



Queanbeyan-Palerang Regional Council

# State of the Region Report

2021-2024



# Contents

01. Executive Summary	4
02. Acknowledgment of Country	6
03. Our Local Government Area	8
04. Key Decisions, Engagements & Achievements	12
05. Integrated Planning & Reporting Framework	28
06. Our Councillors	32
07. Organisation Summary	34
08. Long-Term Financial Sustainability	40
09. Community Strategic Plan Achievements	44
Strategic Pillar 1: A Vibrant & Active Queanbeyan–Palerang	46
Strategic Pillar 2: A Prosperous Queanbeyan–Palerang	50
Strategic Pillar 3: A Sustainable Queanbeyan–Palerang	54
Strategic Pillar 4: A Connected Queanbeyan–Palerang	58
Strategic Pillar 5: A Well Governed Queanbeyan–Palerang	62

**OFFICES:**

**Queanbeyan Office**  
257 Crawford Street

**Bungendore Office**  
13 Gibraltar Street

**Braidwood Office**  
144 Wallace Street

**CONTACT:**

**P:** 1300 735 025

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

© 2024 Queanbeyan–Palerang Regional Council

## 01

# Executive Summary

QPRC is pleased to present our 2021–2024 State of the Region Report, which reflects on the past three years and highlights our progress toward the community's vision. In this report, we outline key initiatives, projects, and efforts that have helped us make significant progress toward achieving the goals set out in our Community Strategic Plan.

As the region recovers from the pandemic and the recoils of natural disasters, we have seen a return to normalcy. Thanks to the remarkable diligence, resilience, and perseverance of our community, the Queanbeyan–Palerang region has rebounded rapidly and is now one of the fastest-growing areas in rural NSW.

Local events like *Music by the River*, the *Multi-Cultural Festivals*, and the *Harvest Festival*, all saw some of their largest crowds ever. The Queanbeyan–Palerang region is a true celebration of diversity, and QPRC thanks the community for its continued support of these vibrant and inclusive events.

We are also proud to honour our region's rich legacy in sports and our natural environment. With the opening of the Regional Sports Complex in early 2024, we are excited to offer premier sporting venues where our young athletes, Olympic hopefuls, and weekend warriors can pursue their dreams to their full potential.

For our artists and academics, we've recently opened the Nellie Hamilton Centre, which features state-of-the-art library facilities, EV chargers, and ample space for workshops, community groups, educational programs, and more. The Centre is integrated into the Q and the B, with further development planned to open-up and revitalise the surrounding area—watch this space!

Looking ahead, how we approach the second half of this decade will be crucial to our region's long-term viability.

Queanbeyan–Palerang is growing rapidly, and to meet the needs of our expanding population, we are preparing for several generational infrastructure projects, including the replacement of the region's 100-year-old Sewage Treatment Plant.

Though the past three years have presented tough decisions and challenges, this report showcases the tangible steps we have taken to move towards the long-term goals and aspirations set out in the Community Strategic Plan. From major infrastructure projects to community-driven initiatives, we've made significant strides toward building a stronger, more resilient region. We know we have more work to do to achieve those goals and aspirations and the incoming Council will continue the journey.

Welcome to the 2024 QPRC State of the Region Report.

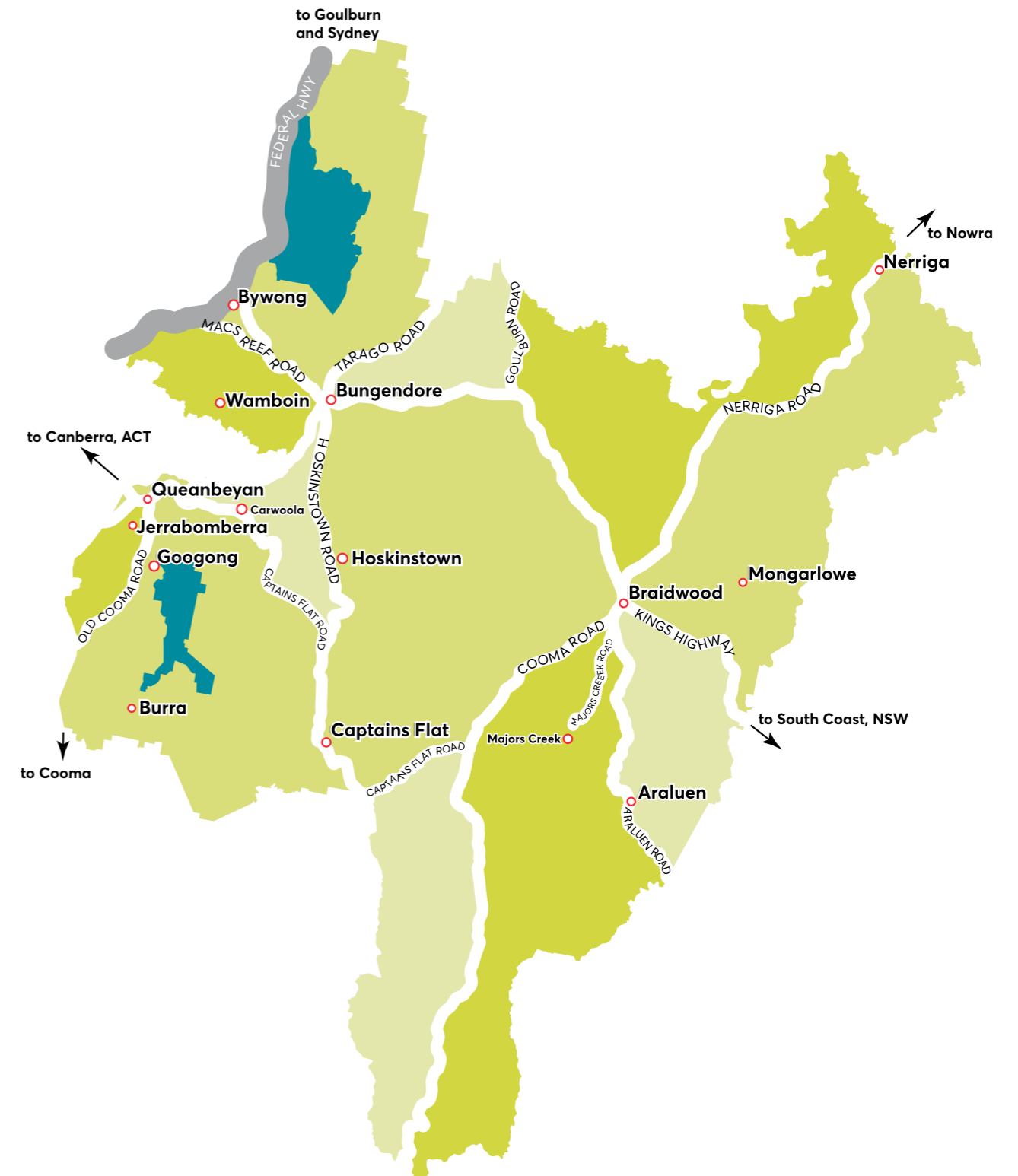


# Acknowledgment of Country

We acknowledge the Traditional Owners of the Queanbeyan-Palerang area and pay our respects to Elders past, present and emerging. We acknowledge the stories, traditions and living cultures of our First Nations Peoples on this land and commit to building a brighter future together.

