

**The Hon Paul Scully MP**  
Minister for Planning and Public Spaces



Ref: IRF25/144

**Cr Kenrick Winchester**  
Mayor  
Queanbeyan-Palerang Regional Council  
PO Box 90  
Queanbeyan NSW 2620  
[mayor@qprc.nsw.gov.au](mailto:mayor@qprc.nsw.gov.au)

Dear Cr Winchester

The National Housing Accord, agreed across all levels of government, sets an ambitious target for NSW.

To achieve our target of 377,000 new homes by mid-2029 local councils must help facilitate the delivery of these homes. All levels of government have a shared responsibility to address the housing challenge in NSW and meet the goals of the National Housing Accord.

The land use planning and assessment functions of councils need to adjust to support the approval and development of more homes in well-located areas for young people, families, and key local workers.

I have previously requested that councils factor this into their decision making and prioritise the delivery of housing when assessing development applications and rezoning proposals – so that the whole planning system is geared towards addressing our housing challenge.

You would recall that I introduced a new Ministerial Statement of Expectations Order in July 2024, which set out the NSW Government's expectations for council performance in the areas of development assessment, planning proposals and strategic planning.

As indicated in July 2024, the Government has been monitoring the performance of all councils in meeting this Statement of Expectations, and the Department of Planning, Housing and Infrastructure has identified criteria for assessing council performances.

The criteria are as follows:

1. **Council's current DA Assessment Performance:** Councils with gross end-to-end timeframes of 145 days or greater.
2. **Council's percentage of applications assessed:** Councils with 50 per cent or less of their applications meeting the 115 day end to end expectation.
3. **Housing target/implied dwelling demand:** Councils with a housing target, or implied dwelling demand greater than 500 during the housing accord period.

I can advise that in the six months since monitoring began, Queanbeyan-Palerang Regional Council has not met these performance standards. The current Development Application

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assessment performance is 169 days and only 44 per cent of applications are being assessed within the expected timeframe.

The Department will now contact your Council to discuss performance against these criteria. Council will have 28 days from the date of this letter to provide a written response, endorsed by the elected Council. Your response must identify an action plan, along with associated program to swiftly improve performance.

Your Council has three months to demonstrate improvement. If there is no improvement the Government has a range of powers to compel compliance, including the issuing of a Performance Improvement Order.

I look forward to seeing Council make improvements to assessment processes and decrease average assessment times in order to deliver more homes for your community.

If you have any questions, please contact your Local Planning and Council Support Director within the Department.

Yours sincerely



Paul Scully MP  
Minister for Planning and Public Spaces

6/3/25

# QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 MARCH 2025

ITEM 9.2 PLANNING PERFORMANCE RESPONSE

ATTACHMENT 2 QPRC DA ACTION PLAN



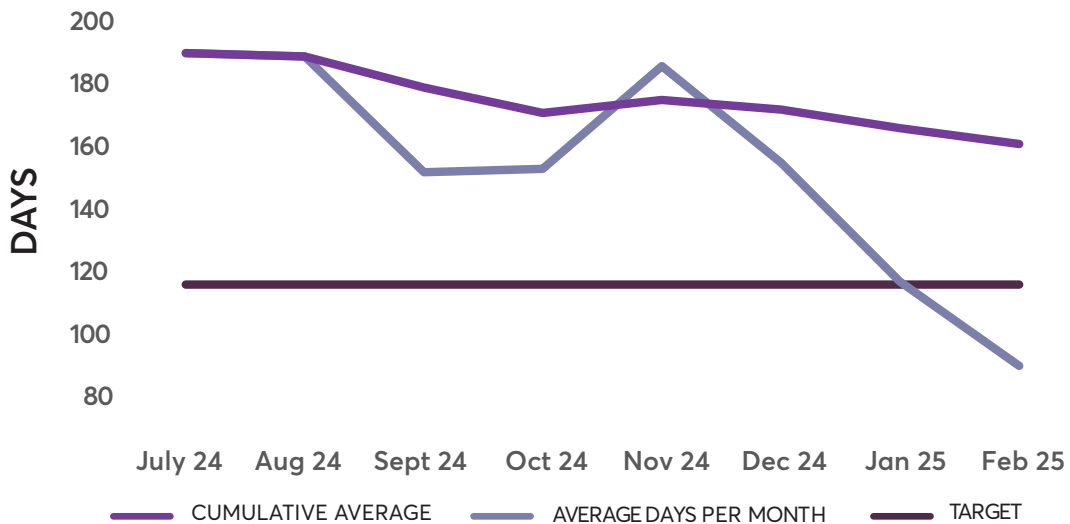
# QPRC DA Performance

Queanbeyan-Palerang Regional Council is committed to improving our DA timeframes.

We welcomed the Statement of Expectations Order 2024 as it gave us a clear set of expectations to focus on.

We join with the NSW Government about the need to address housing delivery by ensuring efficient and effective assessment of development applications. The following report summarises the focus that QPRC has taken and continues to progress.

## Average DA assessment timeframes

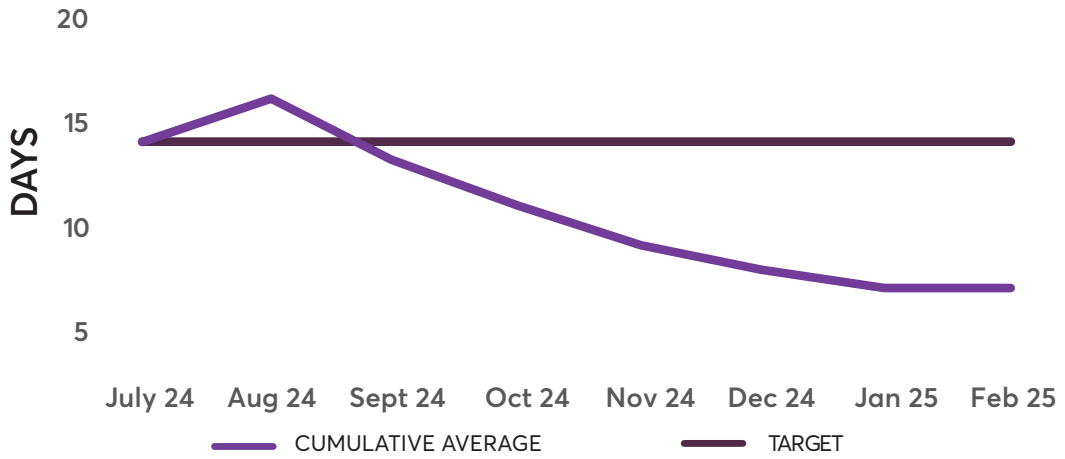


Council's strategy at the start of the 2024-25 financial year was to focus on clearing older development applications that had been on the books for a long time. While this strategy did affect our cumulative average, we have now cleared this backlog and are focused on maintaining steady levels of determinations.

Our recent performance in February dipped below the 115 day target and we expect it to continue to track well for the rest of the financial year.

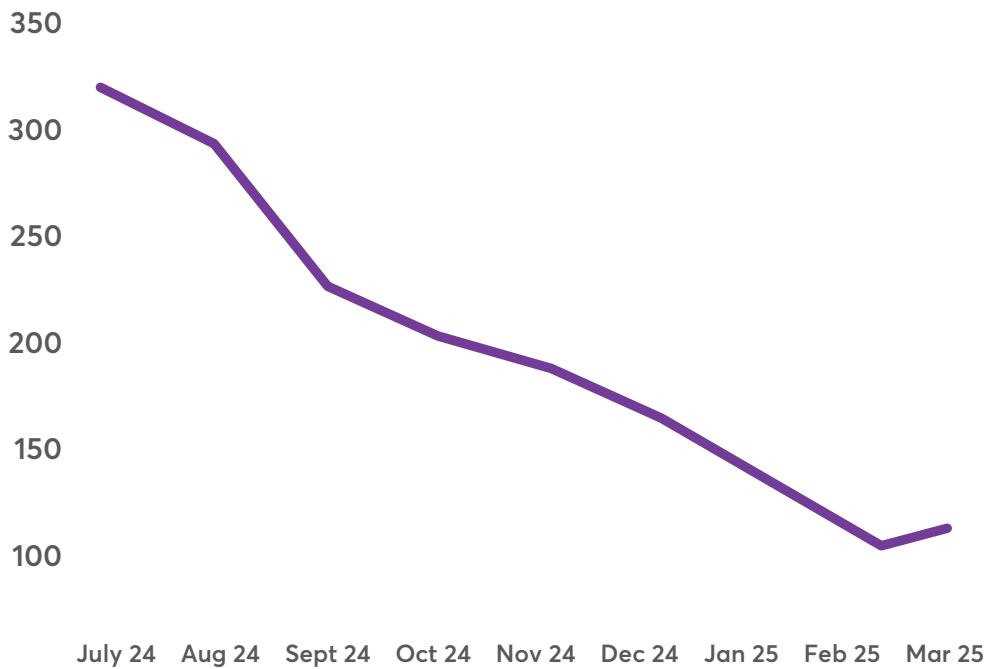


## Cumulative average DA lodgement timeframes



Our DA lodgment timeframes now sit below the current target and meet the target for next financial year.

## DAs on our books



The total number of DAs on our books is decreasing as we work through our backlog.





## Ministers Expectations - how we compare

Criteria	Target or measure	30 June 2024	30 Nov 2024	28 Feb 2025
24/25 Lodgement from Planning Portal	14 days	30 days	9 days	7 days
Lodgement % meeting expectation	%	n/a	86%	90%
25/26 Lodgement from Planning Portal	7 days	n/a	n/a	n/a
No. applications lodged aggregate over financial year	No.	494	212	306
DA average assessment days	115 days	189 days	174 days	160 days
DA % meeting expectation	%	43%	43%	48%
DA No. Determined	No.	506 (FY)	275 cumulative	379 cumulative
No. Fast Track DAs undetermined	No.	36	62	62
No. Fast Track DAs determined	No.	274 (FY)	113	179
No. Majors DAs undetermined	No.	133	61	45
No. Major DAs determined	No.	232	52	91
DA average assessment days for residential	115 days	180 days	154 days	146 days
% residential DAs achieving 115 days		n/a	45%	50%

# DA Action Plan

Queanbeyan-Palerang Regional Council is committed to improving our service, timeframes and customer outcomes.

As part of this commitment we have developed an action plan to support continuous improvement on our end-to-end processes to ensure we meet the Ministerial Expectations.

Some key achievements in the last 12 months have allowed us to close the gap between our DA times and the new targets.



## Workplace change - Fast Track and Major Development teams

Two dedicated teams with more staff and clearer procedures to help tackle DAs faster.

## Clearer regular reporting

Regular reports to help our staff and detailed public reports to Council.



## Streamlined templates

Reviewed templates with that help our team check against relevant LEPs.



## Contact with our customers

Planners available for face-to-face meetings in our Customer Service Centres and Pre-lodgement meetings for more complex DAs.

High Priority

Medium Priority

## Complete DA Action Plan

The full plan of action is below and organised by action type and colour coded by priority.

### Resourcing

Actions	Further actions	Completed	Progress/Notes
Workplace Change for Development Branch	Implement the Majors Team, Fast Track Team, and Development Support Team structure.	Yes May 2024	Staff in new roles by June 2024. 2 Teams / 2 Coordinators / 2 Principal Planners
Maintain and keep key staff	Appointment to roles in Fast Track and Majors Teams.	Yes Aug 2024	EOI process for internal staff following workplace change. Two vacancies remaining in March 2025.
Appoint Manager Development		Yes July 2024	Manager is a professional Town Planner with 30 years' experience in development management.
Staff retention	Cease use of agency and external contractors.	Yes Feb 2024	Ceases use of four contractors.
Building on para planner roles	Appointment to Development Support Roles.	Yes Oct 2024	2 Development Support Officers appointed and commenced both in place October 2024.
Budget secured for business	Appoint of two additional administration officers.	Yes Nov 2024	Budget secured through 2024/25 budget bid.
Appoint two Planning Cadets	We are supporting with studies and on-the-job training. Key part of our growing skilled professionals and succession planning goals.	Yes Jan 2024	Recruited two cadets who are now in second year of university.

High Priority

Medium Priority

## Process Improvements

Actions	Further actions	Completed	Notes
Establish reporting regime for Council	Report every three months to Council.	Yes July 2024	Report regular data to Council which includes Ministers Expectations and local targets.
Reduce Lodgement timeframes	Use Planning Cadets to assist.	Yes Sept 2024	Cadets initially helped improve lodgement timeframes
Reduce Lodgement timeframes	Lodgement and Invoice completed by one officer. Development Support Team owning whole process.	Yes Oct 2024	Customer Service Officers removed from process Oct 24 and all DAs and Mods run by Development Support. This handover was completed Nov 2024.
Not Made until it is Paid	Establish 7 day invoice process. Cease allocating and progressing unpaid DAs.	Continuous since Oct 2024	Monitor and review unpaid invoices. Make contact and then reject if unpaid.
Reject DAs to improve DA quality	Review lodgements against requirements. Complete lodgement check within one day. Advise applicant of requirements on day 1, reject immediately if SEE or plans absent.	Continuous since July 2024	Secure quality applications that can be processed and determined in timeframes. Reject applications when it is clear the applicant needs time to compile DA.
Stamping and uploading to Portal	Stamping inbox to be emptied daily by admin team.	Continuous since July 2024	Monitoring shared admin inbox cleared daily.
Allocation Process	Improved allocations from clearing house to smaller and more frequent meetings, no more than three days waiting for allocation	Yes Feb 2024	Monitor the allocations shared inbox daily. When DA is lodged and paid – meet and allocate.
Shorter Assessment Templates	Review and reduce template to shorten and remain technically sound. Pre-filled templates for LEP.	Ongoing	Fast Track DA Templates. Active review of templates ongoing.
Shorter Assessment Templates	Streamlined Modifications template.	Yes Sept 2024	Reduce time spent on Mods so focus can be on DAs.
Review the local lodgement forms and update the web pages	Reducing invalid lodgements through lodgement process.	Ongoing	Aim is to reduce the number of DAs rejected at lodgement.

High Priority

Medium Priority

## Process Improvements continued

Assistance lodging on the planning portal	Calendar of appointments for development support to assist customers using the portal.	Ongoing	This is to improve the quality of DAs / reduce rejections.
Review of Conditions	Use standard conditions based on development type.	Progressing Target for completion Sept 2025	Consistent decision making is about having standard conditions. Remove old conditions sets and monitor Notices of Determination.
Review Notice of Determination Templates	Ensure quality NoD within Council in Tech1.	Yes Nov 2024	This project includes Modifications and NoD.
Review and reduce Events lists in Tech1	Streamlined assessment processes.	Ongoing	Streamline digital processes in preparation for IT upgrade.
Pre-lodgement DA Meeting	Expert advice and pre-lodgement service for larger applications.	Ongoing	This is a fee paying service to ensure the quality of future development applications so that they have the necessary information and reports.
Development and Planner Duty Officer services	Re-introduce town planners providing consistent and correct advice.	Yes Aug 2024	Three days available for morning appointments at customer service centres.
Explore case studies on use of AI in development management	Seek updates from other pilot authorities. Identify issues to be resolved.	Ongoing	What were other authority issues. How do we prepare to overcome these prior to implementing AI.

High Priority

Medium Priority

## Decision Making and Sign Off

Actions	Further actions	Completed	Progress/Notes
Monitor numbers of DA determined by Council	Maintain a monitor of use of delegations.	Continuous	98% of decisions are delegated. Monitor all DAs needing Council decisions.
Circulate spreadsheet of all live DAs – identifying cases to be checked on progress for sign off	Report in the first week of each month circulated to all planners identifying DAs in date order.	Ongoing	Monthly Tech1 Report set. Director and Manager interrogate data and distribute to officers for case management.
Distribute delegations and commence sign off protocol	Increase delegations to Manager, Coordinators and Principal Planners in each team. Commence sign off inbox protocol.	Yes Oct 2024	Sign off inbox to be cleared on a daily basis, shared among officers based on teams.

## Officer case management

Actions	Further actions	Completed	Progress/Notes
Building confident planners	Encourage proactive case management.	Ongoing	Increase support through team meetings, 1:1 case review, and new caseload averages. Encourage officers to call state agencies and follow up referrals.
Culture of communication	Encourage verbal communication, duty planner experience, taking hard phone calls.	Ongoing	Roster for duty officer appointments. Phone calls encouraged, followed up by the email.

High Priority

Medium Priority

## Information gathering

Actions	Further actions	Completed	Progress/Notes
Meet with other Regional Directors - sharing approach to Minister Expectations	Capture other LGA's approach.	Ongoing	Regional Directors Meetings held and information shared.

## Communication

Actions	Further actions	Completed	Progress/Notes
Monthly Team Emails on performance	Interpret and share performance through monthly data on all live DAs.	Ongoing	Culture of monitoring and managing our data.
Review and establish planning applicant customer feedback process	Explore best approach for customer feedback as part of the NoD final email.	Planned for Aug 2025	To be considered from July 2025.

## Wider improvements

Actions	Further actions	Completed	Progress/Notes
Use digital platforms to improve overall performance, monitoring and officer self-service.	Power BI dashboards for all DAs and Mods.	Yes Feb 2024 Ongoing	Improved the dashboards for monitoring DAs available for staff and public.
Review Internal Referrals	What else can we improve in house? Speed of internal referrals and submissions.	Ongoing	Monitor internal referrals with focus on the two week referral.
Review of Determination Part V REF	Part V Portal streamlining Process.	Yes July 2024	Staff Training and documentation improvements.

High Priority

Medium Priority

## Appeals

Actions	Further actions	Completed	Progress/Notes
Manage NSW Land & Environment Courtcases	Council has one current appeal case in Land & Environment Court. There are no non-determination appeals.	Ongoing	Note outcome to be reported to planners
Monitor cost of appeals every quarter. Reflect in the budget monitoring report	Monitoring the costs associated with quality decision making. Monitoring Planning Appeals.	Ongoing	Report back to Planners in team meetings on outcomes.

## Councillors

Actions	Further actions	Completed	Progress/Notes
Identify areas where planning training is needed for Councillors	Respond to questions in a timely manner. Identify complex planning issues in reports and brief where appropriate.	Continuous	Councillor decision making is key for applications that are reported for decision. This is a watching brief and can be application related.

## Other

Actions	Further actions	Completed	Progress/Notes
Refine strategic planning documents for streamlined DA assessments	Speed and quality of decision making is linked to strategic planning documents.	Noted	The DCP's are dated and pre-standard instrument, leading to lengthy assessment reports.
Dwelling Entitlement Search	Strategic project commenced on data collection to reduce dwelling entitlement searches times.	Commenced	This is a resource intensive and high risk area of work undertaken by town planners.
Digital Issues with Portal and Tech1 integrations	Trouble shooting IT issues with the user platforms.	Continuous	Changes and improvements continuous.



# QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 MARCH 2025

ITEM 9.2 PLANNING PERFORMANCE RESPONSE

ATTACHMENT 3 UNDETERMINED DAS - 18.03.2025



**UNDETERMINED DA's - 18.03.2025**

DA Number	Address	Proposed Development	Date Lodged
DA.2023.0380	97 Lascelles Street, BRAIDWOOD NSW 2622	Erection of sixteen room Motel	18/08/2023
DA.2023.0382	3582 Kings Highway, MOUNT FAIRY NSW 2580	Two lot Torrens Title Subdivision	19/07/2023
DA.2023.0462	54 Forster Street, BUNGENDORE NSW 2621	Construction of centre-based childcare facilities	25/10/2023
DA.2023.0591	18 Hayes Street, QUEANBEYAN NSW 2620	Change of use of existing dwelling	25/01/2024
DA.2023.0602	50 Morisset Street, QUEANBEYAN NSW 2620	Two lot subdivision	12/01/2024
DA.2023.0609	50 Morisset Street, QUEANBEYAN NSW 2620	Construction of nine storey shop top housing comprising of ground floor shops, 160 dwellings	12/01/2024
DA.2023.0609	191 Googong Road, GOOGONG NSW 2620	55x Lot Torrens Title Subdivision comprising 51x residential lots, 3x open space lots, a residual lot	10/01/2024
DA.2023.0635	37 Tomsitt Drive, JERRABOMBERRA NSW 2619	Construction of registered club premises	25/01/2024
DA.2024.0006	29 Woodger Parade, KARABAR NSW 2620	Addition to dwelling	1/02/2024
DA.2024.0030	876 Boro Road, BORO NSW 2622	Three lot Subdivision and Clause 4.6 Variation	13/02/2024
DA.2024.0047	552 Larbert Road, LARBERT NSW 2622	Extractive Industry - Quarry expansion	18/03/2024
DA.2024.0064	164 Monaro Street, QUEANBEYAN NSW 2620	Additions and alterations to commercial building and demolition	18/03/2024
DA.2024.0144	25 Taylor Place, GREENLEIGH NSW 2620	Construction of a shed	6/05/2024
DA.2024.0173	10 Granville Close, GREENLEIGH NSW 2620	Additions to existing dwelling, construction of studio and garage	7/06/2024
DA.2024.0216	913 Bungendore Road, BYWONG NSW 2621	Construction of a shed	28/06/2024
DA.2024.0222	270 Glenrock Drive, GOOGONG NSW 2620	Construction of 42x two-storey multi-unit dwellings	26/07/2024
DA.2024.0223	460 Environa Drive, ENVIRONA NSW 2620	Strata Subdivision	9/08/2024
DA.2024.0298	628 Northangera Road, MONGARLOWE NSW 2622	Six lot Subdivision including new road; Extension of existing road	26/08/2024
DA.2024.0303	275 Crawford Street, QUEANBEYAN NSW 2620	Construction of a dwelling house	30/08/2024
DA.2024.0327	8 Endurance Avenue, QUEANBEYAN EAST NSW 2620	Partial demolition, internal and external alterations to existing childcare centre	17/09/2024
DA.2024.0332	Branxton Park, 726 Goulburn Road, BORO NSW 2622	Construction of industrial building	13/09/2024
DA.2024.0332	Branxton Park, 726 Goulburn Road, BORO NSW 2622	Fifteen lot Subdivision	13/09/2024

Undetermined DA's - 18.03.2025

DA.2024.0333	36 Booth Street, QUEANBEYAN EAST NSW 2620	Demolition of existing buildings, construction of two-storey multi-unit dwelling	17/09/2024
DA.2024.0338	6 O'Rourke Place, GREENLEIGH NSW 2620	Additions and alterations to existing dwelling house and construction of carports	20/09/2024
DA.2024.0358	38 Speargrass Road, TRALEE NSW 2620	Construction of two-storey dwelling house and swimming pool	4/10/2024
DA.2024.0364	136 Ellendon Street, BUNGENDORE NSW 2621	Construction of a two-storey dwelling house and a shed	11/10/2024
DA.2024.0369	120 Collett Street, QUEANBEYAN NSW 2620	Construction of multi-dwelling housing comprising of eight units	17/10/2024
DA.2024.0379	19 Elrington Street, BRAIDWOOD NSW 2622	Construction of a dwelling house	22/10/2024
DA.2024.0391	19 Molonglo Place, CARWOOLA NSW 2620	Alterations and additions to dwelling; deck/patio	30/10/2024
DA.2024.0405	22 Taylor Place, GREENLEIGH NSW 2620	Construction of carport and continued use of roof over existing deck	31/10/2024
DA.2024.0412	125 Ellendon Street, BUNGENDORE NSW 2621	16 lot Torrens Title Subdivision and new road, associated infrastructure	9/11/2024
DA.2024.0416	137 Environa Drive, ENVIRONA NSW 2620	Construction of a warehouse with an office	9/11/2024
DA.2024.0417	202 Wallace Street, BRAIDWOOD NSW 2622	Retention of existing restaurant and use of part of the site for artisan food and drink	13/11/2024
DA.2024.0420	203 Sawyers Ridge Road, REIDSDALE NSW 2622	Construction of a studio, garage, workshop and gymnasium	11/11/2024
DA.2024.0438	598 Back Creek Road, MONGARLOWE NSW 2622	Construction of single storey dwelling house	28/11/2024
DA.2024.0443	88 Urla Road, BURRA NSW 2620	Two lot subdivision	25/11/2024
DA.2024.0463	1458 Sutton Road, SUTTON NSW 2620	Construction of a dwelling house	3/12/2024
DA.2024.0465	1 Petralia Street, GREENLEIGH NSW 2620	Construction of two-storey dwelling house	2/12/2024
DA.2024.0467	3 Carolyn Jackson Drive, JERRABOMBERRA NSW 2619	Alterations and additions to dwelling house	2/12/2024
DA.2024.0469	78 Valley Drive, ROYALLA NSW 2620	Construction of a dual occupancy	3/12/2024
DA.2024.0475	74 Butmaroo Street, BUNGENDORE NSW 2621	Continued use of detached studio	12/12/2024
DA.2024.0479	25 Wardell Street, BUNGENDORE NSW 2621	Construction of two two-storey dwelling house	11/12/2024
DA.2024.0480	50 Reginald Road, GOOGONG NSW 2620	Construction of a two-storey dwelling house and a secondary dwelling	11/12/2024
DA.2024.0488	7 Carinya Street, QUEANBEYAN NSW 2620	Demolition of a dwelling house, construction of a medical centre	17/12/2024
DA.2024.0489	1024 Mayfield Road, MAYFIELD NSW 2580	Three lot Torrens Title subdivision	20/12/2024
DA.2024.0492	171 Radcliffe Circuit, CARWOOLA NSW 2620	Construction of farm shed and veranda	20/12/2024
DA.2024.0493	14 Barber Street, QUEANBEYAN EAST NSW 2620	Continued use as a landscaping material supplies	20/12/2024
DA.2025.0001	11 Solus Street, BRAIDWOOD NSW 2622	Construction of two x dwelling house	19/01/2025
DA.2025.0007	355 Macs Reef Road, BYWONG NSW 2621	Alterations and Additions to dwelling house	14/01/2025

Undetermined DA's - 18.03.2025

DA.2025.0008	3578 Kings Highway, BUNGENDORE NSW 2621	Two lot Torrens Title subdivision	13/01/2025
DA.2025.0014	24 Gibraltar Street, BUNGENDORE NSW 2621	Demolition of existing building and construction of a medical centre	30/01/2025
DA.2025.0015	180 Macs Reef Road, BYWONG NSW 2621	Demolition of existing carport Alterations and additions to an existing dwelling house	20/01/2025
DA.2025.0016	67 Lambrigg Road, GOOGONG NSW 2620	Construction of a two-storey dwelling house	16/01/2025
DA.2025.0025	122 Crawford Street, QUEANBEYAN NSW 2620	Change of use - Beautician Shop	24/01/2025
DA.2025.0029	18 Glebe Avenue, QUEANBEYAN NSW 2620	Construction of single dwelling and use of a room for home business	28/01/2025
DA.2025.0030	192 Little River Road, BRAIDWOOD NSW 2622	Construction of a dwelling house	28/01/2025
DA.2025.0031	28 Surveyor Street, QUEANBEYAN NSW 2620	Demolition of a dwelling and detached garage, construction of a dwelling house and detached garage	7/02/2025
DA.2025.0032	Balmain View, LARBERT NSW 2622	Construction of a dwelling house, shed and pool	31/01/2025
DA.2025.0033	12 Petralia Street, GREENLEIGH NSW 2620	Construction of swimming pool	30/01/2025
DA.2025.0034	5 Mowenbah Crescent, GOOGONG NSW 2620	Construction of dwelling house	30/01/2025
DA.2025.0035	2 Monaro Street, QUEANBEYAN NSW 2620	Change of use to food and drink premises	3/02/2025
DA.2025.0040	37 McCauley Avenue, GOOGONG NSW 2620	Construction of dwelling house	7/02/2025
DA.2025.0045	74 Wickerslack Lane, GOOGONG NSW 2620	Continued use of a dwelling house	5/02/2025
DA.2025.0047	24 Taylor Place, GREENLEIGH NSW 2620	Construction of a shed	5/02/2025
DA.2025.0050	91 Mary Street, GOOGONG NSW 2620	Extension of current fence. Vary DCP	11/02/2025
DA.2025.0053	6 Frederick Street, CRESTWOOD NSW 2620	Strata Subdivision of approved Dual Occupancy	13/02/2025
DA.2025.0060	33 Red Hill Road, MAJORS CREEK NSW 2622	Construction of a dwelling house	17/02/2025
DA.2025.0061	15 Victory Street, BRAIDWOOD NSW 2622	Alterations to existing building and construction of a shed	17/02/2025
DA.2025.0063	94 Red Box Place, ROYALLA NSW 2620	Continuous use of part of a garage as dual occupancy	17/02/2025
DA.2025.0065	4 Horton Street, GOOGONG NSW 2620	Construction of a dwelling house	18/02/2025
DA.2025.0066	31 Trail Place, ROYALLA NSW 2620	Construction of a secondary dwelling	18/02/2025
DA.2025.0067	2/43 Hopkins Street, BUNGENDORE NSW 2621	Construction of a manufactured home	18/02/2025
DA.2025.0069	31 Saleyards Lane, BRAIDWOOD NSW 2622	Three lot Torrens Title Subdivision	19/02/2025
DA.2025.0070	51 Widgiewa Road, CARWOOLA NSW 2620	Construction of a dwelling house and variation of building envelope	21/02/2025
DA.2025.0072	245 Norton Road, WAMBOIN NSW 2620	Alterations and internal reconfiguration of existing dwelling house	21/02/2025
DA.2025.0073	27 Bushland View, GREENLEIGH NSW 2620	Construction of two-storey dwelling house	21/02/2025
DA.2025.0071	20 Speargrass Road, TRALEE NSW 2620	Construction of a two-storey dwelling	21/02/2025
DA.2025.0074	5401 Captains Flat Road, HAROLDS CROSS NSW 2622	Concept Development - Use of Land for a Dwelling	28/02/2025
DA.2025.0075	176 Bombay Road, BRAIDWOOD NSW 2622	Construction of a shed	24/02/2025
DA.2025.0076	56 Waterfall Drive, JERRABOMBERRA NSW 2619	Continuous use of the existing garage as a secondary dwelling	25/02/2025

Undetermined DA's - 18.03.2025

DA.2025.0081	5468 Kings Highway, BRAIDWOOD NSW 2622	Construction of alterations and additions to a dwelling house	28/02/2025
DA.2025.0082	41 Severne Street, GREENLEIGH NSW 2620	Demolition of old shed; Construction of new shed	27/02/2025
DA.2025.0083	3518 Captains Flat Road, CAPTAINS FLAT NSW 2623	Construction of a principal dwelling; change of use of existing dwelling house to secondary dwelling	27/02/2025
DA.2025.0085	156 Oxalis Crescent, TRALEE NSW 2620	Continuous use of fence	28/02/2025
DA.2025.0087	27 Montague Place, GOOGONG NSW 2620	Alterations and addition of existing dwelling	3/03/2025
DA.2025.0088	7 Aspen Rise, JERRABOMBERRA NSW 2619	Construction of a two-storey extension to an existing house	4/03/2025
DA.2025.0089	7 Cotula Street, TRALEE NSW 2620	Construction of two two-storey dwelling house	4/03/2025
DA.2025.0090	Carwoola Pines, 506 Wanna Wanna Road, CARWOOLA NSW 2620	Construction of shed	4/03/2025
DA.2025.0092	7 Atkinson Street, QUEANBEYAN EAST NSW 2620	Proposed extension of operating hours to 24/7	5/03/2025
DA.2025.0094	16 Chimney Rise, GOOGONG NSW 2620	Construction of fibreglass swimming pool	6/03/2025
DA.2025.0095	197 Edward Drive, GOOGONG NSW 2620	Construction of a dwelling house	6/03/2025
DA.2025.0096	9 Speargrass Road, TRALEE NSW 2620	Construction of a dwelling house	6/03/2025
DA.2025.0097	191 Edward Drive, GOOGONG NSW 2620	Construction of a two-storey dwelling	11/03/2025
DA.2025.0098	340 Harolds Cross Road, CAPTAINS FLAT NSW 2623	Construction of a secondary two-storey dwelling	12/03/2025
DA.2025.0099	52 McCrae Street, QUEANBEYAN WEST NSW 2620	Installation of a Manufactured Building	17/03/2025
DA.2025.0100	6547 Kings Highway, CARWOOLA NSW 2620	Construction of a shed	13/03/2025
DA.2025.0101	34 Morton Street, QUEANBEYAN NSW 2620	Demolition of dwelling house and construction of dwelling house	17/03/2025
DA.2025.0102	1 Blair Crescent, GOOGONG NSW 2620	Construction of a retaining wall	13/03/2025
DA.2025.0103	4 Nelson Terrace, BUNGENDORE NSW 2621	Construction of a dwelling house	13/03/2025
DA.2025.0104	1138 Old Cooma Road, GOOGONG NSW 2620	Construction of dwelling; Dual occupancy	17/03/2025
DA.2025.0106	104 Neilsen Lane, CHARLEYS FOREST NSW 2622	Addition of bedroom, bathroom and spa	17/03/2025
DA.2025.0108	2-12 Stephens Road, CRESTWOOD NSW 2620	Demolition of existing buildings; construction of sales building, truck wash building, convenient store	17/03/2025
DA.2025.0109	2 Sassafras Crescent, KARABAR NSW 2620	Two lot Strata Subdivision	18/03/2025
<b>101</b>			

# QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 MARCH 2025

ITEM 9.2 PLANNING PERFORMANCE RESPONSE

ATTACHMENT 4 DRAFT LETTER TO HON PAUL SCULLY



Council ref: 26.1.98-06

27 March 2025

The Hon Paul Scully MP  
Minister for Planning and Public Spaces  
GPO Box 5341  
Sydney NSW 2001

By email: [REDACTED]

Dear Hon Paul Scully MP,

### Ministerial Statement of Expectations Order July 2024

I welcome the opportunity to detail the work we have been undertaking at Queanbeyan-Palerang Regional Council (QPRC), all aimed at improving our planning performance and doing our bit towards securing the NSW target of 377,000 new homes by mid-2029.

When writing to Council on 6 March 2025, our average development application assessment performance was 169 days with 44 per cent of applications being assessed within the expected timeframes.

Every month brings our performance closer to your expectations, with continued improvement our average development application assessment performance is 160 days with 48 per cent of applications being assessed within the expected timeframes.

Within this submission I set out our approach to securing sustained planning performance improvement, and our trajectory towards:

- Gross end to end timeframes less than 145 days; and
- At least 50% of applications meeting the 115 days end to end expectation.

I have enclosed our Action Plan which details the projects that are improving our end-to-end processes. Through this work we have cleared application backlogs from 320 DAs in July to 110 DAs in March, improving our customers' experience of the planning system. You can view our data, our register of underdetermined applications, and note the achievements to date.

I am confident that we can achieve both criteria by the end of June 2025. At QPRC we are proud of the quantity of development applications we have assessed over this monitoring period, which is around 380 DAs and positions us at 21<sup>st</sup> in NSW, and valued at \$1.5B only second to Sydney City Council.

Yours sincerely,

**Cr Kenrick Winchester**  
Mayor  
**Queanbeyan-Palerang Regional Council**

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# QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 MARCH 2025

ITEM 9.4 DRAFT COMMUNITY STRATEGIC PLAN

ATTACHMENT 1 COMMUNITY STRATEGIC PLAN COMMUNITY ENGAGEMENT  
REPORT

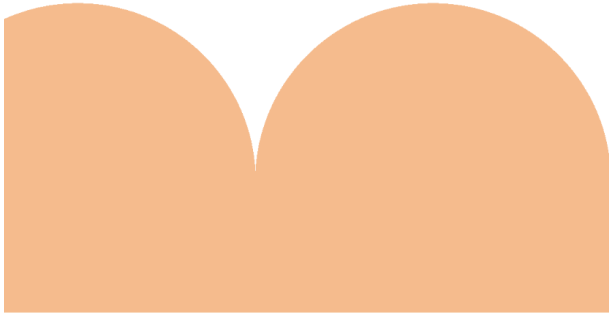


# QUEANBEYAN PALERANG REGIONAL COUNCIL

Community Engagement  
Report, June 2024.



projectura



Australian Government



NSW  
GOVERNMENT

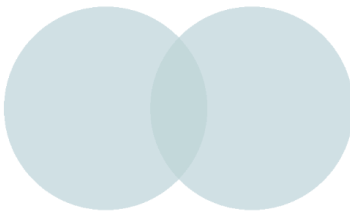
*Although funding for this product has been provided by both the Australian and NSW Governments, the material contained herein does not necessarily represent the views of either Government.*

Towards 2042, Stage 1 Community Engagement Report

**Prepared for** Canberra Region Joint Organisation  
**Date** June 2024  
**Version** v1.0 FINAL  
**Author** Karina Dooley  
Projectura

**Contributors** Projectura, Bega Valley Shire Council, Eurobodalla Shire Council, Goulburn Mulwaree Council, Hilltops Council, Queanbeyan-Palerang Regional Council, Snowy Monaro Regional Council, Snowy Valleys Council, Upper Lachlan Shire Council, Wingecarribee Shire Council and Yass Valley Council.

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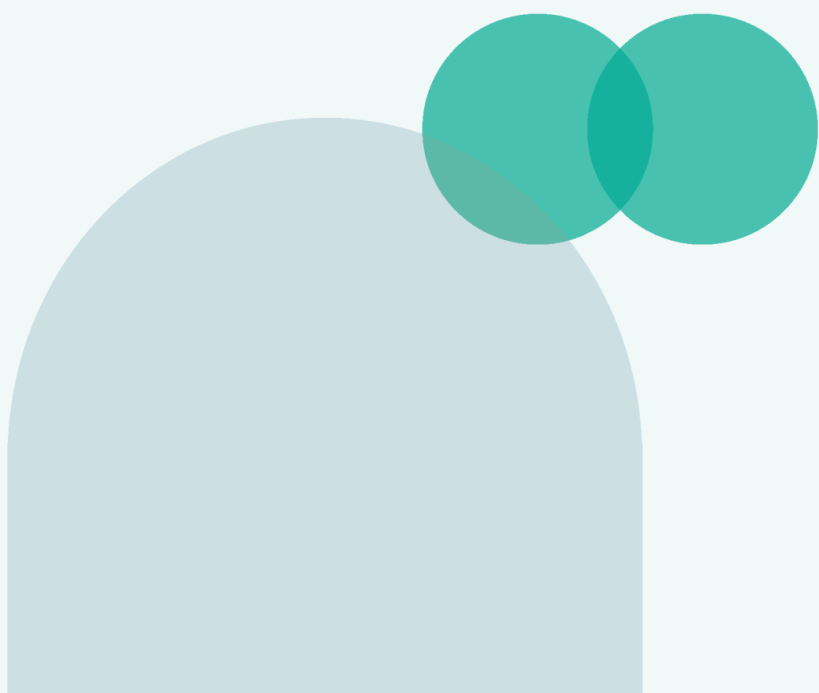
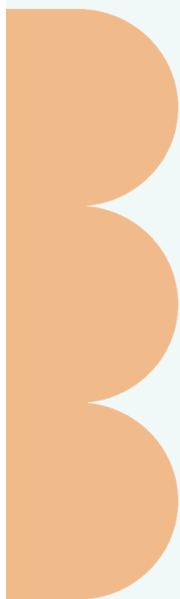


Projectura acknowledges the Traditional Custodians of the land on which we work and recognise their ongoing connection to the Wiradjuri and Yuin land and waterways.

We recognise the Ngunnawal People, Ngarigo People, Namadgi People, Ngarigo People, Walbanga People, Walgalu People, Murrumurang People, Djiringanj People, Gandangara People, and Bemerangal People.

We also recognise the many other Aboriginal and Torres Strait Islander community members across the region who make up the vibrant communities where our organisation visits and works.

Projectura pays respect to the wisdom of Elders, past, present, and emerging and shares a commitment to engaging communities with a spirit of reconciliation and respect.



Queanbeyan-Palerang Regional Council

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Queanbeyan-Palerang Regional Council

## Summary findings

**With an estimated population of 65,369 residents, the Queanbeyan-Palerang region is diverse and covers 5,319 square kilometres. The main population area is central Queanbeyan, which is a thriving service centre close to Canberra. Along with fast-growing new communities, the region boasts the historic towns of Braidwood and Bungendore, national parks, and a rich agricultural history.**

A total of 802 Queanbeyan-Palerang residents participated in the Towards 2042 Stage 1 engagement from 1 February to 15 March 2024. They shared their priorities and aspirations using various methods such as an online survey, discussion guides, drawing sheets, pop-up sessions, the Regional Wellbeing Survey, and submissions.

People were invited to review the current Community Strategic Plan and its relevance to today and consider their current community. Participants were asked questions to gauge where we are now, where do we want to be, how will we get there and when we will know we have arrived.

### Engagement findings

A summary of high-level findings are provided below.

- There was a good representation from people aged 35 to 84 years, with people aged 34 years and under, and over 85 years underrepresented.
- Women provided more feedback (55.6 percent) than men (40.4 percent). Urban residents were well represented accounting for 73.5 percent of participants.
- When considering the Community Vision, 57.7 percent of respondents were happy or very happy with it, while a further 29.0 percent felt neutral.
- 60.1 percent of respondents indicated they had read the Community Strategic Plan with 49.0 percent agreeing with all the strategic pillars and a further 28.1 percent agreeing with some.
- When considering the Strategic Pillars respondents perceived they were mostly fully or partly on track in achieving them (ranging from 61.5 to 76.5 percent positive).

- The main aspects that respondents thought made their community a great place to live were the beautiful natural environment, location and convenience, sense of community, lifestyle, and friend and family.
- The main challenges that participants shared were housing availability and affordability, infrastructure, social issues, services, and development concern.
- Economic growth, environmental impact, sport and recreation, infrastructure, and housing for all were ranked highest priorities to achieve over the next 10 years.
- The top projects and services that respondents would like to see Council focus on are climate change adaptation, walking and cycling paths, business and industry attraction, housing availability and affordability, and roads and parking.



Queanbeyan-Palerang Regional Council

## Methods and participation

Stage 1 engagement activities gathered personalised views from a broad cross section of the community. The total participation level in Stage 1 was 802 people. Community members will have further opportunity to explore and prioritise strategies once the Draft Community Strategic Plan is available.

Table 39. QP - Participation summary

Total participation	Population (2023 ERP)	% of population engaged
802	65,368	1.2

As shown in the table below, Queanbeyan-Palerang Regional Council used six different methods to engage with the community. The online survey and Regional Wellbeing Survey generated the largest number of participants in Stage 1 Engagement. The online survey generated the greatest volume of useable data and participant demographic details.

Table 40. QP - Participation summary by method

Method	Participation	
	Measure	Number
Online survey	Number of individual survey responses.	371
Discussion Guides	Number of people who contributed to discussions.	26
Drawing sheets	Number of drawing sheets received.	126
Pop-ups	Number of people who attended pop up sessions.	59
Regional Wellbeing Survey	Number of individual survey responses.	213
Submissions	Number of formal submissions received.	7

The following is a summary of community engagement data collected.

**1. Online survey**

- 371 individual responses were received to the Online Survey through SurveyMonkey. 229 completed responses and 142 partially completed responses were received.

**2. Discussion Guide**

- 8 Discussion Guide responses were received. 4 completed responses and 4 partially completed responses were received.
- A total of 26 people contributed to the 8 (fully and partially) completed responses.

**3. Drawing sheets**

- QPRC prepared school packs and delivered them to schools within the community.
- 126 Drawing Sheets were received.

**4. Pop-up sessions**

- Three pop-up sessions held and 59 people participated:
  - In Braidwood on 26 January 2024. 20 participants
  - In Queanbeyan Riverside Plaza on 21 February 2024. 25 participants.
  - In Bungendore Post Office on 22 February 2024. 14 participants.

**5. Regional Wellbeing Survey**

- 213 responses were received to the three Regional Wellbeing Survey questions posed for this project.

**6. Submissions**

- 7 submissions received:
  - 7 March 2024 – Community group.
  - 11 March 2024 – Female resident.
  - 21 March 2024 – Community group.
  - 21 March 2024 – Male and female resident.
  - 21 March 2024 – Community group.
  - 21 March 2024 – Male resident.
  - 22 March 2024 – Community group.



The profile of the participants shows a broad cross-section of the Queanbeyan-Palerang population were involved in terms of age, gender, location, and diversity characteristics.

Table 41. QP – Respondent profile

Characteristic	Breakdown	T2042 Engagement	CRJO Profile ID
Characteristic	Breakdown	%	2024 %
Age	Under 18 years	19.6	23.0
	18-24 years (tertiary education and independence)	1.8	7.4
	25-34 years (young workforce)	7.6	14.8
	35-49 years (parents and homebuilders)	27.0	21.3
	50-59 years (older workers and pre-retirees)	21.7	14.3
	60-69 years (empty nesters and retirees)	12.1	10.4
	70-84 years (seniors)	9.8	7.7
	85+ years (elderly)	0.4	1.2
Gender	Woman or female	55.6	49.7
	Man or male	40.4	50.3
	Non-binary	0.2	-
	Prefer not to answer	3.3	-
	I us a different term	0.4	-
Urban/Rural	Urban	73.5	-
	Rural	26.5	-
Diversity	Aboriginal or Torres Strait Islander	1.9	3.5
	LGBTQIA+	3.7	-
	Person with a disability	6.3	4.4
	Non-English speaking background	3.7	13.5
	Lived experience of alcohol or drug use	2.8	-
	Lived experience of family violence	3.0	-
	Lived experience of housing stress or homelessness	5.1	-
	Lived experience of mental health issues	14.5	-

NOTE: Red represents underrepresentation, and green represents overrepresentation compared to the 2021 census data shown in Profile ID.

\* Source: ABS Cat 2001.0



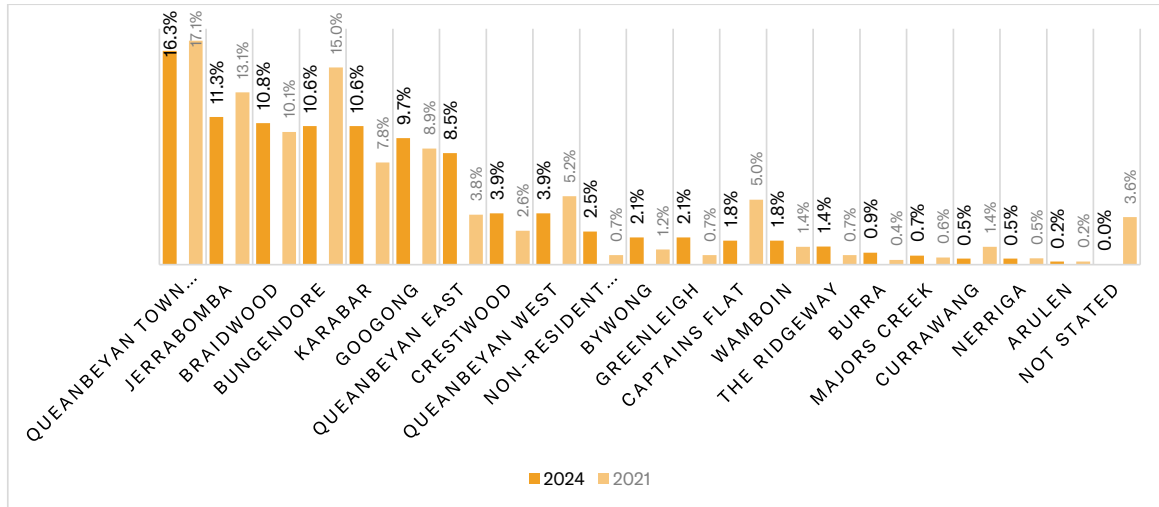
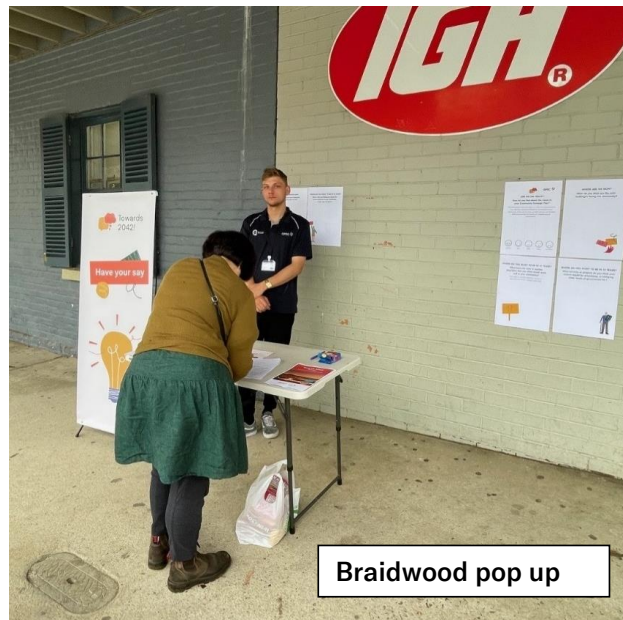


Figure 54. QP - Respondent location

Future engagement stages for the Community Strategic Plan should aim to improve representation of:

- People aged 18 to 34 years (tertiary education and independence, and young workforce).
- People aged over 85 years (Elderly).
- Males.
- Aboriginal and Torres Strait Islanders.
- People from non-English speaking backgrounds.



Queanbeyan-Palerang Regional Council

## Are we on track?

The people of the Queanbeyan-Palerang region have an existing Community Strategic Plan. As part of the review and update of this document, we asked the community if they thought the plan was tracking well and if they had any feedback.

### Vision 2042

*The Queanbeyan-Palerang region is a safe and relaxed place to live, offering a wonderful lifestyle for all members of our community, where we can enjoy excellent services and facilities while experiencing the benefits of a healthy natural environment.*

## Q1. How do you feel about the vision in the endorsed Queanbeyan-Palerang Community Strategic Plan 2042?

n=279

67.7 percent of respondents indicated they were either very happy or happy with the incumbent vision, an increase from 50.2 percent in 2021.

A small number of people provided feedback on how the vision could be refined or improved. These responses indicates that the ambition and structure of the current vision for the shire was still relevant consistent with the community's expectations.

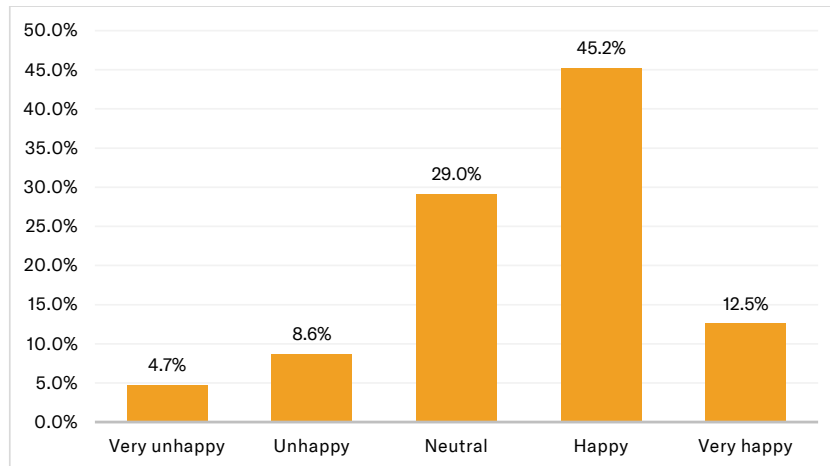


Figure 55. QP - Vision satisfaction

## Q2. Have you read the Queanbeyan-Palerang Community Strategic Plan 2042?

n=288

Across the engagement, 60.1% of people had read the CSP. Those that had read the CSP were asked further questions. Their responses are detailed on the following pages.

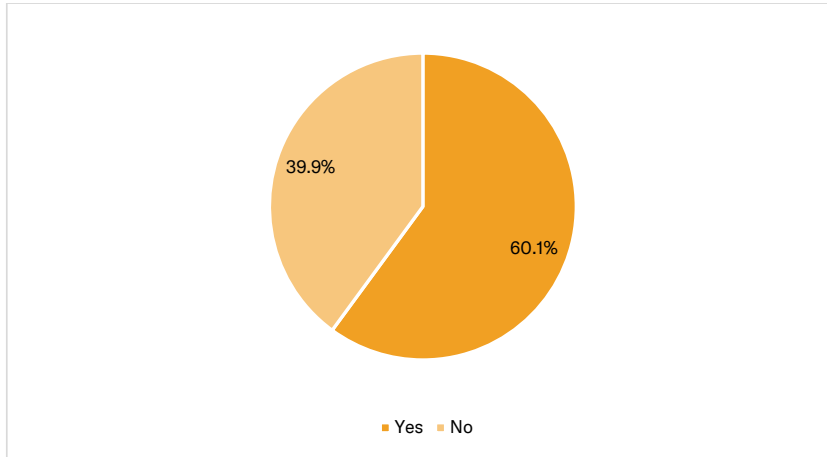


Figure 56. QP - Read CSP

Within the plan, there are 5 high level strategic pillars. The Strategic Pillars are:

1. Community.
2. Choice.
3. Character.
4. Connection.
5. Capability.

### Q3. Do you agree with these Strategic Pillars?

n=153

Almost 50 percent indicated they agreed with all of the strategic pillars, and an additional 29.1 percent indicated they agreed with some of the strategic priorities. On the reverse, 7.8 percent of respondents indicated they did not agree with the Strategic Pillars.

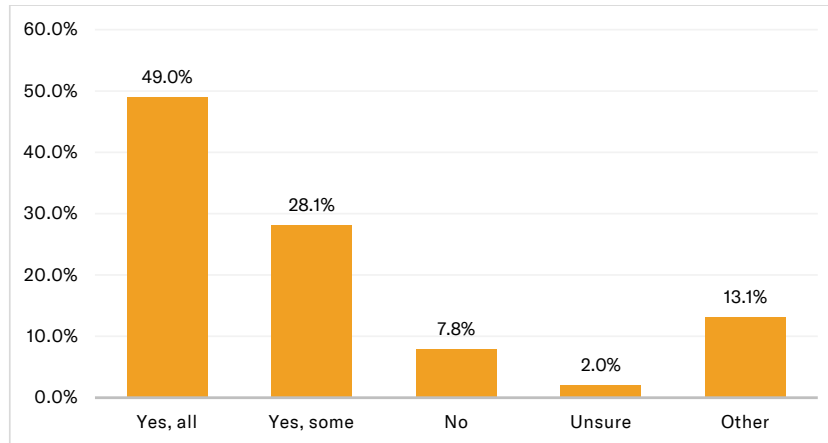


Figure 57. QP - Strategic pillar support

### Q4. Do you think we're on track with delivering the 5 high-level Strategic Pillars?

n=153

Across all strategic pillars, 66.9 percent believed they were either fully or partly on track to achieve the Strategic Pillars. 26.8 percent felt they weren't on track and 6.2 percent were unsure.