02

# Our Local Government Area



# 03

Image: The Royal Hotel, Queanbeyan

## LGA Statistics



### Residential Building Approvals

Year	2023-24
Houses	436
Others	158
<b>Total</b>	<b>594</b>

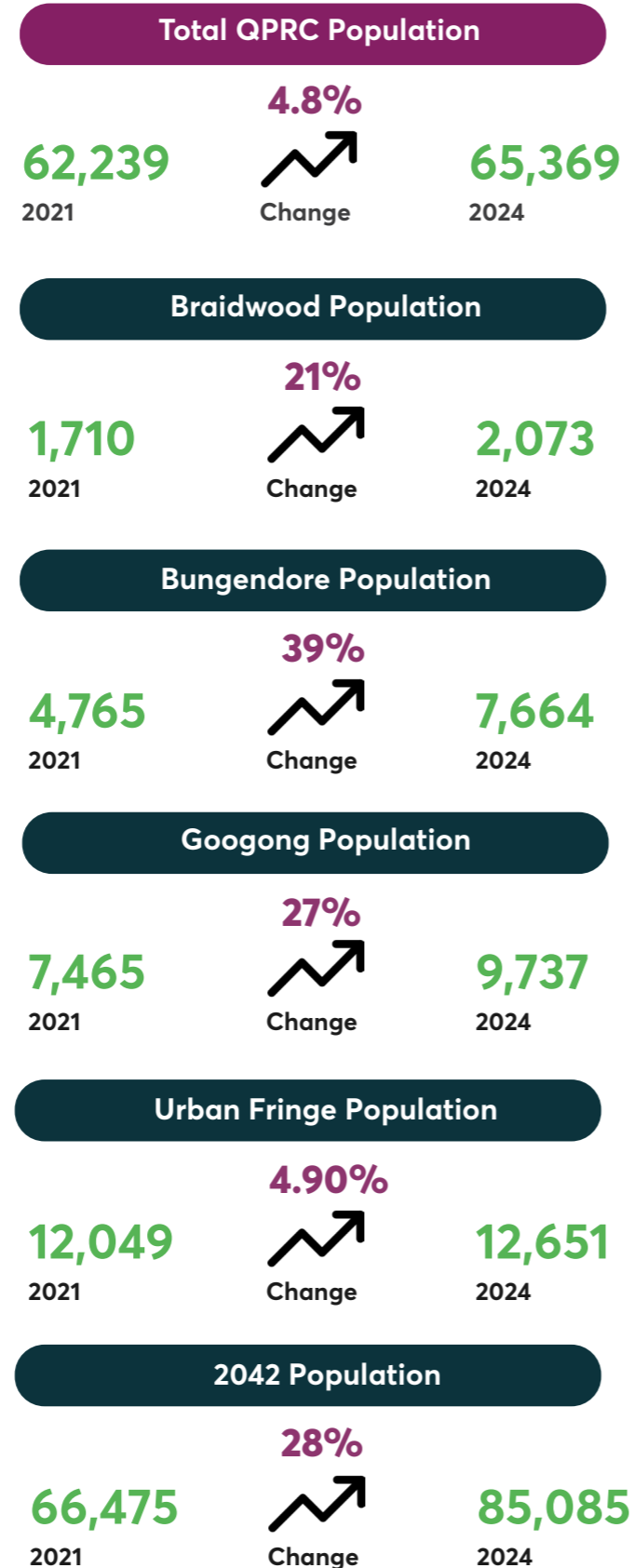
Year	2022-23
Houses	450
Others	211
<b>Total</b>	<b>661</b>

Year	2021-22
Houses	366
Others	69
<b>Total</b>	<b>435</b>

Year	2020-21
Houses	177
Others	92
<b>Total</b>	<b>269</b>



### Population



### Demographic

#### Households made up of couples and children



#### Residents that hold a bachelor's degree or higher



#### Community engaged in volunteering work



Public Administration and Safety



26.2%  
Population Total

Construction



11.6%  
Population Total

Health Care and Social Assistance



9.7%  
Population Total

Professional, Scientific and Technical Services



7.8%  
Population Total

Education & Training



7.3%  
Population Total

# Key Decisions, Engagements & Achievements

04



## Awards, Achievements & Announcements

2020-21

- QPRC GETS SAFER, SMARTER.** Our Safe Systems Speed project for local roads was honoured at the 2020 National Awards for Local Government. This initiative focused on combining data and community input to shape speed limits and maintenance schedules. This holistic approach encouraged safer roads, safer people, safer vehicles, and safer speeds across the Queanbeyan-Palerang region.
- QPRC TAKES HOME AR BLUETT AWARD.** QPRC was announced as the 2020 Metropolitan/Regional winner of the prestigious AR Bluett Memorial Award, the oldest and most esteemed local government award in the state. This honour recognizes QPRC as one of NSW's most progressive and innovative councils, celebrating the hard work and dedication of all QPRC staff. The award is described as "the greatest accolade a council can achieve" and "the pinnacle of local government achievement."
- EXCELLENCE IN THE ENVIRONMENT AWARD - WEEDSCON 2020** was a QPRC public education initiative, inviting local stakeholders and community members to learn firsthand about identification and treatment of invasive weed species. The Office of Local Government NSW acknowledge this innovative, hands-on approach with an Excellence in the Environment award.
- INVESTING IN A BRIGHT FUTURE.** Across the region, we upgraded 5,487 streetlights to energy-efficient LED technology. This switch resulted in a reduction of 1,402MWh and over 1,300 tons of CO2-e annually. In addition to the environmental benefits, the council has reduced its streetlighting costs by \$441,000 per year. As of publication, these upgrades have saved the council a total of \$1,764,000. With an investment of \$2.7 million in this project, these lights will pay for themselves in just two more years!
- CLEAR WATERS, CLEAR VIEW.** In early 2020, we completed the final project in the Queanbeyan River Walk segment of our Queanbeyan CBD Master Plan. After laying a new path around the river and constructing a footbridge, we cleared space behind the QBN caravan park to linking the walking loop. This project involved several teams from the Council, including Construction, Urban Planning, Landscaping, and Environmental health.
- BEEFING UP BRAIDWOOD.** QPRC received an award for the 'Beefing Up Braidwood' project, which supported drought-affected farmers through education and weed management. We engaged with 50 farms across 150km<sup>2</sup> to create and implement property weed management plans. Additionally, we won the Invasive Species Management category at the same event!

# Key Decisions, Engagements & Achievements



## Awards, Achievements & Announcements

# 2021-22

- **'TWO GREEN FLAGS'** The Green Flag is a prestigious international award recognising parks and green spaces that are well-planned, managed, and actively used by the community. In 2021, Australia had only seven parks awarded this honor, including our very own Queen Elizabeth II Park and Queanbeyan Park.
- **THE HABITAT AND WILDLIFE CONSERVATION AWARD.** The Platypus and Rakali Monitoring Program encourages the local community to take an active role in conservation and animal management. Using community sighting data, we improved our knowledge and care of these important Australian icons. This program was honoured with the *Habitat and Wildlife Conservation Award*. Staff received the award in a ceremony held at Murrurundi in March 2021.
- **QUEANBEYAN POOL TURNS 60!** Queanbeyan Pool is a heritage listed aquatic fitness centre, originally opening as the "Queanbeyan War Memorial Pool" on Remembrance Day in 1961. Designed by legendary Canberra Architect, Robert George Warren. The original design was heavily influenced by Art Deco and Byzantine motifs.

The Queanbeyan Pool has seen significant upgrades since its unveiling, including a fully heated 25m indoor pool, and an amusement-style splash park. Currently, we are finalising new family change rooms.

- **QUEANBEYAN RUSTEN ART CENTRE OPENS.** Rusten House Art Centre was originally built in 1861 and is NSW Heritage listed. Originally built as a small hospital, it has been renovated for use as a gallery and workshop facility. Opening for the first time to the public as a community art centre and gallery from mid-April 2021. Rusten House has hosted nearly 40 unique exhibitions since opening and is always looking to showcase emerging local artists.
- **BETWEEN THE BUSTLE AND THE HAYBALES.** Our Regional Sports Complex is now open in South Jerrabomberra! Built to bolster our region's sporting prowess, construction kicked off back in 2021. Now open, the complex features three football pitches (one synthetic and two premier grass), a first-grade hockey pitch, three natural grass warm-up fields, and club rooms with top-notch amenities. That's just the beginning—more fields and four indoor courts are on the way!