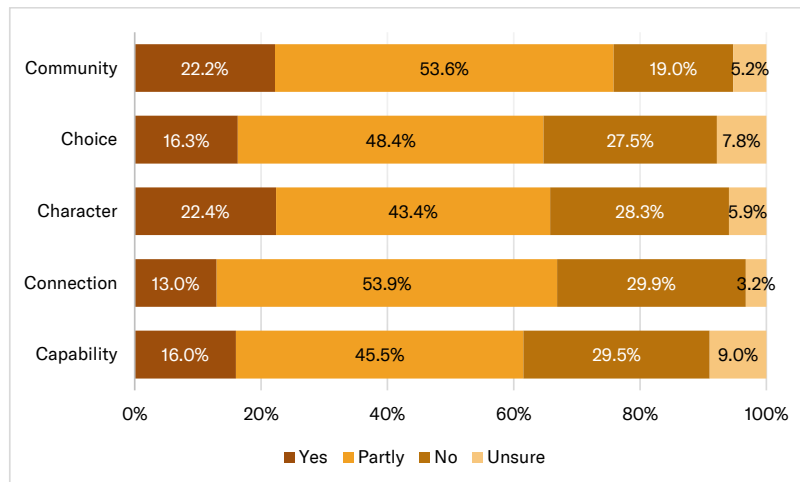


Figure 58. QP - On track with strategic pillars

### Q5. Is anything missing in the Queanbeyan-Palerang Community Strategic Plan 2042?

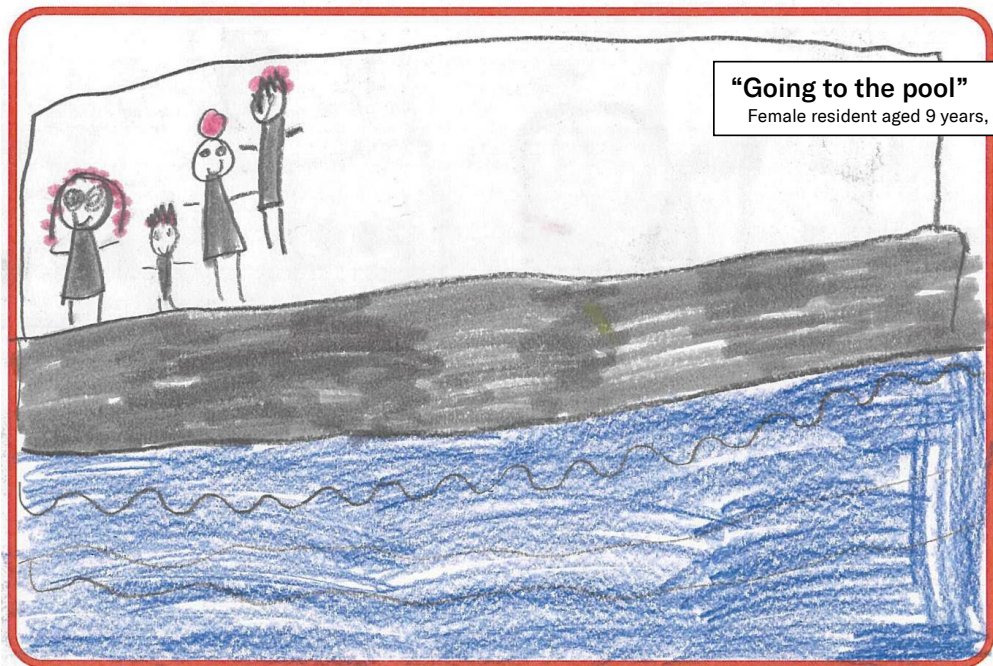
n=77

Engagement participants were asked to review the current strategic objectives and provide feedback on anything that was missing. Their feedback is summarised in the following table.

Table 42. QP - Missing from the CSP

Strategic pillars				
1. Community	2. Choice	3. Character	4. Connection	5. Our Capability
<ul style="list-style-type: none"> <li>Quality events.</li> <li>Safety + resilience.</li> <li>Belonging.</li> </ul>	<ul style="list-style-type: none"> <li>Competitive employment.</li> <li>Retail variety.</li> </ul>	<ul style="list-style-type: none"> <li>Heritage protection.</li> <li>Zero emissions ambition.</li> </ul>	<ul style="list-style-type: none"> <li>Safe pedestrian movement.</li> <li>Public transport</li> </ul>	<ul style="list-style-type: none"> <li>Engagement.</li> </ul>
Other				
<ul style="list-style-type: none"> <li>Targets</li> <li>Updated Census data.</li> </ul>				

**Right now what is the best thing about your community (other than your family and pets)?** Draw a picture to illustrate your thoughts.



Queanbeyan-Palerang Regional Council

## Where are we now?

### Q6. What makes your community a great place to live?

n=609

QPRC residents were asked to identify what made their community a great place to live. 1,029 insights were provided by 609 people across four engagement methods including online surveys, discussion guides, drawing sheets, and Regional Wellbeing Survey.

The top 5 strengths identified across all methods include the beautiful natural environment, location and convenience, sense of community, lifestyle, and friend and family. Comments relating to these strengths include:

- **Beautiful natural environment (9.9 percent):** People valued the natural environment around their towns, the proximity and beauty of nature, open spaces, beauty of the bush and the fresh air.
- **Location and convenience (8.4 percent):** The proximity of the area to Canberra and the coast, is important as is being able to live, work and play in a small radius. Having the convenience of a capital city of their doorstep without feeling like their live in a city.
- **Sense of community (7.6 percent):** The closeness of the community, and sense of belonging and inclusion is strong. People feel connected to each other through strong community groups.
- **Lifestyle (7.1 percent):** Affordability of the area was highlighted, along with the value of living in a rural and country environment.
- **Friends and family (5.9 percent):** A strong emphasis on family and friend, neighbours, and people's personal homes and gardens.

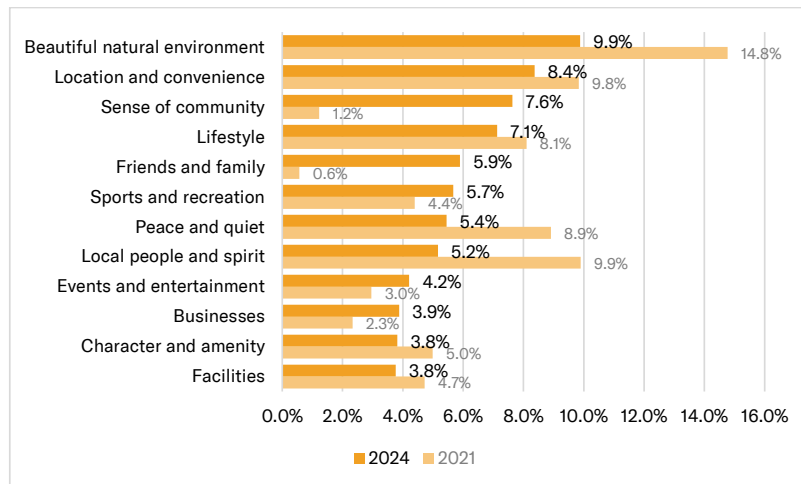


Figure 59. QP - Strength attributes

The main changes since 2021 include:

- Appreciation for the beautiful natural environment has slide from 14.8 percent to 9.9 percent; however, it is still the top valued attribute.
- Talking about people has reduced with local people and spirit sliding from 9.9 percent to 5.2 percent. Sense of community didn't feature in the top 12 in 2021 but is now 7.6 percent. Respondents are talking more about sense of belonging, togetherness and networks.
- Peace and quiet has reduced from 8.9 percent to 5.4 percent.

Table 43. QP - Strength attributes by method

LGA/ method	Top attribute	Attribute 2	Attribute 3	Attribute 4	Attribute 5
Queanbeyan-Palerang <i>n=609</i>	Beautiful natural environment	Location and convenience	Sense of community	Lifestyle	Friends and family
Online survey <i>n=245</i>	Beautiful natural environment	Location and convenience	Lifestyle	community	Peace and quiet
Discussion guides <i>n=4</i>	Beautiful natural environment	Lifestyle	Location and convenience/ Local people and spirit/ Facilities		
Drawing sheets <i>n=88</i>	Sport and recreation	Facilities	Friends and family	Our towns and places	Sense of community
Regional Wellbeing Survey <i>n=</i>	Events and entertainment	Sense of community	Businesses	Services	Sport and recreation

Note, 59 people were consulted at pop-ups, but direct feedback on this question wasn't collected.

## Q7. What do you think are the main challenges facing our community?

n=521

Queanbeyan-Palerang residents considered the challenges facing their community. 1,439 insights were provided by 521 people across three engagement methods including the online survey, discussion guides, and the Regional Wellbeing Survey.

The top five challenges identified by participants across the engagement methods were housing availability and affordability, infrastructure, social issues, services, and development concern. A summary of further comments regarding each challenge is provided below.

- **Housing availability and affordability (9.9 percent):** A lack of availability of affordable housing for people, homelessness and a lack of rental availability.
- **Infrastructure (9.6 percent):** Condition and quality of the road network is poor, traffic continues to build load on the roads, and mobile phone service is poor in many areas.
- **Social issues (7.4 percent):** Social issues include an increase in crimes, particularly theft and family violence, drug use, lack of community cohesion, isolation and loneliness, and personal safety concerns.
- **Services (7.4 percent):** Poor access to health and medical care, with the main concerns being difficulty accessing doctors and specialists, having to travel for health care, a hospital that is under resourced, and poor support for mental health.
- **Development concern (7.2 percent):** Balancing growth with retaining the natural environment. Strong concern about over developing the area, and feedback received on Council's planning process and DA processing.

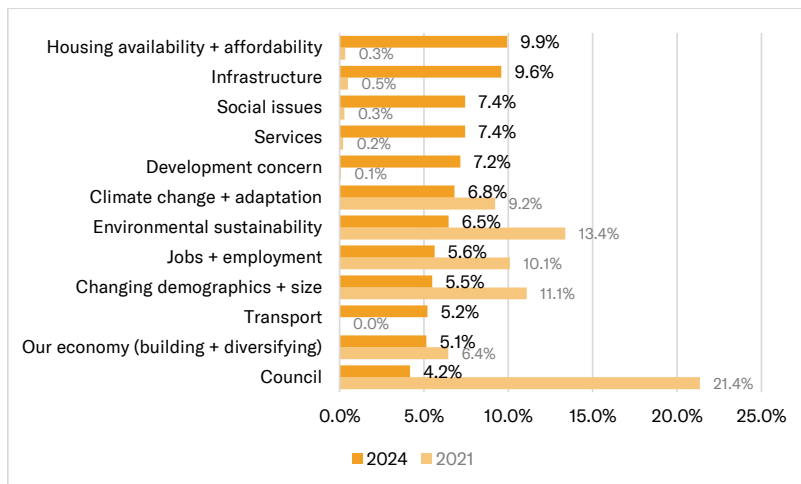


Figure 60. QP- Challenge attributes

The main changes since 2021 include:

- Significant decrease in concern around council issues, dropping from 21.4 percent in 2021 to 4.2 percent in 2024, suggesting improvements in council performance or shifting community priorities. This reduction might be attributed to the consolidation of these issues into a single choice field (in 2021 this was measured under three choice fields: governance, financial sustainability, and independence).
- Emergence of six new key challenges for the region. These include a dramatic increase in housing availability and affordability concerns (rising 9.6 percent to the top spot in 2024), infrastructure (up 9.1 percent), social issues (up 7.1 percent), services (up 7.2 percent), development concern (up 7.1 percent), and transport (up 5.2 percent).
- Concern for the environment has decreased (down 6.9 percent), climate change and adaptation (down 2.4 percent), and jobs and employment (down 4.4 percent).
- Concern about changing demographics and size has decreased from 11.1% in 2021 to 5.5 percent in 2024. Noted though that Development concern increased to 7.2 percent in 2024.

Table 44. QP - Challenge attributes by method

LGA/ method	Top attribute	Attribute 2	Attribute 3	Attribute 4	Attribute 5
Queanbeyan-Palerang <i>n=609</i>	Housing availability and affordability	Infrastructure	Social issues/ Services		Development concern
Online survey <i>n=245</i>	Housing availability and affordability	Infrastructure	Development concern	Climate change and adaptation	Environmental sustainability
Discussion guides <i>n=4</i>	Council	Development concern/ Housing availability and affordability/ Infrastructure			Environmental sustainability
Regional Wellbeing Survey <i>n=213</i>	Services/ Council		Services	Our economy	Housing availability and affordability/ Infrastructure

Note, 59 people were consulted at pop-ups, but direct feedback on this question wasn't collected.



Queanbeyan-Palerang Council

## Where do we want to be in 10 years' time?

### Q8. What have you seen in another area/shire that you think would work well in your community?

n=251

The Queanbeyan-Palerang community were asked if they had seen anything in another area or shire that would be good in their community. Of the 251 respondents, 50.6 percent answered 'yes', resulting in 121 people providing observations.

The top five categories of things the community would like to see were improved infrastructure, more activities and events, parks and green space, improved council, and beautification. A summary of these categories include:

- **Improved infrastructure (32.2 percent):** Wet play areas in existing parks, better roads, sports facilities (motocross track, outdoor exercise equipment), waste reuse centre, maintenance.
- **More activities and events (13.7 percent):** Night markets (like in Torquay), Festivals and event attraction (like Canberra Beer Festival), mini golf and tenpin bowling.
- **Parks and green spaces (9.3 percent):** Botanic and open gardens, walking and cycling areas (like in Bendigo), pump track/BMX tracks, nature-based playgrounds.
- **Improved council (7.7 percent):** Good staff, financial reporting, volunteering and customer service awards.
- **Beautification (7.7 percent):** Improved signage, public art and sculptures, CBD refresh.

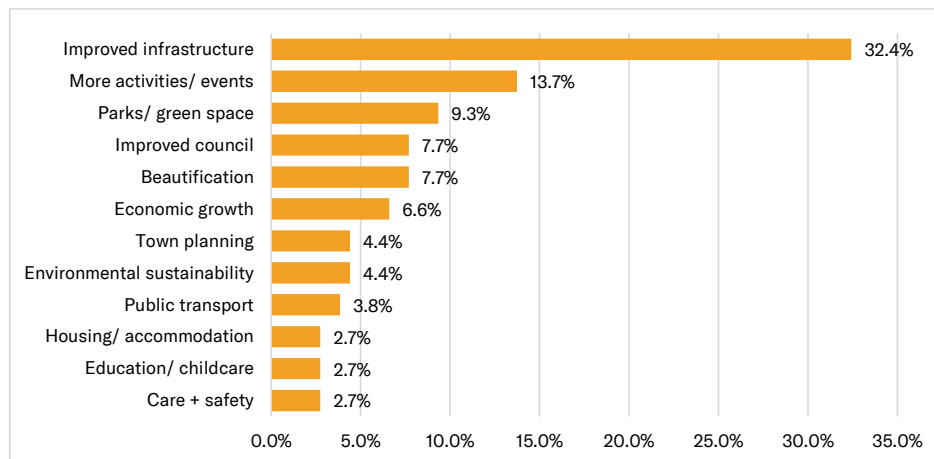


Figure 61. QP - Suggestions from other areas

### Q9. What is one thing you would like to see achieved in your community in the next ten years?

n=568

Queanbeyan-Palerang residents were asked what one thing they would like to see achieved in the next 10 years. Feedback was received across four engagement methods, including the online survey, discussion guides, drawing sheets, and the Regional Wellbeing Survey.

The top five categories of things the community would like to see achieved in the next 10 years across all methods of engagement include economic growth, environmental impact, sport and recreation, infrastructure, and housing for all. A summary of priorities is provided below:

- **Economic growth (14.1 percent):** Monaro Street improvements, shop façade updates, retail diversity, small business support.
- **Environmental impact (12.6 percent):** Caring for the environment, Council leadership on climate change mitigation and adaptation, becoming carbon neutral, increased canopy cover, and waste management.
- **Sports and recreation facilities (9.4 percent):** Enhanced cycling and walking paths, dog-friendly areas, sustainable water solutions, improved public and leisure pools, and expanded sports and recreation facilities.
- **Infrastructure (9.4 percent):** Enhanced car parking, upgraded footpaths, expanded local infrastructure, improved internet and mobile connectivity, well-maintained roads, and increased water security.
- **Housing for all (8.6 percent):** Council leadership and advocacy on reducing homelessness and making more affordable housing available.

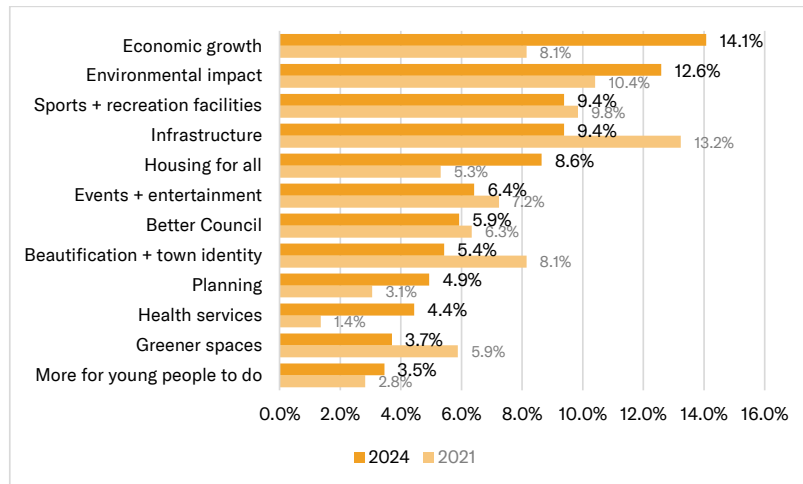


Figure 62. QP - Priorities

Table 45. QP - Priorities by method

LGA/ method	Top attribute	Attribute 2	Attribute 3	Attribute 4	Attribute 5
Queanbeyan-Palerang <i>n=568</i>	Economic growth	Environmental impact	Sport and recreation	Infrastructure	Housing for all
Online survey <i>n=203</i>	Economic growth	Environmental impact	Infrastructure	Better Council	Sport and recreation
Discussion guides <i>n=4</i>	Infrastructure/ Planning/ Sport and recreation/ Housing for all				
Drawing sheets <i>n=89</i>	Environmental impact	Economic growth	Sport and recreation	Housing for all	Events and entertainment
Regional Wellbeing Survey <i>n=213</i>	Health services	Housing for all	Infrastructure	Economic growth	Sports and recreation

Right now what is the best thing about your community (other than your family and pets)? Draw a picture to illustrate your thoughts.



**“Soccer, ball, me, goals”**  
Male resident aged 9 years, Googong

Queanbeyan-Palerang Regional Council

## How will we get there?

### Q10. What services or projects do you think Queanbeyan-Palerang Regional Council should be prioritising, or lobbying other levels of government for?

n=243

When asked which services and projects, they would like Council to prioritise participants selected from a multiple-choice list of Council services and projects. In all, 302 respondents shared their views on Council direction to inform the Community Strategic Plan and Delivery Program. Feedback was received across two engagement methods: the online survey (n=240) and discussion guides (n=3).

Changes in field choice since 2021 include the removal of demerger and Council communications and the addition of drought preparedness and natural risk reduction.

Top priorities have changes slightly since 2021. Climate change and adaptation remains the top priority. Emerging priorities include Business and industry attraction, and industry attraction, and renewable energy, while Environmental stewardship and parks and playground have decreased in priority.

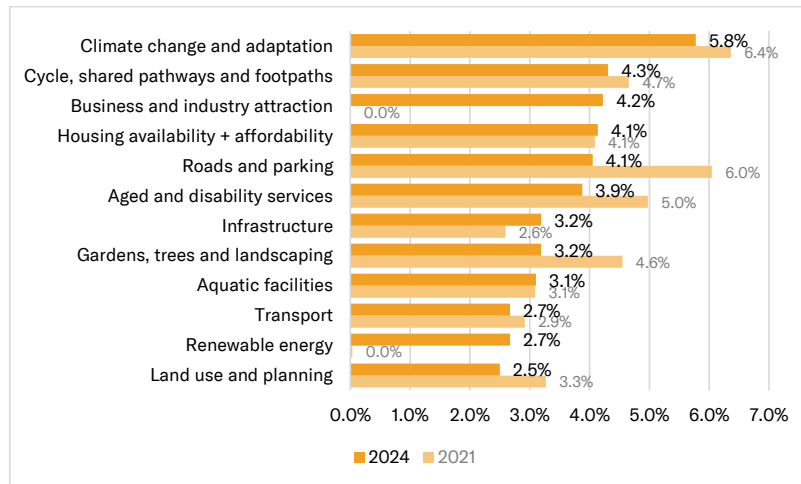
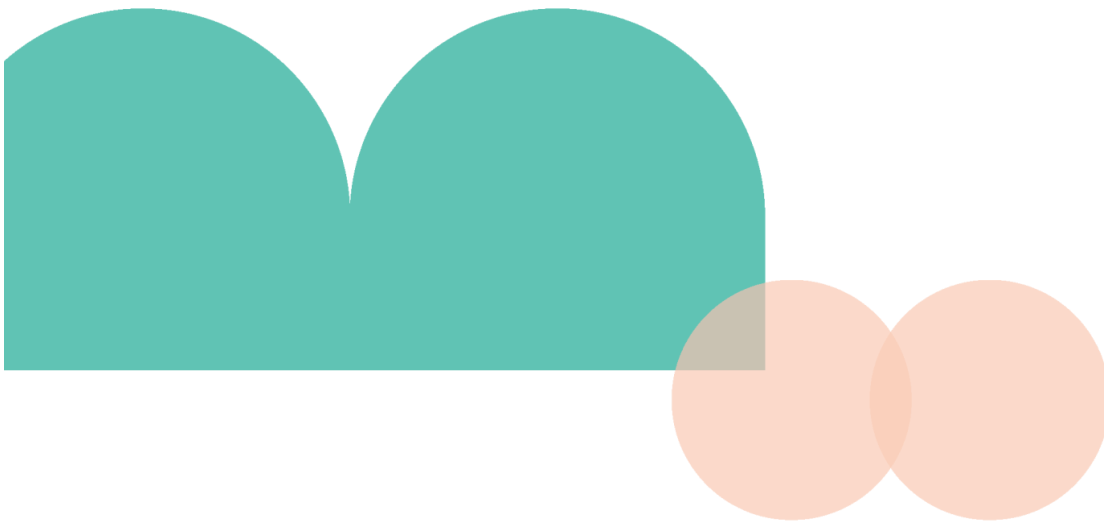


Figure 63. QP - Services & projects



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# QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 MARCH 2025

ITEM 9.4 DRAFT COMMUNITY STRATEGIC PLAN

ATTACHMENT 2 DRAFT COMMUNITY STRATEGIC PLAN

# Queanbeyan-Palerang Region Community Strategic Plan 2042

2025 Revision



## Queanbeyan-Palerang Regional Council

### Acknowledgement of country

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

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### Contact Us

Please contact Council with any enquiries regarding the Queanbeyan-Palerang Community Strategic Plan 2042:

**p** 1300 735 025

**e** [council@qprc.nsw.gov.au](mailto:council@qprc.nsw.gov.au)



# Welcome

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

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

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

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

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

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

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

## Queanbeyan-Palerang Regional Council

# Vision

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

### Local Community Plans

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

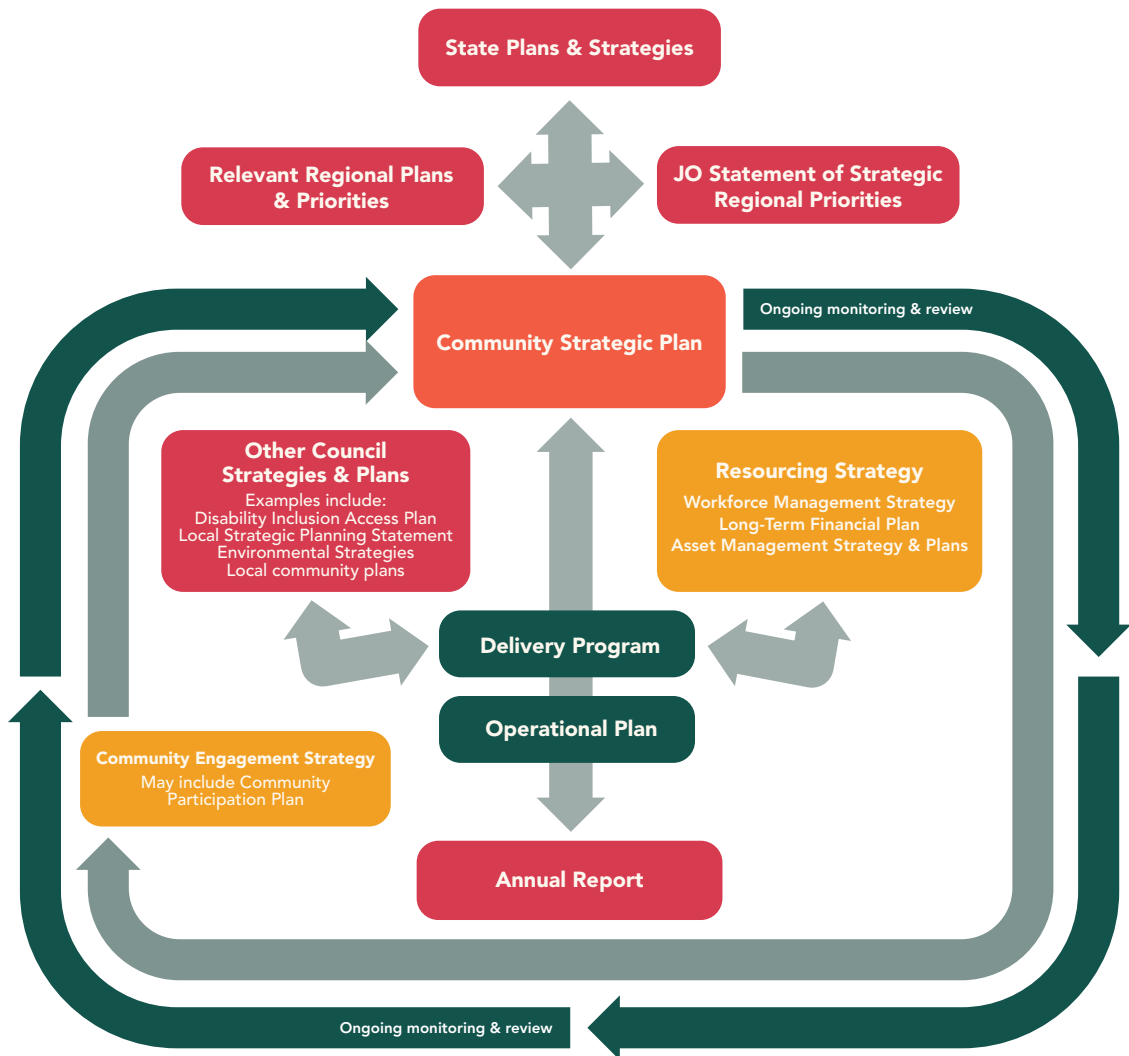
This process is facilitated by Council but driven by the various individuals, associations and community groups in each location. The plans are designed to document and acknowledge the local community vision and the issues and projects that are important to each local area. They will provide input into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

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

### Integrated Planning and Reporting Framework

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

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



## Queanbeyan-Palerang Regional Council

# Our Queanbeyan-Palerang

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

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

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

Total population  
**65,368**

SEIFA index\*  
**1061**

## Top industries of employment

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

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

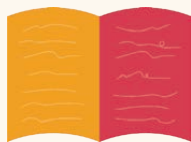
If the Queanbeyan-Palerang region consisted of 100 people, there would be:

**4**  
Aboriginal and Torres Strait Islanders

**18**  
born overseas

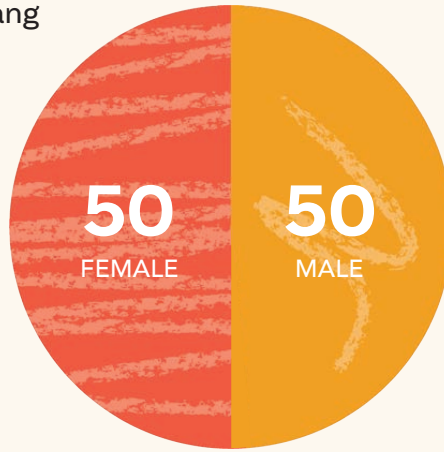
**14**  
speaking languages other than English at home

**17**  
with an individual income less than \$400 per week



**59**  
that completed higher education

**33**  
that did not complete year 12



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



**27**  
living by themselves

**73**  
living in families



**12**  
care for someone with a disability

**4**  
have a disability



**72**  
who own, or pay a mortgage on a house

**26**  
who rent



**2**  
unemployed and looking for work

**17**  
who volunteer



**74**  
who drove to work

**25**  
working part time

**66**  
working full time

**3**  
who walked to work

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

## Queanbeyan-Palerang Regional Council

# Community engagement

### What we asked

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

### How did you get involved

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

### Participation

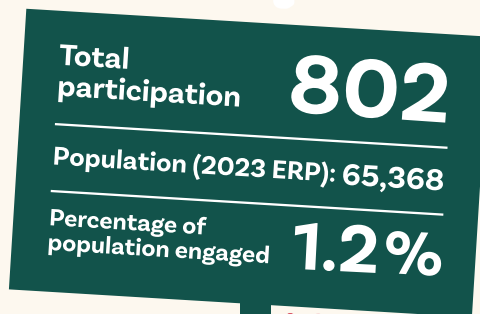
In 2021 we asked the community what they want our region to look in 2042. More than 1,720 people in the region responded.

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

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



Community Strategic Plan 2042



\* The Regional Wellbeing Survey, conducted annually by the University of Canberra, measures the wellbeing and quality of life of people living in rural and regional Australia.

## Queanbeyan-Palerang Regional Council

# Community engagement

## What is important to you?

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

## Main challenges

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

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

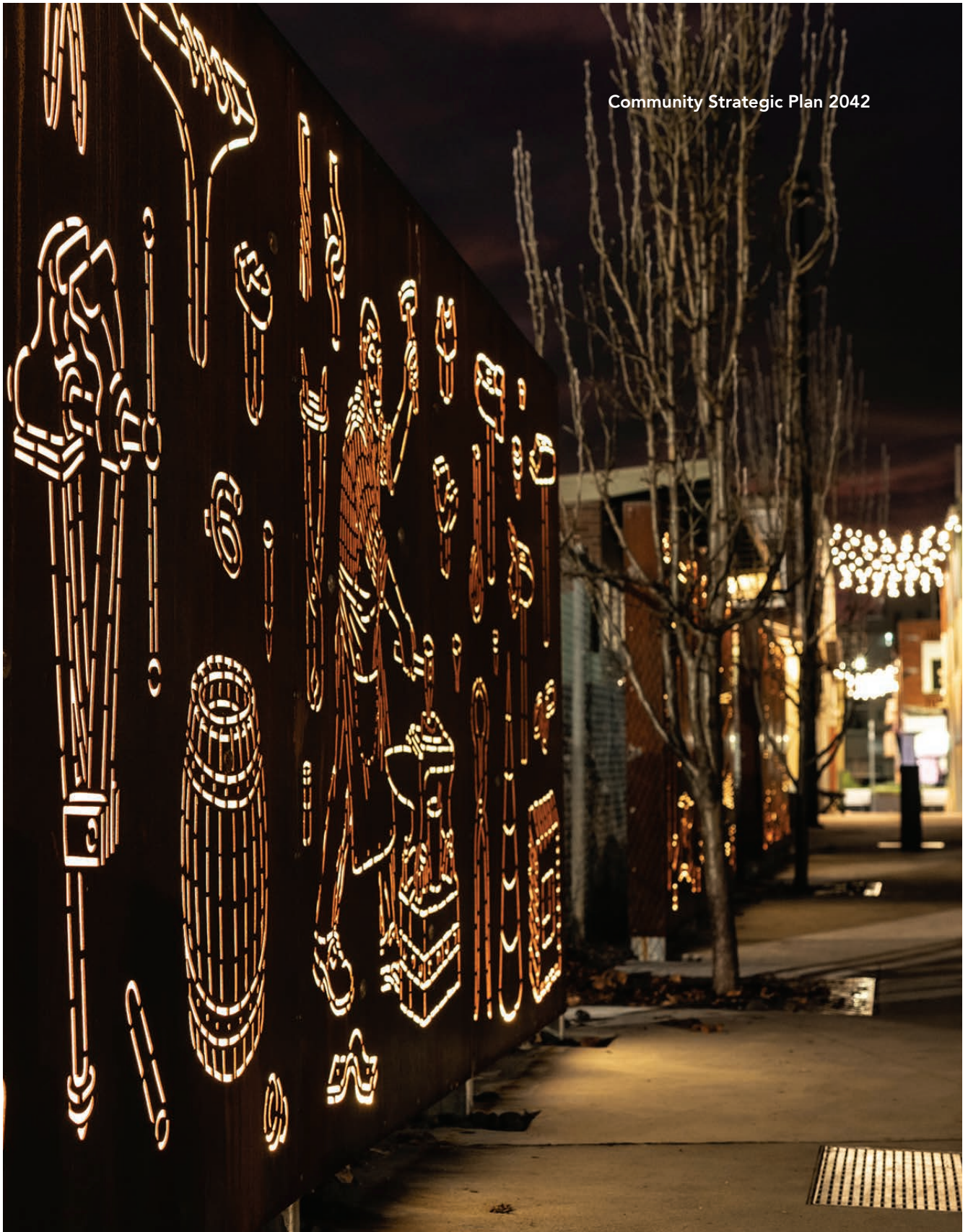
Since 2021, there has been a significant decrease in concerns about council performance, suggesting either improvements or a shift in community priorities. Six new key challenges emerged prominently, being housing availability and affordability, infrastructure, social issues, services, development concerns,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

## Key priorities

People who took part in the engagement indicated they prioritise:

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





## Queanbeyan-Palerang Regional Council

# Council's role

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

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

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

### **Provide**

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

### **Collaborate**

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

### **Advocate**

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

### **Regulate**

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

# Sustainable Development Goals

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

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

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

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



## The goals:

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

## Queanbeyan-Palerang Regional Council

# Plan

The Plan consists of five key themes.

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

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

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

### 1. Our community

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

### 2. Our economy

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

### 3. Our environment

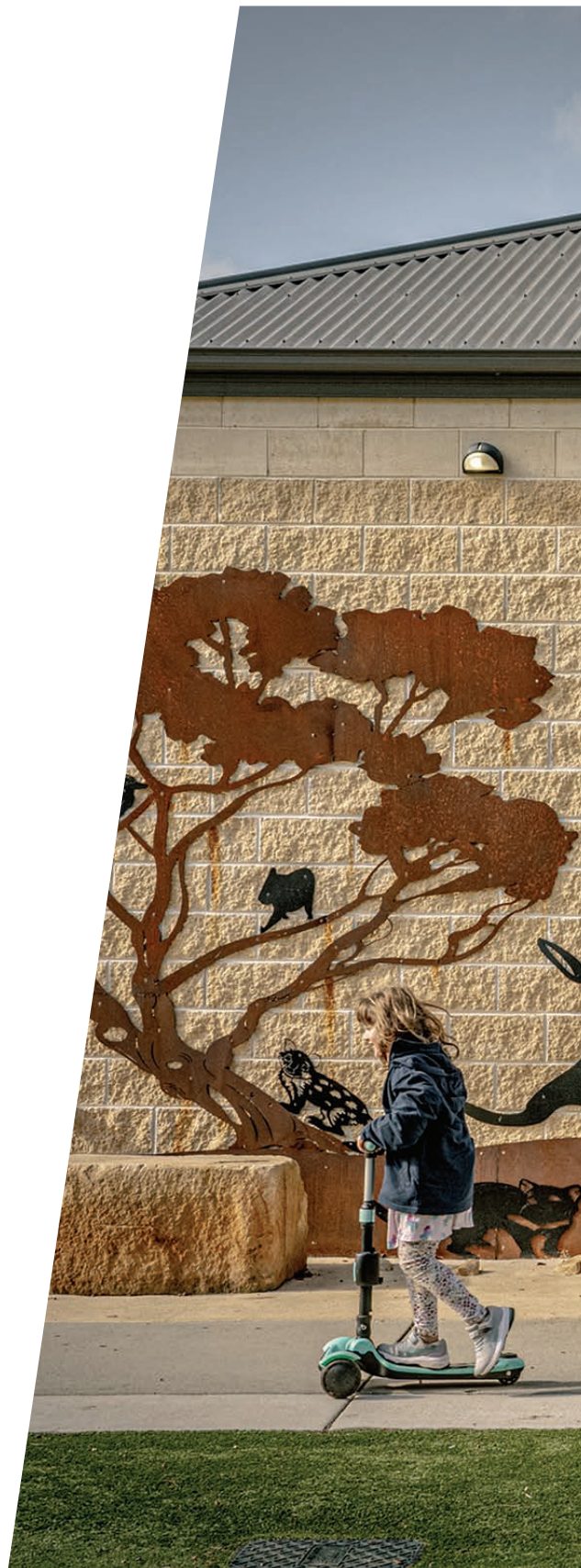
A clean, green community that cherishes its natural and physical character.

### 4. Our infrastructure

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

### 5. Our civic leadership

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





Queanbeyan-Palerang Regional Council

# 1. Our community

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

Related Sustainable Development Goals



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



## Supporting documents, plans or strategies

### QPRC strategies and plans

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

### South Eastern Emergency Management Plan

### NSW State Infrastructure Strategy

Queanbeyan-Palerang Regional Council

# 2. Our economy

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

## Related Sustainable Development Goals



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





## Supporting documents, plans or strategies

### QPRC strategies and plans

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

### South East and Tablelands Regional Plan 2036

Destination NSW Visitor Economy Strategy 2030

### South Jerrabomberra Regional Job Precinct

Canberra Region Economic Development Strategy

### Tablelands Destination Development Plan 2025

Queanbeyan-Palerang Regional Council

# 3. Our environment

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

**Related Sustainable Development Goals**



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



## Supporting documents, plans or strategies

### QPRC strategies and plans

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

### QPRC strategies and plans continued

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

Queanbeyan-Palerang Regional Council

# 4. Our infrastructure

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

## Related Sustainable Development Goals



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



## Supporting documents, plans or strategies

### QPRC strategies and plans

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

### NSW Future Transport Strategy

### Regional NSW Services and Infrastructure Plan



Queanbeyan-Palerang Regional Council

# 5. Our civic leadership

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

**Related Sustainable Development Goals**



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



## Supporting documents, plans or strategies

### QPRC strategies and plans

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

### QPRC Integrated Planning and Reporting

### ACT Government MOU

### Canberra Region Joint Organisation Statement of Strategic Priorities

## Queanbeyan-Palerang Regional Council

# Our progress

## Working together

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

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

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

## Review

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

## Reporting

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

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

## Measures

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





Community Strategic Plan 2042

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

## Queanbeyan-Palerang Regional Council

Measure	Source	Baseline	Desired trend
<b>Our Economy</b>			
Gross regional product as a % of total State Gross Regional Product 2024	Profile ID 2024	0.49%	Stabilise
Total GST registered businesses 2023	Profile ID 2024	5520	-
Net change of GST registered businesses as a % of total businesses 2023	Profile ID 2024	-0.9%	Stabilise
Total tourism sales as a percentage of NSW's total tourism sales 2022-23	Profile ID 2024	0.3%	Increase
Percentage of persons ages 15-64 years with a non-school qualification at Certificate III or above	ABS Census 2021	66.0%	Stabilise
Persons with no non-school qualifications	ABS Census 2021	34.0%	Increase
Quality of local schools	UoC Regional Wellbeing Survey 2021	5.0	Increase
Total unemployed looking for work	ABS Small Area Labour Markets 2024	1.8%	Stabilise
<b>Environmental</b>			
Landscape and Aesthetics Index	UoC Regional Wellbeing Survey 2021	5.9	Increase
Perceived Environmental Health Index	UoC Regional Wellbeing Survey 2021	3.1	Increase
CO2e emissions per capita	Snapshot Climate - Australian Emissions Profiles 2021-22	13.9 tonnes	Stabilise
Average Development Application lodgement time	NSW Planning Portal 2023-24	30 days	Decrease
Average assessment days for Development Applications	OLG Your Council Report 2022-23	154 days	Decrease



Community Strategic Plan 2042

Measure	Source	Baseline	Desired trend
<b>Infrastructure</b>			
Road length per capita	OLG Your Council Report 2022-23	26.3 kms	-
Quality of local roads	UoC Regional Wellbeing Survey 2021	3.9	Stabilise
Access to public transport	UoC Regional Wellbeing Survey 2021	3.1	Increase
Mains breaks per 100 kms – Water and sewer	NSW Water 2022-23	16.1 per 100 kms of main	Decrease
Greenhouse Gas Emissions - Total water and sewer	NSW Water 2022-23	7519 CO2eq	Decrease
Recycling Rate	OLG Your Council Report 2022-23	42.7	Increase
Access to Telecommunications Index	UoC Regional Wellbeing Survey 2021	4.6	Increase
Number of public halls	OLG Your Council Report 2022-23	30	-
Number of public libraries	OLG Your Council Report 2022-23	3	-
Open public space	OLG Your Council Report 2022-23	1075.3 ha	-
Number of public swimming pools (including tidal and rock pools)	OLG Your Council Report 2022-23	4	-
<b>Civic leadership</b>			
Operating Performance Ratio	OLG Your Council Report 2022-23	5.7	Stabilise
Average residential rate	OLG Your Council Report 2022-23	\$1248.8	-
Typical residential bill for usage of water and sewerage	NSW Water	\$1619.07	-
Infrastructure backlog ratio	OLG Your Council Report 2022-23	1.2	Decrease
Community Leadership and Collaboration Index	UoC Regional Wellbeing Survey 2021	4.4	Increase
Elected Female Councillors	OLG Your Council Report 2022-23	45	Increase
Having a Say and Being Heard Index	UoC Regional Wellbeing Survey 2021	4.4	Stabilise

## Queanbeyan-Palerang Regional Council

# Acknowledgements

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

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

Community Strategic Plan 2042

# QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 MARCH 2025

ITEM 9.6 REVIEW OF ORGANISATIONAL STRUCTURE

ATTACHMENT 1 QPRC ORGANISATIONAL STRATEGIC PLAN 2024

# Organisational Strategic Plan

MAKING THE  
**best version**  
of QPRC



## Our Vision

# Quality People, Remarkable Council

## Our Mission

We recruit and retain quality people who are empowered and resourced to do the best for our community.

We get the work done, we celebrate when it is done well, we have fun while doing it.

We connect, collaborate and create.





# ORGANISATIONAL STRATEGIC PLAN



## Our Values

### Building a strong community

- We strive to enhance a liveable and sustainable lifestyle for our community.
- We are one and the same as our community.
- We commit to providing outstanding service and getting things done.
- We do this by working together and staying connected to achieve positive outcomes.

### Integrity in every action

- We are proud to be a member of Queanbeyan Palerang Regional Council staff and we uphold the highest standards.
- Acting ethically and transparently in everything we do ensures we are accountable and build trust.
- We do the right thing and complete it on time.
- We are reliable and demonstrate value for money, being open and responsible in our decision making.

### Respect and inclusion for everyone

- We treat everyone with respect, providing thoughtful and positive experiences in all our interactions.
- We create a sense of belonging and treat others as we want to be treated.
- We are mindful of our colleagues and our actions support a positive culture.
- We care for each other's well-being, having empathy and acting with compassion.

### Delivering outcomes that matter

- We get the job done and do our best, we strive for excellence in everything we do.
- We are curious and listen to what others have to say.
- We are adaptable, flexible and open to change and new ideas.
- We value everyone's role and are passionate about our contribution to local government.

## What is the QPRC Organisational Strategic Plan

This is a QPRC staff owned plan that has been developed to reset our values and develop an Action Plan that will prioritise the strategies we need to put in place to ensure we achieve our vision of Quality People, Remarkable Council.

This plan sought to answer the following questions:

- Why are we here, and what is our purpose?
- What sort of organisation do you want to work for?
- Are our current values relevant? What do they really mean, and do they align with your values and workplace team?
- What is the real culture of the organisation? Is it a healthy, safe and productive work environment? Do we trust each other? Are we as inclusive and diverse as we say we are?
- What are we good at, what is working well, what are our strengths?
- What is not working so well, what are we not achieving and what are our weaknesses?
- Where are the opportunities to improve and take advantage of our strengths?
- What are the external threats to our culture, our jobs, our ability to recruit and retain staff, our work satisfaction?

**This is not a Community Strategic Plan. This is not a plan that will be endorsed by Council.**

Council support for this project was evidenced via the budget allocation which enabled the appointment of Baytree Solutions to undertake the staff survey, data analysis and facilitate the staff workshops. This has been integral in developing the quality of data and providing of an independent review about our culture and the position we hold in the local government sector.

This project began in May 2024, with a small working group who engaged Baytree Solutions to develop the staff questionnaire, plan and delivery timeframe. This was endorsed by the Executive Team in early June and refined after engaging with some team members and the Workplace Consultative Committee.



# ORGANISATIONAL STRATEGIC PLAN



## Phase 1: The Survey

The confidential staff survey was released online, with hard copy options available from 3 to 31 July. The 78 questions were on topics including attracting and retaining staff, employment satisfaction, work conditions, work culture, leadership and the current values.

Three \$100 Café Vouchers were offered as an incentive to complete the survey. The vouchers could be used at any local restaurant or cafe and one voucher was available in each location (Braidwood, Bungendore and Queanbeyan).

The survey was extended until 2 August, and we received 276 responses (hard copy and online). 45 surveys were submitted without responses, which indicates a lack of engagement. However the 85% response rate provided a valuable data set and confidence in the resulting insights, that were ratified when more feedback was given at the workshops.

Baytree observed that the data demonstrates a generally positive staff sentiment, with optimistic ratings peered by more specific concerns, and buy-in being apparent to the betterment of the staff community.

## Phase 2: Staff Workshops

Staff were invited to attend one of six workshops, held over two days on 14 and 15 August in both Queanbeyan and Bungendore to contribute their insights and provide additional feedback to the outcomes of the survey. One was cancelled due to lack of numbers, however an additional workshop was held in Braidwood on 21 August, facilitated by the Director Community Arts and Recreation.

117 staff attended these workshops.

## Phase 3: Combined Leadership Forum Workshop

The Baytree QPRC Employee Engagement Final Report was presented to the working group on 30 August. A copy of the full report is available on the QPRC Intranet. A summary of the findings was shared at a workshop facilitated by the General Manager, and attended by all our Team Leaders, Coordinators, Managers and Directors on 3 September.

At this workshop, the leadership forum developed:

1. A total of 41 draft QPRC Value Statements collated for each theme of:
  - Community/Customer/Collaboration/Connection/Service (11)
  - Integrity/Accountability/Transparency/Trust/Due Process (11)
  - Respect/Care/Empathy/Support (9)
  - Excellence/Continuous Improvement/Innovation/Performance (10)
2. 36 draft Vision and 27 potential Mission Statements
3. Refining and adding to the Strengths, Weaknesses, Opportunities and Threats (SWOT) defined during the staff workshops
4. Over 75 draft actions to inform an Action Plan

## Phase 4: Leadership Team Workshop

On 11 September, the final workshop with the General Manager was held with Managers and Directors and the Working Group members. This group finalised drafting of the Vision, Mission and Value statements; and established some criteria for selecting and implementing an Action Plan.

Each action proposed as presented from the Leadership Forum workshop held the week prior had been themed by approach and was assessed by this group as to meeting the criteria of being SMART. Was it Specific, Measurable, Achievable, Relevant and could it be met within a realistic Timeframe.

The group worked through each proposed action, and workshopped those ideas that did not meet these criteria. Some actions were removed on the basis they were already in place, others because they were community based, not an operational matter or were for Council determination.

The objective of each action was to meet the goals and objectives of building on our strengths, reducing our weaknesses, minimising threats and taking advantage of our opportunities.

What has been developed is an Action Plan with measurable and achievable goals for the short term (within 12-18 months), medium term (2-4 years) or long term (5-10 years).

## Surveys and Workshop Results

In regard to employee engagement, QPRC can better position its value and investments to secure its workforce. It was pleasing that overall, in terms of measuring engagement, QPRC results were 71%, compared to Australian Public Service (APS) Census 2023 of 68%, NSW State 65% and Regional NSW 72%. This varies between each Directorate; with Community Arts and Recreation (66%), Corporate Services (85%), Development and Environment (83%), Infrastructure Services (65%) and the Office of the General Manager (100%).

The lower engagement for both Community, Arts and Recreation (66%) and Infrastructure Services (65%) is a direct correlation to the number of outdoor staff and lack of staff resources. There are known gaps, long term vacancies and resource shortages which are negatively impacting these team's capacity and resilience for change.

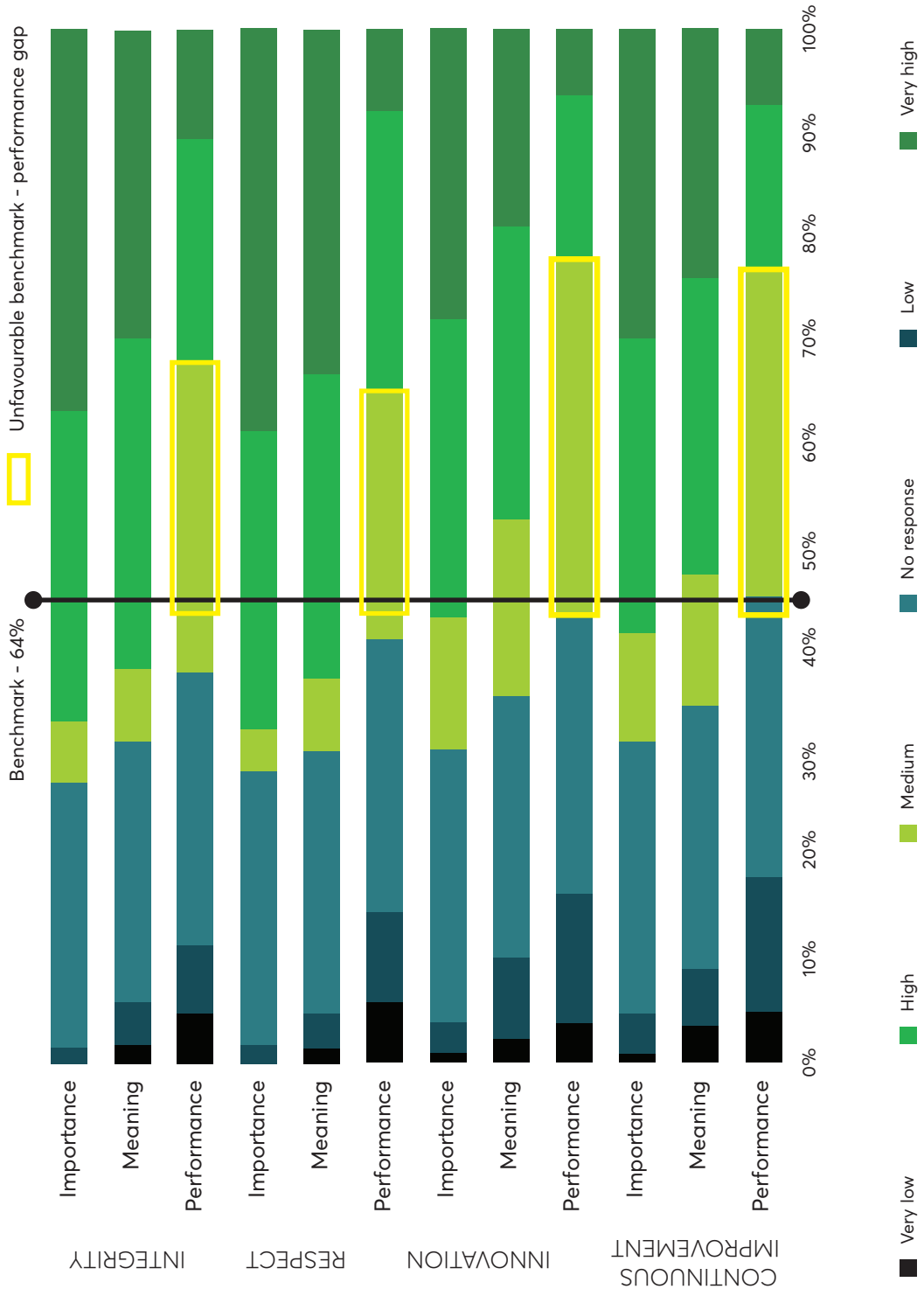


# ORGANISATIONAL STRATEGIC PLAN



## QPRC Values

Staff were asked about the relevance and activation of the current Values in the staff survey.



While each value was considered important and was meaningful, the performance for each was under the benchmark and is an area that needs work. The survey showed that staff are pessimistic about how values are implemented. It is important that our Action Plan supports our values, is delivered, and achieves the outcomes we are aspiring to meet.

The workshops allowed staff to vote for the importance of each value. They also clarified what the values actually meant as an aspirational statement and what other words were linked to each value.

Values	Meaning	Terms
Integrity (139)	Performing for our community in ways that we can be proud of	Integrity, Accountability, Transparency, Trust, Due Process
Respect (105)	The positive way we interact and thoughtful experience we provide	Care, Empathy, Respect, Support
Excellence (102)	The way we strive to deliver outcomes that are valued	Continuous Improvement, Innovation, Performance
Community (102)	The way we approach residents, industry, regional peers and our colleagues	Collaboration, Connection, Community Service

The workshops highlighted that while our current values were relevant, there were some missing elements of Customer Service and Community. Excellence was chosen as a value that covered both innovation and continuous improvement. Community an addition which acknowledges the connection between Council and the communities that we serve and live in.

These themes become the basis for the reviewing and drafting of the new Value Statements. As opposed to single words, it was agreed that a statement be used to develop the new values of:

- Building a strong community
- Integrity in every action
- Respect and inclusion for everyone
- Delivering outcomes that matter





# ORGANISATIONAL STRATEGIC PLAN

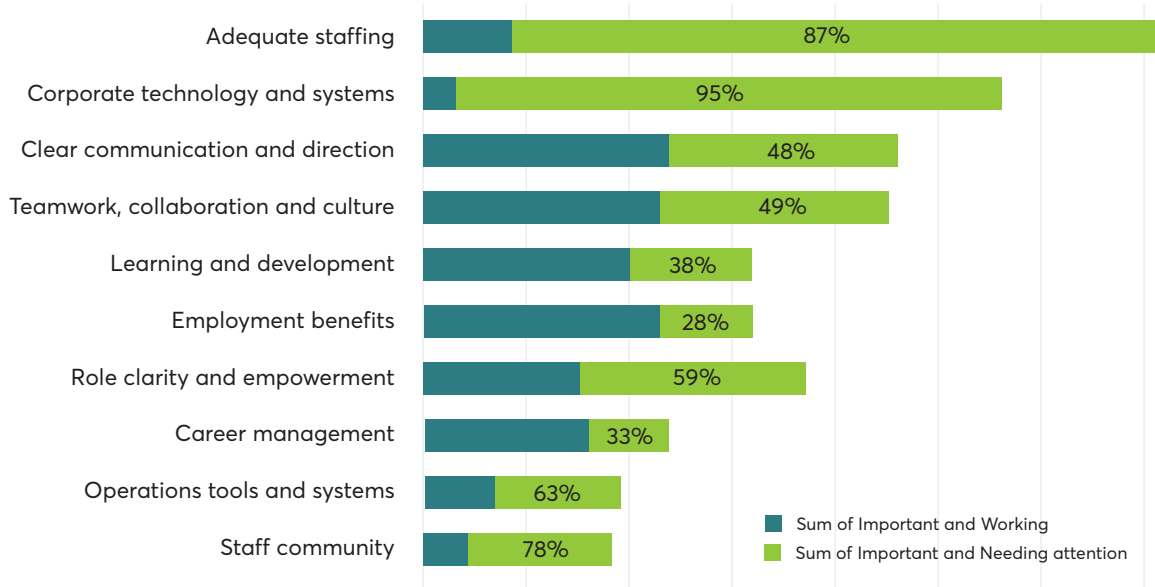
## QPRC Value Activation

Staff were asked what key initiatives would make our values relevant in our day-to-day work. The following were some actions which staff ranked as high priority.

Activation Initiatives	Priority
Foster a culture where values are deeply embedded in processes, from recruitment to recognition.	110
Have teams collaboratively define what the values mean for their work.	97
Provide clear, accessible examples of staff upholding values.	69
Identify misalignment, actions, and achievements.	43
Embed values into performance reviews and decision-making.	38
Offer training to help staff understand and apply values effectively.	34
Provide guides and prompts to help teams discuss and review values to keep them relevant and integrated into daily work.	34
Identify leadership champions for each value.	31

## Employee Experience

Staff weighted and rated the survey key result areas (KRAs) affecting their workplace experience which enabled workshop groups to suggest priority actions.



The above employee engagement rating context indicates the potential to identify areas where staff want the most attention.







# ORGANISATIONAL STRATEGIC PLAN

## Workforce Priorities

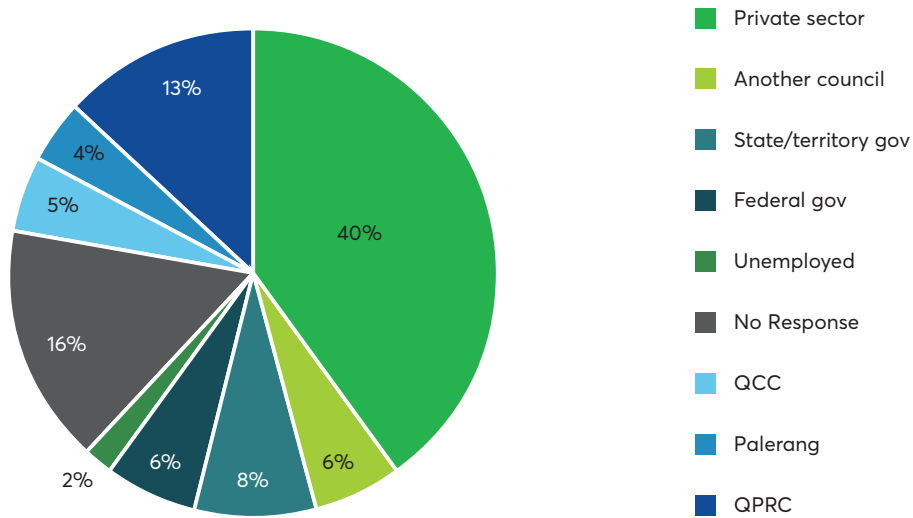
Staff prioritised the proposed improvements which have been incorporated into the action plan.

Improvement Area	Votes
Identify and reduce admin burdens for staff in their day-to-day roles	54
Better technology that staff are taught to use	47
Make planning and decision-making more visible to staff	42
Develop a mentoring program to help develop staff	31
Link staff and team performance goals to organisational goals	30
Provide managers with management and communication training	27
Make training more accessible	23
Improve usefulness of Performance Review Framework	22
Provide staff a common service to plan careers	21
Provide a better process for giving and monitoring feedback	18
Improve mental and physical wellness programs	16
Provide conflict and resolution training	10
Uplift staff social club and staff activity calendar	6

## Strengths, Weaknesses, Opportunities and Threats

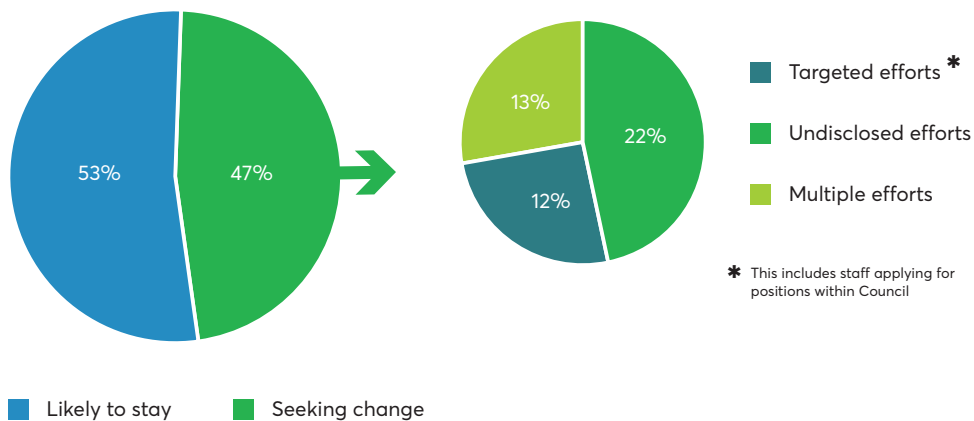
The private sector is a key recruitment channel for maintaining workforce, 93 of 111 staff who responded to the survey are from the private sector. QPRC is exposed to disruption in 128 positions from current staff actively seeking change and 114 of these are looking elsewhere. This is both a threat and an opportunity.

### Where our staff came from



Our people are generally positive and are open to exploring QPRC's potential, and the external aspects are unlikely to be amplified or mitigated by tactical, internally focused investments. The following SWOT is a summary of feedback received from the staff survey, staff workshops and Leadership Forum workshop.

### Where they're looking to go



# ORGANISATIONAL STRATEGIC PLAN

Positive Workforce Potential

Negative Workforce Exposure

Strengths	Weaknesses
<p>Employment Benefits Social Dynamic and Comradery Executive Engagement Employee Experience Work environment We are doing well Nellie Hamilton Centre – a contemporary new workplace that we should be proud of and that people might aspire to work in Diversity of skills in organisation, and access to it Achievement Work and job satisfaction Professional Development</p>	<p>Poor career management Inequity and inconsistency Inflexible processes Enabling Technology Don't celebrate success Aspirations are greater than our resources We don't say 'No' well. We try to deliver too much internally (for staff) and externally (for community) in trying to satisfy everyone Inequity and inconsistency in workplace changes Resourcing right areas Complacency Poor career management – progression Clarity of roles High vacancy rates and lack of redundancy in the system Unreliable technology and too many platforms being used for contact Lack of training for use of technology Succession planning Service creep (reluctance to say 'no') Remuneration</p>
Opportunities	Threats
<p>Career Opportunities Location and Lifestyle Enterprise Culture Community Posture Planned upgrade to workplace facilities Empowerment of workforce Celebrate success and achievement Career growth Celebrate success Growth in our LGA (population) Employee Experience Professional Development</p>	<p>Competition for Workforce Remuneration Resource Constraints Service Expectations Mincing responses Overwhelm process proactiveness Legislation changes and ongoing reform Other government agencies (State and Feds) Ongoing changes to technology Political decisions eg IPART and rate pegs Other Councils are better resourced Public access to staff Corporate and Operational knowledge loss</p>

On balance, QPRC is more exposed due to breadth of competition and demand from other employers, including NSW, ACT and Federal Governments. We also have a number of hard to fill roles. Household economic pressures mean people are valuing remuneration as opposed to other considerations. It is noted that we undersell our positive aspects which is a missed opportunity. We have a responsibility to optimise our strengths and opportunities.

Staff were asked about the strengths and opportunities and what this meant for QPRC as an employer.

Potential	Meaning	Synonyms
Employment Benefits (Strength)	The attributes, amenities and benefits attributable to the workplace that make it enjoyable or support lifestyle outcomes	Employment stability, Free parking, Job flexibility, Job security, Strong award (security), Special leave entitlements, Employer brand
Social Dynamic & Comradery (Strength)	The way the internal community supports members and performs as a team to delivery outcomes	Reputation/referral, Positive Workplace Culture, Employee engagement, Team morale, Collaboration, Autonomy, Buy-in
Executive Engagement (Strength)	The way the leadership provides visibility, space and delivers relief allows the enterprise to focus on critical, community services	Communication from the General Manager, Approachable executive and open to feedback, Communication within teams, Good messages, Visibility
Employee Experience (Strength)	The overall experience, recognition and development of employees as they work and engage with the employer	
Career Opportunities (Opportunity)	The possibilities and encouragement to develop rewarding careers with interesting, variable subject matter	Breath/Range/Diversity/Territory of work, Trainee/Cadet program, Career progression, Cross-sector exposure, Region, History and Heritage, Internal mobility, Multiple locations, QPRC size, Value local knowledge, Work across town and city, Access to Regional/rural staff, Ongoing training, Niche & customer service careers
Location and Lifestyle (Opportunity)	Smooth transition to leisure and home life, with convenient lifestyle options available nearby when not at work	Canberra lifestyle and amenities, Country feel, Regional lifestyle, Work life balance, Developments happening (attraction / facilities), Close to coast and snow
Enterprise (Opportunity)	The shared focus and drive of the enterprise, along with a strong sense of unity and common purpose, are supported by unique enabling conditions	Collaboration with other councils, culture, Like family, Simple communication lines, Socially connected, Heritage, Small enough to collaborate, Locational Culture, Local workforce
Community Posture (Opportunity)	Strong connection and integration with the community throughout QPR, along with a unified brand presence among staff and the wider Region	Community focus, Community spirit, Generational connection, Persons community spirit, See impact of work, Work matters to community, community service, quality and improvement



## ORGANISATIONAL STRATEGIC PLAN



Staff were asked about the weaknesses and threats what this meant for QPRC as an employer.

Exposure	Meaning	Synonyms
Poor career management (Weakness)	Pyramid hierarchy model is a barrier to career progression, creative career management	Recognition Programs, Clear Career Pathways, Regular Performance Reviews, Vacancy lag, Poor performance management, Burn out, Vertically Stagnant
Inequity and inconsistency (Weakness)	Accessibility to and transparency on all work-related opportunities to actively display integrity and respect	Access, Inequity, Inconsistency, Operational constraints, Locations overlooked, Accessibility and transparency, Accountability, lateness/internal service, Disconnection, Return contact, Double standards, Peer LGA resistance, Not delivering values
Inflexible processes (Weakness)	Standards and complexity requires professional discipline, rigor is being exacerbated by staffing and innovation constraints	High risk of duplication and gaps, Frustration, Bogged down, Finance process changes, Role clarity, Legislative change (no control), Comfortable compliance mindset
Enabling Technology (Weakness)	Process enablement, integration and roadmap are creating systemic reactive pressure, instead of deliberately enabling high value human activities	Technology potential / roadmap, Aged technology, Overwhelmed and underwhelmed, Slow adoption, Useability and outages, Activation of buildings, Lost function, Internal customer service
Competition for Workforce (Threat)	Market demand for workforce. Growth in APS Agencies and Canberra developments are creating higher demand. Backdrop of scarcity in core Council professions	Canberra, Councils, Competitive salaries (APS/ACT), Employment opportunities (draw staff), Proximity, Workforce change and demand (rapid), Career potential, Recruitment inefficiency
Remuneration (Threat)	Economy has increased the financial pressure on household budgets; Cashable benefits are currently highly regarded	One award, Salaries for some professions, Salary grading and range (varies), Wages at role level, More money
Resource Constraints (Threat)	Rate cap relief creates some space to address systemic opportunities and invest in operational efficiency	Capped budget, Cost shifting, Economy, Rate capping, Size of budget, Resources needed for results, State lack of LG funding
Service Expectations (Threat)	Customer responsiveness needs are across a complex system is creating stress in workforce enable enterprise	Can't say no, Reactive, Gov. Tiers cooperation, Political/Community expectations, Cyber, Economies of scale, Core capability, Service coverage, Large LGA, Diverse customer base, Customers pressure

## Employee Value Proposition

Communication of key differentiators is essential to attract and retain key personnel, and we need to pitch propositions to specific professions and sectors; experimenting with marketing to resonate with each target market.

Strategic Advantage	Tactical Advantage	Lost Advantage
<p>Career Opportunities: ability to build a unique career; LGA specialist or moving laterally within Council through interesting and diverse roles</p> <p>Local Community Workforce: delivering value in your own community</p> <p>Community outcomes: front line community activity is attractive to people who want to make a visible difference</p> <p>Lifestyle and access to amenities: range of work and recreational locations provides long-term prospects (including interstate)</p>	<p>Combined employment benefits: risk progressive undervaluing due to the apparent financial pressures on households</p> <p>Attractive Employee Engagement: competitive results can attract high value staff seeking engagement</p> <p>Social Dynamic and Comradery: fixation across the market and can be (is being) acquired through expenditure</p>	<p>Flexible Working and WFH: are now common across the sector creating assumption rather than differentiation</p> <p>Free parking: returning as an offering for competitors across the broader region</p>





# ORGANISATIONAL STRATEGIC PLAN

## Employee Value Proposition

Communication of key differentiators is essential to attract and retain key personnel, and we need to pitch propositions to specific professions and sectors; experimenting with marketing to resonate with each target market.

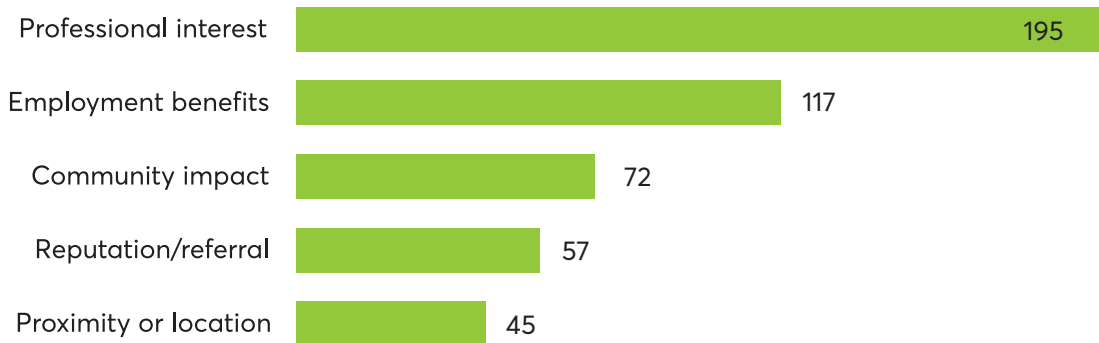
Strategic Threats	Tactical Gaps	Gained Territory
Customer service expectations need to be met with available feedback, current service dashboards and digital secure access to their account	Financial advice is becoming a feature to enable staff to optimise their remuneration and financial conditions	Whilst earlier for QPRC, all sectors are subject to economic conditions
Asset and infrastructure lifecycle planning to prevent unfinanced or unviable projects and optimisation of forward investment program	Employee choice requires more targeted, tailored, creative engagement	Remuneration aside, employee benefits are comparable to other sectors
Conduct service reviews to identify and address operational issues and inefficiencies, allowing for better alignment with demand and requirements	QPRC can address the perception that competitors offer better conditions and require less effort for equivalent wages	Change in workforce culture has opened perspective on location constraints
Scale for Commonwealth and State activities also creates distance from community	Technology is offering increasing value to deliberate operators; all sectors are navigating aged or rushed technology deployment	Political endeavours to support Local Government by enabling high performance
		Build on peer council collaboration and common structures for infrastructure

## Employee Value Proposition

The basis for joining QPRC provides a key insight to both recruitment marketing and retention priorities. These were surveyed and interrogated at each workshop. While 6 respondents remarked on the low pay, the general perception is wages are competitive because of the additional benefits, both non-financial and financial including lease back vehicles, flexible working arrangements, local team culture.

Council has implemented a specific leadership program for Team Leaders as above, in the past 18 months. This program was supported by Executive following an assessment of exit interviews, which revealed the main reason why people were leaving was not necessarily remuneration. The capability of supervisors in management and leaderships skills to get the best out of their team is a priority for Council.

Top 5 key themes that attracted QPRC staff were identified as follows:





# ORGANISATIONAL STRATEGIC PLAN



## Action Plan

All of the actions were themed into the following objectives which addressed the SWOT analysis:

1. Identify and reduce the administrative burdens, inflexible processes and ensure we are resourcing the right areas to support staff in their day to day roles
2. Provide new and developing career pathways to take advantage of the diversity of skills in the organisation and staff engagement
3. Identify non remunerative benefits that will enhance our employment experience
4. Provide a welcoming, inclusive and social culture with a sense of belonging that we can be proud to be a part of the organisation
5. Address the external competition for our workforce
6. Provide better and more enabling technology that staff are taught and expected to use
7. Deliver relevant, coordinated and useful training



## Actions

1. Identify and reduce the administrative burdens, inflexible processes and ensure we are resourcing the right areas to support staff in their day to day roles

Action	Responsibility	Timeframe
1.1 Review delegations and decision making processes	Governance, Legal and Risk People & Culture	Short-term
1.2 Provide time management, productivity and workflow capability training IE Smart Work	People & Culture	Short-term
1.3 Reduce complexity and duplication in processes, policy, procedures eg CiA	People & Culture Digital	Medium-term

2. Prepare a Development Strategy that will provide career pathways to take advantage of the diversity of skills in the organisation and staff engagement for our new and developing employees

Action	Responsibility	Timeframe
2.1 Investigate a Shadow Day – to enable participation in a peer shadow initiative	People & Culture	Long-term
2.2 Manage neurodiversity and other groups at work	People & Culture	Medium-term
2.3 Establish cross unit project teams	Executive and Management Leadership Groups	Medium-term
2.4 Implement an internal mentor program	People & Culture	Short-term
2.5 Develop employment programs that link to career pathways	People & Culture	Long-term



## ORGANISATIONAL STRATEGIC PLAN



### 3. Identify non remunerative benefits that will enhance our employment experience

Action	Responsibility	Timeframe
3.1 Provide automatic membership to The Q for QPRC employees	Economy, Place and Arts People & Culture	Short-term
3.2 Implement a Council Buddy Project as part of on-boarding new staff	People & Culture	Short-term
3.3 Annualise employee benefits and overtime and leaseback into employment offer	People & Culture	Medium-term
3.4 Investigate rebates or discounts for employees health and well-being initiatives	People & Culture	Medium-term

### 4. Provide a welcoming, inclusive and social culture with a sense of belonging that we can be proud to be a part of the organisation

Action	Responsibility	Timeframe
4.1 Build and reinvent the staff Christmas party	General Manager	Short-term
4.2 Do fun things and bring fun back into our work	People & Culture	Medium-term
4.3 All outdoor staff to have names embroidered on their shirts and all indoor staff to wear name badges. All staff are identifiable to each other and to the public.	People & Culture Corporate Services	Short-term

5. Address the external competition for our workforce

Action		Timeframe
5.1 Review recruitment process	People & Culture	Short-term
5.2 Make premiums and related allowances	People & Culture	Long-term
5.3 Appropriately assess risk associated with each job in remuneration	People & Culture	Long-term
5.4 Revisit the Owner's Manual that was created after the amalgamation	Corporate Services	Medium-term
5.5 Review performance process	People & Culture	Medium-term
5.6 Position description review	People & Culture	Medium-term
5.6 Address non performance issues/ processes	People & Culture	Medium-term
5.8 Review internal attribution and capital charges	Finance	Medium-term
5.9 Improve awareness of work-related opportunities	People & Culture	Short-term
5.10 Facilitate all-staff access to Nellie Hamilton Centre	Facilities	Short-term
5.11 Review and improve flexibility in HR processes	People & Culture	Short-term
5.12 Review Workplace Change processes	People & Culture	Short-term
5.13 Review the use and access to Promapp	Corporate Services Digital	Short-term
5.14 Review the opportunity for people from overseas to apply for and be offered jobs	People & Culture	Short-term
5.15 Review training budgets for professional development	People & Culture Finance	Short-term

# ORGANISATIONAL STRATEGIC PLAN



6. Provide better and more enabling technology that staff are taught and expected to use

Action	Responsibility	Timeframe
6.1 ECM best practice training for email	Digital	Short-term
6.2 Create a comprehensive list of all systems used in Council, what they are used for, who should be using them, what training is available, and what known issues there may be	Digital	Short-term
6.3 Develop internal service level agreements for facilities and technology that operate beyond standard office hours	Digital	Short-term
6.4 Deliver AI technology training to empower staff to take advantage of AI	Digital	Short-term
6.5 Improve efficiency of timesheet entry and implement new easier timesheet system	Digital	Short-term
6.6 Develop an internal functions and services directory to assist people to find who's who	Digital	Short-term
6.7 Improve search capability of the Intranet	Communications	Short-term
6.8 Roll out Tablets for Team Leaders and Crews to improve reporting and measuring safety, efficiency, electronic fillable forms for all tasks and review connectivity	Digital	Short-term
6.9 Bring forward the roll out of CiA Digital first solution for forms, reporting, requests to streamline technology etc for outdoor staff	Digital	Short-term
6.10 Develop user friendly TechOne and CRM's to enable Outdoor Staff to action in the field	Digital	Short-term

7. Deliver relevant, coordinated and useful training

Action	Responsibility	Timeframe
7.1 Develop a suite of Communication tips and tricks to redirect awkward conversations that sometimes occur in a social environment when staff say they work for Council	Communications	Short-term
7.2 Provide a greater level of education around the services Council provides	Communications	Short-term
7.3 Identify and provide specific issue and tailored training for teams	Digital People & Culture	Short-term
7.4 Create a list of pre-approved program specific training courses for each directorate.	People & Culture	Short-term
7.5 Review Learning and Development Registration and Training Opportunity Processes	People & Culture	Short-term
7.6. Build a workplace safety culture across all areas of Council	People & Culture	Short-term
7.7. Improve the engagement and delivery of the Leadership Program	Executive	Short-term



# QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 MARCH 2025

ITEM 9.6 REVIEW OF ORGANISATIONAL STRUCTURE

ATTACHMENT 2 POST ELECTION GUIDE (AUGUST 2024)

Department of Planning, Housing and Infrastructure



# Post-election guide

for councils, county councils  
and joint organisations

August 2024

[olg.nsw.gov.au](http://olg.nsw.gov.au)







# Acknowledgement of Country

The Department of Planning, Housing and Infrastructure acknowledges that it stands on Aboriginal land. We acknowledge the Traditional Custodians of the land, and we show our respect for Elders past and present through thoughtful and collaborative approaches to our work, seeking to demonstrate our ongoing commitment to providing places in which Aboriginal people are included socially, culturally and economically.

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Published by NSW Department of Planning, Housing and Infrastructure

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**Post-election guide for councils, county councils and joint organisations**

First published: August 2024

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## Introduction

This post-election guide (Guide) has been prepared by the Office of Local Government (OLG) to provide comprehensive guidance to councils, county councils and joint organisations on key tasks that need to be completed following the 2024 Local Government elections. Specifically, the Guide covers tasks to be completed at the first ordinary meeting and then at key dates following the elections.



# At the first meeting after the elections

It is a matter for each council and joint organisation to set the agenda for their first meeting following the elections.

There are a range of matters that councils, county councils and joint organisations may wish to include in the agenda for consideration at the first meeting.

However, there are several key items of business that must be dealt with at the first meeting.

For councils, these include the following:

- the administration of councillors' oath or affirmation of office
- a resolution declaring that casual vacancies in the office of councillors will be filled using a countback in the first 18 months following the election where the council wants to fill vacancies this way instead of a by-election, and
- the election of the mayor where the mayor is elected by councillors and a deputy mayor where the council has one.

For county councils, these include the following:

- the administration of members' oath or affirmation of office, and
- the election of a chairperson.

Joint organisations must elect a chairperson at their first meeting after the elections.

## Oaths and affirmations of office

Under the [Local Government Act 1993](#)<sup>1</sup> (the Act) councillors (including mayors) are required to take an oath or make an affirmation of office<sup>2</sup>.

The prescribed words of the oath and affirmation are provided below.

### Oath

"I **[name of councillor]** swear that I will undertake the duties of the office of councillor in the best interests of the people of **[name of council area]** and the **[name of council]** and that I will faithfully and impartially carry out the functions, powers, authorities and discretions vested in me under the *Local Government Act 1993* or any other Act to the best of my ability and judgment."

### Affirmation

"I **[name of councillor]** solemnly and sincerely declare and affirm that I will undertake the duties of the office of councillor in the best interests of the people of **[name of council area]** and the **[name of council]** and that I will faithfully and impartially carry out the functions, powers, authorities and discretions vested in me under the *Local Government Act 1993* or any other Act to the best of my ability and judgment."

<sup>1</sup> <https://legislation.nsw.gov.au/view/html/inforce/current/act-1993-030>

<sup>2</sup> section 233A of the Act

Oaths or affirmations of office must be taken or made by each councillor at or before the first meeting of the council after being elected.

The oath or affirmation may be taken or made before the general manager of the council, an Australian legal practitioner, or a justice of the peace.

Councillors need to be physically present before the general manager, legal practitioner or justice of the peace when taking their oath or making their affirmation of office.

Councils will need to make arrangements for the oath or affirmation to be taken or made by each councillor at the first meeting.

Councillors should be made aware of this requirement prior to the first meeting.

An oath or affirmation should be taken or made by each councillor as the first item of business for the first meeting.

The general manager must ensure that a record is kept of the taking of the oath or making of the affirmation.

This can be done by way of a signed statement containing the oath or affirmation or by recording the taking of the oath or making of the affirmation by each councillor in the minutes of the council meeting.

If a councillor is not able to attend the first council meeting, they may take the oath or affirmation of office at another location in front of the general manager.

As noted above, the oath or affirmation of office may also be taken before an Australian legal practitioner or a justice of the peace.

The taking of the oath or making an affirmation of office outside a council meeting must be publicly recorded by the council.

Where an oath or affirmation is taken or made outside a council meeting, a council staff member should also be present to ensure that an accurate record can be kept by the council.

A councillor who fails, without a reasonable excuse, to take the oath or make an affirmation of office, will not be entitled to attend council meetings until they do so and will be taken to be absent without leave.

If a councillor is absent without leave for three consecutive ordinary council meetings their office is automatically declared vacant and a by-election or countback must be held.

These requirements also apply to members and chairpersons of county councils.

## Decision on using countbacks to fill casual vacancies

Councils have the option of using a countback of votes cast at the last ordinary election to fill casual vacancies occurring in the offices of councillors in the first 18 months after the election.

This will allow councils to use a countback to fill vacancies at a lower cost than the cost of holding a by-election.

To exercise the option of using a countback to fill casual vacancies occurring in the first 18 months following the election, councils must resolve, at their first meeting after the election, to use a countback to fill casual vacancies.

If councils do not resolve this at the first meeting after the election, they will be required to fill casual vacancies through a by-election.

It is recommended that councils use the following resolution to exercise the option to use a countback to fill casual vacancies:

“Pursuant to section 291A(1) (b) of the *Local Government Act 1993* (the Act) **[name of council]** declares that casual vacancies occurring in the office of a councillor within 18 months after the last ordinary election of councillors for the Council on **[insert date of election]** are to be filled by a countback of votes cast at that election for the office in accordance with section 291A of the Act and directs the general manager to notify **[insert name of election manager]** of the Council’s decision within 7 days of the decision.”

Where a council resolves<sup>3</sup> to fill casual vacancies using a countback in the first 18 months of its term, the general manager is required under the [Local Government \(General\) Regulation 2021](#)<sup>4</sup> (the Regulation) to notify the election manager of its ordinary election of its resolution within 7 days of the resolution<sup>5</sup>.

For all councils other than Fairfield and Liverpool City Councils, the election manager is the NSW Electoral Commissioner.

Countbacks are not available to fill casual vacancies in the office of a councillor where:

- the councillor who vacated office was elected at an election using the optional preferential voting system (i.e. elections where only one civic office is required to be filled such as the election of popularly elected mayors), or
- the councillor was elected at an uncontested election.

A by-election must be used to fill these vacancies.

## Mayoral elections

Under the Act<sup>6</sup>, the civic offices of mayors elected by councillors expire on the day of the council’s ordinary election.

Except for those councils coming out of administration, councils that elect mayors must hold a mayoral election at a council meeting within 3 weeks of the declaration of the ordinary election<sup>7</sup>.

For the councils coming out of administration that elect mayors, a mayoral election must be held within 14 days of the declaration of the ordinary election<sup>8</sup>.

Councillors may also elect a deputy mayor.

The deputy mayor may be elected for the mayoral term or a shorter term.

The election of the mayor and the deputy mayor must be conducted in accordance with Schedule 7 of the Regulation.

Schedule 7 prescribes three methods of election of mayors:

- open ballot (e.g. a show of hands)
- ordinary ballot, or
- preferential ballot.

3 section 291A(1)(b) of the Act

4 <https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0460>

5 section 393C(3) of the Regulation

6 sections 234(5) and 233(2)(b) of the Act

7 section 290(1)(a) of the Act

8 section 290(1)(d) of the Act

OLG has prepared guidance to assist councils to conduct mayoral and deputy mayoral elections which is available on OLG's website under [Mayoral Elections](#)<sup>9</sup>.

Councillors need to be present at the meeting in person to participate in voting by means other than an open ballot.

Mayors elected by councillors normally hold their office for 2 years (unless a casual vacancy occurs)<sup>10</sup>.

Councils that elect their mayors are required under the Act<sup>11</sup> to hold mid-term mayoral elections in the month of September. This means that the mid-term mayoral elections will need to be held in September 2026. The mayor elected at the mid-term mayoral elections will hold their office until the day of the council's next ordinary elections in September 2028 when their civic office as a councillor and mayor will expire.

Deputy mayors hold their office for the term specified in the council's resolution.

## Elections of chairpersons of county councils

Under the Act<sup>12</sup>, the civic office of chairpersons of county councils expires on the election day for the constituent council they are a councillor on.

County councils will need to elect a chairperson at their first meeting after the ordinary elections<sup>13</sup>.

The election of the chairperson of a county council must be conducted in accordance with Schedule 8 of the Regulation.

The process for electing chairpersons of county councils is the same as the process for electing mayors of councils. County councils can adapt OLG's guidance on mayoral elections for this

purpose, available on OLG's website under [Mayoral Elections](#)<sup>14</sup>.

County council members need to be present at the meeting in person to participate in voting by means other than open voting.

As with mayors elected by councillors, chairpersons of county councils hold their office for 2 years (unless a casual vacancy occurs)<sup>15</sup>.

## Elections of chairpersons of joint organisations

Under the Act<sup>16</sup>, the civic office of chairpersons of joint organisations also expires on the election day for the member council they are a councillor on.

Joint organisations will need to elect a chairperson at their first meeting after the ordinary elections<sup>17</sup>.

The election of the chairperson of a joint organisation must be conducted in accordance with Schedule 7A of the Regulation.

OLG has provided guidance to assist joint organisations to conduct elections for the chairperson in part 2.3 of the [Joint Organisation Implementation Guidelines](#)<sup>18</sup>.

Voting representatives of the board need to be present at the meeting in person to participate in voting by means other than open voting.

As with mayors elected by councillors, chairpersons of joint organisations hold their office for 2 years (unless a casual vacancy occurs)<sup>19</sup>.

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9 <https://www.olg.nsw.gov.au/councils/councillors/mayoral-elections/>

10 section 230(1) of the Act

11 section 290(1)(b) of the Act

12 section 391(3)(b)(iii) of the Act

13 clause 1(b) of Schedule 8 of the Regulation

14 <https://www.olg.nsw.gov.au/councils/councillors/mayoral-elections/>

15 section 391(2) of the Act

16 section 400V(4)(b)(iii) of the Act

17 clause 1(b) of Schedule 7A of the Regulation

18 <https://www.olg.nsw.gov.au/wp-content/uploads/Joint-Organisation-Implementation-Guidelines.pdf>

19 section 400V(2) of the Act



## Audit, Risk and Improvement Committees

The initial term of a councillor member of an Audit, Risk and Improvement Committee is 4 years, coinciding with the term of the council.

The councillor member can be reappointed for another term (i.e. 4 years), if re-elected at the council's next ordinary elections, but the total period of continuous membership on the committee cannot exceed 8 years (two council terms).

The councillor member is to be appointed by the governing body at the first meeting of the council after the elections.

Note, councils are not required to appoint a councillor member to an Audit, Risk and Improvement Committee.

The councillor member's term ends at the end of the council term.

OLG has issued [Guidelines for Risk Management and Internal Audit for local government in NSW](#)<sup>20</sup>.

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<sup>20</sup> <https://www.olg.nsw.gov.au/wp-content/uploads/2023/12/Guidelines-for-Risk-Management-and-Internal-Audit-updated-November-2023.pdf>



## At the second meeting after the elections

### Endorsement of the State of our City Report

At the second meeting after the elections, the State of our City Report must be presented to and endorsed by the council<sup>21</sup>.

The State of our City Report (formerly referred to as the End of Term Report) assesses progress with respect to the implementation and effectiveness of the Community Strategic Plan.

OLG has provided guidance on the State of Our City Report in its [Integrated Planning and Reporting Guidelines](#)<sup>22</sup>.



## Within 3 months of the elections

### Lodgement of written returns of interests

Under the [Model Code of Conduct for Local Councils in NSW](#)<sup>23</sup> (Model Code of Conduct) all councillors, members of county councils and voting representatives of the boards of joint organisations must lodge a written return of interests with the general manager (or the executive officer in the case of joint organisations) within 3 months of their election or appointment unless they have submitted a return within the previous 3 months<sup>24</sup>.

Returns of interests are an important accountability mechanism for promoting community confidence in decision making by councillors and others and for ensuring that they disclose and appropriately manage conflicts of interest they may have in matters dealt with by the council or joint organisation.

Among other things, councillors and others who are required to complete returns of interests must disclose the following types of interests in their returns:

- interests in real property
- gifts
- contributions to travel
- interests and positions in corporations
- whether they are a property developer or a close associate of a property developer
- positions in trade unions and professional or business associations
- dispositions of real property
- sources of income, and
- debts.

It is important that councillors and others complete their returns of interests correctly and disclose all relevant interests.

<sup>21</sup> section 428(2) of the Act

<sup>22</sup> <https://www.olg.nsw.gov.au/wp-content/uploads/2021/09/Integrated-Planning-and-Reporting-Guidelines.pdf>

<sup>23</sup> <https://www.olg.nsw.gov.au/councils/governance/model-code-of-conduct/>

<sup>24</sup> clause 4.21(a) of the Model Code of Conduct



OLG has issued a [Guide to Completing Returns of Interest](#)<sup>25</sup> to assist in the completion of returns.

Under the Model Code of Conduct<sup>26</sup>, general managers and executive officers must maintain a register of returns of interests and returns must be tabled at the first meeting of the council or board of the joint organisation after they are required to be lodged.

Returns of interests must also be made publicly available free of charge on councils', county councils' and joint organisations' websites, unless there is an overriding public interest against disclosure of the information contained in them or to do so would impose unreasonable additional costs on the council, county council or joint organisation.

For more information, see the Information and Privacy Commission's [Guideline 1: For local councils on the disclosure of information contained in the returns disclosing the interests of councillors and designated persons](#)<sup>27</sup>.

## Endorsement of the Annual Report

The Annual Report is a key point of accountability between a council and its community.

Its main focus is to report on the council's progress in delivering the commitments made in the Delivery Program and Operational Plan, as well as other mandatory and statutory requirements.

The Annual Report published in the year of each ordinary election must contain the State of our City Report (formerly referred to as the End of Term Report). The council must prepare and endorse the Annual Report within 5 months of the end of each financial year, i.e. by 30 November<sup>28</sup>.

Further guidance on the Annual Report is available on OLG's website under [Council Annual Reporting Requirements](#)<sup>29</sup>.

## Review the Community Engagement Strategy

Councils and county councils are required to review the Community Engagement Strategy within 3 months of the ordinary elections<sup>30</sup>. It supports the development of all their plans, policies, programs, and key activities -including those relating to Integrated Planning and Reporting, as well as strategic plans and programs required under other legislation.

Councils have a vital role to play in opening opportunities for community members to be involved in the strategic planning process. The Community Engagement Strategy outlines the guiding principles and approach for ensuring the community has an opportunity to have their say in a meaningful way.

In the case of a county council, a Community Engagement Strategy is to be prepared, adopted, and implemented for engagement with constituent councils and other relevant stakeholders.

Further guidance on the Community Engagement Strategy is available in OLG's [Integrated Planning and Reporting Guidelines](#)<sup>31</sup>.

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25 <https://www.olg.nsw.gov.au/wp-content/uploads/2020/08/Model-Code-of-Conduct-Completing-returns-of-interest-updated-August-2020.pdf>

26 clauses 4.24 and 4.25 of the Model Code of Conduct

27 <https://www.ipc.nsw.gov.au/information-access-guideline-1>. The IPC has also developed a range of resources on this topic as per Circular 23-13, available on OLG's website.

28 section 428 of the Act

29 <https://www.olg.nsw.gov.au/councils/policy-and-legislation/guidelines-and-policy-information-resources-for-councils/council-annual-reporting-requirements/>

30 section 402 of the Act

31 <https://www.olg.nsw.gov.au/wp-content/uploads/2021/09/Integrated-Planning-and-Reporting-Guidelines.pdf>



## Within 6 months of the elections

### Completion of induction and refresher training for mayors and councillors

Under the Regulation<sup>32</sup>, the general manager must ensure that induction training is delivered to each councillor who has been elected for the first time and refresher training to each councillor who is re-elected within 6 months of their election.

The induction training must provide councillors with information about the functions and obligations of councils and councillors and the administrative procedures and operations of the council<sup>33</sup>.

The general manager must also ensure that supplementary induction training is delivered to the mayor in addition to the training they receive as a councillor within 6 months of their election<sup>34</sup>.

Councillors and the mayor must make all reasonable efforts to participate in any induction, refresher or supplementary training offered to them.

Councils will be required to report in their annual reports the names of the mayor and councillors who completed induction, refresher and, in the case of mayor, supplementary training during the year<sup>35</sup>.

<sup>32</sup> section 183 of the Regulation

<sup>33</sup> section 183(2) of the Regulation

<sup>34</sup> section 184 of the Regulation

<sup>35</sup> section 186 of the Regulation

The general manager must also ensure that an ongoing professional development program is delivered to the mayor and each other councillor over the course of their terms on council.

Ongoing professional development programs delivered to the mayor and councillors must provide support and assistance to them in the development of the skills necessary to perform their roles and ensure that they maintain those skills over the course of their terms of office<sup>36</sup>.

The content of the ongoing professional development program delivered to the mayor and each councillor must be developed in consultation with them, having regard to the specific skills required by the mayor and each individual councillor and the governing body to perform their roles effectively.

As with induction, refresher and supplementary training, the mayor and each councillor must make all reasonable efforts to participate in any ongoing professional development program delivered to them.

Councils must report the names of the mayor and councillors who participated in any ongoing professional development program in their annual reports and the number of seminars, circulars and other activities delivered as part of the ongoing professional development program<sup>37</sup>.

OLG has issued [Councillor Induction and Professional Development Guidelines](#)<sup>38</sup> to assist councils to deliver induction, refresher and supplementary training for the mayor and councillors and to design and deliver an ongoing professional development program for them.

These requirements also apply to county councils but not to joint organisations.

Those guidelines provide specific guidance to county councils on how they can comply with these requirements.

To assist councils in the delivery of their councillor induction and refresher training, OLG will be holding a series of webinars following the elections. Councillors will receive a certificate of attendance to provide to their councils for each webinar attended.

OLG will also issue an updated version of the Councillor Handbook which will be available on OLG's website at [www.olg.nsw.gov.au](http://www.olg.nsw.gov.au).



<sup>36</sup> section 185 of the Regulation

<sup>37</sup> section 186 of the Regulation

<sup>38</sup> <https://www.olg.nsw.gov.au/councils/councillors/councillor-induction-and-professional-development-guidelines/>



# Before 30 June 2025

## Integrated Planning and Reporting

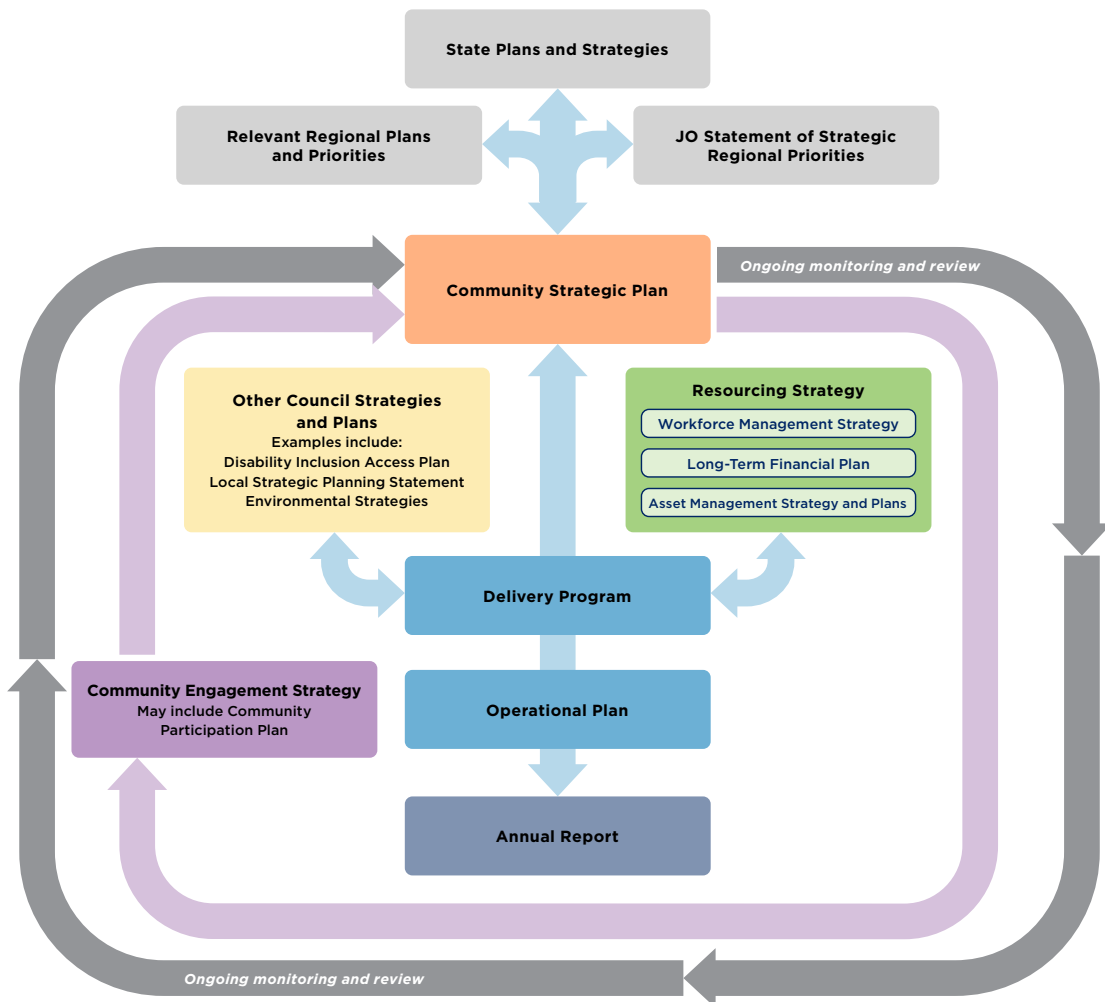
The Integrated Planning and Reporting (IP&R) Framework allows councils to bring plans and strategies together in a way that supports a clear vision for the future and provides an agreed roadmap for delivering community priorities and aspirations. A summary of the IP&R Framework is available on OLG's website under [Integrated Planning and Reporting](#)<sup>39</sup>.

Following the ordinary elections of councillors, the council must review the:

- Community Strategic Plan
- Resourcing Strategy
- Delivery Program, and
- Operational Plan.

County councils must review the:

- Business Activity Strategic Plan
- Resourcing Strategy
- Delivery Program, and
- Operational Plan.



39 <https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/>

## Endorsement of the Community Strategic Plan

Councils must review and endorse the Community Strategic Plan before 30 June 2025.

The Community Strategic Plan is council's highest-level plan. It reflects the main priorities and aspirations of the community and is reviewed after every ordinary election.

Under the Act<sup>40</sup>, councils may endorse the existing plan, endorse amendments to the existing plan or develop and endorse a new Community Strategic Plan.

Councils must ensure that the Community Strategic Plan:

- addresses civic leadership, social, environmental, and economic issues in an integrated manner
- is based on social justice principles of equity, access, participation, and rights
- is informed by information that identifies key issues and challenges for the local government area, or surrounding region, and
- is developed having due regard to the State Government's State Plan and other relevant State and regional plans.

While the council plays a custodial role in initiating, preparing, and maintaining the Community Strategic Plan on behalf of the community, it is not wholly responsible for its implementation.

A draft Community Strategic Plan (including any amendments) must be placed on public exhibition for a period of at least 28 days and submissions received by the council must be considered before the plan is endorsed by the council.

Within 28 days after endorsing a Community Strategic Plan, the council must post a copy of the plan on its website and provide a copy or a link to the plan on the council's website to OLG.

Further guidance on reviewing and endorsing a Community Strategic Plan is available on OLG's website under [Community Strategic Plan](#)<sup>41</sup>.

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40 section 402 of the Act

41 <https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/framework/community-strategic-plan/>

42 section 219 of the Regulation

43 section 219(2) of the Regulation

## Endorsement of the Business Activity Strategic Plan

County councils must review and endorse the Business Activity Strategic Plan before 30 June 2025<sup>42</sup>.

The Business Activity Strategic Plan identifies the main business activity priorities of the county councils and must be reviewed after every ordinary election.

County councils must ensure that the Business Activity Strategic Plan:

- identifies the main business activity priorities of the council covering a period of at least 10 years from when the plan is endorsed
- establishes strategic objectives together with strategies for achieving those objectives, and
- has been developed having due regard to the community strategic plans of the county council's constituent councils and in consultation with those councils.

Under the Regulation<sup>43</sup>, county councils may endorse the existing plan, endorse amendments to the existing plan or develop and endorse a new Business Activity Strategic Plan.

Within 28 days after endorsing a Business Activity Strategic Plan, the county council must post a copy of the plan on its website and provide a copy of the plan to the Secretary of the Department of Planning, Housing and Infrastructure or a link to the plan on the county council's website can be provided to the Minister for Local Government.

## Adoption of the Resourcing Strategy

The Resourcing Strategy details how the council and county council will allocate resources – money, assets, and people – to deliver the aspirations of the Community Strategic Plan or Business Activity Strategic Plan, as relevant.

The Resourcing Strategy consists of 3 components:

- Long-Term Financial Planning
- Workforce Management Planning, and
- Asset Management Planning.

Further guidance on the Resourcing Strategy is available on OLG's website under [The Resourcing Strategy](#)<sup>44</sup>.

## Adoption of the Delivery Program

Under the Act<sup>45</sup>, councils and county councils must establish a new Delivery Program to cover their principal activities for the 4-year period commencing on 1 July 2025.

The Delivery Program is a statement of commitment to the community from the newly elected council, that translates the community's strategic goals into clear actions.

It allows the council and county council to determine what is achievable over the next 4 years, what the priorities are, and how programs will be resourced and scheduled.

The Delivery Program must include a method of assessment to determine the effectiveness of its implementation.

Before the Delivery Program is adopted by the council, the draft Delivery Program must be placed on public exhibition for a period of at least 28 days and submissions received by the council must be considered by it.

Further guidance on developing and adopting a new Delivery Program is available on OLG's website under [The Delivery Program](#)<sup>46</sup>.

## Adoption of the Operational Plan

Under the Act<sup>47</sup>, councils and county councils must prepare and adopt an Operational Plan each year.

The Operational Plan is council's and county council's action plan for achieving the community priorities outlined in the Community Strategic Plan or Business Activity Strategic Plan, as relevant, and Delivery Program.

It is prepared each year, and identifies the projects, programs, and activities that council will conduct to achieve the commitments of the Delivery Program.

Before the Operational Plan is adopted by the council, the draft Operational Plan must be placed on public exhibition for a period of at least 28 days and submissions received by the council must be considered by it.

Within 28 days after the adoption of an Operational Plan, the council must post a copy of the plan on the council's website and provide a copy to OLG.

Further guidance on developing and adopting a new Operational Plan is available on OLG's website under [The Operational Plan](#)<sup>48</sup>.

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44 <https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/framework/the-resourcing-strategy/>

45 section 404 of the Act

46 <https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/framework/the-delivery-program/>

47 section 405 of the Act

48 <https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/framework/the-operational-plan/>



# Within 12 months of the elections

## Review and adoption of local approvals and orders policies

Under the Act<sup>49</sup>, councils' and county councils' local approvals and orders policies are automatically revoked 12 months after each ordinary election unless adopted after the elections.

If councils and county councils have adopted local approvals and orders policies, they should review them after the elections to ensure they are current and fit for purpose.

If the policies are still required and the council proposes to adopt them with or without amendment, it must first exhibit the draft policy for at least 28 days and invite submissions for a period of at least 42 days<sup>50</sup>.

After considering submissions, councils may decide to amend the policy, adopt the policy without amendment or not to adopt the policy.

If the council decides to amend the draft policy, it may publicly exhibit the amended draft local policy or, if the council is of the opinion that the amendments are not substantial, it may adopt the amended draft policy without further public exhibition.

## Adoption of councillors' expenses and facilities policy

Under the Act<sup>51</sup>, councils, county councils and joint organisations must adopt a new policy on the payment of expenses and the provision of facilities to the mayor (or chairperson) and councillors (a section 252 policy) within 12 months of the elections.

Before adopting a new section 252 policy, councils and joint organisations should review their existing policy to ensure it continues to be appropriate.

The Regulation requires policies adopted under section 252 to provide for the making of payment of expenses associated with carer responsibilities that are adequate or reasonable<sup>52</sup>.

Councils should ensure when reviewing their policies that the policy makes adequate provision for meeting councillors' carer expenses.

Before adopting a new section 252 policy, councils must give public notice of their intention to adopt the policy and allow at least 28 days for the making of public submissions<sup>53</sup>.

Councils must comply with this requirement even if they propose to adopt the same policy as the existing policy.

Under the Act, before adopting the policy, councils must consider any submissions and make any appropriate changes to the draft policy<sup>54</sup>.

Joint organisations must consult with their member councils about the content of their section 252 policy before adopting it.

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49 section 165 of the Act

50 section 160 of the Act

51 section 252 of the Act

52 section 403 of the Regulation

53 section 253(1) of the Act

54 section 253 of the Act

To assist councils and joint organisations in reviewing and adopting a section 252 policy, OLG has issued [Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors in NSW](#)<sup>55</sup> under section 23A of the Act. Councils' policies must comply with these guidelines<sup>56</sup>.

OLG has also issued a model [Councillor Expenses and Facilities Policy](#)<sup>57</sup> that councils may wish to use or adapt for their own purposes.

Specific guidance for joint organisations on the adoption of a section 252 policy is provided in part 2.6 of the [Joint Organisation Implementation Guidelines](#)<sup>58</sup>.

## Review of organisation structure

Under the Act<sup>59</sup>, councils, county councils and joint organisations must review their organisation structure within 12 months of the elections. When reviewing the organisation structure, councils and joint organisations may redetermine the organisation structure but are not required to do so.

The positions within the organisation structure of a council must be determined to give effect to the priorities set out in the community strategic plan and the council's delivery program.

The review and determination of the organisation structure and the allocation of resources to fund positions in the organisation structure should be a collaborative exercise between the governing body and the general manager or the executive officer in the case of a joint organisation.

Under the Act, responsibility for determining the positions within the organisation structure rests with the general manager or the executive officer meaning that this does not need to be done by resolution. The general manager or executive officer is required under the Act to consult with the governing body of the council or joint organisation before determining the positions within the organisation structure and to consider

the views of councillors. When consulting with councillors on the proposed organisation structure, the general manager or executive officer should provide sufficient information to allow councillors to understand what is being proposed and why and to allow them to provide input into the general manager's or executive officer's decision. The final decision on the organisation structure ultimately rests with the general manager or executive officer.

The governing body of the council or joint organisation is in turn responsible under the Act for allocating resources through the budget process towards the employment of staff in the positions identified in the organisation structure. This is a non-delegable function and must be done by resolution. The governing body is required under the Act to consult with the general manager or executive officer before making budgetary decisions on the allocation of resources towards the employment of staff.

Specific guidance for joint organisations on the determination of their organisation structure is provided in part 2.11 of the [Joint Organisation Implementation Guidelines](#)<sup>60</sup>.

## Adoption of a code of meeting practice

Under the Act<sup>61</sup>, councils, county councils and joint organisations must adopt a code of meeting practice that incorporates the mandatory provisions of the [Model Code of Meeting Practice for Local Councils in NSW](#)<sup>62</sup> (Model Meeting Code) prescribed by the Regulation within 12 months of the elections.

Councils' and joint organisations' adopted codes of meeting practice must not contain provisions that are inconsistent with the mandatory provisions of the Model Meeting Code.

Councils and joint organisations are not required to adopt the non-mandatory provisions of the Model Meeting Code and can adapt them to meet their own needs.

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55 <https://www.olg.nsw.gov.au/councils/policy-and-legislation/guidelines-and-policy-information-resources-for-councils/councillor-expenses-and-facilities/>

56 section 252(5) of the Act

57 <https://www.olg.nsw.gov.au/councils/policy-and-legislation/guidelines-and-policy-information-resources-for-councils/councillor-expenses-and-facilities/>

58 <https://www.olg.nsw.gov.au/wp-content/uploads/Joint-Organisation-Implementation-Guidelines.pdf>

59 section 333 of the Act

60 <https://www.olg.nsw.gov.au/wp-content/uploads/Joint-Organisation-Implementation-Guidelines.pdf>

61 section 360 of the Act

62 <https://www.olg.nsw.gov.au/councils/governance/model-code-of-meeting-practice/>



Before adopting a code of meeting practice, councils must prepare a draft code and exhibit it for at least 28 days and invite submissions for a period of at least 42 days<sup>63</sup>.

Councils must consider all submissions received and may, after considering submissions, decide to amend the non-mandatory provisions of its draft code, or to adopt the draft code.

If the council decides to amend its draft code, it may re-exhibit the amended draft or, if the council considers that the amendments are not substantial, it may adopt the amended draft code without public exhibition<sup>64</sup>.

The Regulation<sup>65</sup> prescribes that a joint organisation must consult with its member councils about the content of its proposed code of meeting practice before adopting it.

Refer to the [Model Meeting Code](#) for more information.

Specific guidance for joint organisations on the adoption of a code of meeting practice is provided in part 2.8 of the [Joint Organisation Implementation Guidelines](#)<sup>66</sup>.

The Model Meeting Code contains non-mandatory rules for conducting councillor briefings. This is an area where the Minister for Local Government may propose changes to ensure briefings are held through committees, that information is publicly available, and meetings are recorded.

## Review of delegations

Under the Act<sup>67</sup>, councils and county councils must review all their delegations within 12 months of the elections.

Councils may, by resolution, delegate to the general manager or any other person or body (but not an employee of the council other than the general manager) any of the functions of the council other than those referred to in section 377 of the Act<sup>68</sup>.

The general manager may, in turn, sub-delegate a function delegated to them by the council to any person or body (including another employee of the council)<sup>69</sup>.

## Review of the code of conduct

Under the Act<sup>70</sup>, councils, county councils and joint organisations must review their adopted codes of conduct within 12 months of the elections and make such adjustments as they consider appropriate.

Councils, county councils and joint organisations must adopt a code of conduct that incorporates the provisions of the Model Code of Conduct prescribed by the Regulation.

A council's or joint organisation's adopted code of conduct may also include provisions that supplement the Model Code of Conduct and that extend its application to persons that are not "council officials" for the purposes of the Model Code of Conduct (e.g. volunteers, contractors and members of wholly advisory committees).

A council's or joint organisation's adopted code of conduct has no effect to the extent that it is inconsistent with the Model Code of Conduct.

However, a council's or joint organisation's adopted code of conduct may prescribe requirements that are more onerous than those prescribed in the Model Code of Conduct.

In other words, councils and joint organisations can strengthen but cannot dilute the provisions of the Model Code of Conduct in their adopted codes of conduct.

Refer to the [Model Code of Conduct](#) for more information<sup>71</sup>.

Specific guidance for joint organisations on the code of conduct is provided in part 2.5 of the [Joint Organisation Implementation Guidelines](#)<sup>72</sup>.

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63 section 361 of the Act

64 section 362 of the Act

65 section 397C of the Regulation

66 <https://www.olg.nsw.gov.au/wp-content/uploads/Joint-Organisation-Implementation-Guidelines.pdf>

67 section 380 of the Act

68 section 377 of the Act

69 section 378 of the Act

70 section 440(7) of the Act

71 <https://www.olg.nsw.gov.au/councils/governance/model-code-of-conduct/>

72 <https://www.olg.nsw.gov.au/wp-content/uploads/Joint-Organisation-Implementation-Guidelines.pdf>



Reforming the councillor conduct framework is a priority for the Government. During the next term of council, reforms will be proposed to ensure there are clear expectations on councillors about their conduct as well as proposals to ensure an effective process for genuine complaints and minimisation of the ‘weaponisation’ of complaints.