# Timeline 2021-22 - Financial Year

JULY

Geotechnical work for the replacement of the Foxlow Street Bridge in Captains Flat begins

Sod is turned for the construction of the Queanbeyan Civic and Cultural Precinct

Citizen science platform NatureMapr goes live in the QPRC area

MultiFactor Authentication goes live for staff digital systems

QPRC Urban Forest Cooling Strategy is endorsed for public exhibition

Towards 2042! Community Strategic Plan survey open for public comment

QPRC becomes a member of the Diversity Council of Australia

AUG

Survey for the QPRC Disability Inclusion Action Plan begins

Council works with volunteers in a Food Relief Hub at Axis Youth Centre during COVID lockdowns

Tomsitt Drive pavement reconstruction begins

Queanbeyan Pool turns 60!

SEP

PCYC moves into the Queanbeyan Indoor Sports Centre

Sealing of Miners Road in Captains Flat begins to reduce impact of dust

Water main on Lascelles Street replaced in preparation for road upgrade

Floodlights installed for the netball courts at the Bungendore Sports Hub

Construction begins on Malbon and Molonglo Street roundabout in Bungendore

Liveability Census and Place Score Assessment Released

OCT

Queanbeyan Pool reopens after lockdown

The Bungendore Playground Working Group agrees to the design

Libraries reopen in Queanbeyan and Braidwood, Mobile Library service resumes with additional stop in Bungendore

2021 QPRC Treasure Trail begins

NOV

Receive Keep Australia Beautiful Habitat and Conservation Award for the Platypus and Rakali Monitoring Program

Receive Invasive Species Management Award at the Excellence in Environment Awards for WeedsCon2020

Reconciliation Action Plan Working Group is formed

Queen Elizabeth II Park and Queanbeyan Park retain the Green Flag Award for the third year

Voluntary Planning Agreement Jumping Creek endorsed

QPRC receives Cross Border Commissioner Infrastructure funding for learn-to-ride facility at South Jerrabomberra Town Park

Peter Bray Memorial Walk opens in Jerrabomberra

DEC

Environa Drive opens to traffic, providing access to South Jerrabomberra

Darren Coggan announced as the QPRC Australia Day ambassador for 2022

JAN

Visit Queanbeyan-Palerang launch the On-The-Road tourism campaign

Tender awarded for construction of the skate park in Braidwood

QPRC Aquatics receives 5 star safety rating from Royal Life Saving

Planning for the Southern Tablelands' new Trails project begins

FEB

Construction begins on the Bungendore Playground

Development Application for Braidwood Pool Upgrade approved

Council reviews the community advisory and management committees

Majors Creek Road sealing from Araluen Road to Monga Lane completed

Construction begins on 2ML Reservoir at North Elmslea Bungendore

QPRC Veteran Employment Program receives praise from NSW Government

Annual Braidwood, Bungendore and Queanbeyan CBD Business Snapshots are released

Art of the Tea Towel exhibition at Rusten House Art Centre

Healing Together mural on Crawford Street revealed by Braidwood artist Bohie

QPRC farewells CEO Peter Tegart

MAR

Major milestone with the first post-tensioned transfer deck poured for the Nellie Hamilton Centre

Monaro Lanes project begins construction

Frogs return to Morton Park after much needed repairs

Council receives grant for mural and workshops with young people at Moore Skate Park

Work starts on community hall upgrades, five halls funded under the Bushfire Local Economic Recovery Package

APR

We hold Seniors Festival events as part of Seniors Week

Consulation begins on QPRC Library Strategy

New Bungendore roundabout complete

We hold open-air movie events as part of Youth Week

QPRC Art Awards 2022 receive boost in support from Bendigo Bank

Reedy Creek Bridge on Mayfield Road construction begins

Consul-General of Japan, Mr Kiya Masahiko, visits Queanbeyan-Palerang

MAY

Tarago Road rehabilitation begins

QPRC welcomes its new CEO Rebecca Ryan

2021 QPRC Art Awards winners announced

Funding for new womens change rooms for Queanbeyan District Cricket Club at Freebody Oval is announced

JUNE

Southern Region Planning Panel approve Development Application for Regional Sports Complex

Legacy Mines begin remediation works on Lake George Mine site in Captains Flat

Paralympic gold medallist Brett Stibners visits QPRC to share road safety messages with staff

Geotechnical work for repair of landslips on Araluen Road begin

Brick Kiln Bridge opens to the public

Official opening of the new Bungendore Playground

We hold World Environment Day events including a walk at Mt Jerrabomberra and the Minecraft Sustainable Design Competition

Footpath connecting Peter Bray Walk and Environa Drive opens to public

2021 Disability Inclusion Action Plan adopted

No Name Lane gets resurfaced

Portfolio General Manager Mike Thompson receives Order of Australia, Public Service Medal for unwavering commitment to local government over 40 years

# Key Decisions, Engagements & Achievements



## Awards, Achievements & Announcements

# 2022-23

- WINNER! ECONOMIC DEVELOPMENT AUSTRALIA AWARD** QPRC was the proud recipient of the Economic Development Australia Award - Strategic Thinking. The award was for the South Jerrabomberra Innovation Precinct, which is one of four Regional Jobs precincts declared by the NSW government. The precinct will bring in innovative international business to the region, driving growth, investment, and development opportunities.
- BUNGENDORE ADVENTURE PLAYGROUND OPENS!** After the devastating natural disasters of the previous two years, Bungendore needed somewhere to reconnect. The playground has been a resounding success, securing the Keep Australia Beautiful Community Spirit and Inclusion Award, and is even beginning to bring in tourists to check it out! The large rural-themed playground reflects the region, and features a climbing and slide area, sand play area, water play area, barbeques and more.
- IT JUST KEEPS GROWING!** Held in April each year, the Bungendore Harvest Festival is a celebration of everything rural in the Southern Tablelands. One of the most anticipated events on the region's calendar, it emphasizes local produce, our cold climate, and community spirit. Stalls offer an array of products, ranging from fresh fruits and hot meals to fine wine, artisan workshops, farm tours, and agricultural education.
- DROP INTO THE BRAIDWOOD SKATE PARK!** Since the 1980s, Braidwood has been calling for a place to relax and enjoy some switching and shredding after a long day of hitching and wrangling. In 2023, that dream became a reality with the opening of the Respect (Braidwood) Skatepark. The project was delivered in conjunction with the Braidwood Youth Performing Arts Association and the Braidwood Community Association. The park also received extensive support from Revoked Mob Australia and the Braidwood community.