## Adoption of a statement of strategic regional priorities

Joint organisations must adopt a statement of strategic regional priorities within 12 months of the elections for their member councils<sup>73</sup>.

The statement of regional priorities must set out the strategic regional priorities for the joint organisation’s area and the strategies and plans for delivering them.

Joint organisations must consult with their member councils about the content of the proposed statement of strategic regional priorities.

Once adopted, the statement of regional priorities must be published on the joint organisation’s website.

Specific guidance for joint organisations on the preparation of a statement of strategic regional priorities is provided in part 2.9 of the [Joint Organisation Implementation Guidelines](#)<sup>74</sup>.

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<sup>73</sup> section 397H of the Regulation

<sup>74</sup> <https://www.olg.nsw.gov.au/wp-content/uploads/Joint-Organisation-Implementation-Guidelines.pdf>

# Post-election checklist



## At the first meeting

- Oaths and affirmation of office (councils and county councils)
- Decision on using count-back to fill casual vacancies (councils)
- Mayoral elections (if council elects a mayor)
- Elections of chairpersons (county councils and JOs)
- Elect councillor member to Audit, Risk and Improvement Committee (if council, county council or JO elects a councillor member)



## Before 30 June 2025

- Endorsement of the Community Strategic Plan (councils)
- Endorsement of the Business Activity Strategic Plan (county councils)
- Adoption of the Resourcing Strategy (councils and county councils)
- Adoption of the Delivery Program (councils and county councils)
- Adoption of the Operational Plan (councils and county councils)



## At the second meeting

- Endorsement of the State of our City Report (councils)



## Within 12 months

- Review and adoption of local approvals and orders policies (councils and county councils)



## Within 3 months

- Lodgement of returns of interests (councillors, members of county councils, voting representatives of board of JOs)
- Endorsement of the Annual Report (councils)
- Review Community Engagement Strategy (councils and county councils)

- Adoption of councillors' expenses and facilities (all)
- Review of organisation structure (all)
- Adoption of a code of meeting practice (all)
- Review of delegations (councils and county councils)
- Review of code of conduct (all)
- Adoption of a statement of strategic regional priorities (JOs)



## Within 6 months

- Completion of induction and refresher training for mayors and councillors (councils and county councils)

# QUEANBEYAN-PALERANG REGIONAL COUNCIL

## Council Meeting Attachment

26 MARCH 2025

ITEM 9.7 NAMING OF BRIDGE - PROPOSED NAME: LUDWIG  
BAUMGARDNER BRIDGE

ATTACHMENT 1 RECOMMENDED ACTIONS - NAMING OF BRIDGE AFTER  
LUDWIG BAUMGARDNER

## Recommended actions

	Issue	Staff comment	Recommended action
1.	I understand the desire to honour Mr Baumgardner's memory by naming the bridge after him. Perhaps we could include the name of Country on the plaque as a sign of respect for the First Nations peoples that have a continuing connection to this unceded land. Thank you.	Noted. Any inclusion of name of Country will need to be endorsed by the relevant First Nations group.	Suggestion to be forwarded to the Majors Creek Progress Association.
2.	It is never a good idea to name anything after an individual.	Noted.	No action required.
3.	Fully support this naming suggestion.	Noted.	No action required.
4.	Great idea to remember those gone before who were tall trees in our community.	Noted.	No action required.
5.	I agree to the naming of the bridge to Ludwig Baumgardner Bridge	Noted.	No action required.
6.	I don't have any objections with naming the bridge after Ludwig Baumgardner but I just wanted to provide comment that of the three naming proposals currently on Your Voice (including the fields after Anthony Rayner and Garry cook), they are all males. Maybe for the next three naming proposals, you could look for influential/impactful/sports star/community-hero women.	Noted. Feedback should be provided to the Urban Landscapes team for consideration in any upcoming place naming projects.	No action required.
7.	I think this is a good name for this bridge as there are several grave stones in Majors Creek cemetery with Baumgardner on them.	Noted.	No action required.
8.	I think that Ludy's Bridge has a better ring to it than Ludwig Baumgardner Bridge, which you have to admit is a bit of a mouthful to say the least.	Bridge naming in NSW must follow the GNB naming conventions used for naming roads. Clause 6.7.6 states "... <i>It is not appropriate to use nicknames as an alternative to an official name....</i> ".	Proceed with the name "Ludwig Baumgardner Bridge".
9.	I think this is ridiculous. This is the only bridge on Wallaces Gap Road, therefore doesn't need to be named, as there is no confusion. Who would be paying for the new signage that would be required?	Noted.	For the information plaque, it is proposed that the Majors Creek Progress Association and the greater local community be invited to contribute to its funding, placement and design.
10.	My feedback on this one is the same as my comments the last time community were consulted on naming something (which in itself highlights the problem) - do we not have any better ideas than old white men naming things after old white men?	Noted.	No action required.
11.	Strongly supported. The extraordinary contribution that Ludwig Baumgardner made to the Braidwood District over his entire lifetime is exactly the type of unselfish commitment to the good of society that should be recognised in a permanent manner.	Noted.	No action required.

# QUEANBEYAN-PALERANG REGIONAL COUNCIL

## Council Meeting Attachment

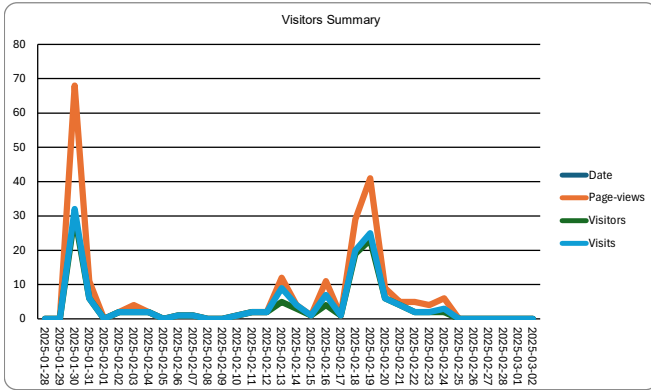
26 MARCH 2025

ITEM 9.7 NAMING OF BRIDGE - PROPOSED NAME: LUDWIG  
BAUMGARDNER BRIDGE

ATTACHMENT 2 YOUR VOICE REPORT - NAMING OF BRIDGE AFTER LUDWIG  
BAUMGARDNER

Summary

**Project Report:** Naming of bridge after Ludwig Baumgardner **28 January 2025** to **02 March 2025**



Project Highlights	
Total Visits	135
New Registrations	0
Video views	0
Photo Views	7
Document Downloads	17

Admin Notes

ENGAGED PARTICIPANTS	11		
Engaged Actions Performed	Registered	Unverified	Anonymous
Contributed on Forums	0	0	0
Participated in Surveys	11	0	0
Contributed to Newsfeeds	0	0	0
Participated in Quick Polls	0	0	0
Posted on Guestbooks	0	0	0
Contributed to Stories	0	0	0
Asked Questions	0	0	0
Placed Pins on Places	0	0	0
Contributed to Ideas	0	0	0

INFORMED PARTICIPANTS	37
Informed Actions Performed	Participants
Viewed a video	0
Viewed a photo	7
Downloaded a document	17
Visited the Key Dates page	2
Visited an FAQ list Page	0
Visited Instagram Page	0
Visited Multiple Project Pages	27
Contributed to a tool (engaged)	11

AWARE PARTICIPANTS	110
Aware Actions Performed	Participants
Visited at least one Page	110

ENGAGEMENT TOOLS SUMMARY									
Forum Topics	0	Guestbooks	0	Places	0	News Feeds	0	Ideas	0
Qandas	0	Quick Polls	0	Stories	0	Survey Tools	1		

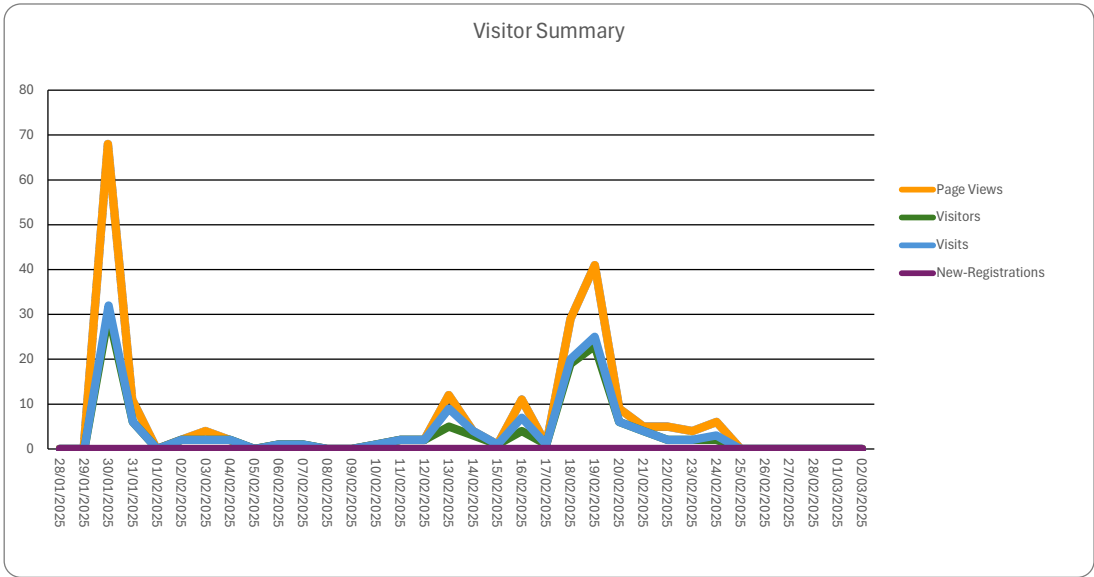
Tool Type	Engagement Tool Name	Tool Status	Visitors	Contributors		
				Registered	Unverified	Anonymous
SurveyTools	Have your say	Archived	16	11	0	0

INFORMATION WIDGET SUMMARY									
DOCUMENTS	1	PHOTOS	1	VIDEOS	0	FAQS	0	KEY DATES	1

Widget Type	Engagement Tool Name	Visitors	Downloads/Views
Document	Ludwig Baumgardner's Obituary	17	17
Photo	Bridge Location - Wallaces Gap Road over Back Creek	7	7
Key Dates	Key Date	2	2

## Visitor Summary

### Naming of bridge after Ludwig Baumgardner 28 January 2025 to 02 March 2025

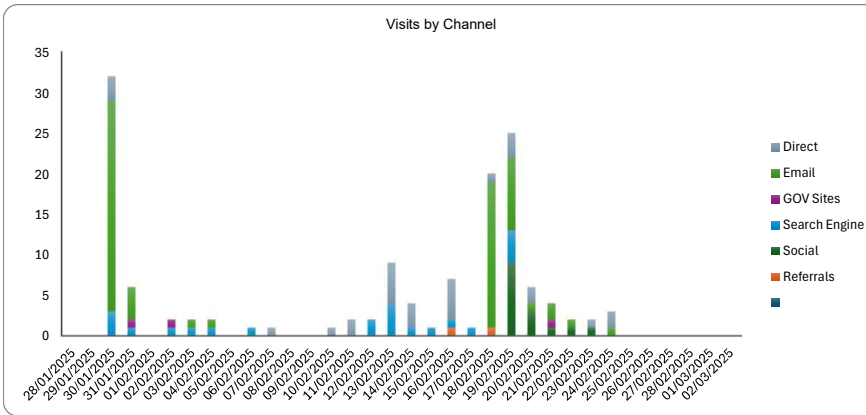


Date	Page Views	Visitors	Visits	New-Registrations
28/01/2025	0	0	0	0
29/01/2025	0	0	0	0
30/01/2025	68	30	32	0
31/01/2025	11	6	6	0
01/02/2025	0	0	0	0
02/02/2025	2	2	2	0
03/02/2025	4	2	2	0
04/02/2025	2	2	2	0
05/02/2025	0	0	0	0
06/02/2025	1	1	1	0
07/02/2025	1	1	1	0
08/02/2025	0	0	0	0
09/02/2025	0	0	0	0
10/02/2025	1	1	1	0
11/02/2025	2	2	2	0
12/02/2025	2	2	2	0
13/02/2025	12	5	9	0
14/02/2025	4	3	4	0
15/02/2025	1	1	1	0
16/02/2025	11	4	7	0
17/02/2025	1	1	1	0
18/02/2025	29	19	20	0
19/02/2025	41	23	25	0
20/02/2025	9	6	6	0
21/02/2025	5	4	4	0
22/02/2025	5	2	2	0
23/02/2025	4	2	2	0
24/02/2025	6	2	3	0
25/02/2025	0	0	0	0
26/02/2025	0	0	0	0
27/02/2025	0	0	0	0
28/02/2025	0	0	0	0
01/03/2025	0	0	0	0
02/03/2025	0	0	0	0



Sources of Traffic Summary

**Naming of bridge after Ludwig Baumgardner**  
 28 January 2025 to 02 March 2025



Date	Direct	Email	GOV Sites	Search Engine	Social	Referrals
28/01/2025	0	0	0	0	0	0
29/01/2025	0	0	0	0	0	0
30/01/2025	3	26	0	3	0	0
31/01/2025	0	4	1	1	0	0
01/02/2025	0	0	0	0	0	0
02/02/2025	0	0	1	1	0	0
03/02/2025	0	1	0	1	0	0
04/02/2025	0	1	0	1	0	0
05/02/2025	0	0	0	0	0	0
06/02/2025	0	0	0	1	0	0
07/02/2025	1	0	0	0	0	0
08/02/2025	0	0	0	0	0	0
09/02/2025	0	0	0	0	0	0
10/02/2025	1	0	0	0	0	0
11/02/2025	2	0	0	0	0	0
12/02/2025	0	0	0	2	0	0
13/02/2025	5	0	0	4	0	0
14/02/2025	3	0	0	1	0	0
15/02/2025	0	0	0	1	0	0
16/02/2025	5	0	0	1	0	1
17/02/2025	0	0	0	1	0	0
18/02/2025	1	18	0	0	0	1
19/02/2025	3	9	0	4	9	0
20/02/2025	2	1	0	0	3	0
21/02/2025	0	2	1	0	1	0
22/02/2025	0	1	0	0	1	0
23/02/2025	1	0	0	0	1	0
24/02/2025	2	1	0	0	0	0
25/02/2025	0	0	0	0	0	0
26/02/2025	0	0	0	0	0	0
27/02/2025	0	0	0	0	0	0
28/02/2025	0	0	0	0	0	0
01/03/2025	0	0	0	0	0	0
02/03/2025	0	0	0	0	0	0

Traffic-Channel	Source	Aware-Visits	Informed-Visits	Engaged-Visits
Direct	-	29	5	3
Referrals	android-app	1	1	0
Referrals	mailchi.mp	1	1	0
Email	ehq	64	21	8
Social	facebook	15	4	0
Search Engine	google	22	6	0
.GOV sites	gov	3	0	0

**9.7 Naming of Bridge - Proposed Name: Ludwig Baumgardner Bridge**  
**Attachment 2 - Your Voice Report - Naming of bridge after Ludwig Baumgardner (Continued)**

SurveyTool: Have your say

Tool Status	Archived
Visitors	16
Contributors	11
Registered	11
Unverified	0
Anonymous	0
Admin	0
<b>SUBMISSIONS</b>	<b>11</b>

Date of contribution	Login (Screen name)	Contributor Summary (Signup form Qs - Detailed breakdown on the right > )	Contributor Details
			Provide any comments you have on the naming of the bridge here:
Jan 30 25 04:24:18 pm			I understand the desire to honour Mr Baumgardner's memory by naming the bridge after him. Perhaps we could include the name of Country on the plaque as a sign of respect for the First Nations peoples that have a continuing connection to this unceded land. Thank you.
Jan 30 25 04:33:26 pm			It is never a good idea to name anything after an individual.
Jan 30 25 05:39:13 pm			Fully support this naming suggestion.
Jan 30 25 06:54:48 pm			Great idea to remember those gone before who were tall trees in our community.
Jan 31 25 11:39:04 am			I agree to the naming of the bridge to Ludwig Baumgardner Bridge
Feb 03 25 04:45:49 pm			I don't have any objections with naming the bridge after Ludwig Baumgardner but I just wanted to provide comment that of the three naming proposals currently on Your Voice (including the fields after Anthony Rayner and Gerry Cook), they are all males. Maybe for the next three naming proposals, you could look for influential/important/sports star/community-hero women.
Feb 04 25 02:06:28 pm			I think this is a good name for this bridge as there are several grave stones in Majors Creek cemetery with Baumgardner on them.
Feb 18 25 08:51:19 pm			I think that Ludy's Bridge has a better ring to it than Ludwig Baumgardner Bridge, which you have to admit is a bit of a mouthful to say the least.
Feb 19 25 03:31:48 pm			I think this is ridiculous. This is the only bridge on Wallaces Gap Road, therefore doesn't need to be named, as there is no confusion. Who would be paying for the new signage that would be required?
Feb 22 25 07:54:19 am			My feedback on this one is the same as my comments the last time community were consulted on naming something (which in itself highlights the problem) - do we not have any better ideas than old white men naming things after old white men?
Feb 24 25 08:49:45 am			Strongly supported. The extraordinary contribution that Ludwig Baumgardner made to the Braidwood District over his entire lifetime is exactly the type of unselfish commitment to the good of society that should be recognised in a permanent manner.

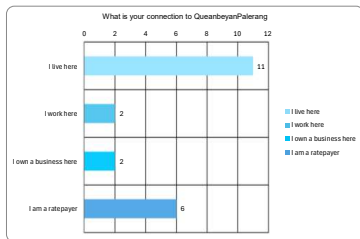
Sign Up form Details										
Usertype	Enter your full name	Create login name (this is your screen name)	Email	Suburb	Gender(deleted)	Age(deleted)	Gender identity(deleted)	Year of birth	What is your connection to Queanbeyan-Palerang	Response ID
User				QUEANBEYAN, NSW			Female	1968	I live here. I am a ratepayer	6086830
User				BRAIDWOOD, NSW			m	1949	I live here. I am a ratepayer	6086846
User				BUNGENDORE, NSW	Male	56-65			I live here. I am a ratepayer	6086955
User				QUEANBEYAN, NSW			F	1952	I live here, I work here, I own a business here, I am a ratepayer	6087083
User				GOOGONG, NSW				1991	I live here	6087977
User				BUNGENDORE, NSW	Female			1989	I live here	6091579
User				MAJORS CREEK, NSW	Female	Over 65			I live here. I am a ratepayer	6092439
User				KARABAR, NSW				0000	I live here	6113054
User				BRAIDWOOD, NSW	Female			18/11/1978	I live here, I work here, I own a business here, I am a ratepayer	6114553
User				CAPTAINS FLAT, NSW	Female			1988	I live here	6118789
User				GREENLEIGH, NSW	Male			1940	I live here	6120301

Survey Responses Graph

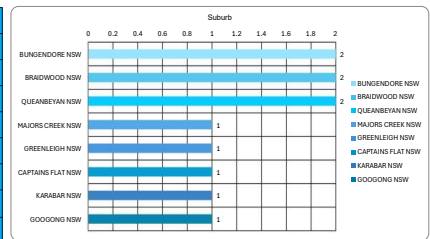
DEMOGRAPHIC ANALYSIS of Contributors - Based on Sign-up form responses

\*special characters like '!' will be removed from options

What is your connection to Queanbeyan-Palerang	
I live here	11
I work here	2
I own a business here	2
I am a ratepayer	6



SUBURB	
BUNGENDORE NSW	2
BRAIDWOOD NSW	2
QUEANBEYAN NSW	2
MAJORS CREEK NSW	1
GREENLEIGH NSW	1
CAPTAINS FLAT NSW	1
KARABAR NSW	1
GOOGONG NSW	1



# QUEANBEYAN-PALERANG REGIONAL COUNCIL

## Council Meeting Attachment

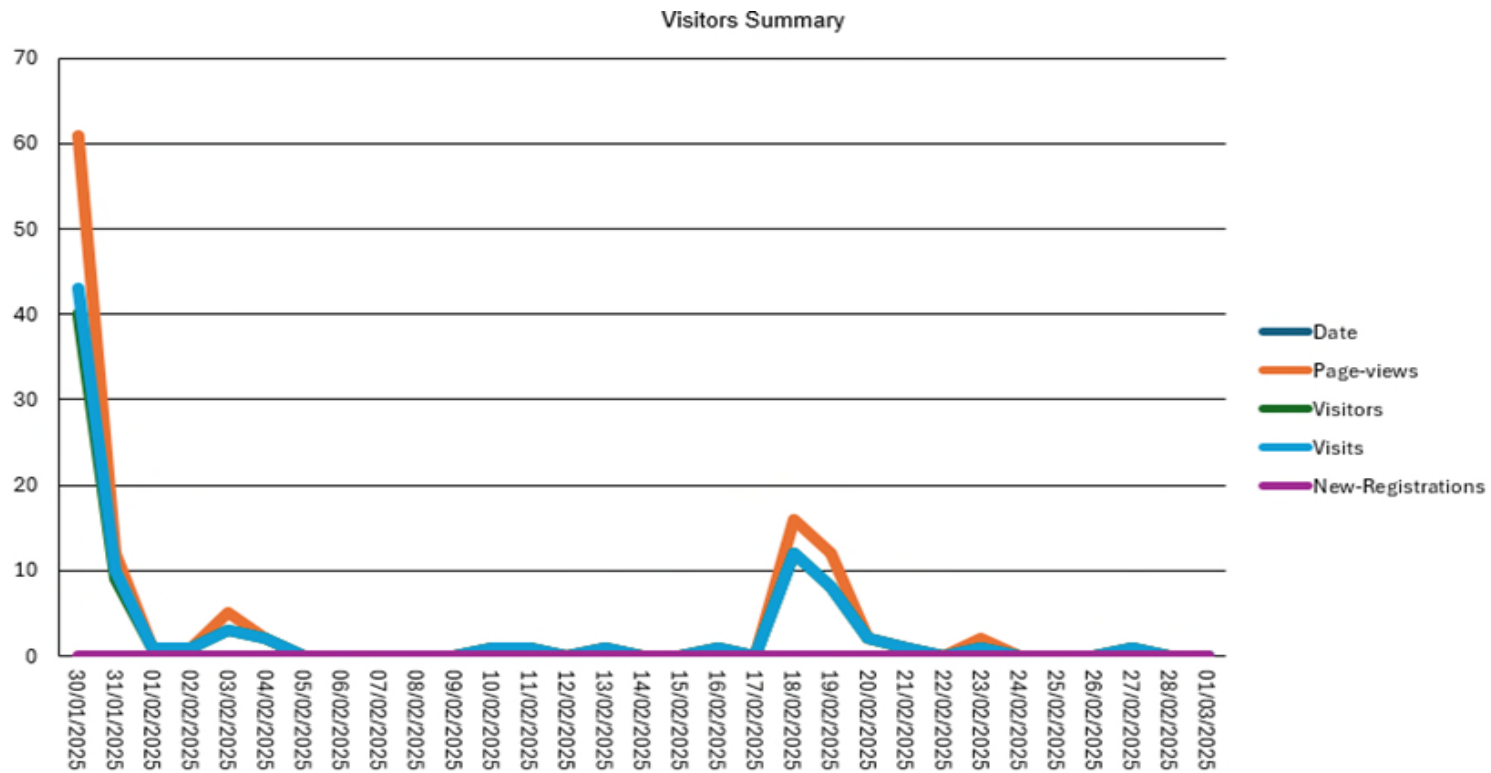
26 MARCH 2025

ITEM 9.9 FEEDBACK ON NAMING OF THE BUNGENDORE SPORTS  
HUB FIELDS

ATTACHMENT 1 FEEDBACK REPORT NAMING OF THE BUNGENDORE  
SPORTS HUB FIELDS MARCH 2025

## FEEDBACK ON NAMING OF BUNGENDORE SPORTS HUB FIELDS 1 AND 2

**ON EXHIBITION:** 30 January to 1 March 2025  
**TOTAL VISITS:** 89  
**SURVEY RESPONSES:** 19



**SURVEY RESPONSES**

N°	DATE/TIME	COMMENT Anthony Rayner Field	COMMENT Gary Cook Field	LOCATION of respondent
1	Jan 30 2:48pm	I think this is a fantastic idea and a worthy recipient of naming rights.	I think this is a fantastic idea and a worthy recipient of naming rights.	Bungendore
2	Jan 30 3:09pm	Yes, not to take anything away from either gentleman's contribution to sport and community in general terms, what era are you living in? The Matilda's are Australia's most supported team, so in 2025 you ask only the local union and league clubs for their views?? A fabulous example to young sporting women. Surely there is a female athlete or sport administrator from the region you can share the accolade with. Come on QPRC! Get with the times or at least the 20th century.	Yes, not to take anything away from either gentleman's contribution to sport and community in general terms, what era are you living in? The Matilda's are Australia's most supported team, so in 2025 you ask only the local union and league clubs for their views?? A fabulous example to young sporting women. Surely there is a female athlete or sport administrator from the region you can share the accolade with. Come on QPRC! Get with the times or at least the 20th century.	Bywong
3	Jan 30 3:31pm	Great choice!	Great choice!	Bungendore
4	Jan 30 3:37pm	Great idea!!	Fantastic - go ahead	Bungendore
5	Jan 30 3:38pm	My preference, as Tony has also just been nominated for Citizen of the Year	No thanks	Bungendore
6	Jan 30 3:50pm	I understand that the fields will not be used by either the Tigers or the Mudhooks, so why affiliate them with those teams?	I understand that the fields will not be used by either the Tigers or the Mudhooks, so why affiliate them with those teams?	Bungendore
7	Jan 30 3:53pm	I am reasonably new to Queanbeyan and have no idea who either of these people are. However, surely there is a sports woman who could be chosen to name the sportsfields after, in the interests of fairness (also called gender balance).	I am reasonably new to Queanbeyan and have no idea who either of these people are. However, surely there is a sports woman who could be chosen to name the sportsfields after, in the interests of fairness (also called gender balance).	Queanbeyan West
8	Jan 30 4:01pm	I think one of the fields should be named after a sportswoman. Surely there must be a woman who is active in Bungendore????????	Never heard of him	Bywong
9	Jan 30 4:35pm	It is never a good idea to name anything after an individual	It is never a good idea to name anything after an individual	Braidwood
10	Jan 30 5:15pm		Garry Cook has been a valuable member within this community with his various roles and welcoming and friendly personality. I think naming a sports field after	Bungendore

9.9 Feedback on Naming of the Bungendore Sports Hub Fields  
 Attachment 1 - Feedback Report Naming of the Bungendore Sports Hub Fields March 2025 (Continued)

N°	DATE/TIME	COMMENT Anthony Rayner Field	COMMENT Gary Cook Field	LOCATION of respondent
			him would be a good way to honour everything he does for this community.	
11	Jan 30 5:37pm	I do not know Anthony.	I fully support the naming of a sports field after Garry Cooke. Garry has been an incredible supporter and active participant in our cancer council fundraising activities last year, and he definitely is a sporting legend. Well respected in the community.	Bungendore
12	Jan 30 6:57pm	Sounds like the perfect name	Also a great choice.	Queanbeyan
13	Jan 30 7:03pm	Good choice. A dedicated man to Rugby League in Bungendore.	Excellent Choice. A dedicated man to all aspects of the Bungendore region community.	Swinger Hill, ACT
14	Jan 30 7:12pm	Perfect	Good	Captains Flat
15	Jan 30 9:10pm	Totally agree	Totally agree	Bungendore
16	Feb 03 4:43pm	I don't have any objections with naming the fields after Anthony Rayner and Garry Cook but I just wanted to provide comment that of the three naming proposals currently on Your Voice (including Ludwig Baumgardner for the bridge), they are all males. Maybe for the next three naming proposals, you could look for influential/impactful/sports star/community-hero women.	I don't have any objections with naming the fields after Anthony Rayner and Garry cook but I just wanted to provide comment that of the three naming proposals currently on Your Voice (including Ludwig Baumgardner for the bridge), they are all males. Maybe for the next three naming proposals, you could look for influential/impactful/sports star/community-hero women.	Bungendore
17	Feb 18 07:47pm	Supported	Supported	Bungendore
18	Feb 19 6:04am	Nil comments. Agree.	Nil comments. Agree.	Crestwood
19	Feb 19 8:41pm		I support the naming after Garry Cook	Bungendore

# QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 MARCH 2025

ITEM 9.12          POLICY REVIEW

ATTACHMENT 1    PRIVACY POLICY AND MANAGEMENT PLAN



# Privacy Policy and Management Plan

<b>Date policy was adopted:</b>	
<b>Resolution number:</b>	
<b>Next Policy review date:</b>	
<b>Reference number:</b>	
<b>Strategic Pillar</b>	
<b>Responsible Branch</b>	

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Privacy Policy and Management Plan

**PART 1 – INTRODUCTION**

**Purpose**

The *Privacy and Personal Information Protection Act 1998* (NSW) (**PIPPA**) requires all public sector agencies to prepare and implement a Privacy Management Plan.

The purpose of this plan is to outline how Queanbeyan-Palerang Regional Council (QPRC) will manage personal information and health information in accordance with PPIPA and the *Health Records and Information Privacy Act 2002* (**HRIPA**). These Acts provide for the protection of personal and health information and for the protection of the privacy of individuals.

**Scope**

This plan applies to all council officials at QPRC. A breach of this policy constitutes a breach of the Council's *Code of Conduct* and may lead to disciplinary action.

**Definitions**

<b>Council official</b>	Councillors, employees and delegates (including volunteers, consultants, contractors or any other service provider involved in exercising a Council function).
<b>GIPA Act</b>	Means the <i>Government Information (Public Access) Act 2009</i> .
<b>Health information</b>	Information or an opinion about a person's physical or mental health or disability, or information relating to the provision of health services to a person. Health information can include a psychological report, blood tests or an x-ray, results from drug and alcohol tests, information about a person's medical appointments, and information regarding vaccination status. It can also include some personal information that is collected to provide a health service, such as a name and telephone number.
<b>Health record</b>	Means an ongoing record of health care for an individual.
<b>Health records linkage system</b>	Means a computerised system that is designed to link health records for an individual held by different organisations for the purpose of facilitating access to health records, and includes a system or class of systems prescribed by the regulations as being a health records linkage system, but does not include a system or class of systems prescribed by the regulations as not being a health records linkage system.
<b>HPP</b>	Refers to a Health Privacy Principle prescribed under the <i>Health Records and Information Privacy Act 2002</i> .
<b>HRIPA</b>	Means the <i>Health Records and Information Privacy Act 2002</i> .
<b>IPC</b>	Means the NSW Information and Privacy Commission.
<b>IPP</b>	Refers to an Information Privacy Principle prescribed under the <i>Privacy and Personal Information Protection Act 1998</i> .

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Privacy Policy and Management Plan

<b>LG Act</b>	Means the <i>Local Government Act 1993</i> .
<b>MNDB</b>	Means the Mandatory Notification of Data Breaches Scheme established under Part 6A of the <i>Privacy and Personal Information Protection Act 1998</i> of NSW.
<b>Officer</b>	For the purposes of this policy, any reference to the term “officer” is taken to mean all Council officials other than councillors or administrators who are involved in exercising a council function.
<b>Personal information</b>	See section 5 of this plan.
<b>Public register</b>	Means a register of personal information that is required by law to be, or is made, publicly available or open to public inspection (whether or not on payment of a fee). See section 3 of PPIPA.
<b>Privacy Act</b>	Means the <i>Privacy Act 1988</i> of the Commonwealth.
<b>PPIPA</b>	Means the <i>Privacy and Personal Information Protection Act 1998</i> of NSW.
<b>the Code</b>	Mean the <i>Privacy Code of Practice for Local Government</i> made under Part 3 of the <i>Privacy and Personal Information Protection Act 1998</i> .

**Policy statement**

QPRC is committed to complying with the Information Protection Principles set out in the PPIPA and the Health Privacy Principles set out in the HRIPA.

Council will collect, hold, disclose and manage personal information and health information for the purpose of its functions, operations and activities and in compliance with relevant NSW privacy laws and guidelines.

**Personal information — what is and isn’t personal information?**

Section 4 of the PPIPA defines personal information as:

information or an opinion (including information or an opinion forming part of a database and whether or not recorded in a material form) about an individual whose identity is apparent or can reasonably be ascertained from the information or opinion.

However, personal information **does not** include information about an individual that is contained in a publicly available publication. Personal information, once it is contained in a publicly available publication, ceases to be covered by the PPIPA.

Where Council is requested to provide access or make a disclosure and that information has already been published, then the Council will rely on the provisions of the relevant Act that authorises Council to hold that information and not the PPIPA (for example, Section 8 of the GIPA Act).

Council considers the following to be publicly available publications:

- An advertisement containing personal information in a local, city or national newspaper
- Personal information on the Internet

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## Privacy Policy and Management Plan

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- Books or magazines that are printed and distributed broadly to the general public
- Council Business papers or that part that is available to the general public
- Personal information that may be a part of a public display on view to the general public.

Section 4A of the PPIPA also specifically excludes “health information” (as defined by Section 6 of the HRIPA) from the definition of personal information. However, health information is included in the PPIPA’s consideration of public registers. Information about Council’s treatment of health information and public registers is covered in Part 2 of this plan.

### Personal information held by Council

QPRC holds personal information concerning Councillors, such as:

- personal contact information
- complaints and disciplinary matters
- pecuniary interest returns
- entitlements to fees, expenses and facilities
- payroll and superannuation data
- professional development plans

The Council holds personal information concerning its customers, ratepayers and residents, such as:

- rates records
- development applications and related submissions
- customer requests, including recordings of telephone calls and web chats with the customer service team
- library records
- QPRC Aquatic Centre records
- donation, grant and sponsorship applications
- Submissions and informant collected as part of Council’s community engagement and consultation activities
- CCTV footage
- various types of health information

The Council holds personal information concerning its employees, contractors, advisory committee members and volunteers, such as:

- recruitment material
- leave and payroll data
- personal contact information
- qualifications and certifications relevant to the job
- performance management plans
- disciplinary matters
- pecuniary interest returns
- wage and salary entitlements
- health information (such medical certificates and workers’ compensation claims)

### Unsolicited information

Unsolicited information is personal or health information received by Council in circumstances where Council has not asked for or required the information to be provided. It includes volunteered, gratuitous or irrelevant information received.

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## Privacy Policy and Management Plan

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Such information is not deemed to have been collected by Council, meaning the Information Protection Principles relating to collection do not apply to that information. However, the retention, use and disclosure principles will apply to any such information in Council's possession.

### **Applications for suppression in relation to general information (not public registers)**

Under Section 739 of the LGA a person can make an application to suppress certain material that is available for public inspection in circumstances where the material discloses or would disclose the person's place of living if the person considers that the disclosure would place the personal safety of the person or their family at risk.

Section 739 of the LGA relates to publicly available material other than public registers. As such, it limits disclosure in those circumstances where an application for suppression is successful. An application for suppression must be verified by statutory declaration and otherwise meet the requirements of Section 739.

When in doubt, Council will err in favour of suppression.

## **PART 2 – PUBLIC REGISTERS**

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### **Public registers held by Council**

Council is required by law to maintain a number of public registers and to make them available for public inspection. Council will maintain a Table of Public Registers held by Council, which will be published on Council's website, together with this plan.

Some parts of the public register may already be available in published form. The PIPPA does not apply to personal information that has already been legitimately published that way. Anything not already published legitimately will be subject to the procedures for disclosure outlined in this Part.

For example, the *Environmental Planning and Assessment Act 1979* requires Council to advertise or publish applications for development consent. When Council publishes the address of the property, it may identify the owner.

The personal information that has not been published and any applications not advertised or that have been rejected or withdrawn (and hence also not published) will be treated as a public register under PPIPA, being the Register of Consents and Certificates held by Council under Section 4.58 of the *Environmental Planning and Assessment Act 1979*.

### **Disclosure of personal information contained in public registers**

Some of these registers contain personal information. Personal information contained in a public register, other than where required by legislation, will only be disclosed where Council satisfied that the information is to be used for a purpose consistent with the purpose of the register. (See section 57 of PPIPA.)

A person wishing to have access to a public register to confirm their own details needs only to provide proof of their identity to Council before having access to their own personal information.

A person seeking access to someone else's personal information contained in a public register will be expected to provide Council with information in writing about the purpose for which the information will be used. Council may request a statutory declaration as to the purpose for which access to the information is being sought. If the purpose is not consistent which the public register is kept, access to the information sought will not be given.

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Where personal information is contained in a publicly available publication, that information will not be regarded as personal information covered by PPIPA or as health information for the purposes of Part 6 of PPIPA.

**Purposes of public registers**

Some registers have been created to serve a number of purposes. The following section provides guidance on the primary purpose of some of the public registers held by Council. In some cases, a secondary purpose has also been identified as a guide to what might constitute a “purpose relating to the register” under Section 57 (1) of PPIPA.

**Purposes of Public Registers under the LG Act**

- **Land Register (Section 53)** – The primary purpose is to identify all land vested in Council, or under its control. The secondary purpose includes a consideration of public accountability as to the land held by Council. Third party access is therefore a secondary purpose.
- **Records of Approvals (Section 113)** – The primary purpose is to identify all approvals granted under the LG Act. There is a corresponding public accountability purpose and third party access is a secondary purpose.
- **Register of Pecuniary Interests Returns (Section 440AAB)** – The primary purpose of this register is to record the tabling of returns of disclosures of pecuniary interests by councillors and other designated persons under the *Code of Conduct*. There is a corresponding public accountability purpose and third party access is a secondary purpose.
- **Rates Record (Section 602)** – The primary purpose is to record the value and category of a parcel of land, rate liability (including any exemptions) in respect of that land, and the rates and charges levied on that land. The secondary purpose includes recording the owner or lessee of each parcel of land.  
For example, a disclosure on a rating certificate under Section 603 of the LGA that a previous owner was a pensioner is considered to be allowed, because the secondary purpose is a purpose relating to the purpose of the register.

**Purposes of Public Registers under the Environmental Planning and Assessment Act 1979**

- **Register of consents and certificates (Section 4.58)** – The primary purpose is to identify applications for development consent, the determinations (and any terms) of those applications, the determinations (and any terms) of complying development certificates, and any decisions on appeal from such determinations.
- **Record of building information certificates (Section 6.26)** – The primary purpose is to identify all building certificates. Inspection of that record by the public is a secondary purpose. However, Section 6.26 requires that a copy can only be made with the consent of the owner of the building.

**Purposes of Public Registers under the Protection of the Environment Operations Act 1997**

- **Public register of licences held (Section 308)** – The primary purpose is to identify all licences granted under the Act.

**Purposes of the public register under the Public Spaces (Unattended Property) Act 2021**

- **Record of property taken possession of (Section 33)** – The primary purpose is to identify any property that is taken possession of by Council under the Act. There is a

## Privacy Policy and Management Plan

corresponding public accountability purpose and third party access is a secondary purpose.

### Secondary purposes of all public registers

Council aims to be open and accountable and considers that a secondary purpose for which all public registers are held by Council includes the provision of access to members of the public. Therefore, disclosure of records from public registers would normally be considered to be allowable under Section 57 of PPIPA.

However, requests for access, copying or the sale of the whole or a substantial part of a public register held by Council will not necessarily fit within this purpose. Council will be guided by the *Privacy Code of Practice for Local Government* in this respect. Where Council officers have doubt as to the intended use of the information, an applicant may be requested to provide a statutory declaration so that Council may satisfy itself as to the intended use of the information.

Council will make its assessment as to the **minimum** amount of personal information that is required to be disclosed with regard to any request.

### Other purposes

Persons or organisations who apply to Council to have access to the information contained in any public register for a purpose not related to the purpose of the register may be given access at the discretion of Council but only in accordance with the Code concerning Public Registers.

### Applications for suppression in relation to a public register

An application for suppression in relation to a public register will be dealt with under PPIPA, rather than Section 739 of the LGA.

A person about whom personal information is contained (or proposed to be contained) in a public register, may request Council under Section 58 of the PPIPA to have the information removed from, or not placed on the register.

If Council is satisfied that the safety or well-being of any person would be affected by not suppressing the personal information as requested, Council will suppress the information in accordance with the request unless Council is of the opinion that the public interest in maintaining public access to the information outweighs any individual interest in suppressing the information, in accordance with Section 58(2) of the PPIPA. ("Well-being" is defined in the Macquarie Dictionary as "the good or satisfactory condition of existence; welfare".)

When in doubt, Council will err in favour of suppression.

Any information that is removed from, or not placed on, that aspect of a public register to be made public may be kept on the register for other purposes. That is, the information may still be used for Council functions, but it cannot be disclosed to other parties.

An application for suppression should be made in writing addressed to the General Manager and must outline the reasons for the request. The Council may require supporting documentation where appropriate.

### Other Registers

Council may keep other registers that are not public registers. The Information Protection Principles, this Plan, the *Privacy Code of Practice for Local Government* and PPIPA apply to the use and disclosure of information in those registers.

Council may hold a register under the *Contaminated Land Management Act 1997* on behalf of the Environment Protection Authority. This is not to be considered a public register of the Council as the statute does not place any obligations on the Council to make this register publicly available as a register of contaminated land. Furthermore, the legislation foreshadows

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that the Environment Protection Authority may indeed post this list or register on the internet. This may constitute a publication of the information and therefore the PPIPA will not apply.

### **PART 3 – INFORMATION PRIVACY PROTECTION PRINCIPLES**

This Part outlines how Council complies with the IPPs prescribed under PPIPA.

#### **COLLECTION OF INFORMATION**

##### **IPP 1 – Lawful collection ([Section 8](#) of PPIPA)**

###### **Council policy**

- Council collects personal information only for a lawful purpose that is directly related to Council's functions and activities. Council's functions and activities are outlined in its Agency Information Guide.
- Anyone engaged by Council as a private contractor or consultant that involves the collection of personal information must agree to be bound not to collect personal information by any unlawful means. This will include debt recovery actions by or undertaken on behalf of Council by commercial agents.
- Collection of information under the *Companion Animals Act 1998* and Council's use of the Companion Animals Register is guided by the Departmental Chief Executive's guidelines, which have been developed with the PPIPA in mind.
- The Code makes no provision to depart from the requirements of this principle.

###### **Role of Privacy Contact Officer**

- In order to ensure compliance with IPP 1, internet contact forms, rates notices, application forms of whatever nature, or written requests by which personal information is collected by Council, will be referred to the Privacy Contact Officer prior to adoption or use. QPRC's Privacy Contact Officer is the Public Officer (Manager Governance, Legal & Risk). The Privacy Contact Officer will also provide advice as to:
  - Whether the personal information is collected for a lawful purpose
  - If that lawful purpose is directly related to a function of Council
  - Whether or not the collection of that personal information is reasonably necessary for the specified purpose

Any further concerns of a legal nature will be referred to Council's Governance, Legal and Risk team.

##### **IPP 2 – Direct collection ([Section 9](#) of PPIPA)**

###### **Council policy**

- Council collects personal information directly from the person concerned, except as provided for in Section 9 or under other statutory exemptions or Code of Practice.
- The compilation or referral of registers and rolls are the major means by which the Council collects personal information. Other means include forms that customers may complete and lodge with Council for development consent, companion animal registration, applications for specific inspections or certifications or applications in respect of tree preservation orders. Council also collects personal information by way of recordings of telephone conversations and web chats with our customer service team.
- In relation to petitions, the Council will treat the personal information contained in petitions in accordance with PPIPA.

Privacy Policy and Management Plan

- Where Council or a Councillor requests or requires information from individuals or groups, that information will be treated in accordance with PPIPA.
- Council may collect personal information from other public sector agencies in respect of specific statutory obligations where it is authorised by law to do so.
- Where Council anticipates that it may otherwise need to collect personal information indirectly it will first obtain the authorisation of each individual under Section 9 (a) of the PPIPA.
- The Code makes provision for Council to depart from this principle where indirect collection of personal information is reasonably necessary when an award, prize, benefit or similar form of personal recognition is intended to be conferred upon the person to whom the information relates.
- Where Council cannot collect personal information directly from the person, it will ensure one of the following:
  - Council has obtained authority from the person under Section 9(a) of the PPIPA.
  - The collection of personal information from a third party is permitted under an Act or law. (For example, the indirect collection from the Land Titles Office.)
  - The collection of personal information from a parent or guardian is permitted provided the person is less than 16 years of age.
  - The collection of personal information indirectly where one of the below statutory exemptions applies.
  - The collection of personal information indirectly is permitted under the Privacy Code of Practice for Local Government or the Investigative Code of Practice.
- The only other exception to the above is in the case where Council is given unsolicited information.

**Existing statutory exemptions under PIPPA**

- Compliance with IPP 2 is also subject to certain exemptions under PPIPA. If one of those exemptions apply, Council need not comply. The statutory exemption will be relied upon only in very obvious and limited circumstances and legal advice should normally be obtained. The relevant statutory exemptions are:
  - Section 23(2) of the PPIPA permits non-compliance with IPP 2 if the information concerned is collected in connection with proceedings (whether or not actually commenced) before any court or tribunal.
  - Section 24(4) of the PPIPA extends the operation of Section 24(1) to Councils and permits non-compliance with IPP 2 if a Council is:
    - investigating or otherwise handling a complaint or other matter that could be referred or made to, or has been referred from or made by, an investigative agency
    - if compliance might detrimentally affect (or prevent the exercise of) the Council's complaint handling or investigative functions
  - Section 25(a) of the PPIPA permits non-compliance with IPP 2 where the agency is lawfully authorised or required not to comply with the principle.
  - Section 25(b) of the PPIPA permits non-compliance with IPP 2 where non-compliance is "necessarily implied" or "reasonably contemplated" under any Act or law.
  - Section 26(1) of the PPIPA permits non-compliance with IPP 2 if compliance would prejudice the interests of the individual concerned.



Privacy Policy and Management Plan

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**IPP 3 – Requirements when collecting ([Section 10](#) of PPIPA)**

**Council policy**

- Council informs people why their personal information is being collected, what it will be used for, and to whom it will be disclosed.
- Council will tell people how they can access and amend their personal information and any possible consequences, if they decide not to give their personal information to us.
- Council will inform persons if the information is required by law or voluntarily given.
- Council will inform individuals which department or business unit within Council holds their personal information, and of the right to access and correct that information.
- Council will adapt the general Section 10 pre-collection Privacy Notification form as appropriate.
- The Code makes provision for Council to depart from this principle where personal information is collected about an individual for the purpose of conferring upon that person, an award, prize, benefit or similar form of personal recognition without prior or subsequent notification.

**Post-collection**

- Where Council collects personal information indirectly from another public sector agency in respect of any one of its statutory functions, it will endeavour to advise those individuals that it has collected their personal information (for example, in the case of a change of property ownership, by including a privacy notification form in the next issue of their rates notice).
- A common example of the collection of information from another public sector agency is the Land Titles Office. Council receives information as to new ownership changes when property is transferred from one owner to the next.

**IPP 4 – Relevance of collection ([Section 11](#) of PPIPA)**

**Council policy**

- Council ensures personal information is relevant, accurate, is not excessive and does not unreasonably intrude into the personal affairs of people.
- Council collects personal information through the various forms that customers may complete and lodge with Council. Before adoption of a new form, a draft form will be reviewed for compliance with IPP 4 by the Public Officer or other suitable person. Should there be any residual doubts, advice will be sought from the IPC.
- When contacting Council's customer service team by telephone or web chat, customers are advised that the call is being recorded or the chat transcript is retained.
- The *Privacy and Personal Information Protection Regulation 2019* provides that local councils are exempt from Section 11 of PPIPA in with respect to the collection of personal information by using a CCTV camera that the council installs for the purpose of filming a public place, if the camera is positioned so no other land is filmed (unless it is not reasonably practicable to avoid filming the other land when filming the public place).
- Council manages personal data images collected via the use of closed circuit television in accordance with the NSW Government policy statement and guidelines for the establishment and implementation of closed circuit television (CCTV) in public places, the PPIPA and the Work Place Surveillance Act 2005.
- The Code makes no provision to depart from the requirements of this principle.

Privacy Policy and Management Plan

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**Collection by external and related bodies**

- Anyone or anybody exercising a function of Council will be required to comply with this Plan, any applicable Privacy Code of Practice, and the PPIPA. This includes:
  - Council owned businesses
  - Council consultants
  - Private contractors
  - Council committees
- Council will seek to contractually bind each of these entities to comply with the PPIPA.
- Where any of the above collect personal information on behalf of Council or in relation to the performance of their activities, that body or person will be required to:
  - obtain a written authorisation and consent to that collection
  - notify those persons in accordance with IPP 3 as to the intended recipients and other matters required by that principle.

**Collection in relation to investigations**

- Where Council is conducting an investigation, it will have regard to any applicable direction of the Privacy Commissioner under Section 41 of the PPIPA that may affect the application of IPPs 1 to 4.

**STORAGE OF INFORMATION**

**IPP 5 – Retention and security of information ([Section 12 of PPIPA](#))**

**Council policy**

- Information is kept for no longer than is necessary for the purposes for which the information may lawfully be used
- Information is disposed of securely and in accordance with any requirements for the retention and disposal of personal information
- Information is protected, by taking such security safeguards as are reasonable in the circumstances, against loss, unauthorised access, use, modification or disclosure, and against all other misuse
- If it is necessary for Council to give information to a person in connection with the provision of a service to Council, everything reasonably within the power of the Council is done to prevent unauthorised use or disclosure of the information
- Council may use the following or similar documents to comply with this principle:
  - Records Management Plan
  - Records Storage Maintenance and Monitoring Procedure
  - Records Counter Disaster Plan and Vital Records Corporate Practice
  - Records Removed from Council Premises Procedure
  - Records Appraisal and Disposal Corporate Practice
  - Records Storage and Security Corporate Practice
  - Information Security Policy
- The Code makes no provision to depart from the requirements of this principle.

## **ACCESS AND ACCURACY OF INFORMATION**

### **IPP 6 – Transparency ([Section 13](#) of PPIPA)**

#### **Council policy**

- Council is transparent about any personal information that is stored, what it is used for, and the right to access and amend it.
- Council notes that IPP 6 is subject to any applicable conditions or limitations contained in the GIPA Act.
- If Council holds any information about a person, upon request it will advise them the nature of that information, the main purposes for which it is held, and that person's entitlement to access. As a matter of practicality, not every item of personal information, however insignificant, will be capable of ascertainment.
- Any person can make application to Council by completing the appropriate form and submitting it to Council.
- Where Council receives an application or request by a person as to whether Council holds information about them, Council will undertake a search of its records to answer the enquiry. Council may ask the applicant to describe what dealings the applicant has had with Council in order to assist Council to conduct the search.
- Council will ordinarily provide a response to applications of this kind within 28 days of the application being made.
- The Code makes no provision to depart from the requirements of this principle.

#### **Collection in relation to investigations**

- Where Council is conducting an investigation, it will have regard to any applicable direction of the Privacy Commissioner under Section 41 of the PPIPA that may affect the application of IPP 6.

#### **Existing statutory exemptions under PIPPA**

- Compliance with IPP 6 is also subject to certain exemptions under PPIPA. If one of those exemptions apply, Council need not comply. The statutory exemption will be relied upon only in limited circumstances and legal advice should normally be obtained. The relevant statutory exemptions are:
  - Section 25(a) of the PPIPA permits non-compliance with IPP 6 where Council is lawfully authorised or required not to comply with the principle.
  - Section 25(b) of the PPIPA permits non-compliance with IPP 6 where non-compliance is "necessarily implied" or "reasonably contemplated" under any Act or law.

#### **Reporting matters**

Council will issue a statement to be included on its website concerning the nature of personal information it regularly collects, the purpose for which the personal information is used and an individual's right to access their own personal information.

### **IPP 7 – Accessibility ([Section 14](#) of PPIPA)**

#### **Council policy**

- Council allows people to access their own personal information without reasonable delay or expense.

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- Customers wishing to exercise their right of access to their own personal information should apply in writing using the approved form or direct their inquiries to the Public Officer, who will make a determination.
- Members of staff wishing to exercise their right of access to their personal information should apply in writing using the approved form or direct their inquiries to the Manager People and Culture who will deal with the application.
- Where a person makes an application for access under the PPIPA and it is involved or complex, it may be referred, with the written consent of the applicant, as an application under the GIPA Act. However, use of the GIPA Act is to be a last resort. The applicant has the right to insist on being dealt with under PPIPA.
- Under Section 20(5) of the PPIPA, IPA 7 is subject to any applicable conditions or limitations contained in the GIPA Act.
- In order to comply with the requirement to provide the requested information “without excessive delay or expense”, Council will ordinarily provide a response to applications of this kind within 28 days of the application being made.
- IPP 7 does not allow disclosure of information about other people. If access to information that relates to someone else is sought, the application must be made under the GIPA Act, unless Information Protection Principles 11 and 12 or the Public Register provisions apply.
- The Code makes no provision to depart from the requirements of this principle.

**Existing statutory exemptions under PIPPA**

- Compliance with IPP 7 is also subject to certain exemptions under the Act. If one of those exemptions apply, Council need not comply. The statutory exemption will be relied upon only in limited circumstances and legal advice should normally be obtained. The relevant statutory exemptions are:
  - Section 25(a) of the PPIPA permits non-compliance with IPP 7 where Council is lawfully authorised or required not to comply with the principle.
  - Section 25(b) of the PPIPA non-compliance with IPP 7 where non-compliance is “necessarily implied” or “reasonably contemplated” under any Act or law.

**IPP 8 – Correctness of Information ([Section 15 of PPIPA](#))**

**Council policy**

- Council allows people to update, correct or amend their personal information where necessary.
- Where information is requested to be amended (either by way of correction, deletion or addition), the individual to whom the information relates, must make a request. That request should be made using the approved form and should be accompanied by appropriate evidence as to the cogency of the making of the amendment, sufficient to satisfy the Council that the proposed amendment is factually correct and appropriate. The Council may require further documentary evidence to support certain amendments. Council will not charge to process an application to amend a record under Section 15.
- If personal information is amended in accordance with this Section, the individual to whom the information relates is entitled, if it is reasonably practicable, to have the recipients of that information notified of the amendments made by the Council. Council will seek to notify recipients of information as soon as possible, of the making of any amendment, where it is reasonably practicable.

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- If Council declines to amend personal information as requested, it will, on request of the individual concerned, place an addendum on the information in accordance with Section 15(2) of the PPIPA.
- Any alterations that are, or could be, the subject of a customer complaint or grievance will be referred to the General Manager, who will make a determination in relation to the matter.
- The Code makes no provision to depart from the requirements of this principle.

### State Records Act 1998

- Under the *State Records Act 1998* the deletion of records only occurs in accordance with records disposal authorities. However, as a result of Section 15(1) of the PPIPA, some deletions, corrections and additions to records may be allowed in accordance with IPP 8. Where a record is deleted or altered in accordance with IPP 8, a record of that deletion or alteration having been made should be created to ensure a proper record audit trail.

## USE OF INFORMATION

### IPP 9 – Ensuring accuracy of personal information before use ([Section 16](#) of PPIPA)

#### Council policy

- Council makes sure that personal information is relevant and accurate before using it.
- The steps taken to comply with IPP 9 will depend on the age of the information, its likelihood of change and the particular function for which the information was collected.
- The more significant the information, the greater the necessity that checks to ensure its accuracy and currency be undertaken prior to its use.
- For example, each employee's record should be updated when there is any change of circumstances or when the employee's contact details change.
- The Code makes no provision to depart from the requirements of this principle.

### IPP 10 – Limits on use of personal information ([Section 17](#) of PPIPA)

- Council only uses personal information for the purpose it was collected for.
- Where Council may need to use personal information collected for one purpose for another purpose, it will first gain the consent of the individual concerned, unless an exemption applies.
- The Code makes provision that Council may use personal information for a purpose other than the purpose for which it was created in the following circumstances:
  - where the use is in pursuance of Council's lawful and proper function/s and Council is satisfied that the personal information is reasonably necessary for the exercise of such function/s
  - where personal information is to be used for the purpose of conferring upon a particular person, an award, prize, benefit or similar form of personal recognition.

An example of where Council may use personal information obtained for one purpose for another purpose in pursuance of its lawful and proper functions is the Rates Record that Council holds under Section 602 of the LGA. The Rates Record may also be used to:

- notify neighbours of a proposed development
- evaluate a road opening
- evaluate a tree preservation order.

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**External and related bodies**

- Anyone or anybody exercising a function of Council will be required to comply IPP 10. This includes:
  - Council owned businesses
  - Council consultants
  - Private contractors
  - Council committees
- Council will seek to contractually bind each of these bodies or persons to comply.
- Where any of the above seek to use personal information collected for one purpose, that body or person will be required to obtain the written consent of those persons in accordance with Section 17(a) of the PPIPA to the use of the information for another purpose.

**Investigative Functions**

- Where Council is conducting an investigation, it will have regard to any applicable direction of the Privacy Commissioner under Section 41 of the PPIPA that may affect the application of IPP 10.

**Existing exemptions under the Act**

- Compliance with IPP 10 is also subject to certain exemptions under the Act. If one of those exemptions apply, Council need not comply. The statutory exemption will be relied upon only in limited circumstances and legal advice should normally be obtained. The relevant statutory exemptions are:
  - Section 23(4) of the PPIPA permits Council not to comply with IPP 10 where the use of the information for another purpose is reasonably necessary for law enforcement purposes or for the protection of the public revenue. “Law enforcement purposes” means a breach of the criminal law and criminal law enforcement. This Section does not remove the rights of an accused person. “Protection of the public revenue” means a fraud with respect to taxes or other revenue earning processes such as avoidance of stamp duty.
  - Section 24(4) of the PPIPA extends the operation of Section 24(2) to Councils and permits non-compliance with IPP 10 where:
    - Council is investigating or otherwise handling a complaint or other matter that could be referred or made to, or has been referred from or made by, an investigative agency
    - the use of the information concerned for a purpose other than the purpose for which it was collected is reasonably necessary in order to enable the Council to exercise its complaint handling functions or any of its investigative functions.
- Section 25(a) of the PPIPA permits non-compliance with IPP 10 where Council is lawfully authorised or required not to comply with the principle.
- Section 25(b) of the PPIPA permits non-compliance with IPP 10 where non-compliance is “necessarily implied” or “reasonably contemplated” under any Act or law.
- Section 28(3) of the PPIPA permits non-compliance where a disclosure is to be made to a public sector agency under the administration of the Minister for Local Government (e.g., the Office of Local Government) or a public sector agency under the administration of the Premier for the purpose of informing the Minister (or Premier) about any matter within the Minister’s (or Premier’s) administration.

## DISCLOSURE OF PERSONAL INFORMATION

### IPP 11 – Limits on disclosure of personal information ([Section 18](#) of PPIPA)

- Council will not disclose the information to another person or other body, unless the disclosure is directly related to the purpose for which the information was collected or where the Council has no reason to believe that the individual concerned would object to the disclosure.
- Council may disclose personal information to another person or other body where this disclosure is directly related to the purpose for which the personal information was collected and the individual concerned is reasonably likely to have been aware, (or has been made aware in accordance with Section 10), of the intended recipients of that information. “Directly related” can mean the disclosure to another person or agency to deliver a service that supplements that of Council or disclosure to a consultant for the purpose of assessing or reviewing the delivery of a program to which the original collection relates.
- The Council may disclose personal information to another person or other body where this disclosure is necessary to prevent or lessen a serious and imminent threat to the life or health of the individual concerned or another person.
- The Code makes provision for Council to depart from this principle in the following circumstances:
  - Council may disclose personal information to public sector agencies or public utilities on condition that:
    - the agency has approached Council in writing
    - Council is satisfied that the information is to be used by that agency for the proper and lawful function/s of that agency
    - Council is satisfied that the personal information is reasonably necessary for the exercise of that agency’s function/s
  - Where personal information that has been collected about an individual is to be disclosed for the purpose of conferring upon that person, an award, prize, benefit or similar form of personal recognition.
  - Where Council is requested by a potential employer, it may verify that a current or former employee works or has worked for Council, the duration of that work, and the position occupied during that time. This exception shall not permit Council to give an opinion as to that person’s suitability for a particular position with any potential employer unless Council is satisfied that the person has provided their consent for Council to provide a reference, which may include an opinion as to that person’s suitability for the position for which he/she has applied.
- Sections 18 and 57 of the PPIPA should be read in conjunction in regard to Public Registers. Public Registers are discussed further in Part 2 of this Plan.

### Investigative Functions

- Where Council is conducting an investigation, it will have regard to any applicable direction of the Privacy Commissioner under Section 41 of the PPIPA that may affect the application of IPP 11.

### Existing exemptions under the Act

- Compliance with Information Protection Principle 11 is also subject to certain exemptions under the Act. If one of those exemptions apply, Council need not comply. The statutory exemption will be relied upon only in limited circumstances and legal advice should normally be obtained. The relevant statutory exemptions are:

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- Section 23(5)(a) of the PPIPA permits non-compliance with IPP 11 where disclosure is made to a law enforcement agency in connection with proceedings for an offence or for law enforcement purposes. “Law enforcement purposes” means a breach of the criminal law and criminal law enforcement. However, Council need not disclose material that it is entitled to refuse in the absence of a subpoena, warrant or other lawful requirement.
  - Section 23(5)(b) of the PPIPA permits non-compliance with IPP 11 where the disclosure is made to a law enforcement agency for the purpose of ascertaining the whereabouts of a person reported to be missing. However, Council need not disclose material that it is entitled to refuse in the absence of a subpoena, warrant or other lawful requirement.
  - Section 23(5)(c) of the PPIPA permits non-compliance with IPP 11 where disclosure is authorised by subpoena, search warrant or other statutory instrument. However, Council need not disclose material that it is entitled to refuse in the absence of a subpoena, warrant or other lawful requirement.
  - Section 23(5)(d)(i) of the PPIPA permits non-compliance with IPP 11 where disclosure is reasonably necessary for the protection of the public revenue. “Protection of the public revenue” could mean a fraud with respect to taxes or other revenue earning processes such as avoidance of stamp duty. However, Council need not disclose material that it is entitled to refuse in the absence of a subpoena, warrant or other lawful requirement.
  - Section 23(5)(d)(ii) of the PPIPA permits non-compliance with IPP 11 where disclosure is reasonably necessary to investigate an offence where there are reasonable grounds to believe an offence has been committed.
  - Section 24(4) of the PPIPA permits non-compliance with IPP 11 if:
    - investigating a complaint that could be referred or made to, or has been referred from or made by, an investigative agency
    - if the disclosure is to an investigative agency
- Note: “investigative agency” is defined at s.3 of PPIPA.
- Section 25(a) of the PPIPA permits non-compliance with IPP 11 where Council is lawfully authorised or required not to comply with the principle. Section 25(b) of the PPIPA permits non-compliance with IPP 11 where non-compliance is “necessarily implied” or “reasonably contemplated” under any Act or law.
  - Section 26(2) of the PPIPA permits non-compliance where the person expressly consents to such non-compliance.
  - Section 28(3) of the PPIPA permits non-compliance where a disclosure is to be made to a public sector agency under the administration of the Minister for Local Government (e.g. the Office of Local Government) or a public sector agency under the administration of the Premier for the purpose of informing the Minister (or Premier) about any matter within the Minister’s (or Premier’s) administration.
- It is anticipated that a disclosure of personal information for research purposes will be allowed under a Section 41 Direction made by the Privacy Commissioner until such time as a Research Code of Practice is made by the Attorney General.

**Suppression**

- Information held by Council may be suppressed such as to disallow disclosure that would otherwise be allowed in the circumstances outlined above. See Part 1 of this Plan for more details about suppression of personal information.



### **IPP 12 – Special restrictions on disclosure of personal information ([Section 19](#) of PPIPA)**

- Council will not disclose personal information relating to an individual's ethnic or racial origin, political opinions, religious or philosophical beliefs, trade union membership, health or sexual activities unless the disclosure is necessary to prevent a serious or imminent threat to the life or health of the individual concerned or another person.
- Sections 19 and 57 of the PPIPA should be read in conjunction in regard to Public Registers. Public Registers are discussed further in Part 2 of this Plan.

#### **Investigative Functions**

Where Council is conducting an investigation, it will have regard to any applicable Direction of the Privacy Commissioner under Section 41 of the PPIPA that may affect the application of Information Protection Principle 12.

#### **Existing exemptions under the Act**

Compliance with Information Protection Principle 12 is also subject to certain exemptions under the Act. If one of those exemptions apply, Council need not comply. The statutory exemption will be relied upon only in limited circumstances and legal advice should normally be obtained. The relevant statutory exemptions are:

- Section 23(7) of the PPIPA permits non-compliance with IPP 12 where the disclosure is necessary to investigate an offence or where there are reasonable grounds to believe an offence has been or may be committed.
  - Section 25(a) of the PPIPA permits non-compliance with IPP 12 where Council is lawfully authorised or required not to comply with the principle.
  - Section 25(b) of the PPIPA permits non-compliance with IPP 12 where non-compliance is “necessarily implied” or “reasonably contemplated” under any Act or law.
  - Section 26(2) of the PPIPA permits non-compliance where the person expressly consents to such non-compliance.
  - Section 28(2) permits non-compliance with IPP 12 where, in the case of health information, the consent of the person cannot reasonably be obtained and the disclosure is made by an authorised person to another authorised person. “Authorised person” means a medical practitioner, health worker, or other official or employee providing health or community services who is employed or engaged by a public sector agency.
  - Section 28(3) of the PPIPA permits non-compliance where a disclosure is to be made to a public sector agency under the administration of the Minister for Local Government (e.g. the Office of Local Government) or a public sector agency under the administration of the Premier for the purpose of informing the Minister (or Premier) about any matter within the Minister’s (or Premier’s) administration.
- It is anticipated that a disclosure of personal information for research purposes will be allowed under a Section 41 Direction made by the Privacy Commissioner until such time as a Research Code of Practice is made by the Attorney General.

#### **Suppression**

- Information held by Council may be suppressed such as to disallow disclosure that would otherwise be allowed in the circumstances outlined above. See Part 1 of this Plan for more details about suppression of personal information.

## **PART 4 – HEALTH PRIVACY PRINCIPLES**

Health information includes personal information that is information or an opinion about the physical or mental health or a disability of an individual. Health information also includes personal information that is information or an opinion about:

- a health service provided, or to be provided, to an individual
- an individual's express wishes about the future provision of health services to him or her
- other personal information collected in connection with the donation of human tissue
- genetic information that is or could be predictive of the health of an individual or their relatives or descendants

Local councils will often hold health information by reason of their role in family day care and various types of community support services. It is therefore very important for Councils to be familiar with the 15 Health Protection Principles set down in Schedule 1 to the HRIPA. Each of these HPPs are considered below.

The following is a non-exhaustive list of examples of the types of health information and circumstances in which local councils may collect health information in exercising their functions:

- Tree pruning/removal application where residents approach council for a reconsideration or reassessment of a tree pruning/removal application on medical grounds
- Issuing of clean up orders that may include recording information about a resident's health, GP professional contact details or involvement with mental health services
- Volunteer programs where volunteers are asked to disclose health conditions that may preclude them from some types of volunteer work
- Meals on Wheels programs where residents may be asked for medical or dietary requirements, e.g. allergies for catering purposes
- Seniors bus outings where information may be collected on special medical needs
- Councils may provide respite and social support services collecting information that is consistent with the client intake and referral record system
- Information on families for the purposes of children's services. e.g. history of illness, allergies, asthma, diabetes, epilepsy etc.
- Physical exercise classes
- Some councils run Podiatry services
- Information may be collected through a healthy community program
- Children's immunization records
- Family counsellor/youth support workers' records.

### **HPPs 1 to 4 – Collection of health information ([Schedule 1, sections 1–4](#) of HRIPA)**

#### **Council policy**

- Council will only collect health information for a lawful purpose that is directly related to Council's activities and is necessary for that purpose (HPP 1).
- Council will ensure that the health information is relevant, accurate, up to date and not excessive and that the collection is not unnecessarily intrusive into the personal affairs of the individual (HPP 2).
- Council will only collect health information directly from the individual that the information concerns, unless it is unreasonable or impractical for Council to do so (HPP 3).

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- Council will tell the person why the health information is being collected, what will be done with it, who else might see it and what the consequences are if the person decides not to provide it. Council will also tell the person how they can see and correct the health information (HPP 4).
- If Council collects health information about a person from someone else, Council will take reasonable steps to ensure that the subject of the information is aware of the above points (HPP 4).

### Exemptions

- An organisation is not required to comply with HPP 4 if:
  - the individual to whom the information relates has expressly consented to the organisation not complying with it
  - the organisation is lawfully authorised or required not to comply with it
  - non-compliance is otherwise permitted (or necessarily implied or reasonably contemplated) under any Act or any other law including the *State Records Act 1998*)
  - compliance by the organisation would, in the circumstances, prejudice the interests of the individual to whom the information relates the information concerned is collected for law enforcement purposes
  - the organisation is an investigative agency and compliance might detrimentally affect (or prevent the proper exercise of) its complaint handling functions or any of its investigative functions.

### HPP 5 – Retention and security of health information ([Schedule 1, Section 5](#) of HRIPA)

#### Council policy

- Council will store health information securely and protect health information from unauthorised access, use or disclosure. Health information will not be kept for any longer than is necessary and will be disposed of appropriately.

#### Exemptions

- An organisation is not required to comply with a requirement of HPP 5 if:
  - the organisation is lawfully authorised or required not to comply with it
  - non-compliance is otherwise permitted (or is necessarily implied or reasonably contemplated) under an Act or any other law (including the *State Records Act 1998*).
- If the organisation is an investigative agency, it is not required to comply with the HPP 5 requirement to ensure the information is kept for no longer than is necessary for the purposes for which the information may lawfully be used.

### HPP 6 to 9 – Transparency about, access to, amendment of and accuracy of health information held and used by organisations ([Schedule 1, Sections 6–9](#) of HRIPA)

#### Council policy

- Council will provide details about what health information Council is holding about an individual, information about why Council is storing that information, and what rights of access the individual has (HPP 6).
- Council will allow the individual to access his or her health information without reasonable delay or expense (HPP 7).
- Council will allow the individual to update, correct or amend his or her health information where necessary (HPP 8).

Privacy Policy and Management Plan

- Council will make sure that the health information is relevant and accurate before using it (HPP 9).

**HPP 10 – Use of health information (Schedule 1, Section 10 of HRIPA)**

**Council policy**

- Council will only use the health information for the primary purpose for which, unless it is for the person concerned has consented to its use or one of the secondary purposes described in Section 10 of Schedule 1 applies. Those secondary purposes include:
  - a purpose directly related to the primary purpose where the person would reasonably expect Council to disclose the information
  - where there is a serious threat to health or welfare
  - for the management of a health service
  - for the training of employees
  - for research, or the compilation or analysis of statistics, in the public interest
  - to assist a law enforcement agency in relation to a missing person
  - in relation to suspected unlawful activity, unsatisfactory professional conduct or a breach of discipline
  - for the exercise of law enforcement functions by a law enforcement agency where an offence may have been committed
  - for the exercise of complaint handling or investigation functions by an investigative agency (this extends to any public sector agency, or public sector official, who is investigating or otherwise handling a complaint or other matter that could be referred or made to an investigative agency, or that has been referred from or made by an investigative agency)
  - other circumstances prescribed by the regulations.

**Exemptions**

- An organisation is not required to comply with HPP 10 if:
  - the organisation is lawfully authorised or required not to comply with the provision concerned
  - non-compliance is otherwise permitted (or is necessarily implied or reasonably contemplated) under an Act or any other law (including the *State Records Act 1998*).
- HPP 10 does not prevent or restrict the disclosure of health information by a public sector agency:
  - to another public sector agency under the administration of the same Minister, if the disclosure is for the purposes of informing that Minister about any matter within that administration
  - to any public sector agency under the administration of the Premier, if the disclosure is for the purposes of informing the Premier about any matter.

**HPP 11 – Disclosure of health information (Schedule 1, Section 11 of HRIPA)**

**Council policy**

- Council will only disclose health information for the primary purpose for which, unless it is for the person concerned has consented to its use or one of the secondary purposes described in Section 10 of Schedule 1 applies. Those secondary purposes include:
  - a purpose directly related to the primary purpose where the person would reasonably expect Council to disclose the information

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- where there is a serious threat to health or welfare
- for the management of a health service
- for the training of employees
- for research, or the compilation or analysis of statistics, in the public interest
- to assist a law enforcement agency in relation to a missing person
- in relation to suspected unlawful activity, unsatisfactory professional conduct or a breach of discipline
- for the exercise of law enforcement functions by a law enforcement agency where an offence may have been committed
- to an immediate family member of the individual for compassionate reasons
- for the exercise of complaint handling or investigation functions by an investigative agency (this extends to any public sector agency, or public sector official, who is investigating or otherwise handling a complaint or other matter that could be referred or made to an investigative agency, or that has been referred from or made by an investigative agency)
- other circumstances prescribed by the regulations.

### Exemptions

- An organisation is not required to comply with HPP 11 if:
  - the organisation is lawfully authorised or required not to comply with the provision concerned
  - non-compliance is otherwise permitted (or is necessarily implied or reasonably contemplated) under an Act or any other law (including the *State Records Act 1998*).
- HPP 11 does not prevent or restrict the disclosure of health information by a public sector agency:
  - to another public sector agency under the administration of the same Minister, if the disclosure is for the purposes of informing that Minister about any matter within that administration
  - to any public sector agency under the administration of the Premier, if the disclosure is for the purposes of informing the Premier about any matter.

### HPP 12 – Identifiers ([Schedule 1, Section 12 of HRIPA](#))

#### Council policy

- Council will only give an identification number to health information if it is reasonably necessary for Council to carry out its functions effectively (HPP 12).

### HPP 13 – Anonymity ([Schedule 1, Section 13 of HRIPA](#))

#### Council policy

- Council will provide health services anonymously where it is lawful and practical to do so.

### HPP 14 – Transborder data flows and data flow to Commonwealth agencies ([Schedule 1, Section 14 of HRIPA](#))

- HPP 14 prevents the transfer of health information about an individual to any person or body who is in a jurisdiction outlines NSW or to a Commonwealth agency unless specified requirements are met.
- Council will only transfer personal information out of New South Wales if the requirements of HPP 14 are met.

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**HPP 15 – Linkage of health records ([Schedule 1, Section 15](#) of HRIPA)**

**Council policy**

- Council will only include health information in a system to link health records across more than one organisation if the individual to whom the health information relates expressly consents to the link.

**Exemptions**

- An organisation is not required to comply with HPP 15 if:
  - the organisation is lawfully authorised or required not to comply with the provision concerned
  - non-compliance is otherwise permitted (or is necessarily implied or reasonably contemplated) under an Act or any other law (including the *State Records Act 1998*)
  - the inclusion of the health information about the individual in the health records information system (including an inclusion for which an identifier of the individual is to be disclosed) is a use of the information that complies with Schedule 1, Clause 10 (1) (f) of HRIPA or a disclosure of the information that complies with Schedule 1, Clause 11 (1) (f) or HRIPA.

**PART 5 – IMPLEMENTATION OF THE PRIVACY MANAGEMENT PLAN**

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**Training Seminars/Induction**

All Council officials should be acquainted with the general provisions of the PPIPA, the HRIPA and in particular, the 12 IPPs the 15 HPPs, the Public Register provisions, the *Privacy Code of Practice for Local Government*, this Plan and any other applicable Code of Practice.

During induction, all employees should be made aware that the performance management system will include personal information on their individual work performance or competency.

**Responsibilities of the Privacy Contact Officer**

It is assumed that the Public Officer within Council will be assigned the role of the Privacy Contact Officer unless the General Manager has directed otherwise.

In order to ensure compliance with PPIPA and the HRIPA, the Privacy Contact Officer will review all contracts and agreements with consultants and other contractors, rates notices, application forms of whatsoever nature, and other written requests by which personal information is collected by Council, to ensure that Council is in compliance with the PPIPA.

Council's electronic databases should be reviewed to ensure that they contain procedures and protocols to check the accuracy and currency of personal and health information.

The Privacy Contact Officer will also provide opinions within Council as to:

- Whether the personal or health information is collected for a lawful purpose
- If that lawful purpose is directly related to a function of Council
- Whether or not the collection of that personal or health information is reasonably necessary for the specified purpose

Any further concerns of a legal nature will be referred to a legal specialist engaged by Council.

**Distribution of information to the public**

Council may prepare its own literature such as pamphlets on the PPIPA, HRIPA or it may obtain and distribute copies of literature available from the IPC.

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## **PART 6 – INTERNAL REVIEW**

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### **How does the process of Internal Review operate?**

Under Section 53 of the PPIPA a person (the applicant) who is aggrieved by the conduct of a Council is entitled to a review of that conduct. An application for internal review is to be made within 6 months of when the person first became aware of the conduct.

The application is to be in writing and addressed to Council's Privacy Contact Officer. The Privacy Contact Officer may choose to appoint a Reviewing Officer to conduct the internal review. The Reviewing Officer must not be substantially involved in any matter relating to the application. The Reviewing Officer must be an employee and suitability qualified.

The review must be completed as soon as is reasonably practicable in the circumstances. If the review is not completed within 60 days of the lodgement, the applicant is entitled to seek external review.

The Council must notify the Privacy Commissioner of an application as soon as practicable after its receipt, keep the Commissioner informed of the progress of the application and inform the Commissioner of the findings of the review and of the action it proposes to take in relation to the application.

The Privacy Commissioner is entitled to make submissions in relation to internal reviews and the Council is required to consider any relevant material submitted by the Privacy Commissioner. The Council must provide the Privacy Commissioner with a draft of the Council's internal review report to enable the Privacy Commissioner to make a submission.

Council may provide a copy of any submission by Privacy Commissioner's to the applicant.

The Council must notify the applicant of the outcome of the review within 14 days of its determination. A copy of the final review should also be provided to the Privacy Commissioner where it departs from the draft review.

An internal review checklist has been prepared by the IPC and can be accessed from its website <http://www.ipc.nsw.gov.au>.

The Privacy Commissioner must be notified of a complaint, briefed on progress and notified of the outcome of an internal review under the PPIPA or HRIPA.

### **What happens after an Internal Review?**

If the complainant remains unsatisfied, they may appeal to the NSW Civil and Administrative Tribunal (NCAT), which hears the matter afresh and may impose its own decision and can make a range of orders including an award of damages for a breach of an information protection principle or a health privacy principle.

## **PART 7 – OTHER RELEVANT MATTERS**

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### **Mandatory Data Breach Scheme**

In accordance with the MNDB Scheme established under Part 6A of the PPIPA, Council has in place a *Data Breach Policy* that sets out how Council will respond to a data breach that involves disclosure of personal information. The policy outlines the roles and responsibilities of Council officers in relation to managing a breach and the steps Council will follow if a breach occurs.

The *Data Breach Policy*, together with the *Cyber Crime and Security Incident Corporate Practice* and *Cybersecurity Incident Response Plan*, and related procedures, provides comprehensive guidance to Council officials on how to prevent, prepare for, identify, report, contain, evaluate and notify an eligible data breach.

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**Contracts with consultants and other private contractors**

It is necessary to have specific provisions to protect the Council in any dealings with private contractors.

**Confidentiality**

The obligation of confidentiality is additional to and separate from that of privacy. Nevertheless, a duty to withhold information lies at the heart of both concepts. Confidentiality attaches to information per se, personal or health information to the person to whom that information relates.

An obligation of confidentiality exists for all employees whether express or implied as a matter of law.

Information that may be confidential is also likely to have a separate and independent obligation attaching to it in the form of privacy and in that regard, a release for the purposes of confidentiality will not suffice for privacy purposes. Two separate releases will be required and, in the case of privacy, the person to whom the information relates will be required to provide the release.

**Misuse of personal or health information**

Section 664 of the LGA makes it an offence for anyone to disclose information except in accordance with that Section. Whether or not a particular disclosure is made with lawful excuse is a matter that requires legal opinion from case to case.

**Regular review of the collection, storage and use of personal or health information**

The information practices relating to the collection, storage and use of personal or health information will be reviewed by the Council every three years. Any new program initiatives will be incorporated into the review process with a view to ascertaining whether or not those programs comply with the PPIPA.

**Procedures, forms and other guidance**

The Privacy Contact Officer will lead the development of appropriate procedures, forms, templates and other guidance material to assist the implementation of this Plan.

**Review**

When information practices are reviewed from time to time, the Privacy Management Plan will also be reviewed to ensure that the Plan is up to date. At a minimum, the Plan will be reviewed every four years.

**Further information**

Council Contact: Manager Governance, Legal & Risk Ph 02) 6285 6338.

The IPC can also provide assistance with understanding the processes under the PPIPA and HRIPA.



# QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 MARCH 2025

ITEM 9.12          POLICY REVIEW

ATTACHMENT 2    CONTAMINATED LAND POLICY



# Contaminated Land Policy

<b>Date policy was adopted:</b>	
<b>Resolution number:</b>	
<b>Next Policy review date:</b>	2028
<b>Reference number:</b>	24.4.1-30
<b>Strategic Pillar</b>	Development & Environment
<b>Responsible Branch</b>	Environment & Compliance

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## Contaminated Land Policy

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### 1 OUTCOMES

The objective of this policy is to provide a framework to assist Council, residents and proponents of development to respond proactively to contaminated land-based hazards and risks. This Policy is to be read in conjunction with the *QPRC Contaminated Land Guideline*.

### 2 POLICY

Council will responsibly and proactively respond to contamination hazards and risks, through the land use planning framework, and facilitate economic development of contaminated or potentially contaminated land. Proactive measures to prevent possible contamination can have significant environmental and financial benefits for Council and the community.

To achieve this, Council will:

- maintain a database of contaminated or potentially contaminated land (CPCL Database), and record any relevant information on remediation, abatement, or site audits of work undertaken in the Queanbeyan-Palerang Regional Council (QPRC) area;
- ensure information provided by the NSW Environment Protection Authority (EPA) in respect of the EPA Register of Significantly Contaminated Land (and other information as appropriate), or information held in Council's Contaminated or Potentially Contaminated Land Database (CPCL Database), is noted on any relevant section 10.7 (2) Planning Certificate, including advice that further information is available from Council;
- develop and implement educational material and a formal communications strategy to translate the policy into operational guidelines for Council officers and the community.
- ensure appropriate consideration of contamination issues is made during the rezoning and development assessment process, including:
  - identification of the presence of, or the potential for, contamination on the land;
  - consideration of the outcomes of any land contamination study;
  - consideration of any remediation or abatement that has occurred on the land;
  - the application of requirements set out in the Contaminated Land Management Act (1997), SEPP (Resilience and Hazards) 2021, Contaminated Land Management Guidelines, Ministerial Directions under the EP&A Act, local environmental plan (LEP).

The Queanbeyan-Palerang Regional Local Environmental Plan 2022, came into effect on 30 November 2022. There are also applicable Development Control Plans, policies and guidelines.

Contaminated Land Policy

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### 3 SCOPE OF THE POLICY

Land contamination and its effects on human health and the environment can remain untouched within the existing natural environment for long periods of time. By developing a Contaminated Land Policy, QPRC is provided a framework to integrate and manage land contamination within the planning and development process.

This policy establishes the best practice methods for QPRC officers in relation to:

- Identifying, evaluating, and managing contaminated land through the use of land use planning instruments;
- Recording and managing contaminated land information using a contaminated land information system;
- Disclosing contaminated land information to the public;
- Preventing or minimizing the potential for land contamination; and
- Reporting contamination to the NSW EPA.

In accordance with the planning guidelines, this policy aims to:

- Ensure any land use changes will not increase the risk to human health and the environment;
- Avoid inappropriate restrictions on land use; and
- Provide information to support decision making and to inform the community of Council's requirements.

The content of this Policy is relevant to:

- QPRC officers;
- Contaminated land practitioners.
- Landowners;
- Developers; and
- The general public.

### 4 DEFINITIONS

See the QPRC Contaminated Land Guideline.

### 5 LEGISLATIVE OBLIGATIONS AND/OR RELEVANT STANDARDS

This policy forms the basis for the management of land, which is either contaminated or potentially contaminated, within QPRC. The management of contaminated land is a shared responsibility between the EPA, NSW Planning and Environment (DPE), and Council - in very broad terms:

- The EPA, which uses its powers under the Contaminated Land Management Act (1997) to deal with site contamination that is significant enough to warrant regulation under the Act given the site's current or approved use.
- QPRC deal with other contamination issues under the planning and development framework, including SEPP (Resilience and Hazards) 2021 and the Contaminated Land Guidelines, on sites which, though contaminated, do not pose an unacceptable risk under their current or approved use. In these cases, the planning and development process determines what remediation is needed to make the land suitable for a different use.

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## Contaminated Land Policy

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Under the provisions of this policy, Council has developed a framework to manage contaminated or potentially contaminated land within the LGA in accordance with the EP&A Act and SEPP (Resilience and Hazards) 2021.

*Note - Schedule 6 of the EP&A Act provides that planning authorities that act substantially in accordance with SEPP (Resilience and Hazards) 2021 and related guidelines are taken to have acted in good faith when carrying out planning functions.*

## 6 CONTENT

### 6.1 The decision-making process

When carrying out planning functions under the *EP&A Act*, Council must consider the possibility that a previous land use, or an adjoining/nearby land use, has caused contamination of the site; as well as the potential risk to health or the environment from that contamination. The general principle of contamination management under SEPP (Resilience and Hazards) 2021, and the related guidelines, is that a precautionary approach be adopted when exercising a planning function, and that the identification of land contamination issues occurs at an early stage in the planning process in order to prevent harm and reduce delays and costs.

Upon receipt of an LEP amendment request or a development application, relevant staff undertake a review of the application to determine if the land warrants further investigation in relation to contamination. If this review identifies evidence of potential or actual contamination, further assessment of contamination must be conducted in accordance with the QPRC Contaminated Land Guideline.

### 6.2 Rezoning land

The *EP&A Act* requires consideration of contamination issues when rezoning land. Council must determine, at an early stage in the development process, if zoning could allow a change of use that may increase the risk to health or the environment from contamination. Council must be satisfied that the land is suitable for the proposed use or can be remediated to ensure its suitability. This includes considering the history of land that is adjacent to the land being considered for rezoning, as this may have a bearing on the potential or effect of contamination to the land proposed for rezoning. A Stage 1 preliminary site investigation (PSI) will be required at the rezoning stage to assess if the land is potentially contaminated land.

Assessment of rezoning applications on contaminated land will be conducted in accordance with Council's *Contaminated Land Guideline*.

## 7 DEVELOPMENT

*SEPP (Resilience and Hazards) 2021* and section 4.15 (c) of the *EP&A Act* requires Council to consider the suitability of the site for the proposed development.

Council and the EPA may apply conditions of consent that may limit or restrict the use of the land to ensure the delivery of appropriate outcomes on the land are not detrimental to the user's health or the environment.

Assessment of Development Applications on contaminated land will be conducted in accordance with Council's *Contaminated Land Guideline*.

## Contaminated Land Policy

Council will not approve a Development Application or Planning Proposal unless it is satisfied that, based on the information available to it:

- Contamination has been considered;
- If the land is contaminated, that the land is suitable in its contaminated state (or will be suitable following remediation) for all of the uses permissible under the approval; or
- If the land is contaminated, that conditions can be placed through planning instruments or on development consents and approvals under Part 4 of the Environmental Planning and Assessment Act 1979 that will ensure any contaminated land can be remediated to a level appropriate to its intended use, prior to, or during the development stage.

### 8 CONTAMINATED LAND CERTIFICATION REQUIREMENTS

Contaminated land reports are to be prepared or reviewed and approved by an appropriately qualified and certified Environmental Consultant. Currently, the certification schemes recognised by NSW EPA and QPRC are (noting other schemes may become recognised):

- Site Contamination Practitioners Australia (SCPA) scheme;
- Environment Institute of Australia and New Zealand's (EIANZ) Contaminated Land Assessment Specialist Certified Environmental Practitioner (CLA Specialist CEnvP) scheme; or
- Soil Science Australia (SSA) Certified Professional Soil Scientist Contaminated Site Assessment and Management (CPSS CSAM) certification.

### 9 SITE AUDIT

A Site Audit is an independent review of any or all stages of the site investigation process, conducted by a Site Auditor accredited by the NSW EPA in accordance with the *Contaminated Land Management Act 1997*. Engaging a Site Auditor can provide greater certainty about the information on which the planning authority bases its decision, particularly where sensitive uses are proposed, and / or where contamination and remediation is complex.

Council may require a Site Audit to be carried out where QPRC:

- Believes on reasonable grounds that the information provided by the Proponent is incorrect or incomplete;
- Wishes to verify whether the information provided by the Proponent has adhered to appropriate standards, procedures and guidelines; or
- Does not have the internal resources to conduct its own internal technical review.
- All costs associated with providing a Site Audit Report (SAR) or Site Audit Statement (SAS) are to be borne by the proponent. A Site Audit Report must be accompanied by a Site Audit Statement (SAS), which outlines the conclusions of the Site Audit Report (SAR).

## 10 INVESTIGATING AND REPORTING

It is essential that consultants reporting on contaminated land sites complete their investigations and reports in accordance with the NSW EPA prepared and adopted guidelines.

To assist QPRC staff when assessing planning applications, an accompanying report summary, presenting project background, qualifications relevant to scope of work, objectives, key issues, investigation findings and recommendations is to be provided with each report.

### 10.1 Initial Evaluation

An initial evaluation of potential site contamination is to be completed by QPRC. The initial evaluation will determine whether contamination needs to be addressed during the assessment of a Planning Application, and to determine whether further information is required for QPRC to conduct its planning functions in good faith.

### 10.2 Preliminary Site Investigation

A Preliminary Site Investigation (PSI) is to be provided by the proponent when an Initial Evaluation indicates that contamination is or may be present on the site. The main objectives are to identify any past or present potentially contaminating activities, provide a preliminary assessment of any site contamination, and if required, provide a basis for a Detailed Site Investigation.

*Properties in Captains Flat Village can assume due to past mining activities, a risk of contamination is likely and may request consultants to go straight to a DSI.*

### 10.3 Detailed Site Investigation

A Detailed Site Investigation (DSI) is to be provided by the proponent where a Preliminary Site Investigation identifies that further investigation is required. The main objectives are to define the nature, extent and degree of contamination, to assess potential risk posed by contaminants to human health and the environment, and to obtain sufficient information to develop a Remedial Action Plan, if required. It should be noted that the Detailed Site Investigation Stage of the process may entail several investigations and reports.

## 11 REMEDIAL ACTION PLAN

A Remedial Action Plan (RAP) is required where the DSI identifies that remediation or management is needed to render the site suitable for its intended use. A RAP must be provided by the Proponent. The objectives are to set remediation objectives and formally document the process to remediate the site. The proposed remediation is to (as a minimum) reduce the risk from contamination to acceptable levels for the proposed land use scenario. The Remedial Action Plan should be based on the information from previous investigations.

For existing dwellings in Captains Flat, the Captains Flat Lead Management Taskforce has commissioned a 'Standard Remediation Action Plan' for ancillary development dated December 2022.

## 12 VALIDATION AND ONGOING MONITORING

Validation and / or Environmental Monitoring Reports are to be provided by the Proponent.

The objective of Validation is to demonstrate whether the objectives stated in the RAP and any conditions of development consent have been achieved. At times, this may include ongoing monitoring following the completion of remediation. Monitoring undertaken for a limited time is typically incorporated into the Validation Report. In situations where full clean-up is not feasible or on-site containment of contamination is proposed, the need for an On-going Environmental

## Contaminated Land Policy

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Management Plan including monitoring, maintenance and management measures should be determined by both the Proponent's Consultant and Environmental Health Officer.

### 12.1 Notice of Completion

State Environmental Planning Policy (Resilience and Hazards) 2021 requires a Notice of Completion to be provided to QPRC for all remediation work. The Notice of Completion is to include the Validation Report (with monitoring results if monitoring was undertaken).

## 13 MAINTAINING A RECORD OF REMEDIATION WORK

A Validation Report (including monitoring results where applicable) is required to validate the completion and effectiveness of all remediation works for which consent has been provided by Council (i.e. Category 1 Remediation Works). Category 1 works are Remediation works requiring Development Consent.

A person who proposes to carry out Category 2 remediation work, without a development application, must give 30 Days notice of the proposed work to QPRC. A Notice of Completion must also be provided to Council for any Category 2 remediation works, which must include the Validation Report and be notified to QPRC within 30 days of completion.

## 14 ENVIRONMENTAL MANAGEMENT PLAN

An On-going Environmental Management Plan is required to be provided to Council and implemented where contamination remains on site, and there is uncertainty as to its potential to migrate; and / or the effectiveness of the management measures implemented to contain the contamination following remediation and validation; and / or monitoring and ongoing management forms part of the remediation strategy.

## 15 SALE OF LAND

QPRC has a responsibility to provide the community information relating to land contamination, land use history and remediation and validation works. QPRC also has a statutory responsibility to include certain information on planning certificates issued for the purpose of s10.7 of the Environmental Planning and Assessment Act 1979. The information required to be provided by QPRC on planning certificates includes:

- Section 59 of the Contaminated Land Management Act 1997 (i.e. information provided to QPRC by either the NSW EPA or EPA Accredited Site Auditors).
- Schedule 4 of the Environmental Planning and Assessment Regulation 2000 (i.e. whether there is a policy adopted by QPRC or any other public authority that restricts the development of the land, in this case due to actual or potential contamination).

NOTE: SCHEDULE 4 CONTINUES TO APPLY UNTIL THE END OF 30 SEPTEMBER 2022.

### 15.1 Council's Contaminated Land Information System

The development and maintenance of an accurate Contaminated Land Information System aids QPRC in meeting its legislative requirements. Whilst there is no legislative requirement for QPRC to notify a land owner when their parcel of land is included as 'potentially contaminated' in a Contaminated Land Information System, notifying the landowner or prospective landowner via a Section 10.7(2) Planning Certificate provides the opportunity for them to conduct further investigation into the contamination status of the land, should they wish to.

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The logo for QPRC (Queensland Planning and Remediation Centre) features the letters 'QPRC' in a bold, white, sans-serif font. To the right of the text is a stylized graphic composed of a grid of small squares, with some squares highlighted in white against a dark background, forming a cross-like shape.



## Contaminated Land Policy

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Information contained within QPRCs Contaminated Land Information System is also available to the public via access to documents on request in accordance with the requirements of the Government Information (Public Access) Act 2009. This includes making publicly available and free of charge land contamination consultants reports filed within the system.

### 15.2 10.7(2) Planning Certificates

Under the EP&A Act, a Section 10.7(2) Planning Certificate is mandatory when purchasing a property. It is a certificate that details the development potential of a parcel of land including planning restrictions that apply. A Section 10.7(2) Planning Certificate details the contaminated land status of a property in the QPRC area in accordance with Queanbeyan DCP (2012).

### 15.3 10.7(5) Planning Certificates

Under section 10.7 (5) of the Environmental Planning and Assessment Act 1979, Council may include advice on such other relevant matters affecting the land on which it may be aware.

## 16 DUTY TO REPORT

The duty to report contamination to the NSW EPA is a requirement under the Contaminated Land Management Act 1997, with updates provided in the Contaminated Land Management Amendment Act 2008.

The following people are required to report contamination as soon as practical after they become aware of any contamination that meets the triggers for the duty to report:

- Anyone whose activities have contaminated land; or
- An owner of land that has been contaminated.

It should be noted that although the above people have the duty to report contamination, anyone can at any time report suspected contamination to the NSW EPA. Where QPRC reasonably believes that contamination on a site triggers the duty to report contamination, and it is not clear if the polluter or site owner has reported the contamination, it may notify the EPA for possible action under the Contaminated Land Management Act 1997.

## 17 PREVENTING CONTAMINATION

Proactive measures to prevent possible contamination at its source can help to reduce the need for remedial action in the future. Preventing contamination occurring in the first place can therefore have significant environmental and financial benefits for QPRC and the community.

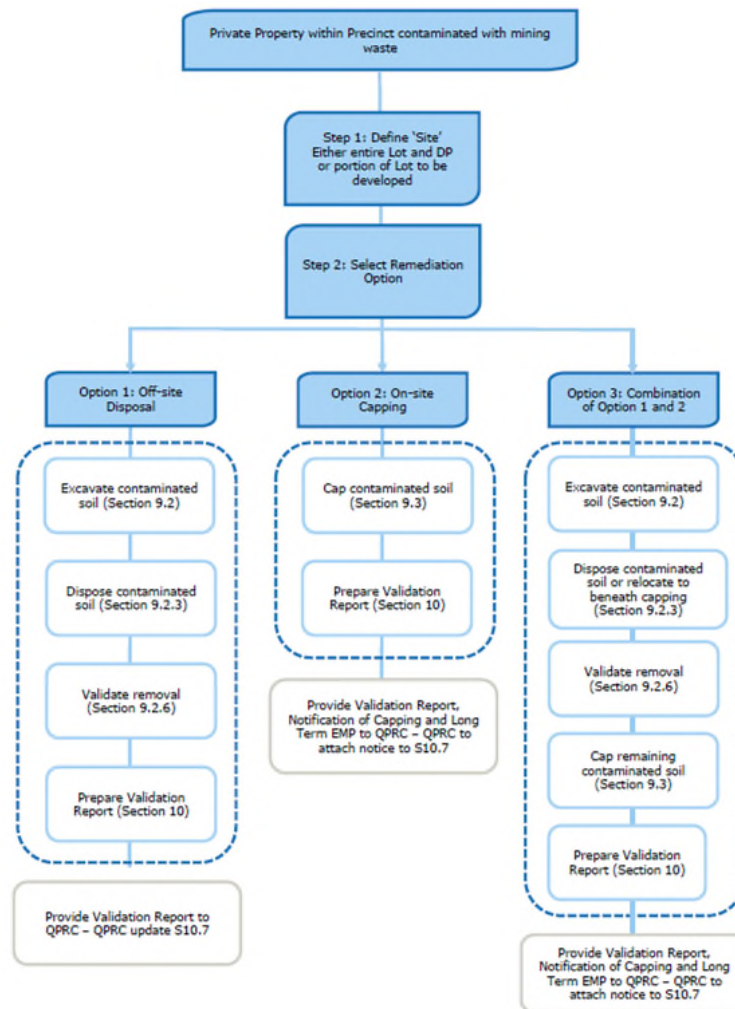
For potential pollution activities, QPRC will apply and enforce conditions of development consent in accordance with the Environmental Planning and Assessment Act 1979 and Council's Compliance and Enforcement Procedure to ensure effective and ongoing control measures are implemented.

Where resources permit, Council will proactively audit sites where the risk of potential contamination warrants pre-emptive enforcement action.

## 18 CAPTAINS FLAT CONTAMINATION MANAGEMENT

Land in and around Captains Flat is known to be potentially contaminated with legacy atmospheric lead, contaminated fill or black slag from the former Lake George Mine. A Standard Remedial Action Plan (the Standard RAP) was coordinated by Department of Regional NSW (DRNSW) in collaboration with Queanbeyan Palerang Regional Council (QPRC). The *Standard Remedial Action Plan, Land Impacted by the former Lake George Legacy Mine*, RAP provides an alternative to preparation of site-specific RAPs for the remediation of private land where an existing dwelling relates and where lead contamination from the former Lake George Legacy Mine may exist.

The Standard RAP has been prepared for ancillary development, to provide a streamlined approach for the assessment of soil contamination, by assuming a level of contamination based on existing information, in order to reduce the cost of the development assessment process. The goal of remediation as described in the Standard RAP is to remove or manage human health risk from lead contamination such that the site is suitable for future land use and to ensure that development work does not result in an unacceptable exposure to lead.



Contaminated Land Policy

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*Remediation options – Captains Flat Standard RAP*

**19 REVIEW**

- 19.1 This policy will be reviewed every four years or earlier as necessary if:
- a) legislation requires it, or
  - b) Council's functions, structure or activities change

# QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 MARCH 2025

ITEM 9.12          POLICY REVIEW

ATTACHMENT 3    CONTAMINATED LAND GUIDELINE



# Contaminated Land Guideline

## A guide to dealing with contaminated land within Queanbeyan-Palerang Regional Council

<b>Date policy was adopted:</b>	
<b>Resolution number:</b>	
<b>Next Policy review date:</b>	2028
<b>Reference number:</b>	24.4.1-30
<b>Strategic Pillar</b>	Development & Environment
<b>Responsible Branch</b>	Environment & Compliance

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Contaminated Land Guideline

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***Regional Contaminated Land Capacity Building Program***

Acknowledgements

This document has been modified by the Model Policy developed by the New South Wales Government through the EPA's Contaminated Land Program.



The Canberra Region Joint Organisation would also like to acknowledge the assistance of other Joint Organisations associated with the Council Regional Capacity Building Program 2018-2021, in particular, the Hunter Joint Organisation for their input into the policy (Hunter Joint Organisation, 2020. *MODEL Regional Contaminated Land Policy – Land Use Planning*. Hunter Joint Organisation. Thornton NSW.

Contaminated Land Guideline

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## Contaminated Land Guideline

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### 1 PURPOSE

Queanbeyan-Palerang Regional Council (QPRC) is committed to ensuring that the use of contaminated land, or suspected contaminated land, occurs in a way that minimises risk to the community and the environment. The objective of this Policy is to provide a framework to assist Council, residents and proponents of development to respond proactively to contaminated land based hazards and risks.

To respond responsibly and proactively to contamination hazards and risks, using the land use planning framework and facilitating economic development of contaminated or potentially contaminated land.

To achieve this, Council will:

1. Maintain a database of contaminated or potentially contaminated land, and record any relevant information on remediation, abatement, or site audits of work undertaken in the QPRC area.
2. Ensure that information provided by the NSW Environment Protection Authority (EPA) in respect of the EPA Register of Significantly Contaminated Land (and other information as appropriate), or information held in Council's Contaminated or Potentially Contaminated Land Database (the Database), is noted on any relevant section 10.7 (2) Planning Certificate, including advice that further information is available from Council.
3. Ensure that appropriate consideration of contamination issues is made during the rezoning and development assessment process, including:
  - identification of the presence of, or the potential for, contamination on the land;
  - consideration of the outcomes of any land contamination study;
  - consideration of any remediation or abatement that has occurred on the land; and
  - the application of requirements set out in the *Contaminated Land Management Act*,

All land within Queanbeyan-Palerang Regional Council is subject to the provisions of SEPP (Resilience and Hazards), and relevant local environmental plan (LEP). The Queanbeyan-Palerang Regional Local Environmental Plan 2022, came into effect on 30 November 2022. There are also applicable Development Control Plans, policies and guidelines.

4. Develop and implement educational material and a formal Communications Strategy to translate the Policy into operational guidelines for Council officers and the community Under 145B of the *NSW Environmental Planning and Assessment Act 1979 (EP&A Act)*, councils who act in good faith are afforded exemptions of liability for any planning decisions made by council.



## Contaminated Land Guideline

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Contaminated land in New South Wales (NSW) is primarily managed through two avenues:

1. Sites where contamination is considered significant enough to warrant regulation are regulated by the NSW Environment Protection Authority (EPA) through the powers provided to it under the Contaminated Land Management Act 1997.
2. Other sites are managed by Councils via land use planning instruments, through the powers provided to it under the Environmental Planning and Assessment Act 1979.

Under the provisions of this policy, Council has developed a framework to manage contaminated or potentially contaminated land within the LGA in accordance with the *EP& A Act and SEPP (Resilience and Hazards)*.

**Note - Schedule 6 of the EP& A Act provides that, planning authorities that act substantially in accordance with SEPP (Resilience and Hazards) and related guidelines, are taken to have acted in good faith when carrying out planning function.**

## 2 SCOPE OF THE POLICY

In accordance with the planning guidelines, this policy aims to:

- Ensure any land use changes will not increase the risk to human health and the environment
- Avoid inappropriate restrictions on land use; and
- Providing information to support decision making and to inform the community of Council's requirements.

The content of this policy is relevant to:

- Local government staff
- Contaminated land practitioners
- Land owners
- Developers
- The general public

## 3 OUTCOMES

The outcomes of this policy are to:

- Ensure that changes in land use do not increase the risk to human health or the environment.
- Consider the likelihood of contamination as early as possible when carrying out regulatory, management or planning activities.
- Ensure Council maintains a suitable contaminated land information system, enabling it to provide stakeholders with accurate information relating to land contamination.
- Ensure Council exercises its functions relating to the development of contaminated land in accordance with the relevant legislation, guidelines, and codes.
- Avoid any inappropriate restrictions on land use arising from contamination
- Ensure site investigation, remediation and reporting works are completed in a satisfactory manner

## Contaminated Land Guideline

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- Provide information to support QPRC decision making, and to inform the community of potential restrictions on development arising from land contamination.

### 4 POLICY APPLICATION

This policy applies to all land within the QPRC Local Government Area.

This policy applies to the following functions of Council:

- The preparation, amendment, and application of Local Environmental Plans
- The preparation, amendment, and application of Development Control Plans
- The Preparation, amendment, and application of Plans of Management for Community Land
- The determination of Development Applications
- The modification of Development Consent Conditions
- The determination of activities pursuant to part 4 of the Environmental Planning and Assessment Act 1979; and
- The storage and sharing of contaminated land information through s10 planning certificates.

This policy outlines a framework for the management of Contaminated Land regulated by local Council, as determined by the Environmental Planning and Assessment Act 1979 and Managing Land Contamination Planning Guidelines SEPP 55 - Remediation of Land (1998) ("the Planning Guidelines"). The National Environment Protection (Assessment of Site Contamination) Measure 1999 (April 2013) ASC NEPM), and relevant Council policies, procedures, and processes.

The objective of this Policy is to provide a framework to assist Council, residents and proponents of development to respond proactively to contaminated land-based hazards and risks.

This Policy applies to the management of contaminated or potentially contaminated land through the land use planning process including listed and draft Environmental heritage items, or items that have Aboriginal/ Archaeological heritage significance, and is a land based policy only.

Contaminated Land Guideline

5 DEFINITIONS

<b>Abatement</b>	a barrier over affected areas to reduce exposure pathways, and may include a barrier over affected areas which contains the contamination on the land.
<b>Approved voluntary management proposal (VMP)</b>	a voluntary management proposal that has been approved by the EPA under section 17 of the Contaminated Land Management <i>Contaminated Land Management Act</i> (1997) as modified by any conditions imposed by the EPA under that section.
<b>Assessment of site contamination</b>	a set of formal methods for determining the nature, extent and levels of existing contamination and the actual or potential risk to human health or the environment on or off-site resulting from that contamination.
<b>Category 1 Remediation Work</b>	Remediation works requiring Development Consent under SEPP (Resilience and Hazards) 2021.
<b>Category 2 Remediation Work</b>	Remediation works that do not require Development Consent (but must be notified to Council) under SEPP (Resilience and Hazards) 2021
<b>Captains Flat Lead Management Taskforce</b>	Government multi agency Taskforce established in 2021 in response to the elevated lead levels as a legacy of Lake George mine at Captains Flat.
<b>Competent and qualified contamination consultant</b>	Two contaminated land consultation certified schemes have recently merged: The <i>Environment Institute of Australia and New Zealand (EIANZ) Certified Environmental Practitioners Scheme (CEnvP) Contaminated Land specialisation</i> and the <i>Site Contamination Practitioners Australia (SCPA) scheme</i> have merged to form a new 'Site Contamination' specialist certification operating under CEnvP. Council recognises this merged scheme, and continues to recognise the <i>Soil Science Australia (SSA) Certified Professional Soil Scientist Contaminated Site Assessment and Management (CPSS CSAM) certification scheme</i> .
<b>Contaminated Land</b>	land in, on or under which any substance is present at a concentration above that naturally present in, on or under the land and that poses, or is likely to pose, an immediate or long-term risk to human health or the environment.
<b>Contamination</b>	The condition of land or water where any chemical substance or waste has been added as a direct or indirect result of human activity at above background level and represents, or potentially represents, an adverse health or environmental impact.
<b>Council official</b>	Includes Councilors, Council staff, administrators, Council committee members and delegates of Council.
<b>CLM Act</b>	<i>Contaminated Land Management Act 1997 (NSW)</i>
<b>Detailed Site Investigation (DSI)</b>	An investigation with the objective to define the nature, extent and degree of contamination; assess potential risk posed by contaminants to health and the environment; and obtain sufficient information to develop a Remedial Action Plan (if needed)

Contaminated Land Guideline

<b>Development Application (DA)</b>	A Development Application is a formal request for consent to carry out development and is considered under Part IV of the <i>Environmental Planning &amp; Assessment Act 1979</i>
<b>Development Consent</b>	Formal approval from Local Councils to proceed with a development. Development Consent is required prior to commencement of any works associated with development governed by Part IV of the <i>Environmental Planning &amp; Assessment Act 1979</i>
<b>Development Control Plan (DCP)</b>	provides guidance to the development of land under the applicable Queanbeyan-Palerang Regional Council DCP.
<b>Duty to Report</b>	The duty to report significant contamination to the NSW EPA is a requirement under the <i>Contaminated Land Management Act 1997</i> , with updates provided in the <i>Contaminated Land Management Amendment Act 2008</i> . The triggers for reporting are presented in the “Guidelines on the Duty to Report Contamination under the <i>Contaminated Land Management Act 1997</i> ” (2015)
<b>Environment Protection Authority (EPA)</b>	the NSW Environment Protection Authority constituted by the <i>Protection of the Environment Administration Act 1991</i> .
<b>Local Environmental Plan (LEP)</b>	An LEP guides planning decisions for Local Government Areas through zoning and development controls, which provide a framework for the way land can be used. LEPs are Planning Instruments from the <i>Environmental Planning &amp; Assessment Act 1979</i>
<b>Local Government Area (LGA)</b>	Queanbeyan–Palering Regional Council is our local government area located in the Southern Tablelands region of New South Wales. A total area of 5,319 km <sup>2</sup> .
<b>Management Order</b>	An order under section 14 (1) under the <i>Contaminated Land Management Act</i> .
<b>National Environment Protection (Assessment of Site Contamination) Measure 1999 (April 2013 ASC NEPM)</b>	a measure made under section 14(1) of the Commonwealth Act and the equivalent provisions of the corresponding Acts of participating States and Territories.
<b>Notification of remediation</b>	Prior notice of a category 2 remediation work given to the council in accordance with SEPP (Resilience and Hazards) 2021.
<b>Ongoing Environmental Management Plan (OEMP)</b>	A plan outlining monitoring and management requirements where contamination remains on site, and there is uncertainty as to its potential to migrate; and / or the effectiveness of the management measures implemented to contain the contamination following remediation and validation; and / or monitoring and ongoing management forms part of the remediation strategy
<b>Ongoing maintenance order</b>	An order under section 28 (2) of the <i>Contaminated Land Management Act</i> .
<b>Planning Application</b>	A Development Application or Planning Proposal made to Council in accordance with the <i>Environmental Planning and Assessment Act 1979</i> (NSW)
<b>Planning Guidelines</b>	NSW SEPP (Resilience and Hazards) 2021
<b>Planning Proposal</b>	A formal application submitted to Council proposing to rezone land

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<b>POEO</b>	<i>Protection of the Environment Operations Act 1997 (NSW)</i>
<b>Potentially contaminated land</b>	Land that may be contaminated with a concentration of substances above that naturally present that may pose or is likely to pose a potential or actual risk to human health or the environment such as uncontrolled and unidentified fill on land.
<b>Preliminary Site Investigation (PSI)</b>	An investigation to identify any past or present potentially contaminating activities, to provide a preliminary assessment of any site contamination, and if required, to provide a basis for a more detailed investigation
<b>Remediation</b>	of contaminated land includes: (a) preparing a long-term management plan (if any) for the land, and (b) removing, dispersing, destroying, reducing, mitigating or containing the contamination of the land, and (c) eliminating or reducing any hazard arising from the contamination of the land (including by preventing the entry of persons or animals on the land).
<b>Remedial Action Plan (RAP)</b>	A plan that sets objectives, and documents the process, for remediating a contaminated site
<b>Section 10.7 Planning Certificate</b>	Planning Certificate under Section 10.7 of the <i>Environmental Planning and Assessment Act 1979 (NSW)</i> that provides information to owners and prospective purchasers as to any restrictions on the land.
<b>SEPP 55</b>	REPEALED
<b>SEPP (Resilience &amp; Hazards) 2021</b>	This Policy commences on 1 March 2021.
<b>Significantly Contaminated Land</b>	A site is declared Significantly Contaminated Land by the EPA where contamination is considered significant enough to warrant regulation under the <i>Contaminated Land Management Act 1997</i> (with changes made through the <i>Contaminated Land Management Amendment Act 2008</i> ) given the site's current or approved use.
<b>Site Audit</b>	An independent review by a Contaminated Land Auditor, accredited by the NSW EPA, of any or all stages of the site investigation process, conducted in accordance with the requirements of the <i>Contaminated Land Management Act 1997</i> .
<b>Site Auditor</b>	person accredited by the EPA under the <i>Contaminated Land Management Act</i> to conduct site audits.
<b>Site Audit Report (SAR)</b>	A report which summarises the report(s) audited and provides the Auditor's opinion and conclusions. A Site Audit Report must be accompanied by a Site Audit Statement.
<b>Site Audit Statement (SAS)</b>	A statement which outlines the conclusions of a site audit. A Site Audit Statement must be accompanied by a Site Audit Report.
<b>Site History</b>	a land use history of a site which identifies activities or land uses which may have contaminated the site, establishes the geographical location of particular processes within the site, and determines the approximate time periods over which these activities took place.