# Timeline 2022-23 - Financial Year

JULY

Car park at Bungendore Tennis Club receives an upgrade

Playground at lead-contaminated Foxlow Parklet in Captains Flat removed

Works begin to clean out the creek and lay culverts at Braidwood Recreation Ground

The roof at the Captains Flat Community Hall is replaced

Successful Christmas in July Markets held at Queanbeyan Showground

NSW Government announce funding to replace three Jembaicumbene bridges on Araluen Road under the Fixing Country Bridges program

Jerrabomberra High School Development Application gets approved

Building Information Certificate applications now available online

AUG

NSW Government puts Draft South East and Tablelands Regional Plan 2041 on public exhibition

National Tree Day draws in hundreds of volunteers

After a flood event in Bungendore, community provide feedback to inform review of the Floodplain Risk Management Study and Plan

Work begins on the Nerriga Road and Kings Highway intersection upgrade

Planning for Karabar Water Main upgrade begins

We complete 13km of the Captains Flat Road major upgrade, with approximately 8km works remaining

Post Ellerton Drive construction noise assessments completed for Ellerton Drive Extension and Edwin Land Parkway

SEP

Tidy Towns assessor in QPRC to view award nominations

FOGO begins to be rolled out across the local government area

NSW Government establishes construction sites for Jerrabomberra High School and temporary Bungendore High School

Queanbeyan CBD Wayfinding Strategy is adopted

Transport for NSW begin project to remove lead paint from the Queens Bridge

Upgrades begin for Lascelles Street, Braidwood

The B hosts the NSW Police Service Awards

Nerriga Road receives a heavy patch, before moving onto works on Nerriga's main street as part of the upgrade of the recreation area

SCAR bike track gets a refurbishment

Subdivision of Neighbourhoods 3, 4 & 5 at Googong approved by the Southern Regional Planning Panel

OCT

Work begins on the mural at the Moore Park skate park

The boilers at the Queanbeyan Pool are replaced

The B hosts the Fiji Australian Association of ACT's Fiji Independence Day celebrations

Crawford and Antill Streets intersection upgrade approved

Changes to 10.7 Planning Certificates come into effect

New Karabar Netball Facilities installed

NOV

Generation STEM Community Partnership Program begins

New Comprehensive Queanbeyan-Palerang Regional Local Environmental Plan 2022 comes into effect

Stage 2 of the NSW plastic ban begins

We win Economic Development Australia's Strategic Thinking Award for the work on the South Jerrabomberra Regional Jobs Precinct

Queens Jubilee Planting in Queanbeyan

Braidwood Skate Park breaks ground

DEC

Hoskinstown Hall upgrade finalised

Christmas Parties in Braidwood, Bungendore and Queanbeyan

Araluen Campground upgraded with new toilet facility, water tank, solar BBQ, picnic tables

FOGO rollout complete

Braidwood Showground – Light and Power Upgrade Project begins

Re-roofing of Waratah Pre-School begins

Blackall Park chosen for Queanbeyan Micro-Forest site

JAN

The Monaro Rail Trail grant application is successful

Council applies for NSW Govs \$500m Regional and Local Roads Repair

Braidwood Common S355 Committee established

QPRC Annual Art Awards - Inaugural QPRC First Nations Indigenous Art Award announced

FEB

QPRC Welcomes its new Director of Character, Ruth Ormella

Tourism Industry Workshops

Bungendore Multicultural Festival is held for the first time

Braidwood Skatepark Official Opening

Nerriga Main Street and Recreation Ground upgrades begin

Local Heritage Awards nominations open

Destination Southern NSW release their Destination Management Plan with support from QPRC

Regional Housing Flying Squad extended

Southern NSW Destination Management Plan released

Braidwood Skatepark Official Opening

MAR

Queens Jubilee Planting Event in Braidwood

Seniors Week 2023

QPRC wins two Keep Australia Beautiful Awards

Clean Up Australia Day

QPRC Women's Festival and Women's Day events

Nominated for National Awards for Local Government – Regional Community Strategic Plan

Old Wright Park facilities demolished

APR

Construction of the Crawford/Erin/Campbell Street intersection upgrade completed with installation of traffic signals

UNESCO World Art Day at Rusten House

Braidwood Structure Plan Discussion Paper on exhibition

2023 Heritage Festival April - May

Major and Minor pavilion slabs are poured at Regional Sports Complex

QPRC kicks off the Southern Tableland Content Project

No Name Lane - THE OUTSIDER exhibition opens

QPRC makes finals in LG Professionals Excellence Awards

Autumn Artisan Markets run in Bungendore

MAY

Transport for NSW - Bungendore and Braidwood. Traffic Study opens

Be a Voice for Generations Reconciliation Walk held in Queanbeyan

Cemetery Mapping begins across the LGA

Local Government Federal Budget 2023 released

Braidwood Showground lights installed

QPRC and Bendigo Bank Art Awards 2023

Community Information Sessions - Captains Flat Lead

Funding received for the Jerrabomberra Pump Track

Braidwood and its Setting Review Milestone 2

JUNE

The Kings Highway Road Safety Partnership won the Local Government Programs Award

Braidwood footpath renewal works begins

GM meets with Minister for Planning and Public Spaces regarding the Bungendore Water Supply Pipeline Project

Start of the Braidwood and Bungendore Transport Study

Monaro Lanes wins two NSW Australian Institute of Landscape Architects awards

QPRC represented at a 'Welcome to Region' event

Australian Government makes Community Energy Upgrades Fund announcement at Queanbeyan Aquatic Centre

QPRC Presents at 2023 NSW Local Roads Congress

# Key Decisions, Engagements & Achievements



## Awards, Achievements & Announcements

# 2023-24

- BRAIDWOOD WINS TOURISM AWARD** Braidwood takes out the award for Best Small Town in the Canberra Region. Bustling with life yet surrounded by Australian history, Braidwood offers the ultimate country getaway, complete with stories of bushrangers, gold seekers, and more. The annual awards showcase the value of tourism to towns and communities across Australia. This achievement could not have been accomplished without the devoted volunteers who run the Braidwood Visitor Information Centre.
- NELLIE HAMILTON CENTRE OPENS ITS DOORS!** The new Nellie Hamilton Centre is a key component of the CBD Transformation Strategy, aimed at revitalising the heart of Queanbeyan by attracting people and businesses. Alongside our other CBD projects, such as Monaro Lanes, we are creating a dynamic, open, smart, safe, and interconnected CBD. With three floors of commercial real estate, a modern library, and versatile meeting spaces—located adjacent to our theatre and conference centre—we hope the Nellie Hamilton Centre will become an icon of business and culture in Queanbeyan.
- DIWALI DOWN UNDER!** The QPRC Diwali Lantern Festival is one of the most colourful and enthralling events of the year, featuring an evening filled with cultural performances, delicious food, singing, dancing, and, of course—lights! This family-friendly event brings together people of all ages and backgrounds to build lanterns and walk across the river, lighting the way forward together.
- DANCING QUEEN(BEYAN)!** 2024 marks the eighth year the Canberra Symphony Orchestra has performed as part of our signature Music by the River event. This year, the orchestra was joined by the legendary cover act BABBA, playing the Swedish supergroup's hits to a crowd of over 4,500 people. This event gets bigger every year, with more music, more food, and more fun! So, make sure to keep your eyes peeled for the floating stage on the river, because you know the music isn't too far behind!

# Timeline 2023-24 - Financial Year

JULY

Women's changerooms at Freebody Oval finalised and opened

July 2023 Playground Auditor returns successful report

Braidwood best Small Town in the Canberra Region Top Tourism Town Awards

Customer service centre opens in Gibraltar Street Bungendore

Lascelles Street upgrade is completed

NAIDOC Week event in Queanbeyan

Grant secured for Technical Studies to inform Housing strategy

Public Hearing - Reclassification of 19 Gibraltar Street, Bungendore

Morisset Street road works in Queanbeyan

Bungendore Sports Hub community room available

National Tree Day planting event at Barracks Flat

Networking and learning session for Braidwood and Queanbeyan Museums

Refreshed Monaro St Sails installed

AUG

Karabar Water Mains replacement begins

Honeysuckle Bridge replacement works underway

Council awarded the tender to construct the pump track - Jerrabomberra Pump Track tender process begins

Legacy Centenary Torch Relay roars through Queanbeyan-Palerang

Queanbeyan Showground Pavilion construction begins

QPRC attends Canberra CareersXpo

Nerriga's new entry signs installed

National Science Week at QPRC Libraries

Googong Town Centre DA is approved

Southern Tablelands agritourism reforms begin

Araluen Road landslips repair are mostly finished and the road is re-opened

SEP

Braidwood Recreation Ground cricket nets are replaced

Jerrabomberra Pump Track drop-in workshop

Queanbeyan Showground Pavilion slab poured

Halfway Creek Bridge begins construction

Hundreds of trees planted at Captains Flat Road as part of final works on the project