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<b>Site investigation process</b>	the process of investigating land which may be, or is, contaminated, for the purpose of providing information to a planning authority.
<b>Stage 1 Preliminary Investigation</b>	an investigation to identify any past or present potentially contaminating activities and to provide a preliminary assessment of any site contamination.
<b>Stage 2 Detailed Investigation</b>	an investigation to define the extent and degree of contamination, to assess potential risk posed by contaminants to health and the environment, and to obtain sufficient information for the development of a remedial action plan if required.
<b>Stage 3 Remedial Action Plan</b>	a plan which sets remediation goals and documents the process to remediate a site.
<b>Stage 4 Validation and Monitoring</b>	An investigation to determine whether the objectives for remediation and management of contamination have been achieved.
<b>Standard Remediation Action Plan (SRAP)</b>	The Standard RAP outlines a standard remediation response that is designed to be appropriate for ancillary works to existing dwellings at Captains Flat.
<b>Validation</b>	The objective of the validation stage of the contaminated land process is to demonstrate whether or not the objectives stated in the Remedial Action Plan have been achieved
<b>Virgin Excavated Natural Material (VENM)</b>	'natural material' (such as clay, gravel, sand, soil or rock fines), that has been excavated or quarried from areas that are not contaminated or hazardous.
<b>Voluntary management proposal</b>	see section 17 (1) of the <i>Contaminated Land Management Act</i> .
<b>Waste Classification</b>	Those who generate waste are responsible for having their waste classified into one of six waste classes under the Waste Classification Guidelines. NSW EPA resource recovery orders and exemptions should then be checked.

## 6 RESPONSIBILITY

Several areas of council are responsible for the implementation of this policy.

<b>Position Title</b>	<b>Responsibility</b>
Manager Natural Landscapes and Health	Implementation and review of the policy, and ensuring staff are sufficiently trained to implement the policy.
Manager Development Control	The application of this policy in development applications and compliance.
Development Assessment Team	Application of this policy in relation to Development Assessment.
Land-use Planning Team	Application of this policy in relation to planning proposals and zoning changes within the LEP, DCP, provision of information for s10.7 certificates and updating the Contaminated Land Register.
GIS Team	Responsible for updating and improving Council property information system /

Contaminated Land Guideline

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	contaminated land information system with applicable contamination information.
Environmental Health Officers	Application of this policy in relation to development referrals, assessment of contaminated land information.
Council Works Project Mangers	The application of this policy in works undertaken under the Infrastructure State Environmental Planning Policy and Part 5 of the Environmental Planning and Assessment Act 1979.

## Contaminated Land Guideline

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### 7 LEGISLATIVE OBLIGATIONS AND/OR RELEVANT STANDARDS

This policy is supported by key legislative instruments, including:

- State Environmental Planning Policy (Resilience and Hazards) 2021
- Contaminated Land Management Act 1997
- Contaminated Land Management Amendment Act 2008
- Contaminated Land Management Regulation 2013
- Environmental Planning and Assessment Act 1979
- Environmental Planning and Assessment Regulation 2000
- Government Information (Public Access) Act 2009
- Guidelines endorsed by the NSW EPA under the CLM Act.
- Local Government Act 1993
- Local Government (General) Regulation 2005
- National Environment Protection (Assessment of Site Contamination) Measure 1999, 2013 amendment
- Protection of the Environment Operations Act 1997
- Protection of the Environment Operations (Underground Petroleum Storage Systems) Regulation 2019
- Work Health and Safety Act 2011

Note: State Environmental Planning Policy No. 55 – Remediation of Land is a repealed State Environmental Planning Policy and has been superseded by the State Environmental Planning Policy (Resilience and Hazards) 2021.

The Queanbeyan-Palerang Regional Local Environmental Plan 2022, came into effect on 30 November 2022. There are also applicable Development Control Plans, policies and guidelines.



## Contaminated Land Guideline

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### 8 MANAGING CONTAMINATED LAND

The management of contaminated land is a shared responsibility between the EPA, NSW Planning and Environment (DPE), and Council - in very broad terms:

- the EPA, which uses its powers under the *Contaminated Land Management Act (1997)* to deal with site contamination that is significant enough to warrant regulation under the Act given the site's current or approved use;
- local councils who deal with other contamination under the planning and development framework, including *SEPP (Resilience and Hazards)* and the *Contaminated Land Guidelines*, on sites which, though contaminated, do not pose an unacceptable risk under their current or approved use. In these cases, the planning and development process determines what remediation is needed to make the land suitable for a different use.

Under the provisions of this policy, Council has developed a framework to manage contaminated or potentially contaminated land within the City in accordance with the *EP& A Act* and *SEPP (Resilience and Hazards)*.

**Note - Schedule 6 of the EP& A Act provides that, planning authorities that act substantially in accordance with SEPP (Resilience and Hazards) and related guidelines, are taken to have acted in good faith when carrying out planning functions.**

When carrying out planning functions under the *EP& A Act*, Council must consider the possibility that a previous land use, or an adjoining/nearby land use, has caused contamination of the site; as well as the potential risk to health or the environment from that contamination. The general principle of contamination management under *SEPP (Resilience and Hazards)*, and the related guidelines, is that a precautionary approach be adopted when exercising a planning function, and that the identification of land contamination issues occurs at an early stage in the planning process in order to prevent harm and reduce delays and costs.

Upon receipt of a Planning Proposal for LEP amendment request or a Development Application, relevant staff will undertake a review of the application to determine if the land warrants further investigation in relation to contamination. If this review identifies evidence of potential or actual contamination, further assessment of contamination will be conducted.

### 9 ASSESSING DEVELOPMENT APPLICATIONS INVOLVING CONTAMINATION

When assessing development applications, Council is required to initiate the Contaminated Land Process if it considers that land contamination may be present and could pose a risk to human health and/or the environment.

This typically occurs in two stages:

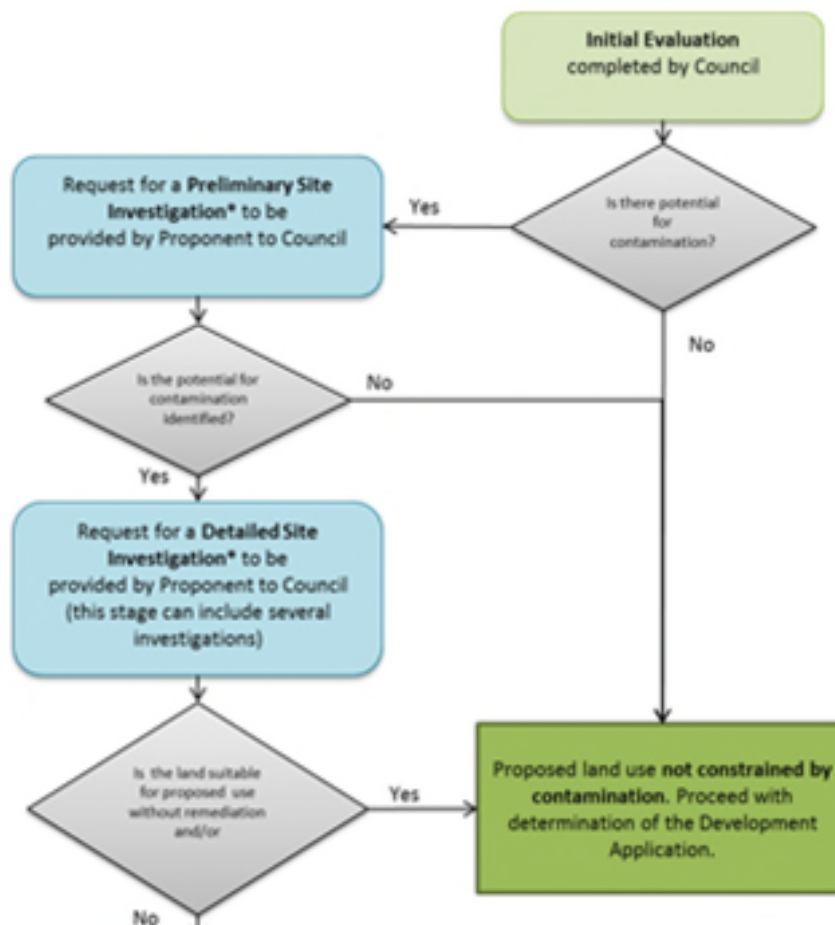
1. Request for Information; and
2. Conditions of Development Consent

Contaminated Land Guideline

10 REQUESTS FOR INFORMATION

Council, as the regulatory authority, is unable to provide consent for a development until it is satisfied that the site is, or can be made, suitable (during the development stage with the implementation of remediation and/or management) for the proposed land use. For that reason, Site Investigation and Remedial Action Plan stages will typically be addressed through a "Request for Information" process rather than specifying them as conditions of development consent.

Figure 1 shows the typical process for Requests for Information. However, it should be noted that the level of information needed to ensure the land is, or can be made, suitable for the proposed land use needs to be assessed on a case-by-case basis. In some situations, the request for information may include further stages of the Contaminated Land Process (than those outlined in Figure 1) if deemed necessary for Council to make a determination on the development application.



Contaminated Land Guideline

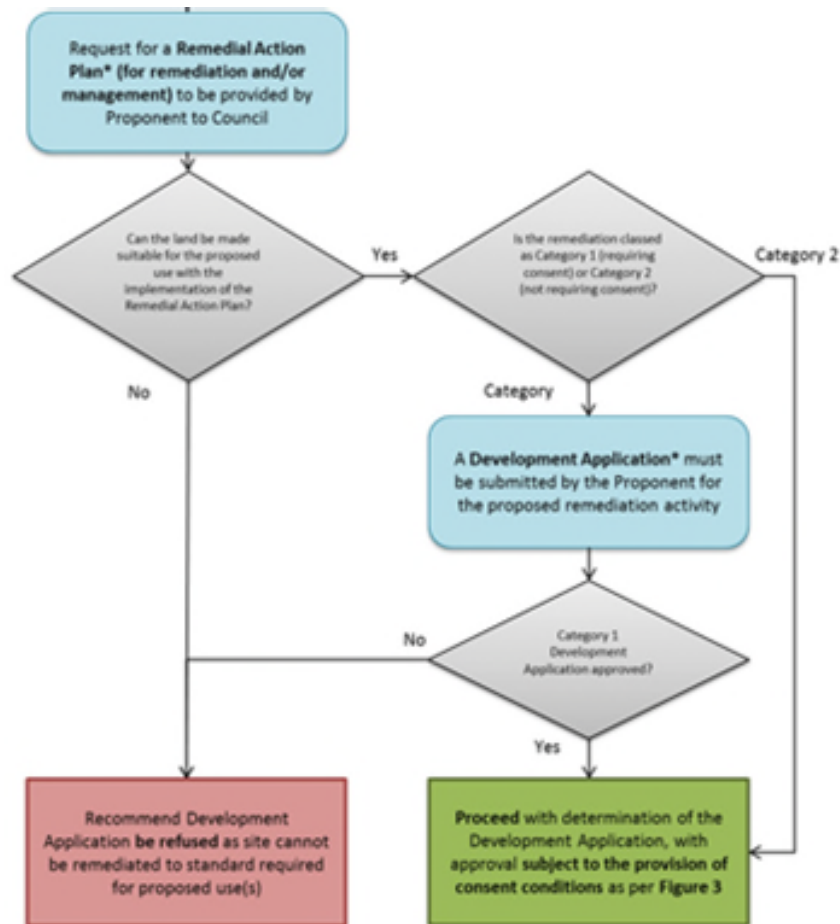


Figure 1. Process for Determining Requests for Information

Note: Council may require the Proponent to provide a Site Audit Report as part of the Request for Information. A Site Audit may be requested for any or all stages of the Contaminated Land Process (ie. of the Contaminated Land Consultant’s work), Where Council:

- Believes on reasonable grounds that the information provided by the Proponent is incorrect or incomplete;
- Wishes to verify whether the information provided by the Proponent has adhered to appropriate standards, procedures and guidelines; or
- Does not have the internal resources to conduct its own technical review.

Requesting the Proponent to engage a NSW EPA Accredited Site Auditor provides greater certainty about the information on which the land use planning decisions are based, in particular where a sensitive land use is proposed or where contamination is complex.

## Contaminated Land Guideline

### 11 PLANNING PROPOSALS

*SEPP (Resilience and Hazards)* requires consideration of contamination issues when rezoning land. Council must determine, at an early stage in the development process, if a rezoning could allow a change of use that may increase the risk to health or the environment from contamination. Council must be satisfied that the land is suitable for the proposed use or can be remediated to ensure its suitability. This includes considering the history of land that is adjacent to the land being considered for rezoning, as this may have a bearing on the potential or effect of contamination to the land proposed for rezoning. A Stage 1 Preliminary investigation will be required at the rezoning stage to assess if the land is potentially contaminated land.

**Policy Statement:**

Council will not approve a Development Application or Planning Proposal, unless it is satisfied that, based off the information available to it:

- Contamination has been considered;
- If the land is contaminated, that the land is suitable in its contaminated state (or will be suitable following remediation) for all of the uses permissible under the approval; or
- If the land is contaminated, that conditions can be placed through planning instruments or on development consents and approvals under Part IV of the Environmental Planning and Assessment Act 1979 that will ensure any contaminated land can be remediated to a level appropriate to its intended use, prior to, or during the development stage.

### 12 CONTAMINATED LAND INFORMATION SYSTEM

Council has a responsibility to provide the community information relating to land contamination, land use history and remediation and validation works. Council also has a statutory responsibility to include certain information on planning certificates issued for the purpose of s10.7 of the *Environmental Planning and Assessment Act 1979*. The information required to be provided by Council includes:

- s59 of the *Contaminated Land Management Act 1997* (i.e. information provided to Council by either the NSW EPA or Accredited Auditors).
- Schedule 2 of the *Environmental Planning and Assessment Regulation 2021* (i.e. whether there is a policy adopted by Council or any other public authority that restricts the development of the land, in this case due to actual or potential contamination). This Schedule does not take effect until 1 October 2022. Schedule 6, section 8(1) provides that the *Environmental Planning and Assessment Regulation 2000*, Schedule 4 continues to apply until the end of 30 September 2022.

The development and implementation of an accurate Contaminated Land Information System will aid Council in meeting its legislative requirements. Whilst there is no legislative requirement for Council to notify a land owner when their parcel of land is included as 'potentially contaminated' in a Contaminated Land Information System, notifying the landowner provides the opportunity for them to establish that the land is not contaminated and should not be notified

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on a Section 10.7(2) Planning Certificate, or alternatively, to manage or undertake remediation of the land. Notifying the property owner of a site's inclusion also allows the owner the opportunity to reduce the potential risk of harm to the health of the land's occupants and to the environment.

Information contained within Councils Contaminated Land Information System is also available to the public via access to documents on request in accordance with the requirements of the *Government Information (Public Access) Act 2009*. This includes making publicly available and free of charge land contamination consultants reports filed within the system.

**Policy Statement:**

- Council will maintain a Contaminated Land Information System to support its planning functions and provide relevant and accurate information regarding contaminated land to the public, in accordance with the *NSW Government Information (Public Access) Act 2009*.
- Where Council has a Contaminated Land Information System in place, and the inclusion of a property in the system has the potential to restrict the development or use of the land, the property owner will be notified of the inclusion, on request, via a 10.7(2) Planning Certificate.
- Council will request that all contaminated land reports provided exempt Council from any claim for copyright that may restrict Council's ability to provide information to the public in accordance with the *Government Information (Public Access) Act 2009* and the *Contaminated Land Management Act 1997*.

### 13 PLANNING CERTIFICATES S10.7 (2)

Under the *Environmental Planning and Assessment Regulation 2000* (schedule 4) and s59 (2) of the *Contaminated Land Management Act 1997*, Council has a legal obligation to provide certain information through section 10.7(2) planning certificates in relation to land contamination.

Section 10.7 (2) certificates issued by Council will include information relevant to the property on the date the certificate is issued. This information will include:

- a) that the land to which the certificate relates is significantly contaminated land within the meaning of that Act—if the land (or part of the land) is significantly contaminated land at the date when the certificate is issued,
- b) that the land to which the certificate relates is subject to a management order within the meaning of that Act—if it is subject to such an order at the date when the certificate is issued,
- c) that the land to which the certificate relates is the subject of an approved voluntary management proposal within the meaning of that Act—if it is the subject of such an approved proposal at the date when the certificate is issued,
- d) that the land to which the certificate relates is subject to an ongoing maintenance order within the meaning of that Act—if it is subject to such an

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order at the date when the certificate is issued, that the land to which the certificate relates is the subject of a site audit statement within the meaning of that Act—if a copy of such a statement has been provided at any time to the local authority issuing the certificate.

**Policy Statement:**

Section 10.7(2) Planning Certificates issued by Council are to:

- Contain information on matters prescribed under Section 59(2) of the *Contaminated Land Management Act 1997* that are relevant to the property.
- Whether or not the land is affected by an adopted policy of the Council or any other public authority that restricts the development of land because of the likelihood of any risk of contamination
- Provide notations on the certificates as per Attachment A.

## 14 CONTAMINATED LAND CERTIFICATION REQUIREMENTS

Engaging professionals who have the relevant qualifications, competencies and experience is important when investigating and managing contaminated sites. Contaminated Land Consultant certification schemes have been developed to ensure consultants dealing with contaminated sites have the necessary competencies to carry out the work. Certification under a recognised scheme should be interpreted as the consultant meeting an acceptable minimum standard of competency. Currently, the certification schemes recognised by NSW EPA and Council are:

- Site Contamination Practitioners Australia (SCPA) scheme for Certified Practitioner – Site Assessment and Management (CP SAM)
- Environment Institute of Australia and New Zealand's (EIANZ) Contaminated Land Assessment Specialist Certified Environmental Practitioner (CLA Specialist CEnvP) scheme
- Soil Science Australia (SSA) Certified Professional Soil Scientist Contaminated Site Assessment and Management (CPSS CSAM) certification.

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### Policy Statement:

Contaminated land reports are to be prepared or reviewed and approved by an appropriately qualified and certified Environmental Consultant (for any reports submitted from 1 July 2021 and onwards). Currently, the certification schemes recognised by NSW EPA and Council are (noting other schemes may become recognised):

- Site Contamination Practitioners Australia (SCPA) scheme;
- Environment Institute of Australia and New Zealand's (EIANZ) Contaminated Land Assessment Specialist Certified Environmental Practitioner (CLA Specialist CEnvP) scheme; or
- Soil Science Australia (SSA) Certified Professional Soil Scientist Contaminated Site Assessment and Management (CPSS CSAM) certification.

## 15 INVESTIGATION AND REPORTING

It is essential that consultants reporting on contaminated land sites complete their investigations and reports in accordance with the NSW EPA prepared and adopted guidelines. To assist Council staff when assessing planning applications, an accompanying report synthesis, presenting project background, qualifications relevant to scope of work, objectives, key issues, investigation findings and recommendations is to be provided with each report.

### Policy Statements:

- All investigations and accompanying reports provided to Council are to be completed in accordance with NSW EPA prepared and adopted guidelines.
- All contaminated land reports provided to Council are required to include a summary report synthesising qualifications, key findings and recommendations.

## 16 SITE INVESTIGATION, REMEDIATION AND VALIDATION

To ensure Council satisfy their legislative requirements when considering planning applications, an appropriate investigation process is required.

### Initial Evaluation

An initial evaluation of potential site contamination is to be completed by council. The initial evaluation will determine whether contamination needs to be addressed during the assessment of a Planning Application, and to determine whether further information is required for Council to conduct its planning functions in good faith.

### Policy Statement:

- An initial evaluation of a sites potential contamination is to be completed by Council for all land use Planning Applications.

## Contaminated Land Guideline

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### Preliminary Site Investigation (PSI)

A Preliminary Site Investigation (PSI) is to be provided by the proponent when an Initial Evaluation indicates that contamination is or may be present on the site. The report must adequately identify potential human and ecological receptors (on- and off-site) and identify potentially affected media (soil, sediment, groundwater, surface water, soil vapour and indoor and outdoor air).

The main objectives are to identify any past or present potentially contaminating activities, provide a preliminary assessment of any site contamination, indicate all contaminants of potential concern including emerging contaminants that have been identified during the preliminary site investigation and if required, provide a basis for a Detailed Site Investigation.

Where a complete site history clearly shows that activities have been non-contaminating, there are no impacts from off-site contamination sources, and observations do not indicate any potential for contamination, there may be no need for further investigation or site sampling.

#### **Policy Statement:**

- A Preliminary Site Investigation is required when an Initial Evaluation identifies that contamination is, or may be present on the site, or if potential or actual contamination on an adjacent area has the potential to migrate to the site.

### Detailed Site Investigation (DSI)

If a Detailed Site Investigation (DSI) is to be provided by the proponent, the main objectives are to define the nature, extent and degree of contamination, to assess potential risk posed by contaminants to human health and the environment, and to obtain sufficient information to develop a Remedial Action Plan, if required. It should be noted that the Detailed Site Investigation Stage of the process may entail several investigations and reports.

#### **Policy Statement:**

A Detailed Site Investigation is required when:

- A Preliminary Site Investigation indicates that the land is, or may be contaminated;
- The site is, or was, used for an activity listed in Table 1 of the Managing Land Contamination Planning Guidelines (refer Attachment A), or other potentially contaminating activities known to Council, and a land use change is proposed that has the potential to increase the risk of exposure to contamination; or
- To accompany a remediation proposal or notification.



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### Remedial Action Plan (RAP)

A Remedial Action Plan (RAP) is to be provided by the Proponent. The objectives are to set remediation objectives and formally document the process to remediate the site. The proposed remediation is to (as a minimum) reduce the risk from contamination to acceptable levels for the proposed land use scenario. The Remedial Action Plan should be based on the information from previous investigations.

#### **Policy Statements:**

- A Remedial Action Plan is required where the Detailed Site Investigation identifies that remediation or management is needed to render the site suitable for its intended land use
- A Remedial Action Plan (and accompanying investigation reports) must accompany the Planning Application where development consent is required for remediation (i.e. Category 1 Remediation Works as defined in Attachment B).
- A Remedial Action Plan (and accompanying investigation reports) must accompany any notification to Council for proposed Category 2 Remediation work.

### Validation and Ongoing Monitoring

Validation and / or Environmental Monitoring Reports are to be provided by the Proponent. The objective of Validation is to demonstrate whether the objectives stated in the Remedial Action Plan and any conditions of development consent have been achieved. At times, this may include ongoing monitoring following the completion of remediation. Monitoring undertaken for a limited time is typically incorporated into the Validation Report.

In situations where full clean-up is not feasible or on-site containment of contamination is proposed, the need for an On-going Environmental Management Plan including monitoring, maintenance and management measures should be determined by both the Proponent's Consultant and the Planning Authority.

SEPP (Resilience & Hazards) requires a Notice of Completion to be provided to Council for all remediation work. The Notice of Completion is to include the Validation Report (with monitoring results if monitoring was undertaken).

#### **Policy Statements:**

- A Validation Report (including monitoring results where applicable) is required to validate the completion and effectiveness of all remediation works for which consent has been provided by Council (i.e. Category 1 Remediation Works).
- The Notice of Completion provided to Council for any Category 2 remediation works is to include the Validation Report.
- An On-going Environmental Management Plan is required to be provided to Council and implemented where contamination remains on site, and there is uncertainty as to its potential to migrate; and / or the effectiveness of the management measures implemented to contain the contamination following remediation and validation; and / or monitoring and ongoing management forms part of the remediation strategy.

## Contaminated Land Guideline

### 17 SITE AUDITS

A Site Audit is an independent review of any or all stages of the site investigation process, conducted by a Site Auditor accredited by the NSW EPA in accordance with the *Contaminated Land Management Act 1997*. Engaging a Site Auditor can provide greater certainty about the information on which the planning authority bases its decision, particularly where sensitive uses are proposed, and / or where contamination and remediation is complex.

#### Policy Statements:

- Council may require a Site Audit to be carried out where Council:
  - o Believes on reasonable grounds that the information provided by the Proponent is incorrect or incomplete;
  - o Wishes to verify whether the information provided by the Proponent has adhered to appropriate standards, procedures and guidelines; or
  - o Does not have the internal resources to conduct its own internal technical review.
- All costs associated with providing a Site Audit or Site Audit Statement are to be borne by the Proponent.

### 18 CONTROL OF REMEDIATION WORKS

Remediation is generally considered beneficial as it improves the quality of the environment, reduces health risks and restores land to productive use. However, in some situations remediation work itself has the potential for environmental impact, and the planning process must ensure that these impacts are adequately identified and mitigated. SEPP (Resilience & Hazards) provides consistent state-wide planning and development controls for the remediation of contaminated land.

Remediation work which requires development consent is known as Category 1 Remediation Work. All other remediation work may be carried out without development consent and is known as Category 2 Remediation Work, however Council must be notified prior to commencement and upon completion of Category 2 Remediation Works. The triggers for Category 1 Remediation Works are presented in Attachment B.

#### Policy Statements:

- Development consent is required for the following remediation work:
  - o Category 1 Remediation Work requiring consent as defined by SEPP (Resilience and Hazards Chapter 4 Section 4.8 (refer to Attachment B);
  - o Proposed works that are inconsistent with the requirements of this policy (i.e. remediation works that do not comply with the conduct of remediation works specified in Attachment C, and are thereby reclassified as Category 1 Remediation Work); or
- Council must be notified of proposed Category 2 Remediation Works no less than 30 days prior to their scheduled commencement.

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### 19 DUTY TO REPORT

The duty to report contamination to the NSW EPA is a requirement under the *Contaminated Land Management Act 1997*, with updates provided in the *Contaminated Land Management Amendment Act 2008*.

The following people are required to report contamination as soon as practical after they become aware of any contamination that meets the triggers for the duty to report:

- Anyone whose activities have contaminated land; or
- An owner of land that has been contaminated.

It should be noted that although the above people have the duty to report contamination, anyone can at any time report suspected contamination to the NSW.

**Policy Statement:**

- Where Council reasonably believes that contamination on a site triggers the duty to report contamination, and it is not clear if the polluter or site owner has reported the contamination, it may notify the EPA for possible action under the *Contaminated Land Management Act 1997*.

### 20 PREVENTING CONTAMINATION

Proactive measures to prevent possible contamination at its source can help to reduce the need for remedial action in the future. Preventing contamination occurring in the first place can therefore have significant environmental and financial benefits for Council and the Community.

**Policy Statements:**

- For potentially polluting activities, Council will apply and enforce conditions of development consent that ensure effective and ongoing control measures are implemented.
- Council may undertake risk-based compliance inspections of potentially contaminating industries / activities to ensure compliance with consent conditions and environment protection legislation.

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**21 UNDERGROUND PETROLEUM STORAGE SYSTEMS**

Underground Petroleum Storage Systems (UPSS) have the potential to leak, and due to their underground location, leaks are commonly undetected for periods of time. Contamination caused by leaking UPSS can result in harm to human health and the environment, costly remediation projects, and migration of contamination to neighbouring sites.

*Table 1. Issues to be considered by Consent Authorities under the UPSS Regulation (adapted from DECCW (2009))*

Scenario	Planning Conditions should consider:
Installation and commissioning of a new UPSS	<p>A new UPSS must meet the following requirements before commissioning:</p> <ul style="list-style-type: none"> <li>• Be appropriately designed, installed and commissioned by duly qualified persons in accordance with the UPSS Regulation;</li> <li>• Includes the equipment required by AS 4897-2008: The design, installation and operation of underground petroleum storage systems, as in force from time to time;</li> <li>• A leak detection system is installed on the storage site in accordance with Part 3 of the UPSS Regulation; and</li> <li>• Have a certificate showing that an equipment integrity test (EIT) has been carried out in line with the written directions of duly qualified persons.</li> </ul>
Installation of groundwater monitoring wells on UPSS sites	<p>All sites must have groundwater monitoring wells designed and installed by duly qualified persons in accordance with relevant industry standards. The person responsible for the system must ensure that the duly qualified persons provide details of specifications relevant to the design and installation of the wells.</p> <p>Groundwater monitoring wells must be:</p> <ul style="list-style-type: none"> <li>• Sealed to exclude surface water;</li> <li>• Constructed to prevent cross-contamination with other groundwater monitoring wells;</li> <li>• Properly secured and clearly marked to indicate their presence; and</li> <li>• Tested for hydrocarbon contamination at minimum intervals of six months.</li> </ul>
Operational management of a new UPSS	<p>All sites with operating UPSS must have a Fuel System Operation Plan (FSOP) in place. Procedures must also be prepared and documented for loss monitoring and detection, and incident management.</p>
Modification of a UPSS	<p>A modified UPSS must meet the following requirements before commissioning:</p> <ul style="list-style-type: none"> <li>• Be appropriately designed, implemented and commissioned by duly qualified persons in accordance with the UPSS Regulation;</li> <li>• Includes the equipment required by AS 4897-2008: The design, installation and operation of underground petroleum storage systems, as in force from time to time;</li> </ul>

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Scenario	Planning Conditions should consider:
	<ul style="list-style-type: none"> <li>• A leak detection system is installed on the storage site in accordance with Part 3 of the UPSS Regulation; and</li> <li>• Have a certificate showing that an equipment integrity test (EIT) has been carried out in line with the written directions of duly qualified persons.</li> </ul> <p>If the activity is one that triggers development approval from the local authority, consent conditions should consider whether the installation of mandatory pollution protection equipment and groundwater monitoring wells are required.</p> <p>The system cannot be recommissioned without certification that an Equipment Integrity Test (EIT) has been performed in line with the written directions of a duly qualified person. The person responsible must also be in possession of documentation showing appropriate design, installation and testing/commissioning, including current as-built drawings and dates of commencement and completion of modification, as provided by a duly qualified person. If a modification of a storage system involves the removal or replacement of any tank, the person responsible must not authorise or permit the commissioning of the system, unless a validation report has been submitted to the relevant local authority:</p> <ul style="list-style-type: none"> <li>• No later than 60 days after a tank's removal or replacement; or</li> <li>• No later than 60 days after remediation of the site is completed, where this is required.</li> </ul> <p>Validation reports must be produced by a duly qualified person and kept by the person responsible for seven years from the date of creation or seven years after the decommissioning of the tank.</p>
Repair to a UPSS	Depending on the nature of the activity, repairs may not trigger consent. However, if a UPSS leaks and repair work is undertaken, the system cannot be recommissioned unless it satisfies the requirements outlined in the UPSS Regulation.
Decommissioning UPSS sites and tank removal	<p>Validation and reporting of the condition of a UPSS site following tank removal or site decommissioning must address all areas of the site consistent with the requirements of the UPSS Regulation and SEPP 55.</p> <p>If a storage system is to be decommissioned, the person responsible for the storage system must notify Council no later than 30 days before the system is decommissioned or removed. In the case of urgent and unforeseen decommissioning, the person responsible must notify Council as soon as reasonably practicable after the decision to decommission the system is made.</p> <p>A validation report for tanks that are removed or decommissioned must be submitted to Council no later than 60 days after the completion of works or, where site remediation is required, within 60 days of its</p>

Contaminated Land Guideline

Scenario	Planning Conditions should consider:
	completion. The purpose of the validation report is to assist Council with future planning decisions.

**Note:** for the purpose of a DA, all potentially contaminating activities and areas of concern on the site must be considered in accordance with the Development Application Process and Contaminated Land Process. However, since UPSS has specific requirements and regulation, the relevant conditions and requests for information presented in this Section are to be added for sites that have known or suspected UPSS.

## 22 CAPTAIN FLAT LEAD CONTAMINATION

The Captains Flat Lead Management Plan Precinct (the Precinct in Attachment D) was defined in the Conceptual Site Model (Ramboll 2021a) and encompasses built areas of the Captains Flat community, the legacy Lake George Mine site and the Molonglo River from upstream of the water supply dam to a waterhole approximately 1.5 km downstream of the mine. The Precinct includes roads accessing Captains Flat (to a distance of at least 400 m), the rail corridor (to a distance of 1 km) and bushland areas at the perimeters of the community.

An extensive assessment has been completed targeting the environmental impacts of historic mining at Captains Flat and the associated risks to human health and the environment. Key reports include the Literature Review - Nature and extent of contamination in the Captains Flat Region, NSW (Department of Planning Industry and Environment Contaminant and Risk Team 2021), the Conceptual Site Model – Captains Flat Lead Management Plan (Ramboll 2021a) and the Public Land Abatement Options Assessment – Captains Flat Lead Management Plan (Ramboll 2021b).

The Captains Flat Taskforce jointly considered the Lead Expert Working Group Report on Managing Residual Lead Contamination in North Lake Macquarie (2016) as a relevant case study for identifying management practices at Captains Flat. Nineteen of the recommendations from that report were considered by the Taskforce.

### Standard Remediation Action Plan (SRAP) for Private Property

A generic or Standard RAP for Captains Flat has been prepared to guide remediation on private residential properties. This is only for properties with an existing dwelling and involves minor ancillary development. It is not intended for subdivision or new dwellings.

### Living with Lead Guidance

Regional NSW provides living with lead guidance and other information relevant to contamination at Captains Flat on its website: [www.nsw.gov.au/regional-nsw/captains-flat](http://www.nsw.gov.au/regional-nsw/captains-flat).

To address the potential risk from consumption of home grown produce the NSW EPA fact sheet dated March 2021 available at the above link recommends to always use raised vegetable gardens with clean imported soil and wash vegetables before consuming.

More information is available from NSW Health: <https://www.health.nsw.gov.au/environment/factsheets/Pages/lead-exposure-children.aspx>

Contaminated Land Guideline

**ATTACHMENT A – POTENTIALLY CONTAMINATING ACTIVITIES**

Source: Managing Land Contamination. Planning Guidelines SEPP 55 – Remediation of Land (1998)

**Table 1. Some Activities that may Cause Contamination**

- acid/alkali plant and formulation
- agricultural/horticultural activities
- airports
- asbestos production, disposal and demolition
- chemicals manufacture and formulation
- defence works
- drum re-conditioning works
- dry cleaning establishments
- electrical manufacturing (transformers)
- electroplating and heat treatment premises
- engine works
- explosive industry
- gas works
- iron and steel works
- landfill sites
- metal treatment
- mining and extractive industries
- oil production and storage
- paint formulation and manufacture, including lead paint contamination
- pesticide manufacture and formulation
- power stations
- railway yards
- scrap yards
- service stations
- sheep and cattle dips
- smelting and refining
- tanning and associated trades
- waste storage and treatment
- wood preservation

**Note:** It is not sufficient to rely solely on the contents of this Table to determine whether a site is likely to be contaminated or not. This Table is a guide only. A conclusive status can only be determined after a review of the site history and, if necessary, sampling and analysis.

Contaminated Land Guideline

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**ATTACHMENT B – CATEGORY 1 REMEDIATION WORKS**

SEPP (Resilience and Hazards) 2021—Remediation of Land, Clause 4.8 defines Category 1 Remediation Work as:

*“For the purposes of this Guideline, a category 1 remediation work is a remediation work (not being a work to which clause 4.11 (b) applies) that is:*

- (a) designated development, or*
- (b) carried out or to be carried out on land declared to be a critical habitat, or*
- (c) likely to have a significant effect on a critical habitat or a threatened species, population or ecological community, or*
- (d) development for which another State environmental planning policy or a regional environmental plan requires development consent, or*
- (e) carried out or to be carried out in an area or zone to which any classifications to the following effect apply under an environmental planning instrument:*
  - i. coastal protection,*
  - ii. conservation or heritage conservation,*
  - iii. habitat area, habitat protection area, habitat or wildlife corridor,*
  - iv. environment protection,*
  - v. escarpment, escarpment protection or escarpment preservation,*
  - vi. floodway,*
  - vii. littoral rainforest,*
  - viii. nature reserve,*
  - ix. scenic area or scenic protection,*
  - x. wetland, or*
- (f) carried out or to be carried out on any land in a manner that does not comply with a policy made under the contaminated land planning guidelines by the Council for any local government area in which the land is situated (or if the land is within the unincorporated area, the Minister).*

*Note. See Section 5A of the [Environmental Planning and Assessment Act 1979](#) for the factors to be taken into account in assessing whether there is likely to be a significant effect as referred to in paragraph (c) above. The terms used in that paragraph are defined in that Act by reference to both the [Threatened Species Conservation Act 1995](#) and the [Fisheries Management Act 1994](#).”*



## Contaminated Land Guideline

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### **ATTACHMENT C – SITE MANAGEMENT REQUIREMENTS FOR REMEDIATION WORKS**

All Category 2 remediation works must be carried out in accordance with the following site management requirements. These have been established to prevent Category 2 work adversely impacting on the environment and public amenity.

Category 2 remediation works that do not comply with these requirements will be classified as Category 1 remediation work and will require development consent.

#### **Remediation Work**

All remediation work must be carried out in accordance with:

- State Environmental Planning Policy (Resilience and Hazards) 2021
- Any guidelines published by the NSW Environment Protection Authority under the *Contaminated Land Management Act 1997*.
- Approved Remediation Action Plan (RAP)

#### **Hours of Operation**

Unless approved otherwise, remediation work must be carried out between the following hours:

Monday – Friday	7.00am to 4.00pm
Saturday	8.00am to 4.00pm

No work is permitted on Sundays or Public Holidays

#### **Site Signage**

A sign displaying the contact details of the remediation contractor and site manager (if different from the remediation contractor) must be displayed on the site adjacent to the site access, including a contact telephone number that is available 24 hours a day, 7 days a week. The sign must be clearly legible from the street and be displayed for the duration of the remediation works.

#### **Notification of Adjacent Owners and Occupiers**

The occupiers of all adjacent premises must be notified of the proposed remediation works at least 7 days before the works commence.

#### **Site Security**

The site must be securely fenced and any other necessary precautions taken, to prevent unauthorised entry to the site for the duration of the remediation works.

#### **Soil and Water Management**

All remediation work must be carried out in accordance with a soil and water management plan. A copy of the soil and water management plan must be kept on-site and be made available to Council Officers on request.

## Contaminated Land Guideline

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### Sediment and Erosion Controls

Appropriate sediment and erosion controls must be installed before remediation works are commenced and be maintained in a functional condition until site stabilisation works have been completed.

Prior to the commencement of any remedial work, an erosion and sediment control plan (ESCP) or Soil and Water Management Plan (SWMP) are to be prepared by a suitably qualified person in accordance with *“The Blue Book – Managing Urban Stormwater (MUS): Soils and Construction” (Landcom)* must be submitted to and approved by the certifying authority. Control over discharge of stormwater and containment of run-off and pollutants leaving the site/premises must be undertaken through the installation of erosion control devices including (and not limited to) catch drains, energy dissipaters, level spreaders and sediment control devices such as hay bale barriers, filter fences, filter dams, and sedimentation basins.

### Stockpiles

- No stockpiles of soil or other materials are to be placed on footpaths or nature strips without the prior written approval of Council.
- All stockpiles of soil or other materials must be placed away from drainage lines, gutters, stormwater pits or inlets, trees or native vegetation and be provided with appropriate erosion, sediment and leachate management controls.
- All stockpiles of soil or other materials likely to generate dust or odours must be covered (where practical).
- All stockpiles of contaminated soil must be stored in a secure area.

### Site Access

Vehicular access to the site must be restricted to a stabilised access point.

### Protection of Public Roads

Appropriate measures must be taken to prevent the spreading of mud, soil or sediment by vehicles leaving the site. These measures could include the installation of shaker grids, rock crossovers or wash-down bays to minimise the transportation of sediment.

Any wastewater from washing the wheels and underbodies of vehicles must be collected and disposed of in a manner that does not pollute waters.

Any mud, soil or sediment tracked or spilled on the roadway must be swept or shovelled up immediately. Hosing of the roadway is not permitted.

### Disposal of Water from Excavations

All excavation pump-out water must also be analysed for suspended solids, pH and any contaminants of concern identified during the contamination assessment phase, and comply with relevant EPA and ANZECC water quality criteria prior to discharge to the stormwater system.

Other options for the disposal of excavation pump-out water include disposal to sewer with the prior approval of the relevant water utility, or off-site disposal by a licensed liquid waste transporter at an appropriately licensed liquid waste treatment or processing facility.

### Site Stabilisation and Revegetation

All exposed areas shall be progressively stabilised and revegetated or resealed on the completion of remediation works.

## Contaminated Land Guideline

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### **Bunding**

All land farming areas of hydrocarbon contaminated soils must be banded to contain surface water runoff and to prevent the leaching of contaminants into the underlying soils. This will typically require placement on a sealed surface or on durable plastic.

All contaminated water from banded areas must be discharged to sewer with the prior approval of the relevant water authority, or be disposed of off-site by a licensed liquid waste transporter at an appropriately licensed liquid waste treatment or processing facility.

### **Protection of Trees**

Trees on the site must not be removed, lopped or otherwise trimmed without the prior approval of Council.

Trees to be retained on the site must be protected from damage to their foliage and root systems. Suitable measures may include erecting fences or barriers to keep earthmoving equipment and heavy vehicles well clear of trees.

### **Noise**

Noise must be minimised as far as practicable, by the selection of appropriate methods and equipment, and by the use of silencing devices where practicable.

Noise from remediation work must comply with the guidelines for construction site noise specified in the *interim Construction Noise Guideline* (OE&H- EPA 2009).

Council is the appropriate regulatory authority for noise from non-scheduled construction activities in its area, except as described in Section 6(2) of the *POEO Act 1997*, and thus has discretion in dealing with noise.

Any noise monitoring must be carried out by a suitably qualified Acoustical Consultant if complaints are received, or if directed by Council, and any noise control measures recommended by the Acoustical Consultant must be implemented throughout the remediation work.

### **Vibration**

The use of plant or machinery must not cause vibrations to be felt on any other premises.

### **Air Quality**

#### Dust Control

Dust emissions must be confined within the site boundaries. The following dust control measures may be employed to comply with this requirement:

- Erection of dust screens around the perimeter of the site
- Use of water sprays across the site to suppress dust
- Keeping excavation surfaces moist
- Covering of all stockpiles of soil and other materials likely to generate dust (where practical)
- Securely covering all loads entering or exiting the site.

#### Asbestos

Works involving the potential disturbance of asbestos containing materials must be carried out in strict accordance with SafeWork NSW and NSW EPA disposal requirements.

## Contaminated Land Guideline

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### Odour Control

Remediation work must not result in the emission of odours that can be detected at any boundary of the site by an Authorised Council Officer. The following measures may be employed to comply with this requirement:

- Use of appropriate covering techniques, such as the use of plastic sheeting to cover excavation faces or stockpiles
- Use of fine mist sprays
- Use of mitigating agents on hydrocarbon impacted areas or materials
- Maintaining equipment and machinery to minimise exhaust emissions.

If odours are detected, the site is to be inspected by a suitably qualified Environmental Consultant and recommended control measures are to be implemented throughout the remediation process.

### Burning of Materials

No materials are to be burned on site.

### **Transport**

All haulage routes for trucks transporting soil, materials, equipment or machinery to and from the site must be selected to meet the following objectives:

- Comply with all road traffic rules
- Minimise noise, vibration and odour to adjacent premises
- Minimise use of local roads.

All transport operators and drivers transporting soil, materials, equipment or machinery to and from the site must:

- Use the designated haulage routes and site access points
- Make all deliveries and pick-ups between the hours specified in Hours of Operation
- Securely cover all loads to prevent any dust or odour emissions during transportation
- Not track soil, mud or sediment onto the road.

### **Hazardous Wastes**

Hazardous wastes arising from the remediation work must be removed, stored and disposed of in accordance with the requirements of the EPA and SafeWork NSW, including the following legislation and guidelines:

- *Work Health & Safety Act 2011*
- *Work Health & Safety Regulation 2011*
- *Protection of the Environment Operations Act 1997*
- *Protection of the Environment Operations (Waste) Regulation 2005*
- Waste Classification Guidelines (NSW EPA, 2014), and associated addenda (available on <http://www.epa.nsw.gov.au/wasteregulation/classify-waste.htm>), resource recovery orders and exemptions (current list available on <http://www.epa.nsw.gov.au/wasteregulation/orders-exemptions.htm>)
- *Environmentally Hazardous Chemicals Act 1997*.

Documentary evidence verifying that all wastes have been classified and disposed of appropriately must be included in the Monitoring and Validation report for the site.

## Contaminated Land Guideline

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### Disposal of Contaminated Soil

Contaminated soil must be disposed of in accordance with the requirements of the *Protection of the Environment Operations Act 1997* and Regulations and any relevant NSW EPA guidelines such as the publication titled *Waste Classification Guidelines* (NSW EPA, 2014) and associated addenda (available on <http://www.epa.nsw.gov.au/wasteregulation/classify-waste.htm>), and resource recovery orders and exemptions (current list available on <http://www.epa.nsw.gov.au/wasteregulation/orders-exemptions.htm>)

*NOTE: If contaminated soil or other waste is transported to a site unlawfully, the owner of the waste and the transporter are both guilty of an offence.*

### Containment / Capping of Contaminated Material

On-site containment or capping of contaminated soil is not permitted if the concentrations of contaminants are statistically above the soil investigation levels specified in The *National Environment Protection (Assessment of Site Contamination) Measure 1999*, amended in 2013 (ASC NEPM, 2013) for the range of land-uses permitted on the site (unless otherwise agreed with Council or other relevant authority through the endorsement of a Remedial Action Plan and an On-going Environmental Management Plan).

### Importation of Fill

Fill material must be validated (at its source if practicable), prior to being imported onto the site. The validation must indicate that the material is free of contaminants (i.e. comprises Virgin Excavated Natural Material (VENM) or Excavated Natural Material (ENM)) or as otherwise approved by the NSW EPA, or the relevant resource recovery exemptions and orders. Fill imported on to the site should also be compatible with the existing soil characteristic for site drainage purposes.

Fill material may be validated by one or both of the following methods:

- The fill should be accompanied by documentation from the supplier which certifies that the material is not contaminated based upon analyses of the material or the known past history of the site where the material is obtained
- The fill should be sampled and analysed in accordance with the relevant EPA Guidelines, to ensure that the material is not contaminated.

Documentary evidence verifying that any fill material has been appropriately validated must be included in the Validation Report for the Site.

### Groundwater

An appropriate license must be obtained from the NSW Office of Water for approval to extract groundwater. Prior to discharge to the stormwater system, site groundwater must be analysed for any contaminants of concern and comply with relevant EPA and ANZECC water quality criteria.

Other options for the disposal of groundwater include disposal to sewer with the prior approval of the appropriate water authority, or off-site disposal by a liquid waste transporter at an appropriately licensed liquid waste treatment or processing facility.

### Removal of Underground Storage Tanks

The removal of underground storage tanks (UST) must be undertaken in accordance with the requirements of the *Protection of the Environment Operations (Underground Petroleum Storage Systems) Regulation 2019*, WorkSafe NSW and relevant Australian Standards.

## Contaminated Land Guideline

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Following the removal of USTs, the tank pits must be remediated and validated in accordance with *Protection of the Environment Operations (Underground Petroleum Storage Systems) Regulation 2019* and relevant guidelines provided under the Regulation.

### **Excavation and Backfilling Work**

All excavation and backfilling work must be carried out by competent persons in accordance with WorkSafe requirements, including the publication titled *Excavation Work Code of Practice: (WorkCover, 2015)*.

If it is necessary to excavate adjacent to an adjoining building or structure, and the excavation work may damage or impair the stability of the building or structure, the person proposing to carry out the work must:

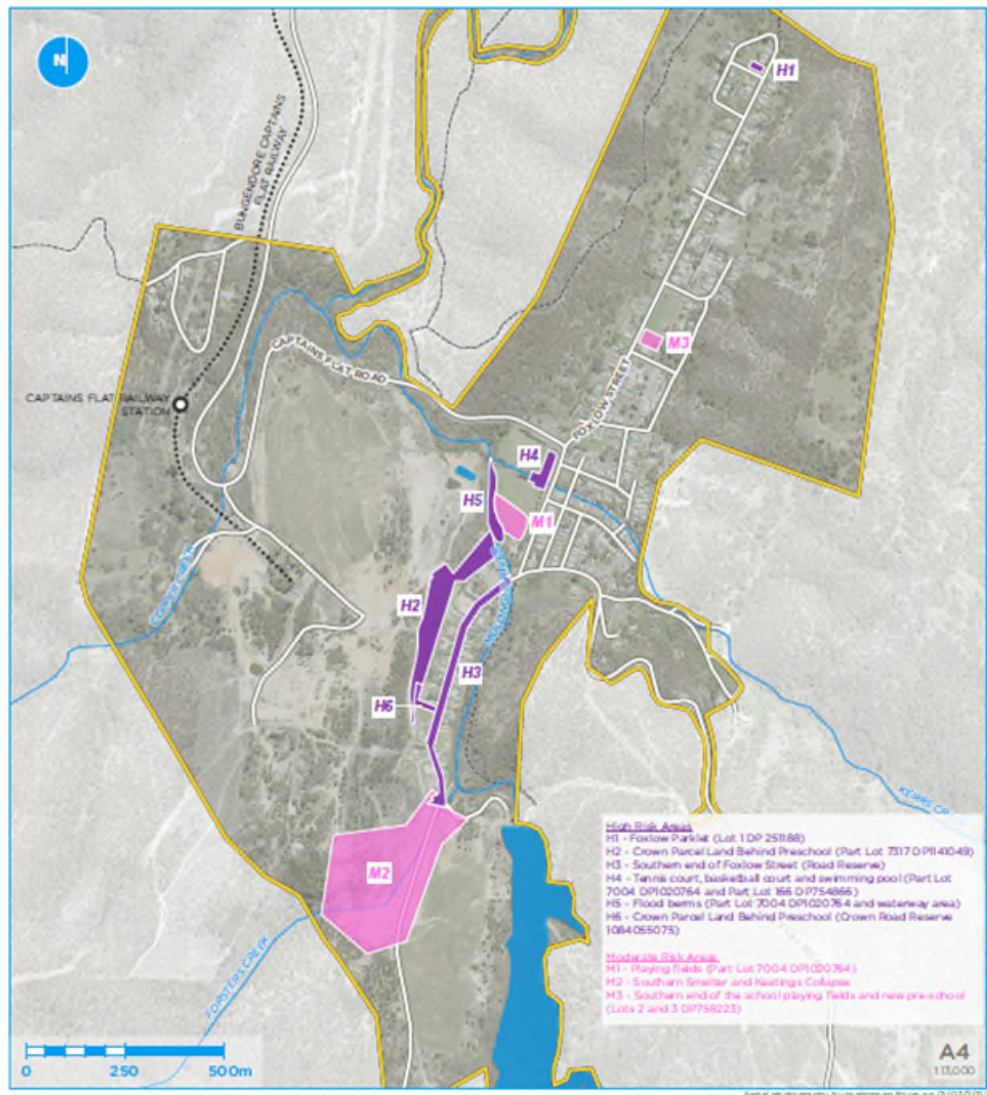
- Take all necessary precautions to protect the building or structure from damage, including any shoring or underpinning where appropriate
- Provide details of the proposed work to the adjoining owner at least seven (7) days before the works commence.

### **Building and Demolition Work**

Development consent may be required from Council for any associated building or demolition work.

Contaminated Land Guideline

**ATTACHMENT D – MAP OF THE CAPTAINS FLAT LEAD MANAGEMENT PLAN  
 PRECINCT (THE PRECINCT)**



Source: Captains Flat Lead Management Plan, Ramboll 2021 for Department of Regional NSW

# QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 MARCH 2025

ITEM 9.12 POLICY REVIEW

ATTACHMENT 4 BACKFLOW PREVENTION POLICY





# Backflow Prevention Policy

<b>Date policy was adopted:</b>	
<b>Resolution number:</b>	
<b>Next Policy review date:</b>	2028
<b>Reference number:</b>	1727583
<b>Strategic Pillar</b>	Infrastructure
<b>Responsible Branch</b>	Utilities

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## Backflow Prevention Policy

### 1 OUTCOMES

- 1.1 Council water supplies are protected from the risk of backflow contamination arising from connections to the water supply system.

### 2 POLICY

- 2.1 All connections to QPRC potable and non-potable (recycled) water networks must comply with AS3500.1. This includes installing, maintaining and testing Backflow Protection Devices (BPD) based on the hazard rating of the property.
- 2.2 Property owners are responsible for engaging an Accredited Person to assess, install, test and maintain BPDs in accordance with this Policy.
- 2.3 Property owners are responsible for all costs associated with backflow prevention.
- 2.4 If backflow prevention is missing or insufficient, Council will take enforcement action in accordance with this Policy.
- 2.5 Council may recover costs incurred in ensuring BPDs are installed and maintained.

### 3 SCOPE OF THE POLICY

- 3.1 The Policy applies to all connections to Queanbeyan-Palerang Regional Council potable and recycled water networks.
- 3.2 This Policy only covers Containment Protection. Individual and Zone protection within a property is the responsibility of the Property Owner.