Riverside oval hosts Premier League Finals for Capital Football

Completion of Araluen Creek Restoration Project

Seiffert Oval will host Senior Grand Finals over the weekend for the Canberra Region Rugby League

Black Spot Program improvements at intersection of Bungendore Road and Macs Reef Road announced

OCT

New wombat crossing on Jerrabomberra Parkway

Queanbeyan-Palerang Arts Trail begins

3m FROM STATE GOVERNMENT for Tarago Road upgrades. STAGE 1 COMPLETED

Jerrabomberra Creek Park playground receives an upgrade

Queen Elizabeth II Park and Queanbeyan Park retain the Green Flag Award for the third year

Queanbeyan Pool outdoor change rooms get a refurbishment

Southbar Road and Tharwa Road Intersection Upgrade begins

Braidwood and Bungendore Transport Study released by Transport NSW

NOV

Seiffert Oval hosts the finals of the Super Rugby Men's Under 16s and Under 19s

South Jerrabomberra Regional Job Precinct Master Plan exhibited

Shade sail at Nerriga playground installed

Wright Park Amenities Upgraded

"The Narrow Road to the Deep North" - filming begins in Captains Flat

Williamsdale Road - Stage 3 under construction

2023 Diwali Mela Festival

IPART Rate Peg Methodology Review released

The Q Artistic Director, Jordan, wins Directors Award for God of Carnage

New shade sails at Gracelands Park

Round 2 of community consultation for the Jerrabomberra Pump Track

Lake George Mine remediation work commences

Braidwood 15 Year Management Review - Draft milestone 3 report received

DEC

ACT and NSW transport connections meeting

Didgeridoo Program at Karabar Highschool

Red Cross EmergencyRedi Workshop

Braidwood Pool upgrade is complete!

Captains Flat pool turns 70!

CRJO meeting in the Nellie Hamilton Centre

JAN

Queanbeyan Library moves into the Nellie Hamilton Centre

Upper Thornton Water Reservoir maintenance completed

Queanbeyan Museum Catalogue moves to eHive

FEB

Bungendore Place Plan Kick off event

Regional Sports Complex opens for training

CSP Strategic Engagement begins February-March

Wright Park Amenities Block completed

Library Team Leader receives National Council 'Celebrate Being Australian' Award

DA submitted for new Community Facility in Googong

QBN Connect - business information and networking event series

# Timeline 2023-24 - Financial Year

MAR

Glenrock Drain Project - Public Exhibition

Multicultural Festival

Bungendore Place Plan Design Workshop

Mullon RFS station Under Construction

Council award tender for Design Aquatic Centre – Sports Hub Bungendore to Mode Design

QPRC attends NSW Parliament Standing Committee on State Development

Norton Road works kick off

\$2.4m in LRCI Phase 4 Funding approved

International Women's Day at Queanbeyan Library

MP Kristy McBain announced an additional \$2m towards the next stages of the Bungendore Sports Hub

House of Representatives new inquiry into local

APR

We held the first Future Educator information evening

Substantial increases to maximum penalties for a range of environmental offences

Destination NSW visit the Southern Tablelands

The Careers Team secure Elsa Dixon Aboriginal Employment Grant

Araluen History Trail officially opens

Queanbeyan-Palerang Heritage Festival Launch 2024

Review of Bungendore Floodplain Risk Management Study & Plan

Southern Tablelands Tourism Workshop in Braidwood

MAY

2024 Draft Integrated Plans on public exhibition

Regional Drought Resilience Plan stakeholder sessions

Reconciliation Walk

Stoney Creek Bridge - First abutment repair completed

QPRC & Bendigo Bank Art Awards

Stage 3 of the Turallo Creek Management Plan underway

Monaro Hockey club plays first home game at the Regional Sports Complex

QPRC Heritage Awards

JUNE

Bungendore Place Plan adopted following community consultation

Works on Frogs Hollow Stage 1 underway

Work on Back Creek Bridge on Wallaces Gap Road begins June / July

Burra Road works completed

Williamsdale Road initial seal completed

Significance Assessment Training for Heritage Library and Museum's staff

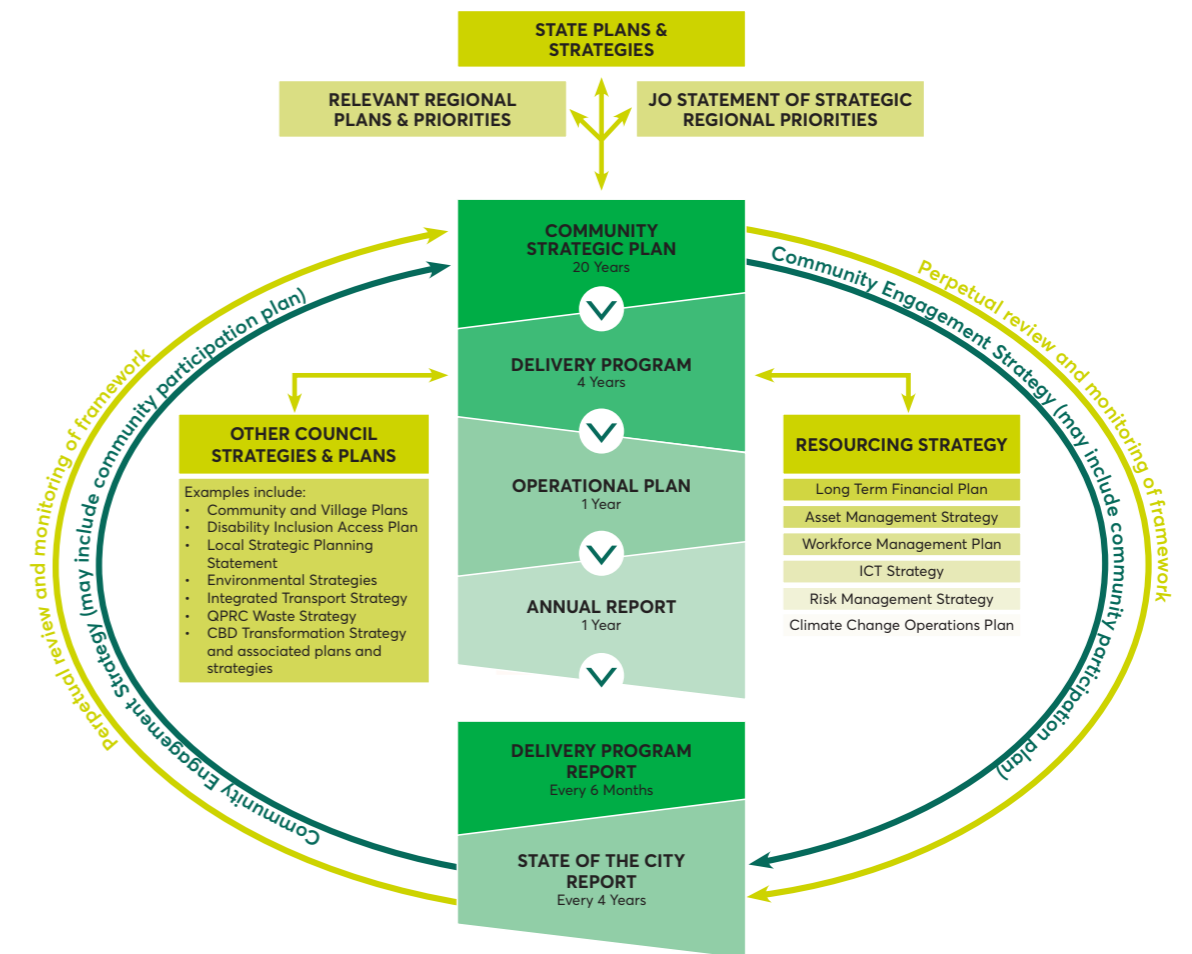


# Integrated Planning & Reporting Framework

The Integrated Planning and Reporting (IP&R) Framework aims to ensure a more sustainable and responsive local government sector. All NSW councils are required to develop a Community Strategic Plan along with a Delivery Program, and an Operational Plan. These plans are informed by a Resourcing Strategy that is made up of a Long-Term Financial Plan, a Strategic Asset Management Plan, and a Workforce Plan, as well as ICT and Risk Management strategies. QPRC is a member of the Canberra Region Joint Organisation, which shares the facilitation of the

Community Strategic Plan. In 2025, QPRC will update our Community Strategic Plan, to better reflect the changes within our community.

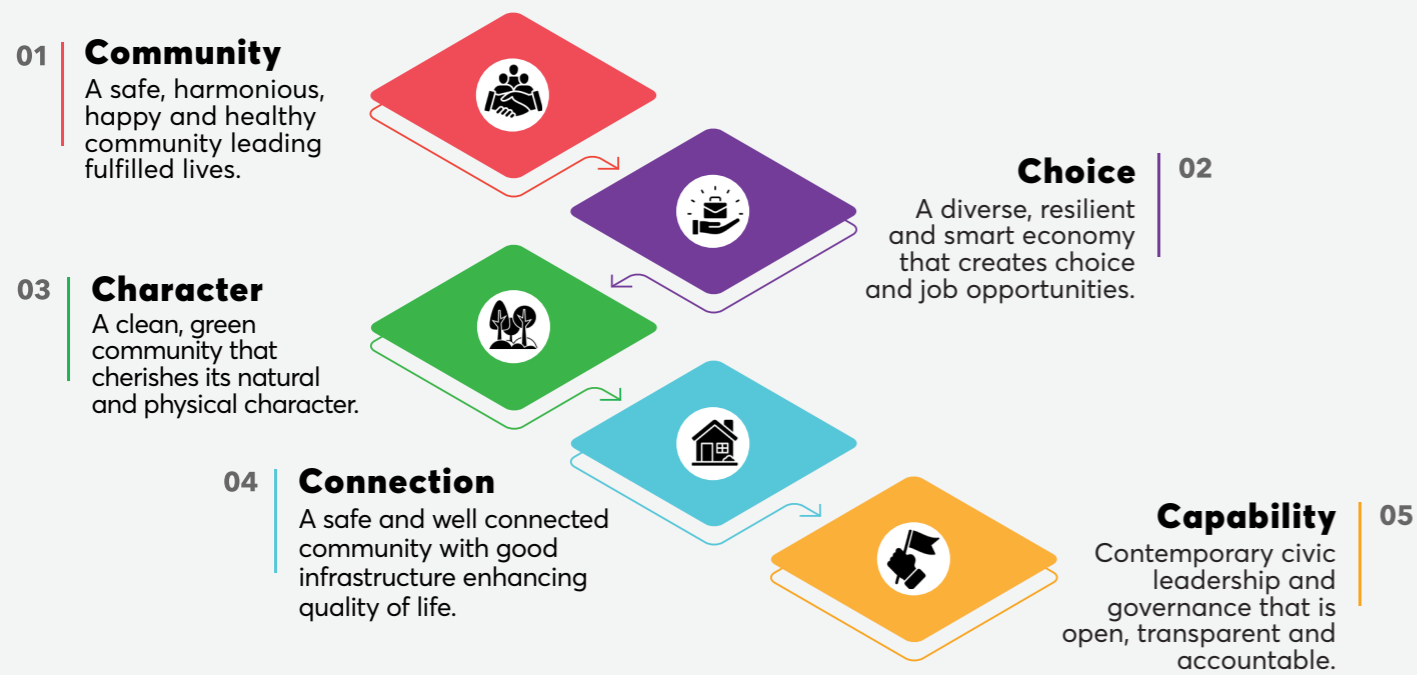
Integrated Planning emphasises the community being regularly informed on progress with achieving their community vision and long-term aspirations. This is provided through regular reporting on the Delivery Program (every six months), the production of an Annual Report, major project updates through Council's communication channels and the production of the End of Term Report. Figure 1. illustrates the relationship of the various plans.



05

Figure 1. Overview of Integrated Planning Framework

# OUR STRATEGIC PILLARS



## Our Strategic Pillars

During 2016-17 Council sought the views of the community to ask what they want to see happen in the region over the long term. The Community Strategic Plan was developed from this engagement process.

The community engagement exercise asked the Queanbeyan-Palerang community to identify their long-term aspirations for the region. This is set out in their Vision of what they want our region to be within the next 10 years and a series of aspirational statements (which set out specific desires

within the quadruple bottom-line of 'social, environmental, economic and civic leadership). These align well with the strategic pillars of Community, Choice, Character, Connection and Capability.

QPRC has joined seven of the Canberra Regional Joint Organisations to developed a Regional Community Strategic Plan (CSP) for 2022-32. The Regional CSP will include individual chapters for each Local Government Area and will be presented to the newly elected Council in early 2025, for public consultation.

# Queanbeyan-Palerang Our vision – Our future

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.

*A vibrant and active*  
**QPRC**



*A prosperous*  
**QPRC**



*A sustainable*  
**QPRC**



*A connected*  
**QPRC**



*A well governed*  
**QPRC**





# Our Councillors



Cr Kenrick Winchester  
Mayor



Cr Esmal Livermore  
Deputy Mayor



Cr Louise Burton



Cr Mareeta Grundy



Cr Michele Biscotti



Cr John Preston



Cr Steve Taskovski



Cr Ross Macdonald



Cr Edwina Webster



Cr Katrina Willis



Cr Jacqueline Ternouth



Cr Bryce Wilson

06

The elected Council comprises 11 elected members (Councillors), including the Mayor and Deputy Mayor. The role of the elected Council is to set the strategic direction, ensure financial sustainability, review Council performance, and provide effective and transparent civic leadership to the community.

The local government election was held on 4 December 2021. The September 2020 elections were postponed to December 2021 in response to the risks of the COVID-19 pandemic. The following councillors served during the 2021-2024 term.

- Cr Kenrick Winchester (Mayor)
- Cr Esmal Livermore (Deputy)
- Cr Michele Biscotti
- Cr Louise Burton
- Cr Mareeta Grundy
- Cr Ross Macdonald
- Cr John Preston
- Cr Steve Taskovski
- Cr Jacqueline Ternouth
- Cr Edwina Webster
- Cr Bryce Wilson
- Cr Katrina Willis.

In December 2022, Cr Jacqueline Ternouth resigned as councillor, and Cr Ross Macdonald was elected via countback. In October 2023, Cr Edwina Webster resigned as councillor. Since the election was less than 12 months away, Council voted to not undertake a by-election, and operated with 10 councillors until the next local government election.

The Mayor is elected by the Councillors for a two-year period and the Deputy Mayor for a 12-month period. Cr Kenrick Winchester was elected Mayor by the Councillors in January 2022 and in September 2023.

Cr Esmal Livermore was elected Deputy Mayor by the Councillors in January 2022, September 2022, and September 2023.

The role of Councillors is defined in the *Local Government Act 1993* and includes:

- Be an active and contributing member of the governing body.
- Make considered and well-informed decisions as a member of the governing body.
- Participate in the development of the integrated planning and reporting framework.
- Represent the collective interests of residents, ratepayers, and the local community.
- Facilitate communication between the local community and the governing body.
- Uphold and represent accurately the policies and decisions of the governing body.
- Make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor.