### 4 DEFINITIONS

- 4.1 Accredited Person - A licensed plumber who holds accreditation from a Registered Training Organisation (RTO) for backflow prevention device commissioning and certification
- 4.2 Backflow – flow in the opposite direction to normal flow that may draw pollutants from one area into another.
- 4.3 Backflow Prevention Device – a mechanical device that will prevent backflow.
- 4.4 BPD – Backflow Prevention Device.
- 4.5 Containment Device – a Backflow Prevention Device that provides Containment Protection.
- 4.6 Containment Protection – the installation of a Backflow Prevention Device on the water service at the property boundary, to prevent backflow from within the property into the potable water supply system.
- 4.7 Cross-Connection – any connection or arrangement between the potable water supply system connected to the water main or any fixture, which may under certain conditions enable non-drinking water or other substances to enter the potable water supply system.
- 4.8 Individual Protection – the installation of a Backflow Prevention Device on an individual water fixture
- 4.9 Zone Protection – the installation of a Backflow Prevention Device on several but not all water fixtures within a property

### 5 LEGISLATIVE OBLIGATIONS AND/OR RELEVANT STANDARDS

- 5.1 *AS/NZS 3500.1 Plumbing and Drainage, Part 1: Water Services*
- 5.2 *AS/NZS 2845 Water Supply – Backflow Prevention Devices*
- 5.3 *Plumbing and Drainage Act 2011*

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Backflow Prevention Policy

**6 CONTENT**

**6.1 General**

- 6.1.1 All BPDs shall be installed by a licenced plumber or Accredited Person.
- 6.1.2 All BPDs shall be commissioned, tested and maintained by an Accredited Person.
- 6.1.3 BPDs shall comply with AS3500.1 regardless of the site use (e.g. residential, commercial, industrial, mixed).
- 6.1.4 Containment Devices shall be installed on the outlet side of the master water meter(s) supplying the property.
- 6.1.5 Where there is no master water meter, the Containment Device shall be installed within 1m of the property boundary. There shall be no connections bypassing the Containment Device or water meter.
- 6.1.6 BPDs shall be installed so that the underside of the device is a minimum of 300mm above the surrounding surface unless otherwise specified in the code.
- 6.1.7 If site use changes result in a change in hazard rating, the property owner shall, within 5 days of the site use change, have an Accredited Person certify the change in hazard rating. The Accredited Person shall notify Council of the new rating within 5 days of their assessment.
- 6.1.8 Council may at any time conduct a site inspection to confirm BPDs are installed and being managed appropriately.

**6.2 Cross-Connection Hazard Rating**

- 6.2.1 Containment Protection shall be determined on the assumption that Zone Protection or Individual Protection within the site has failed or has not been installed.
- 6.2.2 If a site has activities with varying individual hazards, Containment Protection shall be based on the highest individual hazard.
- 6.2.3 Where hazards are unknown for a commercial, industrial or a mixed development, a High Hazard shall be adopted and a testable device will be required.

**6.3 Minimum Device**

- 6.3.1 Properties with high or medium hazards shall install a testable device.
- 6.3.2 High hazards shall have a Registered Break Tank, Reduced Pressure Zone Device or Registered Air Gap.
- 6.3.3 Medium hazards shall install a testable double check valve as a minimum.
- 6.3.4 Low hazards shall install a non-testable dual check valve as a minimum. Council issued 20 and 25mm water meters contain an integral dual check valve and no further protection is required.

**6.4 Properties with Non-potable (Recycled) Water**

- 6.4.1 Properties supplied with potable and non-potable (recycled) water are required to install BPDs on both supply systems.
- 6.4.2 BPDs shall be the same on both the potable and non-potable services and comply with the deemed hazard rating as stipulated in AS/NZS 3500.1.

**6.5 Fire Services**

- 6.5.1 Fire services require the installation of a double check detector assembly as a minimum.
- 6.5.2 Independent fire drencher sprinkler systems require the installation of a dual check valve.
- 6.5.3 Where a fire booster service is installed, BPDs shall be installed so that the underside of the device is a minimum of 750mm above the surrounding surface.
- 6.5.4 On separate hydrant and/or sprinkler fire services BPDs shall be installed within 1m of the property boundary and upstream of any booster assembly or offtake from the fire service.

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Backflow Prevention Policy

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**6.6 Register of Backflow Prevention Devices and Record Keeping**

- 6.6.1 Council will maintain a register of testable BPD installations and annual maintenance records.
- 6.6.2 The customer's Accredited Person shall complete the Backflow Prevention Application (required on installation of the device) and submit the associated documentation to Council within 5 business days of installation.
- 6.6.3 The customer's Accredited Person shall complete the Backflow Prevention Device Inspection and Maintenance Report (required on commissioning or testing the device) and submit the associated documentation to Council within 5 business days of inspection.

**6.7 Failure to Install, Register, Test or Maintain Devices**

- 6.7.1 Where a customer has failed to install, register, test or maintain BPDs, Council may do one or more of the following:
  - a) Send formal notification of the issue(s) and specify the required works and timeframe for completion.
  - b) Test and certify the BPD and charge the property owner for the works.
  - c) Apply a water flow restrictor to the metered water service for the property until the issue is rectified to Council's satisfaction.
  - d) Disconnect the water service if Council believes that the hazard presents an unacceptable risk to the water supply.
  - e) Apply related fees as set out in Council's adopted Operational Plan. Fees will be payable for any reconnections required following rectification of issue(s).

**7 REVIEW**

- 7.1 This policy will be reviewed every four years or earlier as necessary if:
  - a) legislation requires it, or
  - b) Council's functions, structure or activities change

# QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 MARCH 2025

ITEM 9.12          POLICY REVIEW

ATTACHMENT 5    SEWER CONNECTIONS - LIMIT OF COUNCIL  
RESPONSIBILITY



# Sewer Connections – Limit of Council Responsibility

<b>Date policy was adopted:</b>	
<b>Resolution number:</b>	
<b>Next Policy review date:</b>	2028
<b>Reference number:</b>	52.5.4
<b>Strategic Pillar</b>	Infrastructure
<b>Responsible Branch</b>	Utilities

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Sewer Connections – Limit of Council Responsibility

**1 OUTCOMES**

- 1.1 To define the limit of responsibility that Council will accept for the maintenance of sewer infrastructure that services a particular property.

**2 POLICY**

- 2.1 Council maintains sewer infrastructure within its sewerage scheme areas. This policy sets out the limits of council responsibilities with property owners.

**3 SCOPE OF THE POLICY**

- 3.1 This policy applies to any property connected to a Queanbeyan-Palerang Regional Council sewerage scheme for which it is the Local Water Utility under the terms of the Local Government Act 1993.

**4 DEFINITIONS**

- 4.1 **Boundary Riser** – A vertical shaft located at or in near proximity to the property boundary that joins the inlet of a boundary connection to ground level to provide access to the drain for inspection, cleaning or maintenance. The riser is covered with a cap or lid. A facility may incorporate a trap.
- 4.2 **Council Sewer** – Any pipe, pump, well, fixture or other appurtenant works owned and operated by the Council that exists for the collection, transport and treatment of sewage; regardless of whether that infrastructure is located on private or public land.
- 4.3 **Subject Property** – The property served by the sewer.

**5 LEGISLATIVE OBLIGATIONS AND/OR RELEVANT STANDARDS**

- 5.1 This policy does not change Council's insurable legal risk in respect of infrastructure located on public land. The individual property owner will retain the insurable risk with regard to infrastructure located on private land.

**6 CONTENT**

- 6.1 Council is responsible for the maintenance of sewer infrastructure as follows:
- 6.1.1 For sewer connections with a boundary riser, trap or inspection opening located within two (2) metres of the property boundary. To and including the boundary riser.
- 6.1.2 For sewer connections without a boundary riser, trap or inspection opening or with a boundary riser, trap or inspection opening located greater than two (2) metres from the property boundary: To the point of connection (interface) of Council's main only.
- 6.2 Property owners are responsible for:
- 6.2.1 Maintaining the presence and accessibility of any boundary riser on their services premises to ensure that access to such is not obstructed in any way.
- 6.2.2 Covered, inaccessible or otherwise non-discoverable boundary risers will be assessed according to clause 6.1.2 above.

**7 REVIEW**

- 7.1 This policy will be reviewed every four years or earlier as necessary if:
- legislation requires it, or
  - Council's functions, structure or activities change

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# QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 MARCH 2025

ITEM 9.12      POLICY REVIEW

ATTACHMENT 6    RESTRICTED FUNDS POLICY





## Restricted Funds Policy

### Draft 2025-26 Review

Date policy was adopted:	<a href="#">4212 June 2024</a>
Resolution number:	<a href="#">251/24</a>
Next Policy review date:	<a href="#">June 2025</a>
Reference number:	43.6.5-01
Strategic Pillar	<a href="#">Organisation Capability Corporate Services</a>
Responsible Branch	Finance

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RESTRICTED FUNDS POLICY

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**1 OUTCOMES**

- 1.1 Council receives income from various sources and the purpose of this policy is to establish what funds shall be placed into Council's reserves and the purposes for which those reserved funds shall be applied.
- 1.2 The objective of this policy is to detail what funds Council should be setting aside funding for and the desired level of funding to be set aside. The policy also details the rationale for the creation of each of Council's internal reserves to hold internally restricted funds.

**2 SCOPE OF THE POLICY**

- 2.1 The scope of this policy applies to all council cash and investments.

**3 ROLES AND RESPONSIBILITIES**

- 3.1 Council – Adopt effective financial management policies that protect Council's long term financial sustainability. Review and adopt cash reserve balances and variations to cash reserve use in line with existing restrictions on cash use and future funding requirements.
- 3.2 General Manager –Implementation of this policy.
- 3.3 Directors – Oversight of budgets including funding sources consistent with this policy.
- 3.4 Chief Financial Officer – ensure budget managers, finance team and Directors are familiar with this policy, monitor compliance and maintain effective financial management. Provide recommendations on cash reserve balances and variations to councillors to enable council to fulfill its responsibility for financial management.
- 3.5 Budget Managers – develop and oversee respective business unit budgets including funding sources consistent with this policy.
- 3.6 Finance team – support budget managers to develop their respective budget and ensure reserves are used as a funding source as prescribed by the policy. Reconcile and report monthly cash and reserve balances.
- 3.7 Audit, Risk and Improvement Committee (ARIC) – provide independent assurance about Council's governance and risk management by reviewing the financial statements and performance reporting.
- 3.8 External auditors – Audit Council's cash and reserves reported in the annual financial statements and report to Council with the annual audit. Provide a separate special audit report for the water and sewer reserve funds.

**4 DEFINITIONS**

- 4.1 Externally Restricted Funds – Restricted funds that relate to monies that are subject to external legislative or contractual obligations.
- 4.2 Internally Restricted Funds – Funds restricted by resolution of Council. Internal restrictions are developed by Council to cover commitments / obligations that are expected to arise in the future and where it is prudent for Council to hold cash in restrictions to cover those obligations.
- 4.3 Unrestricted Cash – Funds available to cover operational needs and unexpected or emergency costs.

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RESTRICTED FUNDS POLICY

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**5 POLICY**

- 5.1 Council, in the interest of good financial management will restrict funds from time-to-time to either meet external statutory obligations (such as restrictions relating to grant funding or developer contribution), or in order to set aside funding for future commitments.
- 5.2 Queanbeyan-Palerang Regional Council's restricted funds are held within four funds and spread across many areas of Council operations. Council's four funds are:
- General Fund
  - Waste Management Fund (forms part of the General Fund)
  - Water Fund
  - Sewer Fund

**6 LEGISLATIVE OBLIGATIONS AND/OR RELEVANT STANDARDS**

- S625 and S408 to S410 Local Government Act 1993
- S8B Local Government Act 1993 – the principles of sound financial management
- Local Government (General) Regulation 2005
- Local Government Code of Accounting Practice and Financial Reporting
- Australian Accounting Standards
- Crown Land Management Act 2016 No58
- Rating and Revenue Raising Manual, Department of Local Government (2007)
- Environment Planning & Assessment Act, 1979 (EP&A Act)
- Water Management Act 2000

**7 CONTENT**

7.1 Council will establish, utilise, and maintain the following restricted assets.

**7.2 Externally Restricted Funds**

- 7.2.1 Unspent Loans Fund – These restricted funds are loan funds borrowed for a specific project which may take more than one financial year to be completed. Funds are restricted for specific project requirements.
- 7.2.2 Developer Contributions – These are externally restricted reserves to hold the balance of contributions made by developers. They are used for:
- the provision of infrastructure,
  - the provision of services and amenities,
  - the delivery of projects in accordance with Council's developer contribution plans.
- The types of developer contribution plans are:
- section 64 (water and sewer contribution plans),
  - section 7.11 and section 7.12 fixed development plans.

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RESTRICTED FUNDS POLICY

- 7.2.3 Specific Purpose Unexpended Grants and Contributions – This reserve is established to hold the balance of unexpended grant income received for a specific purpose, for example Stronger Country Community Funds. Funds are held in this reserve for the purpose of funding specific projects and cannot be diverted to other projects without authorisation from the funding body.
- 7.2.4 Crown Land Reserve – This reserve is funded from the net proceeds earned from Crown Lands from sales, leases, easements, licences, or other dealings with the land. Council, as the Crown land manager of more than one area of Crown land, may pool the net amount of the proceeds from those areas. These pooled funds may then be used for any permitted purpose specifically limited to any of the Crown land areas.
- S3.16(3) of the *Crown Land Management Act 2016 No 58* lists the following permitted purposes for which these funds can be used:
- Making improvements to the land
  - Purchasing, leasing or acquiring an easement of land under s3.28A
  - Preparing plans of management (whether under Division 3.6 or the Local Government Act 1993) or other plans (as required or permitted by the Minister under s3.41) for land managed by the Crown land manager.
  - Any other purpose referred to in s2.12 that applies to the land
- 7.2.5 Water Fund – This is an externally restricted reserve to hold the balance of surplus funds from Council Water fund operations. These funds can only be spent on Water services.
- 7.2.6 Sewer Fund – This is an externally restricted reserve to hold the balance of surplus funds from Council Sewer fund operations. These funds can only be spent on Sewer services.
- 7.2.7 Domestic Waste Management - This is an externally restricted reserve to hold the balance of surplus funds from Council Domestic Waste Management operations. The reserve balance is based on:
- An expected level of service delivery for the year; and
  - Accumulated surplus or deficit depletion
- 7.2.8 Stormwater Management Levy - This is an externally restricted reserve to hold the balance of surplus funds from Council Stormwater Management Levy operations. These funds are to be used on stormwater related projects.

**7.3 Internally Restricted funds**

**7.3**

**7.3.1 Infrastructure Replacement** – Council holds an infrastructure replacement reserve so that its future asset renewal investment can be aligned to its Asset Management Plans. Council should target to will increase its infrastructure reserve over the ten-year planning period. The target is to allocate an amount equivalent to 80% of annual depreciation (less

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RESTRICTED FUNDS POLICY

~~actual asset renewal) to fully fund the cost of asset renewal. This will enable an alignment between asset renewal spend with asset management plans.~~

~~7.4 In financial years where Council's General Fund does not meet its Infrastructure Renewal Ratio to 100%, the target is to transfer the shortfall in renewal expenditure to the Infrastructure Renewal Reserve in order that Infrastructure Renewal is fully funded over the Long Term Financial Plan without borrowing.~~

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~~7.3.2 Carry Forward Works – This reserve restricts funds for projects that are carried forward from one financial year to the next, as resolved by Council.~~

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~~7.3.37.4.1 Employee Leave Entitlements – This reserve is used to hold a level of funds anticipated to cover the short to medium term liability for employee leave entitlements (ELE). The reserve amount will be reviewed annually to ensure levels are adequate to cover accrued annual and long service leave balances.~~

An appropriate reserve balance is to be based on current liabilities and age of employees, as follows:

- Over 60 years 100% funding of ELE
- 50 to 59 years 60% funding of ELE
- 40 to 49 years 40% funding of ELE
- 30 to 39 years 20% funding of ELE
- Under 30 years 10% funding of ELE

Council will increase its ELE reserve over the next ~~four~~ three years to meet the proportionate liability currently estimated at \$5.98 million, as at 30 June 2024.

~~7.3.47.4.2 Business Waste Management (General Waste) – This reserve represents the net surplus from all other water management activities that are not related to domestic waste. These funds are to be used to maintain the waste facility services. This reserve balance, at a minimum, should cover works expected to be completed in future years.~~

~~7.3.5 Heritage Grant Program – An annual amount, as identified in the budget process, is allocated to this reserve to fund the Heritage grant program and the Mainstreet Upgrade fund.~~

~~The special heritage fund is available for individual landholders and community groups to be provided with grant funding to undertake conservation works on heritage properties and places. In 2021/22 and 2022/23 the program was converted to the Main Street Upgrade Fund for upgrades and maintenance of commercial buildings in the main streets of Braidwood, Bungendore and Queanbeyan. Council determines the rules of the grant program and allocated funds to the successful applicants annually.~~

~~7.3.67.4.3 Deposit, Bonds & Retentions – This reserve balance reflects the Council's liability to repay deposits, retentions and bonds. Council reconciles this fund at the end of each financial year to ensure it is sufficient to cover its liabilities. Council will increase its deposits, bonds and retentions reserve over the next four years to meet the full liability, currently \$3.4 million.~~

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RESTRICTED FUNDS POLICY

~~7.3.77.4.4~~ Plant & Vehicle Replacement – Income from internal plant charge out rates and plant sales less plant operating costs and plant purchases are held in this reserve to fund Council's plant replacement program. A minimum balance of ~~\$2.0m~~ million should be maintained in this reserve.

~~7.3.87.4.5~~ Property Reserve – Income from property sales is placed in this reserve which is used to fund property purchases that align with Council's strategic objectives for Council to help to fund future property development or to acquire suitable property for strategic land use, infrastructure, development and/or environmental purposes. ~~For example, Council used the property reserve to temporarily fund the purchase of 13 Gibraltar Street and when sold, the proceeds of sale will be refunded to this reserve.~~

The Property Strategy will assist in determining what projects are to be funded from this reserve.

~~7.3.9~~ Elections – ~~As Council elections are normally every 4 years, Council will allocate funding to this reserve to balance the expenses over a 4-year period.~~

~~7.3.107.4.6~~ Revolving Energy Fund – A fund created in accordance with the Climate Change Action Plan 2020-2030. Through the annual budget process, Council allocates an amount to this reserve to fund energy saving projects. Council targets a minimum amount of \$50,000 each year to this reserve.

~~7.3.117.4.7~~ Financial Assistance Grant Advance Payment – This reserve is used to allocate the prepayment of the Financial Assistance Grant (FAG) received in the prior financial year. The reserve is used in the following year in the period when the payment was expected to be received.

~~7.4.8~~ Department of Education Compensation – this reserve was established to restrict funds received from the compulsory acquisition of Council assets at Bungendore. Following the Deed of Settlement with the Minister Education and Early Learning in February 2025, and discontinuance of the Land and Environment Court matters in March 2025, this reserve will enable Council to reinstate the Bungendore properties from 2025 to 2027 and remain in temporary offices. Council will maintain a compensation reconciliation ledger and 12 months after completion of works, any remaining funds will be returned to the Department, develop a new swimming pool and Council office in Bungendore. It will also cover associated costs, including legal costs.

~~7.3.12~~

~~7.47.5~~ **Unrestricted Funds**

All cash and Investment balances not allocated to an external or internal restriction are considered unrestricted.

In the short term, Council should, maintain an unrestricted cash reserve of at least ~~\$5.0m~~ million (3% to 10% of operating expenditure) as a contingency for unplanned

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RESTRICTED FUNDS POLICY

assets renewal/replacement due to asset failure or other unknown-asset risks and opportunities to mitigate cashflow issues.

**7.57.6 Trust Funds**

S411 of the Local Government Act 1993 states:

1. All money and property received by a council in trust must be held in the council's trust fund.
2. Money or property held in the council's trust fund must be applied for the purposes, or in accordance with the trusts, relating to it.

Council currently holds funds in trust for:

- Friends of the showground Trust
- Rural Fire Service (RFS) Local Government District Bushfire Donation
- South East Weight of Loads funds administered on behalf of the member Councils

**7.6 Transfers to and from Cash Restrictions**

Funds may only be transferred into or transferred out of a cash restriction, by resolution of Council. The authority for such transfers may be given:

- a) by specific resolution in the case of a particular project the subject of a Council resolution;
- b) in the Quarterly Budget Review Statement, with the adoption of that statement by Council; or
- c) by the adoption of the annual financial statements containing a schedule of restricted cash showing transfers in and out.

A transfer contained in a Quarterly Budget Review Statement must show the restricted cash item audited opening balance, the amount transferred in or out and the estimated closing balance.

**7.67.7 Establishment of Cash Restrictions**

**7.7.1** Current restrictions – external and internal restricted cash balances are reported annually in Council's Annual Financial Statements.

Audited externally restricted and internally allocated cash balances can be found in the Annual Financial Statements, Note C1-3, included in the Annual Report available on Council's website <https://www.qprc.nsw.gov.au/Council/Council-Business/Budgets-and-Planning#section-2>

**7.6.1** Throughout the financial year, balances are reconciled and reported monthly in the Investment report and quarterly in the Quarterly Budget Review Statements. A comprehensive end of year annual reconciliation is performed every year on 30 June.

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RESTRICTED FUNDS POLICY

7.6.27.7.2 Future internal restrictions – as per the Code of Accounting and Financial Reporting. Any new internally restricted reserves will only be formed by a Council resolution and will not be established for future expenditure of less than \$100,000. Values less than this should be accommodated within the ten-year budget.

Council will be clear about:

- The purpose of the reserve
- How funds are to be accumulated in the reserve
- How the funds are to be spent, for example, through a capital works program
- Whether interest is to be applied to the internal restriction and at what rate

A review of the internal reserves that restrict funds will be undertaken annually as part of the forward budget preparation process. This process will identify projects to be funded from these restricted cash reserves.

7.7.8 **Interest**

Interest is applied to external reserves monthly where required by legislation.

Interest is allocated to the following restricted funds:

- Developer Contributions
- Water Fund
- Sewer Fund
- Domestic Waste Management

The rate of interest is equal to the average return on Council's investments for the month (unless another rate or methodology is required by legislation). Interest earnings are added to the balance of the reserve.

Interest is not calculated and applied to internally restricted funds.

7.8.9 **Borrowing from Reserves**

7.8.17.9.1 Borrowings from external reserves – the Local Government Act 1993 restrains and controls the way Council raises and uses money for its operations. Section 409(3) of the Act states:

- a) *Money that has been received as a result of the levying of a special rate or charge may not be used otherwise than for the purpose for which the rate or charge was levied, and*
- b) *Money that is subject to the provisions of this or any other Act may be used for that purpose; and*
- c) *Money that has been received from the Government or from a public authority by way of a specific purpose advance or grant may not, except with consent of the Government or public authority, be used otherwise than for that specific purpose.*

Council may be able to utilise externally restricted funds under part (a) above by way of an internal loan if it received Ministerial approval to do so in accordance with subsections 410(3) and (4) of the Act.

Section 410 (3) of the Local Government Act 1993 states:

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RESTRICTED FUNDS POLICY

*Money that is not yet required for the purpose for which it was received may be lent (by way of internal loan) for use by the Council for any other purpose if, and only if, its use for that other purpose is approved by the Minister.*

Section 410 (4) of the Local Government Act 1993 states:  
*In granting such approval, the Minister must impose conditions as to the time within which the internal loan must be repaid and as to any additional amount, in the nature of interest, that is to be paid in connection with that loan.*

Council may be able to utilise externally restricted funds by way of an internal loan under parts (a) and (b) above if it receives Ministerial approval (in the case of developer contributions), or approval from the Government or public authority providing the funding (in the case of specific purpose grant funding).

Council requires ministerial approval under Section 410 of the Local Government Act 1993 to borrowing from Water and Sewer Fund restricted and unrestricted cash for Council's other funds.

7.8.27.9.2 Borrowings from internal reserves – by resolution, Council may borrow from internal reserves within each fund.

A Council resolution is required for Council to borrow from General Fund internal restrictions and unrestricted cash.

The full impact of the borrowings must be disclosed in the resolution and the agreement must set out:

- The reason for the borrowing
- The basis of the calculating the amount of the borrowing
- The permitted use/s of the borrowed funds
- The internal restriction that will be borrowed from
- If borrowing cost (interest) is to be applied to the borrowing, and the interest rate to be used
- The loan repayment period

A repayment schedule to repay internal borrowings will be drafted by the finance team to ensure repayments to internal restrictions can be funded.

Council may access internal reserves to fund short term fluctuations in cashflow throughout a financial year.

## 8 REVIEW

- 8.1 This policy will be reviewed every four years or earlier as necessary if:
- a) legislation requires it, or
  - b) Council's functions, structure or activities change
- 8.2 At least annually, Council will review its future need for the internal restrictions it holds. All decisions to undertake a review of an internal restriction will be based on the best use of those funds by Council. A council resolution is required to return funds no longer required to unrestricted cash.

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RESTRICTED FUNDS POLICY

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- 8.3 Council may decide to review its internal restrictions at any time to meet financial obligations and requirements of Council's Long Term Financial Plan.



RESTRICTED FUNDS POLICY

9 APPENDIX 1 - AUDITED RESTRICTED FUNDS BALANCE AS AT 30 JUNE 2024

	Balance as at 30 June 2024 \$,000	<a href="#">Target balance</a>
<b>Externally Restricted Funds</b>		
Specific Purpose Unexpended grants	\$28,400	
Water Fund	\$46,888	
Sewer Fund	\$81,687	
Developer Contributions – General Fund	\$45,503	
Developer Contributions – Water Fund	\$13,456	
Developer Contributions – Sewer Fund	\$13,970	
Specific Purpose unexpended loans	\$1,319	
Domestic Waste Management	\$10,849	
Stormwater management	\$1,165	
Other	\$782	
<b>Total externally restricted funds</b>	<b>\$244,019</b>	
<b>Internally Restricted Funds</b>		
Infrastructure replacement <a href="#">(previously included carry forward project work)</a>	\$3,243	<a href="#">100% of General Fund depreciation less asset renewal</a>
<a href="#">Carry Forward</a>		<a href="#">As resolved by council for forward years works and projects</a>
Employee leave entitlement	\$820	<a href="#">\$5.9m by 2027/28</a>
Business waste management	\$7,170	
Work, Health & Safety	\$272	<a href="#">To be wound up in 2025/26</a>
Heritage Grant program	\$244	<a href="#">To be wound up in 2025/26</a>
Deposits, retentions & bonds	\$196	<a href="#">To fully cover bonds &amp; deposits held</a>
Plant & vehicle replacement	\$2,975	<a href="#">A minimum of \$2m</a>
Property reserve	\$609	

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RESTRICTED FUNDS POLICY

Elections	\$402	<a href="#">To be wound up in 2024/25 and included in 10 year forward budgets</a>
Revolving Energy	\$121	<a href="#">\$50k allocated annually</a>
Financial Assistance Grant in advance	\$2,658	
Department of Education Compensation	\$6,571	<a href="#">To be wound up by 2027/28</a>
<b>Total Internally restricted funds</b>	<b>\$25,281</b>	

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# QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 MARCH 2025

ITEM 9.13 INVESTMENT REPORT - FEBRUARY 2025

ATTACHMENT 1 INVESTMENT REPORT - FEBRUARY 2025



# Investment Report Pack

Queanbeyan-Palerang Regional Council

As At 28 February 2025



## Contents

1. Budget vs Actual Interest Income 1 July 2024 to 30 June 2025
2. Portfolio Valuation As At 28 February 2025
3. Portfolio Compliance As At 28 February 2025
4. Portfolio Statistics For Period Ending 28 February 2025
5. Portfolio Fossil Fuel Summary For Period Ending 28 February 2025

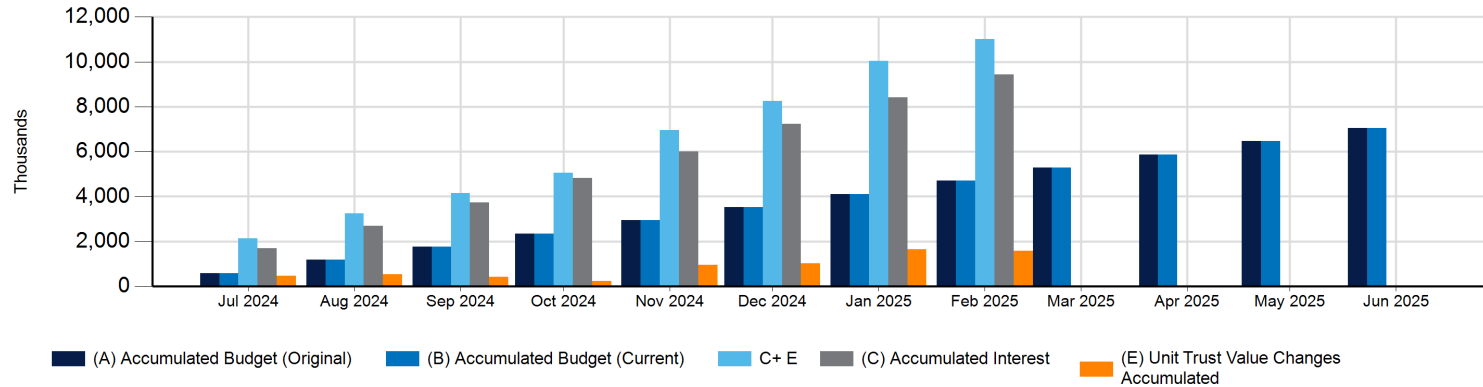


### 1. Budget vs Actual Interest Income 1 July 2024 to 30 June 2025

Month / Year	(A) Income Interest Budget (Original) Running Total	Interest Income Budget (Current) For Month	(B) Interest Income Budget (Current) Running Total	(T) Interest Income Received/Accrued For Month	(C) Interest Income Received/Accrued Running Total	Accrued Interest Acquired For Month	Accrued Interest Acquired Running Total	(U) Unit Trust Market Value Changes	(E) Unit Trust Market Value Changes Running Total	'Return' For Month (T + U)
Jul 2024	587,500.00	587,500.00	587,500.00	1,685,064.66	1,685,064.66	(36,400.00)	(36,400.00)	457,725.72	457,725.72	2,142,790.38
Aug 2024	1,175,000.00	587,500.00	1,175,000.00	1,010,555.79	2,695,620.45	0.00	(36,400.00)	87,997.77	545,723.49	1,098,553.56
Sep 2024	1,762,500.00	587,500.00	1,762,500.00	1,046,133.84	3,741,754.29	(19,380.00)	(55,780.00)	(132,928.24)	412,795.25	913,205.60
Oct 2024	2,350,000.00	587,500.00	2,350,000.00	1,077,742.52	4,819,496.81	0.00	(55,780.00)	(181,302.29)	231,492.96	896,440.23
Nov 2024	2,937,500.00	587,500.00	2,937,500.00	1,184,895.18	6,004,391.99	0.00	(55,780.00)	719,570.87	951,063.83	1,904,466.05
Dec 2024	3,525,000.00	587,500.00	3,525,000.00	1,229,021.47	7,233,413.46	(54,620.00)	(110,400.00)	73,935.09	1,024,998.92	1,302,956.56
Jan 2025	4,112,500.00	587,500.00	4,112,500.00	1,175,419.44	8,408,832.90	0.00	(110,400.00)	612,045.29	1,637,044.21	1,787,464.73
Feb 2025	4,700,000.00	587,500.00	4,700,000.00	1,035,299.97	9,444,132.87	0.00	(110,400.00)	(66,804.71)	1,570,239.50	968,495.26
Mar 2025	5,287,500.00	587,500.00	5,287,500.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Apr 2025	5,875,000.00	587,500.00	5,875,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
May 2025	6,462,500.00	587,500.00	6,462,500.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Jun 2025	7,050,000.00	587,500.00	7,050,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		7,050,000.00		9,444,132.87		(110,400.00)		1,570,239.50		11,014,372.37

Notes on Table Above  
1A. The numbers shown in Column T are the accrual interest amounts for that month combined with the At Call Deposit, Unit Trust and Unassigned interest and distribution income received during that month.  
1B. The accruals shown in this section have been calculated using each security's coupon schedule.

#### Accumulated Budget vs Actual (Accruals Based Upon Coupon Payment Schedules)







## 2. Portfolio Valuation As At 28 February 2025

Fixed Interest Security	Security Rating	ISIN	Face Value Original	Bond Factor	Face Value Current	Capital Price	Accrued Interest Price	Unit Price Notional	Unit Count	Market Value	% Total Value	Running Yield	Weighted Running Yield
31 Day Notice Account													
AMP 31 Day Ntc	S&P BBB		960,181.48	1.00000000	960,181.48	100.000	0.000			960,181.48	0.31%	5.10%	
			960,181.48		960,181.48					960,181.48	0.31%		5.10%
At Call Deposit													
AMP QPRC At Call	S&P ST A2		54.59	1.00000000	54.59	100.000	0.000			54.59	0.00%	2.75%	
BENAU transaction At Call	Moodys A3		53,561.64	1.00000000	53,561.64	100.000	0.000			53,561.64	0.02%	0.00%	
NAB At Call	S&P AA-		7,354,140.59	1.00000000	7,354,140.59	100.000	0.000			7,354,140.59	2.40%	4.65%	
NAB General At Call	S&P AA-		466,746.46	1.00000000	466,746.46	100.000	0.000			466,746.46	0.15%	4.35%	
NAB Links At Call	S&P AA-		17,508,837.87	1.00000000	17,508,837.87	100.000	0.000			17,508,837.87	5.72%	4.35%	
Westpac At Call	S&P AA-		34,693.02	1.00000000	34,693.02	100.000	0.000			34,693.02	0.01%	0.00%	
			25,418,034.17		25,418,034.17					25,418,034.17	8.31%		4.42%
Covered Floating Bond													
BENAU 1.15 16 Jun 2028 COVEREDFLO	Moodys Aaa	AU3FN0078846	6,000,000.00	1.00000000	6,000,000.00	101.295	1.137			6,145,920.00	2.01%	5.59%	
ING 0.98 08 Dec 2025 COVEREDFLO	Moodys Aaa	AU3FN0074175	3,500,000.00	1.00000000	3,500,000.00	100.479	1.203			3,558,870.00	1.16%	5.42%	
			9,500,000.00		9,500,000.00					9,704,790.00	3.17%		5.53%
Fixed Rate Bond													
ANZ 4.95 11 Sep 2028 Fixed	S&P AA-	AU3CB0302404	3,000,000.00	1.00000000	3,000,000.00	101.614	2.325			3,118,170.00	1.02%	4.97%	
BOQ 4.29 Oct 2025 Fixed	S&P A-	AU3CB0288843	2,840,000.00	1.00000000	2,840,000.00	99.604	1.341			2,866,838.00	0.94%	4.11%	
BOQ 4.7 27 Jan 2027 Fixed	S&P A-	AU3CB0296168	5,000,000.00	1.00000000	5,000,000.00	100.186	0.415			5,030,050.00	1.64%	4.76%	
BOQ 5.3 30 Apr 2029 Fixed	S&P A-	AU3CB0308955	5,000,000.00	1.00000000	5,000,000.00	102.060	1.762			5,191,100.00	1.70%	5.30%	
NTTC 1.1 15 Jun 2025 - Issued 16 Mar 2021 - Queanbeyan Regional Council Fixed	Moodys Aa3		5,000,000.00	1.00000000	5,000,000.00	100.000	0.778			5,038,900.00	1.65%	1.10%	
SunBank 2.5 25 Jan 2027 Fixed	S&P A+	AU3CB0285955	5,000,000.00	1.00000000	5,000,000.00	96.633	0.235			4,843,400.00	1.58%	2.66%	
SunBank 4.8 14 Dec 2027 Fixed	S&P A+	AU3CB0294957	3,000,000.00	1.00000000	3,000,000.00	100.691	1.002			3,050,790.00	1.00%	4.88%	
UBS Aust 5 12 May 2028 Fixed	S&P A+	AU3CB0299378	3,000,000.00	1.00000000	3,000,000.00	101.552	1.492			3,091,320.00	1.01%	5.01%	
			31,840,000.00		31,840,000.00					32,230,568.00	10.53%		3.94%
Floating Rate Note													
Auswide 1.5 17 Mar 2026 FRN	Moodys Baa2	AU3FN0076352	2,000,000.00	1.00000000	2,000,000.00	100.395	1.193			2,031,760.00	0.66%	5.95%	
BAL 1.55 22 Feb 2027 FRN	S&P BBB+	AU3FN0075461	4,000,000.00	1.00000000	4,000,000.00	101.102	0.062			4,046,560.00	1.32%	5.64%	
BAL 1.7 21 Feb 2028 FRN	S&P BBB+	AU3FN0085031	11,500,000.00	1.00000000	11,500,000.00	101.644	0.112			11,701,940.00	3.82%	5.80%	
BOQ 1.35 27 Jan 2027 FRN	S&P A-	AU3FN0074662	3,000,000.00	1.00000000	3,000,000.00	101.192	0.479			3,050,130.00	1.00%	5.60%	
BOQ 1.28 30 Apr 2029 FRN	S&P A-	AU3FN0087201	3,000,000.00	1.00000000	3,000,000.00	101.221	0.440			3,049,830.00	1.00%	5.48%	
BENAU 1.35 27 Jan 2027 FRN	S&P A-	AU3FN0074563	5,000,000.00	1.00000000	5,000,000.00	101.229	0.479			5,085,400.00	1.66%	5.62%	
BENAU 0.96 24 Oct 2028 FRN	Fitch A-	AU3FN0092821	2,000,000.00	1.00000000	2,000,000.00	100.328	0.506			2,016,680.00	0.66%	5.26%	



Fixed Interest Security	Security Rating	ISIN	Face Value Original	Bond Factor	Face Value Current	Capital Price	Accrued Interest Price	Unit Price Notional	Unit Count	Market Value	% Total Value	Running Yield	Weighted Running Yield
CBA 1.15 13 Jan 2028 FRN	S&P AA-	AU3FN0074514	3,500,000.00	1.00000000	3,500,000.00	101.423	0.692			<b>3,574,025.00</b>	1.17%	5.49%	
CBA 0.95 17 Aug 2028 FRN	Moodys Aa3	AU3FN0080396	3,750,000.00	1.00000000	3,750,000.00	100.875	0.154			<b>3,788,587.50</b>	1.24%	5.12%	
RABOCOOP 1.15 21 Nov 2028 FRN	S&P A+	AU3FN0083119	3,750,000.00	1.00000000	3,750,000.00	101.131	0.101			<b>3,796,200.00</b>	1.24%	5.29%	
PCCU 1.6 08 Feb 2027 FRN	Moodys Baa1	AU3FN0084794	2,500,000.00	1.00000000	2,500,000.00	101.305	0.286			<b>2,539,775.00</b>	0.83%	5.75%	
HSBCSyd 1.1 25 Aug 2027 FRN	Moodys Aa3	AU3FN0071015	3,750,000.00	1.00000000	3,750,000.00	101.056	0.043			<b>3,791,212.50</b>	1.24%	5.22%	
HSBCSyd 1.05 03 Mar 2028 FRN	Moodys Aa3	AU3FN0075792	5,000,000.00	1.00000000	5,000,000.00	100.955	1.306			<b>5,113,050.00</b>	1.67%	5.47%	
ING 1.02 20 Aug 2029 FRN	S&P A	AU3FN0090288	5,000,000.00	1.00000000	5,000,000.00	100.687	0.113			<b>5,040,000.00</b>	1.65%	5.13%	
MACQ 0.48 09 Dec 2025 FRN	S&P A+	AU3FN0057709	2,000,000.00	1.00000000	2,000,000.00	100.046	1.092			<b>2,022,760.00</b>	0.66%	4.92%	
NAB 1.2 25 Nov 2027 FRN	S&P AA-	AU3FN0073896	4,400,000.00	1.00000000	4,400,000.00	101.516	0.044			<b>4,468,640.00</b>	1.46%	5.32%	
NAB 1 12 May 2028 FRN	S&P AA-	AU3FN0077830	6,300,000.00	1.00000000	6,300,000.00	100.995	0.228			<b>6,377,049.00</b>	2.08%	5.20%	
NPBS 1.85 14 Feb 2029 FRN	S&P BBB+	AU3FN0085023	4,000,000.00	1.00000000	4,000,000.00	102.575	0.231			<b>4,112,240.00</b>	1.34%	5.95%	
PCU 1.5 21 Nov 2025 FRN	S&P BBB	AU3FN0073581	3,000,000.00	1.00000000	3,000,000.00	100.442	0.108			<b>3,016,500.00</b>	0.99%	5.61%	
PCU 1.55 17 Nov 2026 FRN	S&P BBB+	AU3FN0083028	3,000,000.00	1.00000000	3,000,000.00	100.897	0.173			<b>3,032,100.00</b>	0.99%	5.68%	
SunBank 0.93 22 Aug 2025 FRN	S&P A+	AU3FN0070892	2,200,000.00	1.00000000	2,200,000.00	100.271	0.055			<b>2,207,172.00</b>	0.72%	5.06%	
SunBank 0.48 15 Sep 2026 FRN	S&P AA-	AU3FN0062964	2,000,000.00	1.00000000	2,000,000.00	100.000	1.002			<b>2,020,040.00</b>	0.66%	4.94%	
SunBank 0.78 25 Jan 2027 FRN	S&P AA-	AU3FN0065694	5,000,000.00	1.00000000	5,000,000.00	100.336	0.431			<b>5,038,350.00</b>	1.65%	5.07%	
SunBank 1.25 14 Dec 2027 FRN	S&P A+	AU3FN0074241	2,850,000.00	1.00000000	2,850,000.00	101.473	1.158			<b>2,924,983.50</b>	0.96%	5.71%	
UBS Aust 1.55 12 May 2028 FRN	S&P A+	AU3FN0077970	5,000,000.00	1.00000000	5,000,000.00	102.417	0.252			<b>5,133,450.00</b>	1.68%	5.67%	
UBS Aust 1.45 24 Nov 2028 FRN	Moodys Aa3	AU3FN0083168	3,000,000.00	1.00000000	3,000,000.00	102.289	0.061			<b>3,070,500.00</b>	1.00%	5.53%	
			<b>100,500,000.00</b>		<b>100,500,000.00</b>					<b>102,048,934.50</b>	<b>33.35%</b>		<b>5.45%</b>
Term Deposit													
AMP 4.95 30 Jan 2026 365DAY TD	Moodys ST P-2		5,000,000.00	1.00000000	5,000,000.00	100.000	0.393			<b>5,019,664.40</b>	1.64%	4.95%	
Auswide 5.2 12 Mar 2025 371DAY TD	Moodys ST P-2		5,000,000.00	1.00000000	5,000,000.00	100.000	5.115			<b>5,255,726.05</b>	1.72%	5.20%	
B&E 5.3 18 Jul 2025 364DAY TD	Fitch ST F2		5,000,000.00	1.00000000	5,000,000.00	100.000	3.253			<b>5,162,630.15</b>	1.69%	5.30%	
BVIC 5.4 10 Jul 2025 365DAY TD	S&P ST A2		5,000,000.00	1.00000000	5,000,000.00	100.000	3.447			<b>5,172,356.15</b>	1.69%	5.40%	
BVIC 5.1 29 Jul 2025 246DAY TD	S&P ST A2		2,000,000.00	1.00000000	2,000,000.00	100.000	1.327			<b>2,026,547.94</b>	0.66%	5.10%	
CBA 4.96 19 Jun 2025 210DAY TD	S&P ST A1+		7,000,000.00	1.00000000	7,000,000.00	100.000	1.345			<b>7,094,172.05</b>	2.32%	4.96%	
DFB 5.05 18 Feb 2026 728DAY TD	S&P ST A2		5,000,000.00	1.00000000	5,000,000.00	100.000	5.161			<b>5,258,034.25</b>	1.72%	5.05%	
MYS 5.15 05 Mar 2025 366DAY TD	Moodys ST P-2		2,500,000.00	1.00000000	2,500,000.00	100.000	5.094			<b>2,627,339.05</b>	0.86%	5.15%	
MYS 5.32 07 May 2025 364DAY TD	Moodys ST P-2		10,000,000.00	1.00000000	10,000,000.00	100.000	4.314			<b>10,431,430.10</b>	3.41%	5.32%	
NAB 5 09 Apr 2025 210DAY TD	S&P ST A1+		5,000,000.00	1.00000000	5,000,000.00	100.000	2.329			<b>5,116,438.35</b>	1.67%	5.00%	
NAB 5.25 11 Jun 2025 364DAY TD	S&P ST A1+		2,000,000.00	1.00000000	2,000,000.00	100.000	3.754			<b>2,075,082.20</b>	0.68%	5.25%	
NAB 5.3 25 Jun 2025 364DAY TD	S&P ST A1+		6,000,000.00	1.00000000	6,000,000.00	100.000	3.587			<b>6,215,194.50</b>	2.03%	5.30%	
NAB 5.45 03 Jul 2025 365DAY TD	S&P ST A1+		10,000,000.00	1.00000000	10,000,000.00	100.000	3.584			<b>10,358,356.20</b>	3.38%	5.45%	
NAB 5 28 Aug 2025 365DAY TD	S&P ST A1+		3,000,000.00	1.00000000	3,000,000.00	100.000	2.521			<b>3,075,616.44</b>	1.01%	5.00%	
NAB 4.9 02 Oct 2025 365DAY TD	S&P ST A1+		3,000,000.00	1.00000000	3,000,000.00	100.000	2.000			<b>3,060,008.22</b>	1.00%	4.90%	



Fixed Interest Security	Security Rating	ISIN	Face Value Original	Bond Factor	Face Value Current	Capital Price	Accrued Interest Price	Unit Price Notional	Unit Count	Market Value	% Total Value	Running Yield	Weighted Running Yield
NAB 5.05 07 Nov 2025 365DAY TD	S&P ST A1+		10,000.00	1.00000000	10,000.00	100.000	1.563			10,156.34	0.00%	5.05%	
RABO 4.77 18 Feb 2026 365DAY TD	S&P ST A1		5,000,000.00	1.00000000	5,000,000.00	100.000	0.131			5,006,534.25	1.64%	4.77%	
Westpac 5.29 30 Apr 2025 366DAY TD	S&P ST A1+		4,000,000.00	1.00000000	4,000,000.00	100.000	0.420			4,016,812.04	1.31%	5.29%	
Westpac 5.1 13 Nov 2025 365DAY TD	S&P ST A1+		5,000,000.00	1.00000000	5,000,000.00	100.000	1.495			5,074,753.40	1.66%	5.10%	
Westpac 4.49 07 Sep 2026 732DAY TD	S&P AA-		10,000,000.00	1.00000000	10,000,000.00	100.000	1.046			10,104,561.60	3.30%	4.49%	
			99,510,000.00		99,510,000.00					102,161,413.68	33.38%		5.10%
Unit Trust													
NSWTC Long Term Growth Fund UT	S&P AA+		20,620,445.66		20,620,445.66			1.1409	18,074,316.6698	20,620,445.66	6.74%		
NSWTC Medium Term Growth Fund UT	S&P AA+		12,885,002.39		12,885,002.39			1.0484	12,289,807.0312	12,885,002.39	4.21%		
			33,505,448.05		33,505,448.05					33,505,448.05	10.95%		
Portfolio Total			301,233,663.70		301,233,663.70					306,029,369.88	100.00%		5.05%

Note: For holdings in unit funds and similar securities, the face value (original and current) columns will display market values.



### 3. Portfolio Compliance As At 28 February 2025

Short Term Issuer/Security Rating Group	Market Value	% Total Value
A2	40,953,782.68	13.38%
A1	5,006,534.25	1.64%
A1+	46,096,589.74	15.06%
Portfolio Total	92,056,906.67	30.08%

Market Value by Security Rating Group (Short Term)



Long Term Issuer/Security Rating Group	Market Value	% Total Value
BBB+ to BBB-	31,441,056.48	10.27%
A+ to A-	58,453,665.14	19.10%
AA+ to AA-	114,372,951.58	37.37%
AAA	9,704,790.00	3.17%
Portfolio Total	213,972,463.20	69.92%

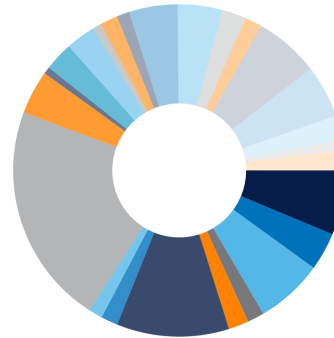
Market Value by Security Rating Group (Long Term)





Issuer	Market Value	% Total Value
AMP Bank Ltd	5,979,900.47	1.95%
ANZ Banking Group Ltd	3,118,170.00	1.02%
Auswide Bank Limited	7,287,486.05	2.38%
Bank Australia Limited	15,748,500.00	5.15%
Bank of Queensland Ltd	19,187,948.00	6.27%
Bank of us t/as B&E Ltd	5,162,630.15	1.69%
BankVic	7,198,904.09	2.35%
Bendigo & Adelaide Bank Ltd	13,301,561.64	4.35%
Commonwealth Bank of Australia Ltd	14,456,784.55	4.72%
Cooperatieve Rabobank U.A Australia Branch	3,796,200.00	1.24%
Defence Bank Ltd	5,258,034.25	1.72%
Heritage and People's Choice Limited t/as People's Choice Credit Union	2,539,775.00	0.83%
HSBC Sydney Branch	8,904,262.50	2.91%
ING Bank Australia Limited	8,598,870.00	2.81%
Macquarie Bank Ltd	2,022,760.00	0.66%
MyState Bank Ltd	13,058,769.15	4.27%
National Australia Bank Ltd	66,086,266.17	21.59%
Newcastle Greater Mutual Group Ltd	4,112,240.00	1.34%
Northern Territory Treasury Corporation	5,038,900.00	1.65%
NSW Treasury Corporation	33,505,448.04	10.95%
Police Bank Ltd	6,048,600.00	1.98%
Rabobank Australia Ltd	5,006,534.25	1.64%
Suncorp Bank (Norfina Ltd) - Subsidiary of ANZ	20,084,735.50	6.56%
UBS Australia Ltd	11,295,270.00	3.69%
Westpac Banking Corporation Ltd	19,230,820.06	6.28%
<b>Portfolio Total</b>	<b>306,029,369.88</b>	<b>100.00%</b>

Market Value by Issuer

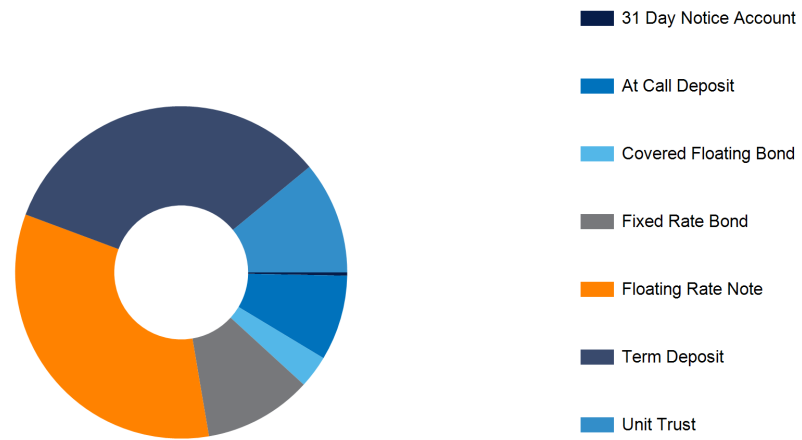


- AMP Bank Ltd
- ANZ Banking Group Ltd
- Auswide Bank Limited
- Bank Australia Limited
- Bank of Queensland Ltd
- Bank of us t/as B&E Ltd
- BankVic
- Bendigo & Adelaide Bank Ltd
- Commonwealth Bank of Australia Ltd
- Cooperatieve Rabobank U.A Australia Branch
- Defence Bank Ltd
- Heritage and People's Choice Limited t/as People's Choice Credit Union
- HSBC Sydney Branch
- ING Bank Australia Limited
- Macquarie Bank Ltd
- MyState Bank Ltd
- National Australia Bank Ltd
- Newcastle Greater Mutual Group Ltd
- Northern Territory Treasury Corporation
- NSW Treasury Corporation
- Police Bank Ltd
- Rabobank Australia Ltd
- Suncorp Bank (Norfina Ltd) - Subsidiary of ANZ
- UBS Australia Ltd
- Westpac Banking Corporation Ltd



Security Type	Market Value	% Total Value
31 Day Notice Account	960,181.48	0.31%
At Call Deposit	25,418,034.17	8.31%
Covered Floating Bond	9,704,790.00	3.17%
Fixed Rate Bond	32,230,568.00	10.53%
Floating Rate Note	102,048,934.50	33.35%
Term Deposit	102,161,413.68	33.38%
Unit Trust	33,505,448.04	10.95%
Portfolio Total	306,029,369.88	100.00%

Market Value by Security Type





Market Value by Term Remaining



Investment Policy Compliance

Legislative Requirements	Fully compliant
Issuer	Fully compliant (32 limits)
Security Rating Group	Fully compliant (8 limits)
Term Group	Fully compliant (1 limits)



#### 4. Portfolio Statistics For Period Ending 28 February 2025

Trading Book	1 Month	3 Month	12 Month	Since Inception
Queanbeyan-Palerang Regional Council				
Portfolio Return (1)	0.35%	1.39%	5.58%	3.05%
Performance Index (2)	0.34%	1.10%	4.48%	1.97%
Excess Performance (3)	0.01%	0.29%	1.10%	1.08%

Notes

- 1 Portfolio performance is the rate of return of the portfolio over the specified period
- 2 The Performance Index is the Bloomberg AusBond Bank Bill Index (Bloomberg Page BAUBIL)
- 3 Excess performance is the rate of return of the portfolio in excess of the Performance Index

Trading Book	Weighted Average Running Yield
Queanbeyan-Palerang Regional Council	5.05





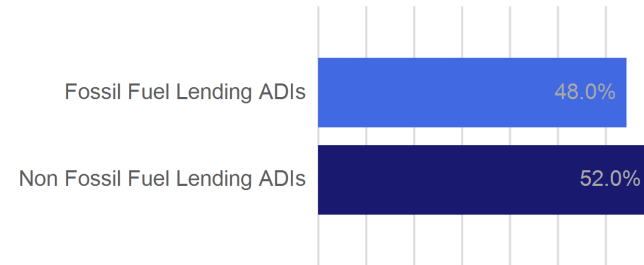
## 5. Portfolio Fossil Fuel Summary For Period Ending 28 February 2025

### Portfolio Summaries As At 28 February 2025

#### Portfolio Summary by Fossil Fuel Lending ADIs

ADI Lending Status	% Total	Current Period	% Total	Prior Period
<b>Fossil Fuel Lending ADIs</b>				
ANZ Banking Group Ltd	1.1%	3,000,000.00	1.1%	3,000,000.00
Bank of Queensland Ltd	3.0%	8,000,000.00	3.0%	8,000,000.00
Commonwealth Bank of Australia Ltd	5.3%	14,250,000.00	5.4%	14,250,000.00
HSBC Sydney Branch	3.3%	8,750,000.00	3.3%	8,750,000.00
ING Bank Australia Limited	3.2%	8,500,000.00	3.2%	8,500,000.00
Macquarie Bank Ltd	0.8%	2,000,000.00	4.2%	11,000,000.00
National Australia Bank Ltd	24.3%	65,039,724.92	21.8%	57,426,162.71
Rabobank Australia Ltd	1.9%	5,000,000.00	0.0%	0.00
Westpac Banking Corporation Ltd	5.2%	14,034,693.02	5.3%	14,027,706.35
	48.0%	128,574,417.94	47.3%	124,953,869.06

#### Fossil Fuel vs Non Fossil Fuel Lending ADI



<b>Non Fossil Fuel Lending ADIs</b>				
AMP Bank Ltd	2.2%	5,960,236.07	2.3%	5,956,094.83
Auswide Bank Limited	2.6%	7,000,000.00	2.7%	7,000,000.00
Bank Australia Limited	5.8%	15,500,000.00	5.9%	15,500,000.00
Bank of Queensland Ltd	4.1%	10,840,000.00	4.1%	10,840,000.00
Bank of us t/as B&E Ltd	1.9%	5,000,000.00	1.9%	5,000,000.00
BankVic	2.6%	7,000,000.00	2.7%	7,000,000.00
Bendigo & Adelaide Bank Ltd	4.9%	13,053,561.64	4.9%	13,001,627.54
Cooperatieve Rabobank U.A Australia Branch	1.4%	3,750,000.00	1.4%	3,750,000.00
Defence Bank Ltd	1.9%	5,000,000.00	1.9%	5,000,000.00
Heritage and People's Choice Limited t/as People's Choice Credit Union	0.9%	2,500,000.00	1.0%	2,500,000.00
MyState Bank Ltd	4.7%	12,500,000.00	4.7%	12,500,000.00
Newcastle Greater Mutual Group Ltd	1.5%	4,000,000.00	1.5%	4,000,000.00
Northern Territory Treasury Corporation	1.9%	5,000,000.00	1.9%	5,000,000.00
Police Bank Ltd	2.2%	6,000,000.00	2.3%	6,000,000.00
Suncorp Bank (Norfina Ltd) - Subsidiary of ANZ	7.5%	20,050,000.00	7.6%	20,050,000.00
UBS Australia Ltd	4.1%	11,000,000.00	4.2%	11,000,000.00



Portfolio Summary by Fossil Fuel Lending ADIs

ADI Lending Status	% Total	Current Period	% Total	Prior Period
Westpac Banking Corporation Ltd	1.9%	5,000,000.00	1.9%	5,000,000.00
	52.0%	139,153,797.71	52.7%	139,097,722.37
Total Portfolio		267,728,215.65		264,051,591.43

All amounts shown in the table and charts are Current Face Values for fixed interest holdings and Market Values for unit trust holdings (if included).  
 The above percentages are relative to the portfolio total and may be affected by rounding.  
 A fossil fuel lending ADI appearing in the non-fossil fuel related table will indicate that the portfolio contains a "green bond" issued by that ADI.