Council holds two regular meetings each month, on the second and fourth Wednesday of the month, except for January and December, where one meeting is held. Extraordinary Council meetings may be called at short notice to address particular issues. All meetings are open to the public and members of the public can address the Council on matters on the agenda. Council live-streams all Council meetings to ensure accessibility for the public. Archived recordings of the meetings are available from <https://webcast.qprc.nsw.gov.au/>

# Organisational Summary

## The Executive



**Rebecca Ryan**  
General Manager



**Jacquelyn Richards**  
Director  
Community, Arts and Recreation



**Kate Monaghan**  
Director  
Corporate Services



**Ruth Ormella**  
Director  
Development and Environment



**Phil Hansen**  
Director  
Infrastructure Services

Council is one of the largest employers in the region, employing more than 530 people. This includes approximately 100 casuals, the number of which fluctuates throughout the year in line with the need for casual employees at pools and other facilities.

With a total of 27 worksites, our main customer-facing office is in Queanbeyan, with other offices in Bungendore and Braidwood. We have depots in Queanbeyan, Bungendore, and Braidwood, and the other worksites include sewage treatment plants, water treatment plants, and waste transfer stations across the local government area.

Council adopted a Resourcing Strategy in 2019-20, with a revised Workforce Management Strategy later prepared to cover the 2022-26 period. The strategy aims to build on the transition following the merger in 2016 including higher-order ambitions to:

- Build a contemporary future-focused workforce that will support adaptation to change.
- Attract, retain and develop a diverse and inclusive workforce.
- Grow cadets and trainees to 10% of the workforce.
- Learn from the challenges related to Covid-19 to provide a flexible, capable organisation.
- Unlock and achieve high performance of teams through stronger leadership capability.
- Creatively manage our ageing workforce.

- Provide equal employment opportunities.
- Improve productivity through addressing unplanned absences and poor safety.
- Provide a safe, inclusive and accessible workplace through Council's HSEQ Assurance Framework and capability training and awareness.
- Instil a continuous learning and improvement environment through learning and development and process improvement.
- Shape a positive customer-focused technically savvy culture through investment in culture development and technology adoption.
- Achieve higher level of satisfaction of internal and external customers' perception of services.

During the 2021-24 period our executive team was refreshed, highlighted by the replacement of inaugural QPRC CEO Peter Tegart with our current General Manager Rebecca Ryan in May 2022. In December 2021 former CFO Kate Monaghan was appointed as Director Corporate Services. We also saw the retirement of two long-serving directors in Mike Thompson and Phil Hansen, after many years of service to QPRC. Ruth Ormella was appointed Director Development and Environment in February 2023 and Mike Duff as Director Infrastructure Services in July 2024. Jacqui Richards remained Director Community, Arts and Recreation throughout the period.

The General Manager has embarked on developing QPRC's first Organisational Strategic Plan. Currently in development, the Organisational Strategic Plan is an internally focused plan, seeking to embed a new staff vision, mission, and practical values into the organisational culture. The strategy will leverage staff's knowledge into operational and strategic improvements across the council and have workplace culture as a key component.

Below shows our current directorate structure.

The Office of the General Manager is responsible for:

- Governance, Legal and Risk
- People and Culture (Human Resources).

The Community, Arts and Recreation Directorate is responsible for:

- Arts & Culture
- Customer Service
- Events
- Economic Development and Tourism
- Community Development and Family Day Care
- Recreation Services
- Communications and Engagement
- Library Services
- Pools and Community Centres
- Urban Landscapes – parks, gardens, playgrounds, open spaces, cemeteries.

The Development and Environment Directorate is responsible for:

- Development Assessment
- Development Engineering
- Environmental Health
- Biosecurity
- Sustainability
- Land-use Planning
- Ranger services
- Animal Management
- Development Compliance
- Planning and Development Administration
- Building Control and Regulation.

The Infrastructure Services Directorate is responsible for:

- Roads and Transport construction and maintenance
- Water
- Sewage
- Contracts and Projects
- Design and Surveying
- Fleet and Plant Management
- Waste
- Facilities Management
- Engineering
- Major Projects
- Emergency Management.

The Corporate Services Directorate is responsible for:

- Finance
- Technology
- Integrated Planning and Reporting
- Property Services
- Assets Management
- Procurement.

## OUR ORGANISATIONAL STRUCTURE



## Financial Overview

Queanbeyan–Palerang Regional Council was established in 2016 through the merger of Queanbeyan City Council and Palerang Council. The newly formed QPRC inherited a significant and long-standing structural financial deficit. This shortfall can be attributed to a backlog of infrastructure projects and maintenance, which was exacerbated once the two councils amalgamated.

In response, in 2017 Council undertook a financial sustainability review and adopted a Financial Strategy and Policy to implement improvements. Key actions included focusing on asset renewal, managing the organisational structure, achieving workforce savings, reviewing user-pay and cutting non-core service costs.

The Financial Strategy also considered expanding the Council's asset base to meet the growing demands of our community. To this end, Council invested \$486 million in capital works over five years, focusing on both asset renewal and asset expansion and funded through capital grants and new loans.

During this period natural disasters have disrupted Council operations, diverted resources, and incurred costs that are not fully covered by the Australian Government's Disaster Recovery Funding Arrangements. Council faced \$58 million in damage to community infrastructure, which is being progressively rebuilt over several years.

In 2022, Morrison Low conducted an independent financial assessment of Council, revealing that, without intervention, the general fund lacked sufficient funds to maintain service levels or asset renewals. The assessment highlighted that core costs are growing faster than revenue, exposing a fundamental flaw in the income and cost structures affecting NSW local governments. Maintaining community infrastructure and services costs more than the revenue received.

QPRC has annual operating expenses of \$177 million, including \$49 million in employee costs. Persistent deficits in the General Fund are unsustainable, and Council's financial strategy included corrective actions aimed at improving its operating position and achieving financial sustainability.

As part of the financial strategy, Council applied for a special rate variation, which was approved by IPART in 2023. IPART approved a three-year special rate variation, with 18% increases each year. (Read more about this on page 41).



Image: A Braidwood Church, Braidwood  
Source Visitqueanbeyanpalerang - Braidwood and surroundings

# Long-Term Financial Sustainability

During 2021, The Independent Pricing and Regulatory Tribunal (IPART) approved Queanbeyan–Palerang Regional Council's application for a rate variation of 18% per year for three years to help ensure long-term financial sustainability. More information is on the next few pages.

# 08

## Long-Term Financial Sustainability

During the 2021-2024 term, QPRC made the decision to apply for a special rate variation. QPRC inherited a significant and long-standing structural financial deficit. Simply put, the revenue Council received was less than the expenses we have. This is an unsustainable financial position and prompted Council to apply for the special rate variation.

Both the former Palerang Council and Queanbeyan City Council were considering options to increase revenue before the merger that created QPRC. Following the merger, legislation was in place that prevented raising rates for four years or reducing expenses by consolidating offices or staff. Rates increases were limited to the rate peg set by the IPART, which did not meet the increased costs of providing services.

In June 2023, IPART approved Council's application for the special rate variation. This followed a period of public exhibition and community engagement, from 28 November 2022 through 31 January 2023.

IPART thoroughly reviewed Council's application, considered the feedback that they received from the community, and approved the application in full. The special rate variation was for 18% per year, over three years.

QPRC's application was one of 17 councils in NSW that applied for a special rate variation in 2023, highlighting the strain most local governments are going through in the current financial climate.

Three scenarios were presented to the community and Council chose the middle option in recognition of the significant feedback we received both about how difficult increasing rates would be on the community, but also how important Council services are to the community, particularly in rural and more remote areas.

Council extended the additional \$40 pensioner rebate that was previously available only to Queanbeyan pensioners to all eligible pensioners in QPRC. That means that eligible pensioners are able to receive rebates up to \$460 off their general rates and water and sewer charges.

This rate variation addresses Council's long-term financial sustainability and ensures we can keep providing valuable services like essential road maintenance and upgrades, providing community facilities, libraries, sports fields, parks, amenities and community events.