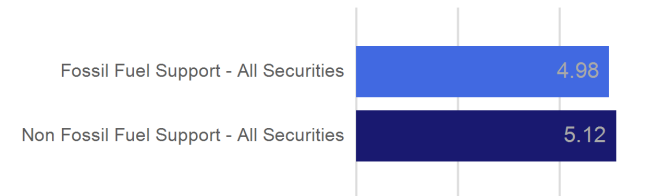


### Running Yields by Fossil Fuel and Ethical Ratings As At 28 February 2025

Trading Book	Weighted Average Running Yield
Queanbeyan-Palerang Regional Council	5.05
Fossil Fuel Support - Simple Interest Only	5.02
Non Fossil Fuel Support - Simple Interest Only	5.20
Fossil Fuel Support - All Securities	4.98
Non Fossil Fuel Support - All Securities	5.12

Note: If unit trust holdings are included in the report and multiple trading books hold the same unit trust security, reported IRRs can be misleading.

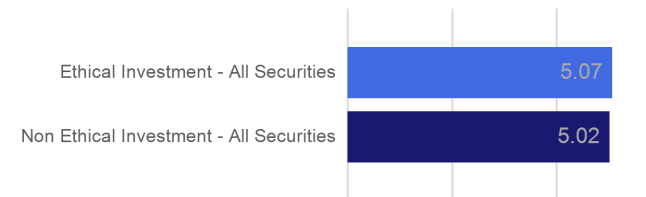
#### Fossil Fuel vs Non Fossil Fuel Running Total



Trading Book	Weighted Average Running Yield
Queanbeyan-Palerang Regional Council	5.05
Ethical Investment - Simple Interest Only	5.12
Non Ethical Investment - Simple Interest Only	5.07
Ethical Investment - All Securities	5.07
Non Ethical Investment - All Securities	5.02

Note: If unit trust holdings are included in the report and multiple trading books hold the same unit trust security, reported IRRs can be misleading.

#### Ethical vs Non Ethical Running Total





Report Code: TBSBP180EXT-00.16  
Report Description: Portfolio Fossil Fuel Summary Report  
Parameters:  
As At Date: 28 Feb 2025  
Prior As At Date: 31 Jan 2025  
Trading Entity: Queanbeyan-Palerang Regional Council  
Trading Book: Queanbeyan-Palerang Regional Council  
Settlement Date Base  
FI Holdings Only  
Print Time: 1:13:28 PM



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Use Security Rating Group  
Eliminate Issuer Parent Child Effect? No  
Trading Entity Limits Only? No

# QUEANBEYAN-PALERANG REGIONAL COUNCIL

## Council Meeting Attachment

26 MARCH 2025

ITEM 14.2            QUESTIONS WITH NOTICE - FOXLOW BRIDGE

ATTACHMENT 1    HERITAGE ASSESSMENT - FOXLOW BRIDGE - SEPTEMBER  
2017

## HERITAGE ASSESSMENT



## FOXLOW BRIDGE

Prepared by  
PHILIP LEESON ARCHITECTS PTY. LTD.

For  
QUEANBEYAN PALERANG REGIONAL COUNCIL

*Final 26 September, 2017*



PHILIP LEESON ARCHITECTS

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## 1 GLOSSARY

The terms fabric, conservation, maintenance, preservation, restoration, reconstruction, adaptation, compatible use and cultural significance are used in the CMP as defined in the Burra Charter as follows.

### **Adaptation**

*Adaptation means modifying a place to suit the existing use or proposed use. Common examples of adaptation include works for interpretation – such as signs and paths, installing new wiring, piping, equipment and services. Adaptation can also include construction of substantial new structures.*

### **Compatible Use**

*Compatible use means a use that respects the cultural significance of a place. Such a use involves no, or minimal, impact on cultural significance. Compatible use can be a number of different uses that overlap in space or time. The use for which the place was created, and later long established uses are likely to be ones that respect the cultural significance of the place.*

### **Conservation**

*Conservation means all the processes of looking after a place so as to retain its cultural significance.*

The process of conservation includes retaining the contribution that the setting, and related places and objects, make to the significance of a place. Ceremonies, explaining, campaigning, housekeeping, financing, the preparation of protective controls, and many other activities can be part of conservation.

### **Cultural Significance**

*Cultural significance means aesthetic, historic, scientific, social or spiritual value for past, present or future generations. Cultural significance is embodied in the place itself, its fabric, setting, use, associations, meanings, records, related places and related objects. Places may have a range of values for different individuals or groups.*

Australian conservation practice and heritage legislation is based on the concept of cultural significance; i.e. that the values (significance) of a place can be described and that retaining significance is the primary objective of conservation of the place. Some acts use slightly different terms – such as 'heritage significance' or 'cultural heritage value' – but the concept is the same as cultural significance. The five terms listed alphabetically in the Charter, aesthetic, historic, scientific, social, spiritual, used together, are intended to encompass all the cultural values of places of cultural significance. Legislation may include more specific categories of significance, which are covered by the five used in the Charter. The cultural significance of a place may change as the result of the continuing history of the place. Understanding of cultural significance may change as a result of new information. A place may have different meanings to different groups.

### **Fabric**

*Fabric means all the physical material of the place including components, fixtures, contents, and objects.*

Fabric includes the built elements of a place, as well as the natural material – the landform, vegetation, streams, soil and rock etc. Fabric includes building

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interiors, sub-surface remains – as well as excavated material. Fabric may define spaces and these may be important elements of the significance of the place. Fabric includes contents, fixtures and objects temporarily moved, e.g. for repair, safekeeping, or exhibition.

**Maintenance**

*Maintenance means the continuous protective care of the fabric and setting of a place, and is to be distinguished from repair. Repair involves restoration or reconstruction.*

In the Charter, maintenance has a narrower meaning than in ordinary use – the ordinary meaning includes repair.

**Preservation**

*Preservation means maintaining the fabric of a place in its existing state and retarding deterioration.*

It is recognized that all places and their components change over time at varying rates. The role of preservation is to slow the rate of change.

**Reconstruction**

*Reconstruction means returning a place to a known earlier state and is distinguished from the restoration by the introduction of new material into the fabric.*

New material may include recycled material salvaged from other places. This should not be to the detriment of any place of cultural significance: e.g. it should not involve removing significant fabric from another place and the new material should not convey false impressions of the history and characteristics of the place.

**Restoration**

*Restoration means returning the existing fabric of a place to a known earlier state by removing accretions or by reassembling existing components without the introduction of new material.*

This term has a narrower meaning in the charter than in ordinary use. Restoration by removal is more common in practice than restoration by assembly.

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## 2 EXECUTIVE SUMMARY

### 2.1 Background

This Heritage Assessment has been prepared for Queanbeyan Palerang Regional Council (QPRC) in accordance with the conservation principles outlined in the Australia ICOMOS Burra Charter 2013.

Foxlow Bridge is an Allan Truss timber bridge built in 1896-97. It has undergone minor repairs and maintenance over the years but has had no major upgrade. In 1982 a 5 tonne load limit was placed on it due to concerns about its carrying capacity.

Foxlow Bridge is listed on the Heritage Schedule in Palerang LEP 2014 as an item of local significance.

Council's engineers have been considering options for the bridge for several years. They are concerned about the cost of strengthening the bridge and maintaining it in the future given the very low vehicle numbers which cross it daily.

The purpose of this study is to assess the heritage significance of the bridge in order to inform decisions about the bridge's future.

### 2.2 Methodology

The following tasks were undertaken:

- preliminary discussions with Council staff
- review of current heritage listings
- review of existing documentation relating to Foxlow Bridge and historic bridges in NSW generally
- comparative analysis of other surviving historic timber bridges
- physical assessment of the bridge
- Assessment of Significance against the established NSW heritage listing criteria
- Statement of Significance and Recommendations
- assessment of development options considered by Council's engineers
- analysis of a public survey undertaken by Council

### 2.3 Significance

Foxlow Bridge is significant in the local area as an intact example of an Allan Truss timber bridge and one of the earliest to be built.

It is aesthetically pleasing, has a highly picturesque setting and is prominent in the broad valley, paired with the railway bridge.

It is the only remaining Allan Truss bridge in the Council area and its design is the most complex and technically accomplished of all the bridges in the area.

It is one of only 11 surviving Allan Truss bridges in NSW out of 105 that were built and therefore is a rare example of an endangered piece of NSW history.

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Intrinsic features include:

- the road bridge in its rural setting
- hardwood trestle supports to main truss span and approach spans
- Allan Trusses including hardwood top and bottom chords laid in pairs with timber spacers and spliced joints, cast iron splice plates, hardwood cross braces, hanger rods, cast iron shoes and bolts.
- transverse hardwood girders and simply curved corbels
- hardwood road deck support structure including girders, bearers and joists and decking boards
- timber kerb and balustrade
- white colour scheme

**2.4 Recommendation**

The primary recommendation is to conserve and maintain Foxlow Bridge as a vehicular road bridge, matching the original design and fabric as closely as possible within the constraints of the required loading, cost factors inherent in practical design and buildability proposals, maintenance requirements and public and occupational health and safety.

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### 3 INTRODUCTION

#### 3.1 Engagement

This Heritage assessment has been prepared by David Hobbes of Philip Leeson Architects Pty. Ltd. for Queanbeyan Palerang Regional Council.

#### 3.2 Background

Foxlow Bridge is an Allan Truss timber bridge built in 1896-97. It has undergone minor repairs and maintenance over the years but has had no major upgrade. In 1982 a 5 tonne load limit was placed on it due to concerns about its carrying capacity. Council's engineers have been considering options for the bridge for several years. They are concerned about the cost of strengthening the bridge and maintaining it in the future given the very low vehicle numbers which cross it daily. Modern concrete and steel bridges are far more cost effective to construct and maintain.

Foxlow Bridge is listed on the Heritage Schedule in Palerang LEP 2014 as an item of local significance.

The purpose of this study is to assess the heritage significance of the bridge in order to inform decisions about the bridge's future.

#### 3.3 Methodology

This assessment has been prepared in accordance with NSW Heritage Guidelines, The Australia ICOMOS Burra Charter 2013 and J.S. Kerr's 'The Conservation Plan'.

The following tasks were undertaken:

- preliminary discussions with Council staff
- review of current heritage listings
- review of existing documentation relating to Foxlow Bridge and historic bridges in NSW generally
- comparative analysis of other surviving historic timber bridges
- physical assessment of the bridge
- Assessment of Significance against the established NSW heritage listing criteria
- Statement of Significance and Recommendations
- assessment of development options considered by Council's engineers
- analysis of a public survey undertaken by Council

#### 3.4 Study Area

The study area comprises the Foxlow Bridge and its immediate surrounds. It is located on the Hoskinstown Rd adjacent to Lot 162, DP 754910.

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### 3.5 Heritage Listings

#### 3.5.1 Palerang LEP Schedule 5 Environmental Heritage

Foxlow Bridge is listed on the Heritage Schedule in Palerang LEP 2014 as an item of local significance.

Suburb	Item	Address	Description	Significance	Item No.
Primrose Valley	Foxlow Bridge	Hoskinstown Rd	Road reserve adjacent to Lot 162, DP 754910	Local	1338

#### 3.5.2 Non Statutory Heritage Listings

Foxlow Bridge is not listed on any non statutory registers such as the Register of the National Estate or the National Trust Register.

#### 3.6 Limitations of this study

- Aboriginal significance has not been assessed.

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## 4 DOCUMENTARY EVIDENCE

### 4.1 Historical Overview of Bridge Design in NSW

#### 4.1.1 History of early bridge design and construction in the Colonies

*This section was prepared by Brian Pearson and Ray Wedgwood, retired Chief Bridge Engineers for NSW RTA, for the Tharwa Bridge Conservation Management Plan, prepared by Philip Leeson Architects in 2009. References have not been cited.*

The first bridge was constructed in the Colony of New South Wales in 1788. This bridge was a simple timber structure erected over the Tank Stream, near what is now the intersection of Bridge and Pitt Streets, Sydney. It had only a short life and was replaced with a stone arch bridge in 1804.

Prior to the arrival of David Lennox in the Colony in 1832, NSW was without expert knowledge in bridge design and construction. Lennox, who had worked with the famous bridge engineer Thomas Telford, was appointed by Major Thomas Mitchell, the Surveyor General, to the position of Superintendent of Bridges for NSW in 1833.

During the first sixty years of the Colony, the majority of bridges were built from stone or timber, in the same manner as bridges being designed and constructed in Britain and Europe. Stone was the bridge building material of choice for major crossings in NSW, with construction costs kept low by the use of convict labour. However, with the cessation of convict transportation in the 1840s and the subsequent rise in labour costs, bridge designers were forced to explore the use of other materials for bridge construction.

Stone arch bridges built by Lennox in NSW and which are still carrying traffic comprise the following:

Horseshoe Bridge at Mitchells Pass	(1833)
Lansdowne Bridge over Prospect Creek	(1836)
Lennox Bridge over Parramatta River at Parramatta	(1839)

In 1844 Lennox moved south to Melbourne as Superintendent of Bridges. He retired in 1854, three years after the colony of Victoria was formally established. His most important work while in Melbourne was the first Victoria Bridge over the Yarra.

In Van Diemens Land (renamed Tasmania in 1855) three magnificent masonry bridges still carry traffic some 180 years after construction. These are the Richmond Bridge over the Coal River (1825), the Ross Bridge over the Macquarie River (1836) and the bridge at Campbell Town over the Elizabeth River (1838), midway between Hobart and Launceston.

#### 4.1.2 The development of the rail and road network in New South Wales

Public funding for the development of the rail and road network was a significant component in the economic growth of Colonial NSW. Transport was an important link for agriculture and trade, with the lack of suitable roads and river crossings delaying the benefits of a growing economy.



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The adjacent colonies of Queensland, Victoria and South Australia prospered from the redirection of commodity movements as a result of the poor transport network in NSW during the period 1860 to 1880. From the late 1870's Victoria and NSW systematically constructed railways to reduce reliance on riverboats. The last profitable riverboat trading routes were to Echuca on the Murray River and on the Lower Murrumbidgee to Balranald. Railways from Victoria tapped this trade when lines were constructed from Bendigo to Echuca in 1864, Echuca to Deniliquin in 1867, to Moulamein in 1925, Balranald in 1926 and to Stoney Crossing on the Wakool in 1928.

In response to this redirection of trade, successive NSW governments recognised the need to invest capital in developing and improving the transport network of their State. By the late 1880s, rail had reached the far outskirts of NSW and provided a means of economically transporting agricultural produce. Roads were an important component in the transportation of goods and produce, and also provided vital work for hundreds of people engaged in such movement of this material.

The development and expansion of the railways generated an increase in freight movement, as well as providing a more accessible and economic means of travel to the public. This increase in the use of rail was also influential in the demand for the improvement and expansion of the road network, with bridge design and construction an important component. However, the capital expenditure required to support the development and construction of such infrastructure was a substantial commitment of funds and resources which at the time, NSW was unable to readily provide. While the bordering Colony of Victoria was prospering in the economic boom of the 1850s gold rush, the larger and under-resourced Colony of NSW did not experience the same economic benefits. The consequence of this lack of funding was that in order to improve the transport network, capital often had to be sought from Britain at high rates of interest.

#### 4.1.3 History Of Timber Truss Bridge Design In New South Wales

Design and construction of bridges in NSW during the 1850s came under the control of the Colonial Architects Edmund Blackett (1849-54), William Weaver (1854-6) and Alexander Dawson until 1859. Through their architectural training it is presumed they would have been aware of the work of Palladio and his drawings of timber roof and bridge trusses. In the absence of other influences, the Colonial Architect's office tended to draw heavily on British designs and technology, adapting them to local conditions. In addition, there were no publications on bridge design coming out of America at this time, as fierce commercial competition between American bridge builders meant that the precise details of their designs and the manner in which they were constructed were not widely available.

At the time the Public Works Department was established in 1859, the major road bridge types being constructed in NSW were the masonry arches of David Lennox and the laminated timber arches designed by the Colonial Architect's office. The timber laminated arch design was of British origin. The unsuitability of the design to Australian conditions soon became apparent when the inner laminates of the arches began to rot and proved very difficult to replace.

The failure of the timber laminated arch design forced bridge designers to look for other alternatives. Naturally masonry and iron bridges would have presented more durable alternatives, but the cost of constructing both types was prohibitive. The cessation of convict transportation in the 1840s meant the supply

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of cheap stonemasons disappeared and the size of NSW and the scale of public works required in the mid-1850s meant the Colony had to borrow heavily from Britain in order to fund the works. An 1861 parliamentary decree seeking to minimise expenditure made it a requirement that local materials be used wherever possible in construction projects, thus keeping costly imports, particularly iron, to a minimum. It was this decree that set NSW on the path to becoming "the timber truss bridge state".

NSW was fortunate to have abundant hardwood forests, the timber from which was strong and durable and so was eminently suited to the construction of bridges at a relatively low cost. Therefore, because of a combination of factors, the timber truss bridge became a regular feature on the road system of NSW. The various types of trusses are practical and aesthetically pleasing solutions to the ongoing problem of providing bridges that are cost effective and able to accommodate the increasing needs of road traffic.

#### 4.1.4 Summary Of The Evolution Of Timber Truss Designs

The following is a summary of the design evolution of timber truss bridges. There were five types generally used between 1860 and the late 1930s, comprising:

##### **Old Public Works Department truss**

The basic style was imported from Europe by British engineers and was a modified version of early timber roof trusses. The design was later improved by the Public Works Department (PWD) under the direction of William C Bennett, Commissioner for Roads. It was subsequently adopted and referred to as the Old PWD Truss (OPWD). The top chords and principals were each made from a single piece of timber, as was each of the diagonals. The top chord had a secondary support in the centre creating a double thickness member. The bottom chords comprised three vertical timber laminates bolted together. The vertical connections were made from single iron rods taken through the chords, thus creating points of weakness. The design made such bridges difficult and expensive to build and maintain.

The Old PWD design incorporated some redundant elements which were omitted from the later truss designs. As noted above a supplementary timber element was attached to the underside of the top chord at mid span above the central diagonals. In essence this member acts as a butting block to assist in transferring forces from the diagonals into the top chord as well as increasing the stiffness in the top chord. Other elements which were omitted from later designs are the additional timber vertical and cross members supporting each end principal of the trusses.

Unique to the Old PWD and its successor, the McDonald truss is the manner in which the butting blocks are placed. The butting blocks are situated on top of the bottom chord at each end of the truss with the end principals abutting them. The butting blocks perform the important function of transferring the load from compression in the principal to tension in the bottom chord. In later designs these forces were transferred through cast iron shoes, which were notched into the timber bottom chords.

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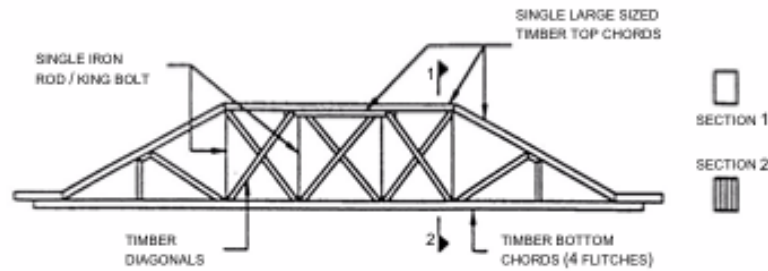


Figure 2.1 Schematic diagram of Old Public Works Department Truss (OPWD), (derived from DMR 1987)

Figure 1 Old Public Works Dept. Truss

Also unique to the Old PWD truss design is the use of a single timber member to form each large end principal. All later designs used double components, known as flitches, separated by a spacer block. The latter required smaller, more readily available sizes and also facilitated replacement of deteriorated or damaged principals under traffic, as the load on the principal could be temporarily transferred to a single member during replacement works.

**The McDonald truss**

The truss was designed by John A McDonald (an expatriate English engineer) when he joined the PWD in 1879 as Engineer for Bridges. It was designed primarily with the aim of being easier to build and maintain and to support greater loads than the Old PWD truss. This design, much like its predecessor, was influenced by European truss designs. The basic McDonald truss design used a single thickness top chord with double timber principals, which were splayed to provide more stability for the top chord, and double tension rods made from Iron. The vertical rods were placed on the outside of the chord and were connected using cast iron cradles, thus eliminating the need to drill through the chords. The compression diagonals and bottom chord continued to be made from timber. This design produced a truss that was cheaper to make, able to span a greater distance and easier to maintain. The McDonald truss continued the use of the traditional timber bottom chord; it was not until de Burgh's 1899 truss design that the merits of steel lower chords were realised in practice. McDonald truss bridges were constructed throughout the period 1886 to 1893.

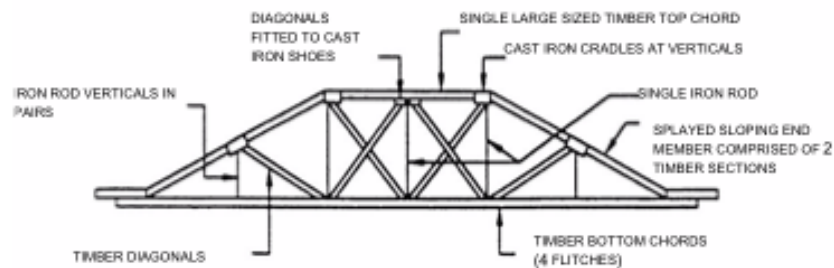


Figure 2.2 Schematic diagram of a McDonald Truss (derived from DMR 1987)

Figure 2 McDonald Truss

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### The Allan truss

The Allan truss was designed by Percy Allan, chief PWD draftsman and engineer. It utilised principles of engineering science and theory which incorporated data relating to structural behaviour of trusses and the strength of Australian hardwood timbers. The Allan Truss represented a shift towards a more scientific approach and was introduced during the economic downturn of the 1890s. The design, which utilised two parallel half trusses bolted together to form a complete truss, required smaller sizes of timber than were needed in earlier trusses and had the advantage of being both cheaper and easier to maintain. The Allan Truss saw the introduction of spaced double chord members and all diagonal members set at the same angle. This allowed any shrinkage of timber to be taken up by simply tightening the vertical rods. These basic design principles meant that the structure was still self supporting when any one member was out of service which allowed for easier maintenance because any of the members could be replaced without having to close the bridge.

Percy Allan was the first Australian engineer to be appointed Chief Bridge Engineer, a position he achieved in 1896. He was an outstanding engineer for his time and in 1911 was appointed Chief Engineer for Public Works, a position he held until his retirement in 1927. His greatest achievement with respect to bridges were his 1902 Pymont Bridge and his 1903 Glebe Island Bridge, claimed to be the first electrically operated swing span bridges in the world.

Fortunately for Allan and his successors, Sydney University appointed W H Warren as its first Professor of Engineering in 1883. He set up an extensive program of tests on all the local hardwoods and published the results in 1893. These results enabled Allan to undertake timber bridge design with a degree of confidence inspired by Warren's research. Allan reported in 1924 in a paper entitled "Highway Bridge Construction – Practice in New South Wales" <sup>1</sup> that his truss designs were extremely economical with respect to the use of materials. [<sup>1</sup> Paper published in Industrial Australia and Mining Standard, 21 August 1924] He wrote as follows:-

*"In the superstructures of one 90ft. (27.4m) span carrying a 15ft. (4.6m) deck, there is 500 cub. ft. less timber than in the 1886 type of truss, which, in conjunction with the greater ease in framing together (notably in the bottom chord, where no fitting is required) the fewer bolt holes to be bored, and the short length of timber employed, effects a large saving in cost of each span.*

*The economy is more marked when it is considered that the old trusses were designed to carry a 15ft. carriageway, whereas the Allan trusses were designed to carry two 5ft. (1.5m) footways in addition to a 15ft. carriageway. Thus it will be seen that the later design of truss bridge offers greater facilities for traffic at a much reduced cost."*

The Allan truss was a giant leap forward from the earlier designs. It provided the following improvements:

- Cast iron shoes at all joints reduced problems with dampness, allowed simple square shaping at the ends of timbers and ensured a better distribution of forces through structurally sound joints. They also made renewal of half members much easier.

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- The adoption of open top and bottom chords for easier painting, which also reduced the decay due to the entry of water between the members in a built up chord.
- Omission of counter-braces in all except the centre panels which resulted in single diagonal webs and thus eliminated redundant cross-members.
- Placing of all webs on the same angle so that any shrinkage of the timber could be taken up by the tightening of suspension rods.
- All diagonal braces and the sloping end members (principals) of spaced construction, which greatly increased their buckling strengths for a modest increase in construction costs.
- The use of sawn flitches in all braces, bowed to prevent warping and twisting.
- The provision of footways.
- The absence of overhead cross braces spanning the roadway eliminated a height limitation on loads being carried.
- All joints and surfaces of members left accessible for inspection and maintenance.
- The use of external iron clamps almost eliminated drilling of timbers for the large diameter suspension rods.
- Cross girders placed at panel points to eliminate bending in the bottom chord.
- Well designed splices (a direct result of Warren's earlier program of timber testing) enabling shorter pieces of timber to be used.
- Any member could be renewed without destroying the overall structural integrity of the truss. It was easy to replace half members with minimal disruption to traffic.

Due to Allan, timber truss road bridges were relatively cheap and remained serviceable for longer periods than the earlier designs. The first Allan truss was constructed in 1894 and the last Allan truss bridge was built over Mill Creek near Wisemans Ferry in 1929.

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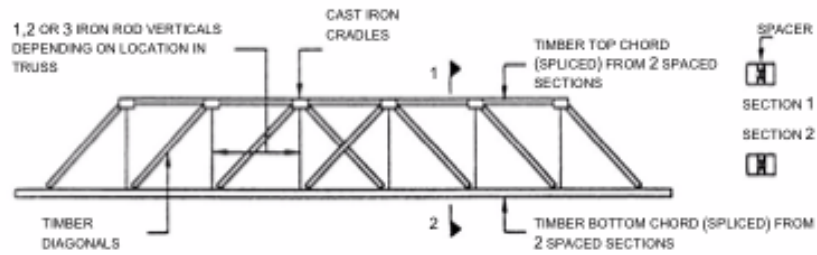


Figure 2.3 Schematic diagram of an Allan Truss (derived from DMR 1987)

Figure 3 Detail of Allan Truss construction

**The De Burgh truss**

The de Burgh truss was designed by Ernest McCartney de Burgh, a British expatriate engineer, who had worked in the PWD since 1885. The de Burgh truss was possibly based on the American Pratt style truss but was modified to include steel bottom chords, vertical posts and diagonal tension members. A later modification to the truss was the replacement of the sloping end members with the conventional Pratt truss squared ends. This truss design incorporated features of the Allan truss but changed some details to include a steel bottom chord which resulted overall in a stiffer, more robust truss. However, the pins along the bottom steel chord made replacement and maintenance of this feature difficult. De Burgh truss designs were used for a relatively short length of time between 1900 and 1905.

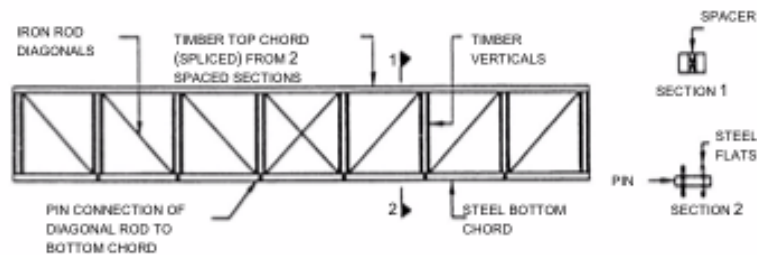


Figure 2.4 Schematic diagram of a de Burgh Truss (derived from DMR 1987)

Figure 4 De Burgh Truss

**The Dare truss**

The Dare truss was designed by Harvey Dare and was a design used extensively in NSW in the period 1906 to 1935. It is a variation of the Allan truss design, substituting a pair of steel channels for the bottom chord. The Dare truss proved to be a very successful composite truss design, which was relatively simple to

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maintain.

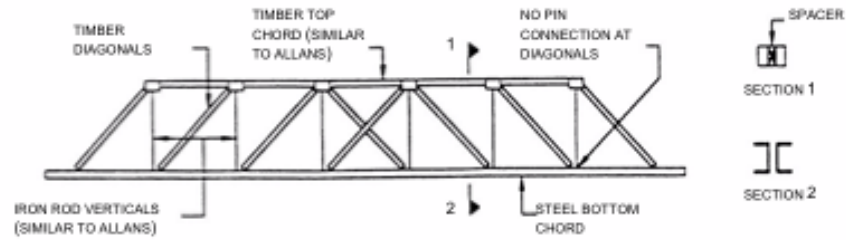


Figure 2.5 Schematic diagram of a Dare Truss (derived from DMR 1987)

Figure 5 Dare Truss

#### 4.2 History of Foxlow Bridge

Research has revealed little about the history of Foxlow Bridge.

The following is an excerpt from the Palerang Heritage Inventory:

*"The first bridge over the Molonglo River was constructed in 1875 to link Hoskinstown and Captains Flat. The present bridge was built in about 1904 (sic) to the design of Percy Allan, noted government bridge designer. Allan came to attention after he modified the design of the McDonald truss bridge. Allan truss bridges were built from 1893 to 1929. The main difference was that the trusses were constructed with two parallel half trusses bolted together to facilitate maintenance. 105 were built in NSW and there are 37 surviving. It was also important in the development of the area for allowing a permanently open road between Captains Flat and Hoskinstown. It is a landmark in the district and is one of only a small number of Allan truss bridges extant in NSW."*

A review of historic newspaper reports revealed the following information:

Newspaper	Event
Queanbeyan Age 17.7.1895	A sum of 1800 pounds was set aside for construction of a new bridge over the Molonglo River at Foxlow
Sydney Morning Herald 2.6.1896	Tenders for the following works were opened yesterday morning by the Tender Board of the Department of Public Works – truss bridge over the Molonglo River, at Foxlow Road, Bungendore to Captains Flat, eight tenders, JS Gum lowest 1,593 9s 8d
Sydney Morning Herald 21.7.1896	Tenders have been accepted for the following public works... Bridges:... over the Molonglo River at Foxlow on the road from Bungendore to Captains Flat, JS Gam 1,593 9s8d
Goulburn Evening Penny Post 21.9.1897	Progress of Captains Flat ...the new bridge over the Molonglo, near Foxlow, is now opened and the deviation leading up to it will be finished in a few weeks
Queanbeyan Age 30.9.1910	Yarrowlumla Shire Council The Works Committee report recommended...that the engineer's report relative to the necessity of painting and screwing up be adopted, work to stand over until funds are available.

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Queanbeyan Age 24.3.1911	Yarrowlumla Shire Council The works committee report recommended that necessary painting be effected to Foxlow Bridge and vote of 20 pounds be passed for this work
Queanbeyan Age 1.11.1912	Shire Council General: .... resolved, on the motion of Cr. Grace, seconded by Cr. Falconer, that as no tenders had been received for painting Foxlow Bridge, the roads overseer be instructed to have the work carried out by day-labour.
Canberra Times 5.12.1933	Road Programme Adopted by Yarrowlumla Shire Council ...in addition, the scheme included repairs to Foxlow Truss Bridge £51
Canberra Times 16.7.1982	Improvement Plan to be put to Bungendore: The council decided to place a five-tonne limit on the Foxlow Bridge, built in 1896, having been told that it was in worse condition than previously thought. Inspection had shown that the timber in it was likely to shatter rather than flex under stress. The council decided also to ask the NSW Public Transport Commission for the right to use a nearby unused railway bridge. This would require only minor modifications of the existing road, but it would have only one lane.

In summary it appears from the reports above that the funding for the bridge was set aside by the NSW Department of Public Works in mid 1895, a tender was accepted in mid 1896 and the bridge was completed in mid 1897. Various repairs and maintenance were carried out through the early twentieth century. By the 1980s the bridge was in a poor state of repair and a 5 tonne load limit was placed on it. At this time the first discussions were had about crossing alternatives.

#### 4.3 Relative Heritage Significance of all Timber Truss Road Bridges in NSW

This study was undertaken in 1998 by McMillan Britton and Kell, Engineers for the NSW Road & Traffic Authority (RTA). It is a comprehensive and authoritative work and we consider it to be the benchmark for this assessment of Foxlow Bridge.

The study provides a good historical background to the construction of timber bridges in NSW in the Nineteenth century and early Twentieth century. It outlines the evolution of five truss types, including the Allan Truss. The study scores each bridge against five criteria – Technical Significance, Historical Significance, Social Significance, Aesthetic Significance and Regionality – the last identifying a representative grouping of bridges in a particular area. It then ranks each bridge overall, and by truss type and uses this information to identify national, state, regional and local significance. The results for Foxlow Bridge can be summarized as follows:



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Foxlow is ranked No. 61 out of 82 bridges and third out of 24 locally significant bridges. It is described as “among the oldest Allan Truss bridges, impressive from a distance, load limited.” Under truss type Foxlow Bridge is ranked 24 out of 37 for Allan Trusses.

In terms of the individual criteria Foxlow Bridge was scored above average for aesthetic significance, average for technical, historical and social significance, and below average for regionality.

Charleyong Bridge is ranked 67 out of 82 overall and ninth out of 24 locally significant bridges. It is described as “routine Allan Truss bridge”. It is ranked 29 out of 37 for Allan Truss types.

In terms of the individual criteria Charleyong Bridge was scored below average for each.

Of other bridges in the broader region Wee Jasper bridge scored 21 out of 82 and was classed as state significant. Tharwa Bridge is in the ACT and consequently was not part of the study. It is presumed that had it been it would have been ranked highly.

4.4 2014 Survey

The website [bridges.chookman.id.au](http://bridges.chookman.id.au) surveys the remaining timber truss bridges in NSW as of 2014 in a document titled “Timber Truss Bridges of NSW.” It identifies 26 remaining Allan Truss bridges in NSW out of a total 105 built. It covers all bridges both under state government control (20) and under local government (6 including Foxlow). It states that of the 26 only 11 are to be preserved.

The fact that in 2016 only 11 Allan Truss bridges are to be preserved out of 37 assessed in 1998 has a substantial impact on relative rankings.

Discounting bridges that have already been demolished or are scheduled to be demolished, Foxlow Bridge rises in significance to ninth out of 11. Above it are five nationally significant bridges, three state significant bridges (including Wee Jasper) and one regionally significant bridge. It becomes the highest ranked out of two locally significant bridges in NSW. The other is Paytens Bridge over the Lachlan River between Grenfell and Eugowra in central NSW.

Below is a schedule of the Allan Truss Bridges proposed to be retained in NSW:

Ranking	Name	Description
Nationally Significant		
1	Dunmore	One of only three large span overhead braced Allan trusses, and flanking an historic lift bridge over the Paterson River.
2	Morpeth	One of only three large span overhead braced Allan trusses. A “gateway” to Morpeth.
3	Swan Hill	Oldest combination of lift bridge and timber trusses. Associations with the historic river trade.
4	Hinton	Only example of a lift bridge flanked by timber trusses in the Hunter region.
5	Rossi	Excellent example of a three span Allan truss bridge without a lift span. Idyllic setting.

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State Significant		
6	Picton	Impressive bridge high above the gorge on tallest timber trestles in NSW
7	Wee Jasper	Third oldest Allan truss bridge, impressive rural setting
8	Carrathool	A curved track bascule bridge with a timber truss approach
Regionally Significant		
9	Beryl	Routine Allan truss bridge but important to Gulgong district
Locally Significant		
10	<b>Foxlow</b>	<b>Among the oldest Allan truss bridges, impressive from a distance, load limited</b>
11	Paytens	Routine Allan truss bridge

#### 4.5 RMS Timber Truss Bridge Conservation Strategy

This strategy was prepared for the RMS in 2012 and was endorsed by the NSW Heritage Council after minor amendments. It does not include Foxlow Bridge because it is under local government control. However its policies are considered useful in assessing and managing Foxlow Bridge. The introduction to the study includes the following:

*"The bridges have a range of limitations within a modern road network. The Strategy aims to balance heritage and operational considerations and applies a methodology to determine which bridges are better candidates for long term conservation."*

The strategy was based on comprehensive consultation with local community groups, local councils, The National Trust, The NSW Heritage Council, Australia ICOMOS (International Council on Monuments and Sites) and Engineers Australia.

The Strategy proposes the retention of 26 timber truss bridges and the replacement of 22. There was some criticism by the Heritage Council and Australia ICOMOS that the strategy places too much weight on the operability of a bridge in determining its retention and settles for keeping a representative sample of bridges rather than making decisions based on the true significance of individual bridges and how they compare to others as done in the 1998 MBK Study. Nevertheless the Strategy was endorsed.

The Strategy identifies a number of undertakings by the RMS to conserve, maintain, interpret the significance and mitigate the loss of timber road bridges.

- implement the *Recycling of Used Bridge Timbers Policy*
- implement the *Timber Procurement Strategy* to ensure adequate timber supply for all bridges to be retained.
- implement a skills development program to ensure the skills for timber bridge maintenance are retained by the RMS

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#### 4.6 Palerang Timber Bridge Study 2008

In 2008 the Palerang Heritage Committee prepared a brief assessment of the remaining timber bridges in the local government area. Foxlow Bridge was assessed as having the highest heritage value of the bridges studied:

*“One of two Allen Truss bridges in the Council area. The bridge appears to be in good condition and has high integrity. Usage is relatively low. High heritage value.”*

The second Allen Truss bridge in the Council area is the Charleyong Bridge, described as having good heritage value but not as intact as Foxlow, having been reinforced with steel columns. Also noted as being under threat due to road upgrades. The remaining bridges are simple spans described as having fair to good heritage value, depending on their condition, construction and aesthetic qualities.

I note that as of mid 2016 the NSW Roads and Maritime Service proposes to demolish Charleyong Bridge.

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## 4.7 Bibliography

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### 4.7.2 Heritage Listings

Palerang LEP 2014 , *Heritage Schedule* Item No. I338.

### 4.7.3 Professional Reports

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Heritage Council of NSW, *Timber Truss Road Bridges of NSW Review of RMS Revised Conservation Strategy*, July 2012

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Philip Leeson Architects Pty. Ltd. *Conservation Management Plan – Tharwa Bridge* by for Roads ACT, 2009

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### 4.7.4 Online Sources

[www.bridges.chookman.id.au](http://www.bridges.chookman.id.au) *Timber Truss Bridges of NSW*, 2014

[https://en.wikipedia.org/wiki/Historic\\_Bridges\\_of\\_NSW](https://en.wikipedia.org/wiki/Historic_Bridges_of_NSW)

<http://thecaptainsflatroad.blogspot.com.au/2010/03/bridges.html>

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## 5 SOCIAL VALUES ASSESSMENT

### 5.1 Summary of Public Survey

In 2016 Council undertook a postal survey of nearby residents and likely users of the road and the bridge. In summary;

- 89% of respondents rated providing access across the Molonglo River and connection to the wider area as extremely significant or significant
- 89% of respondents rated providing flood free access across the Molonglo River as extremely significant or significant
- 66% of respondents rated retaining or enhancing the bridge's heritage aspects as extremely significant or significant
- 66% of respondents rated retaining the existing bridge in the rural landscape setting as extremely significant or significant
- 65% of respondents rated reducing ongoing costs to ratepayers as extremely significant or significant
- 51% of respondents rated providing heavy vehicle access as extremely significant or significant

From this information it can be concluded that provision of a flood free (i.e.) high level bridge across the river is of the highest priority for a large majority of respondents. The retention of the bridge and the enhancement of its values (whether or not the bridge is retained for vehicular use) is preferred by a significant majority. The reduction of ongoing costs and the provision of heavy vehicle access is of somewhat less importance.

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## 6 PHYSICAL ASSESSMENT

### 6.1 Introduction

David Hobbes of Philip Leeson Architects carried out a physical assessment of Foxlow Bridge in June 2016, in the company of Sue Robb, Gordon Cunningham and Brendan Belcher of QPRC.

### 6.2 Description

Foxlow Bridge spans the Molonglo River in a locality known as Primrose Valley. It is approximately 1km to the north of the intersection of Captains Flat and Hoskinstown Roads and is roughly equidistant from Captains Flat and Hoskinstown.

Hoskinstown Road is unsealed and carries a low volume of traffic. The most notable vehicle is the school minibus which carries local children to Captains Flat Public School.

The bridge sits in a shallow valley with wooded hills close by on the western side and somewhat further away to the east. It traverses the river at a slight angle to the direction of the valley and is visible from some distance, particularly from Captains Flat Road, north of the Hoskinstown Road intersection. Its white paintwork increases its visibility in the landscape. The river banks are covered in tussock grass and several exotic deciduous trees. This alignment and setting is highly picturesque and the reason the bridge scored above average points for aesthetic qualities in the 1998 NSW Timber Truss Bridge Study.

The bridge is a single span Allan Truss type made up of local hardwood members. The main truss span is 27.4m long. The roadway is 4.65m wide.

The bridge is supported on hardwood trestles set in concrete below ground level. Two main trestles support the truss span which is close to the northern end. There are two secondary trestle spans to the embankment on this side and a longer run to the south covers six secondary trestle spans. Elements of the timber substructure have simple decorative sawn corbelling. This has not been reproduced in several members which have been replaced.

The southern abutment is stabilized by concrete filled hessian bags. It has eroded at the base.

The trapezoidal trusses comprise hardwood top and bottom members which are laid in pairs with timber spacers and spliced joints, hardwood cross braces and cast iron hanger rods. Joints in the run of the top and bottom chords are connected with cast iron splice plates. Transverse girders above the bottom truss chords support the road deck which is made up of bearers, joists and wide planks which run parallel to the roadway in c. 6m lengths – providing the characteristic “thunk” as vehicles pass over the joints.

The roadway edge has a deep timber kerb and simple timber balustrade consisting of posts with top rail and mid rail. In recent years a series of bounce back composite posts have been installed on the road deck to separate vehicles and pedestrians.

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The railway bridge lies approximately 100m to the east and consists of off form concrete piers supporting deep steel girders connected by steel cross braces, hardwood sleeper and double rails accommodating narrow and standard gauge trains. This bridge was built in 1939 as part of a railway branch line between Bungendore and Captains Flat which carried ore from the Captains Flat mines.

**6.3 Condition**

Foxlow Bridge appears to be in a reasonable condition. It is load limited to 5 tonnes. Issues of note include:

- the main trestle at the south end of the truss span has been reinforced with steel stanchions.
- the entire bridge is in need of repainting

**6.4 Integrity**

The original bridge appears to be reasonably intact. Various timber members have been replaced over the years (which is the advantage of Allan truss designs) and have been augmented with various steel straps and plates however not so much as to have a detrimental effect on an appreciation of the bridge design and aesthetics.



Photo 1: The bridge and its setting looking west



Photo 2: Close up of main truss span and support trestles



Photo 3: Southern approach



Photo 4: Southern abutment

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Photo 5: View of trestles and underside of road deck



Photo 6: Detail of main trestle



Photo 7: Main truss span, east side



Photo 8: Close up of top of truss showing yellow cross brace.



Photo 9: Detail of road deck support, showing simple curved corbelling.



Photo 10: Road deck showing yellow steel cross brace and bounce back posts



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Photo 11: Railway bridge looking east  
bridges



Photo 12: View to west with both  
bridges



Photo 13: Concrete piers and steel girders



Photo 14: Dual rails

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## 7 ASSESSMENT OF HERITAGE SIGNIFICANCE

### 7.1 Application of NSW heritage significance criteria

NSW Heritage Assessment Criteria	Assessment
(a) An item is important in the course, or pattern, of NSW's cultural or natural history (or the cultural or natural history of the local area)	<p>Foxlow Bridge was an early crossing of the Molonglo river and the first permanent link between Captains Flat and Hoskinstown. However there is no strong evidence that it is particularly important in the course of history in the local area.</p> <p><b>It is not considered to meet this criterion.</b></p>
(b) An item has strong or special association with the life or works of a person, or group of persons of importance in NSW's cultural or natural history (or the cultural or natural history of the local area)	<p>Foxlow Bridge is associated with Percy Allan, a civil engineer who designed a large number of public works in NSW, including the design of 583 bridges. However this association is not considered sufficiently strong to meet the threshold for this criterion.</p> <p><b>It is not considered to meet this criterion.</b></p>
(c) An item is important in demonstrating aesthetic characteristics and / or a high degree of creative or technical achievement in NSW (or the local area)	<p>Foxlow Bridge and its setting display high aesthetic qualities. The white painted timber bridge is prominent in the landscape defined by a shallow grassed river valley flanked by wooded hillsides.</p> <p>Foxlow Bridge demonstrates a high degree of technical achievement as a relatively intact example of an Allan Truss bridge where the various structural elements are clearly visible. It is the only example of its type in the Council area. (assuming Charleyong is demolished)</p> <p><b>Foxlow Bridge is considered to meet this criterion at a local level.</b></p>
(d) An item has strong or special association with a particular community or cultural group in NSW (or the local area) for social, cultural or spiritual reasons	<p>A simple community survey has been undertaken which indicates that a majority of respondents would like to see the bridge retained in its rural setting and its heritage qualities enhanced. However no strong associations have been identified.</p> <p><b>Foxlow Bridge is not considered to meet this criterion.</b></p>
(e) An item has potential to yield information that will contribute to an understanding of the NSW's cultural or natural history (or the cultural or natural history of the local area)	<p>Foxlow Bridge is a good example of a single span Allan Truss bridge and demonstrates the principal characteristics of its type. However it does not meet the threshold for this criterion – which requires that it yield new information which broadens existing knowledge.</p> <p><b>It is not considered to meet this criterion.</b></p>
(f) An item possesses uncommon, rare or endangered aspects of NSW's	<p>Foxlow Bridge is the only example of an Allan Truss bridge in the Council area (assuming</p>

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<p>cultural or natural history ( or the cultural or natural history of the local area)</p>	<p>Charleyong is demolished). It was one if the earliest of its type to be built and of 105 Allan Truss bridges built it is one of only 11 surviving in NSW.</p> <p><b>It is considered to meet this criterion at a local level.</b></p>
<p>(g)An item is important in demonstrating the principal characteristics of a class of NSW's</p> <ul style="list-style-type: none"> <li>• cultural or natural places; or</li> <li>• cultural or natural environments</li> </ul> <p>(or a class of the local area's</p> <ul style="list-style-type: none"> <li>• cultural or natural places; or</li> <li>• cultural or natural environments)</li> </ul>	<p>Foxlow Bridge is important in demonstrating the principal characteristics of an Allan Truss timber bridge. It is the only one of its type in the Council area.</p> <p><b>It is considered to meet this criterion at a local level.</b></p>

**7.2 Statement Of Significance**

Foxlow Bridge is significant in the local area as an intact example of an Allan Truss timber bridge and one of the earliest to be built.

It is aesthetically pleasing, has a highly picturesque setting and is prominent in the broad valley, paired with the railway bridge.

It is the only remaining Allan Truss bridge in the Council area and its design is the most complex and technically accomplished of all the bridges in the area.

It is one of only 11 surviving Allan Truss bridges in NSW out of 105 that were built and therefore is a rare example of an endangered piece of NSW history.

**7.3 State vs Local Significance**

The assessment finds that Foxlow Bridge is unlikely to meet the criteria for State Significance. There are currently five Nationally significant and three State Significant Allan Truss bridges in NSW. These are generally the largest (e.g. three or four spans, the most complex (e.g. lift bridges), they played an important role in national or state history such as river and road transport, they are part of a regional group, or they are valued by communities as emblematic of a particular settlement.

The knowledge we have of Foxlow Bridge suggests that it does not have this degree of significance. Because so many bridges have been lost, Foxlow's ranking has risen from 67 to 9 since 1998. However it still remains of local rather than state significance.

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#### 7.4 Intrinsic Features

- the road bridge in its rural setting
- hardwood trestle supports to main truss span and approach spans
- Allan Trusses including hardwood top and bottom chords laid in pairs with timber spacers and spliced joints, cast iron splice plates, hardwood cross braces, hanger rods, cast iron shoes and bolts.
- transverse hardwood girders and simply curved corbels
- hardwood road deck support structure including girders, bearers and joists and decking boards
- timber kerb and balustrade
- white colour scheme

#### 7.5 Intrusive features

- steel bracing to support trestles and at truss mid span
- ad hoc steel strapping and steel connector plates
- some crude replacements of supporting timbers which do not reflect the detailing of the originals (e.g. curved corbels)

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## 8 CONSTRAINTS & OPPORTUNITIES

Foxlow bridge is currently has a 5 tonne load limit due to structural limitations.

The bridge has very low traffic volumes which render costly repairs and maintenance unviable. Ironically this is what has saved the bridge from unsympathetic upgrades to meet increased user demand.

The 1998 BKH Study identified the following disadvantages of timber truss bridges:

- They were designed for loads much less than those applied by modern heavy trucks
- They were built as single lane bridges, an inconvenience to modern traffic densities
- The decking, cross girders and timber bottom chords were designed for traffic travelling much slower than today, so impact and fatigue effects are greater. However the new technology of stress laminated timber decks is showing encouraging signs of prolonging the lives of the surviving timber truss bridges.
- Water has been the greatest scourge despite Percy Allan's details designed to shed as much water as possible, and has led to considerable rotting of the timbers. Fortunately many timber members are being protected by metal sheeting and there are cost-effective chemical treatments now that suitable available hardwood pieces have become progressively more difficult to purchase.
- Maintenance costs, particularly for the timber truss types have continued to be relatively high because much of the work is labour intensive.

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## 9 RECOMMENDATIONS

1. Every effort should be made to should be conserve and maintain Foxlow Bridge as a vehicular road bridge in recognition of its heritage significance.
2. Repairs to intrinsic features should utilize traditional materials, detailing and techniques where possible.
3. Intrusive features should be removed where possible.
4. Conservation and maintenance programs should be guided by a suitably qualified heritage professional.
5. It may be possible to introduce modern fabric such as bracing and fixings as long as these do not detract from an appreciation of the original bridge design and are as unobtrusive as possible.
6. It may be possible to replace original fabric with new materials (e.g. cast iron with steel) if it can be demonstrated that this contributes to the ongoing viability of the bridge by addressing loading, buildability and costs factors. New materials should appear substantially the same as the originals on casual inspection.
7. Interpretative signage should be erected in a safe location adjacent to the bridge. This should provide information about the bridge's history and heritage significance.
8. Any proposal to demolish, decommission or relocate the bridge must demonstrate that all options for retaining it have been examined and that it is economically or operationally unviable to retain it.

Refer to Section 9 for a discussion on potential options for the future of the bridge.

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## 10 ASSESSMENT OF PROPOSED OPTIONS

### 10.1 The Australian ICOMOS Burra Charter, 2013

The Burra Charter is a nationally accepted guide to appropriate conservation processes and practices. The following Burra Charter principles are applicable to the conservation of Foxlow Bridge.

- Secure and maintain the *cultural significance* of the place for the future (Articles 2, 10 and 16);
- Adopt least possible intervention practices impacting existing *fabric* (Articles 3 and 13);
- Engage suitable and identified expertise for all processes (Articles 4, 23, 25, 26 and 27);
- Treat all *fabric* elements and eras equally (Articles 5, 11, 13, 14 and 15);
- Appropriate conservation policies must reflect firstly an understanding of the place's *cultural significance* and its condition (Articles 6 and 10);
- Conservation policy will determine compatible uses (Article 7);
- The visual setting of significant elements must be maintained and no new construction or other modification is allowed that adversely affects or intrudes into the setting (Article 8);
- A structure should remain in its historic location (Article 9);
- Record all decisions, intrusions, processes and works (Articles 26, 27, 28 and 29);
- Permanently archive and record (Article 28);
- Any *culturally significant fabric* required to be removed shall be kept securely stored (Article 29)

### 10.2 Assessment

In July 2016 Council's engineers considered a range of options for the future of Foxlow Bridge. The assessment below ranks the options in order from most to least acceptable:

#### 1. Refurbish the existing bridge for the best available use.

This is the preferred option. It retains and conserves the bridge in its existing setting and maintains its original use, allowing its heritage values to be retained to the greatest extent.

Modern intervention may be required. This could be carefully managed to make it as unobtrusive as possible.

#### 2. Construct a new low level crossing, retain the bridge and interpret it as a relic or use for pedestrian or other light vehicle use.

The construction of a low level crossing is considered preferable to a high level crossing because it will be less obtrusive in the landscape and thus minimize the impact on the bridge's setting.

Retention of its function as a bridge is preferable to blocking access and leaving it as a relic. If it takes only light traffic this may require less repair and reinforcement and be more economically viable. In either case the bridge must be properly conserved and maintained.

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**3. Convert the nearby railway bridge to a road bridge, retain the bridge and interpret it as a relic or use for pedestrian or other light vehicle use.**

The railway bridge appears to be c. 2.5m wide. I assume conversion would mean a new road deck which would overhang the existing structure. I have the same reservations about this as outlined in Option 4 below, due to the potential for this structure to dominate the original bridge and have a detrimental impact on its setting.

Retention of the function of the original bridge is preferable to blocking access and leaving it as a relic. If it takes only light traffic this may require less repair and reinforcement and be more economically viable. In either case the bridge must be properly conserved and maintained.

**4. Build a new concrete bridge, retain the bridge and interpret it as a relic or use for pedestrian or other light vehicle use.**

The impact of this proposal would very much depend on the exact location and character of the new bridge and its approaches. The existing bridge is dominant in the landscape and reads together with the railway bridge.

A new high level bridge may affect this dominance and crowd the setting, devaluing the contribution of the original bridge.

Retention of the function of the original bridge is preferable to blocking access and leaving it as a relic. If it takes only light traffic this may require less repair and reinforcement and be more economically viable. In either case the bridge must be properly conserved and maintained.

**5. If demolished re-erect as an icon somewhere else.**

The Burra Charter states that relocation is generally unacceptable unless this is the sole practical means of ensuring a structure's survival.

Part of the bridge's heritage value is its picturesque setting. If relocated this value would be lost. If unavoidable the structure should be relocated in a way which conserves as much of its significance as possible. Re-erection of the Allan Trusses as a novelty a park for example would be a tokenistic approach to conservation. Its history and purpose may not be readily apparent. Relocation for use as a pedestrian bridge in another location would be preferable as at least it retains a practical function as a bridge.

Its history and significance should be interpreted at both the old and new locations.



PHILIP LEESON ARCHITECTS

**6. Close the road, demolish the bridge and either scrap, re-use the timbers for repairs to other bridges or for other community infrastructure.**

This would be a last resort option. Demolition and scrapping would result in the loss of a rare and endangered historic timber truss bridge without even the slight mitigation that its fabric would be put to a worthwhile use and be interpreted.

There would also be issues with closing the road. Vehicles travelling between Hoskinstown and Captains Flat would have to travel via Briars Sharrow and Plains Roads adding about 10km to the trip.