While the rate variation increases the income Council receives, part of the plan to address financial sustainability is also implementing budget savings of \$5.5m per year.

The rate variation will help address Council's asset renewal needs, enable service level harmonisation, and improve Council's overall financial health, allowing us to invest and borrow more effectively. These measures, combined with a stronger financial position and improved operational performance, will enable us to continue delivering effective services and advancing the region.



Image: Aerial view of Queanbeyan-Palerang

# 09



Image: Music By The River 2023, Queanbeyan

# Community Strategic Plan Achievements



## ACHIEVEMENT

3.4 out of 5 people responded that they were either very happy or happy with the community vision.

4.0 out of 5 people responded indicating they believe council is delivering or on track to deliver the strategic pillars.

3.4 out of 5 people responded that we were either fully or mostly on track to achieve the strategic vision.

3.6 out of 5 people responded they would choose to stay in the region if given the option.

4.0 out of 5 people responded they agreed with direction of our strategic priorities.

3.8 out of 5 people responded the agree that QPRC has a bright future.

## 2021 Towards 2042 Survey

Do you think Council is on track with delivering the five strategic pillars?

Strategic Pillars	Yes	Partly	No	Unsure
Community	22.2%	53.4%	19.0%	5.2%
Choice	16.3%	48.4%	27.5%	7.8%
Character	22.4%	43.4%	28.3%	5.9%
Connection	13.0%	53.9%	29.9%	3.2%
Capability	16.0%	45.5%	29.5%	9.0%

# Strategic Pillar 1

## A Vibrant & Active Queanbeyan–Palering

# 1. COMMUNITY

### OBJECTIVES

**1.1 Our community is strengthened through connection and participation that enhances our community and cultural life.**

### STRATEGIES

- Build cultural capacity through the availability and participation in arts, performance and cultural gatherings, events, and exhibitions.
- We recognise and take pride in the unique and individual heritage and identity of our city, towns, villages and rural areas.
- We embrace our diverse community and welcome and support new and existing residents through community development to build community connection and resilience.
- Recognise, respect and support our Traditional Owners and First Nations People's historical and ongoing connection to country.

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

- Build community and Council resilience for preparing and responding to disasters.
- Inclusion and accessibility are enhanced through access to community and support services for those that need them.
- Health and quality of life are improved through access to a range of recreation and leisure opportunities.
- Active recreational, sporting and health pursuits are supported by the availability of programs, events and assets in the Queanbeyan–Palering region.
- Enhance life-long learning pursuits through volunteering opportunities, library, historical and museum services across the region through socially inclusive and welcoming facilities.

**1.3 Our public and community places are inviting, accessible, encourage participation and are well maintained.**

- Maintain public spaces to a high standard.
- Promote our public places and attractions with wayfinding signage to support visitation.
- When planning public and green spaces, explore the inclusion of complementary activities such as playgrounds, walking tracks, picnic facilities and amenities which are provided with well-designed built and natural shade.
- Community facilities are accessible, safe and inclusive.



## MEASURE

**2022 Result:** 8.14/10  
**2024 Result:** 8.43/10



 **Reported levels of wellbeing**  
Source: University of Canberra Regional Wellbeing Survey

**2022 Result:** 4.71/10  
**2024 Result:** 5.29/10



 **Crime rates**  
Source: BOSCAR.

**2022 Result:** 5.23/10  
**2024 Result:** 6.92/10



 **Community perception of Council-run services**  
Source: University of Canberra Regional Wellbeing Survey

**2022 Result:** N/A COVID  
**2024 Result:** 151,000



 **Usage of Library & Museums**  
Source: Council data

**2022 Result:** 8.43/10  
**2024 Result:** 8.15/10



 **Satisfaction with QPRC parks & playgrounds**  
Source: University of Canberra Regional Wellbeing Survey.



# PROJECTS, INITIATIVES & ACHIEVEMENTS

## 1.1



- Opened the *Nellie Hamilton Centre* meeting rooms, library, and community spaces.
- Opened *Aunty Louise Brown Gardens* and *Malunnggang Walk*.
- Music workshops offered through the *Youth Art Group*.
- *Braidwood Festival of Lights*, *Bungendore Harvest Festival*, *Music by the River*, *Diwali Festival*, *Oktoberfest*, *Multicultural Festival* and other cultural events.
- *Queanbeyan–Palerang Heritage Events*.
- Engaged stakeholders in the preparation of the second stage of the *Reconciliation Action Plan*.
- *QPRC and Bendigo Bank Art Awards Program*.

## 1.2



- Constructed a new *Skatepark in Braidwood*.
- Opened the *Queanbeyan Heritage Library*.
- Adopted a new *Aquatics Facilities Strategic Plan*.
- Adopted a new *Sports Facilities Strategic Plan*.
- Completed the *Braidwood Pool Upgrade*.
- Adopted the *Disability Inclusion Action Plan 2022-26*.
- Planning and design for the new *Bungendore Aquatic Centre*.
- Constructed *Women's Changerooms at Freebody Oval*.
- Upgraded *Braidwood Showground Lighting*.
- Opened the *Libraries for HSC Study Program initiative*.

## 1.3



- Adopted a *Braidwood Local Community Plan*.
- Engaged with the community and updated *Compliance and Enforcement Policy*.
- Constructed the *Regional Sports Complex*.
- Art works, exhibitions and events in *Queanbeyan laneways and CBD*.
- Completion of the *Bungendore Playground*.



# Strategic Pillar 2

## A Prosperous Queanbeyan-Palerang

### OBJECTIVES

**2.1 Our city, town and village centres are dynamic and thriving places that attract economic activity through the revitalisation of centres, focus on tourism and improved digital connectivity.**

**2.2 Our unique regional identity and social and economic advantages underpin a growing economy and a thriving tourism sector.**

**2.3 Our business practices support a productive and efficient local economy by providing enabling infrastructure.**

**2.4 Our community has access to increased and enhanced education, training and learning opportunities.**

### STRATEGIES

- Make our city, town and village centres inviting through beautification, maintenance and well-designed built and natural shade.
- Support and promote existing and new business generation initiatives.
- Encourage the growth of local retail options by supporting 'buying local' initiatives.
- Encourage and support economic diversification through the attraction of new industries.
- Build financial and employment capability and capacity across Queanbeyan-Palerang.

- Programs, facilities and events promote and enhance the Queanbeyan-Palerang region to make it a destination of choice.

- Council processes and practices are transparent, and applications are considered promptly.
- Collaborate with local business and industry groups to enhance economic resilience.
- Our local businesses meet required standards and are environmentally sound, ensuring quality services and high level risk management.

- Advocate for and promote education and employment pathways.
- Support and advocate for more local employment opportunities.



## MEASURE

**2022 Result:** 4,981

**2024 Result:** 5,547



**Number of active registered businesses**

Source: ABS data by region

**2022 Result:** 11%

**2024 Result:** 14%



**CBD and town centre shop vacancy audits**

Source: Council Audits

**2022 Result:** 287 million

**2024 Result:** 358 million



**Visitor expenditure**

Source: Spendmapp.

**2022 Result:** 2.7%

**2024 Result:** 1.16%



**Unemployment rate**

Source: Profile ID.

**2022 Result:** 3.093 million

**2024 Result:** 3.694 million



**Gross agricultural value**

Source: Profile ID.

**2022 Result:** N/A COVID

**2024 Result:** 12%



**Community commuter & work from home rate**

Source: Council Data

# PROJECTS, INITIATIVES & ACHIEVEMENTS

## 2.1

- Constructed the *Nellie Hamilton Centre* and developed an activation plan for *Aunty Louise Brown Park*.
- Revitalisation of *Blacksmith and No-name Laneways*.
- Vacated 12 old Council buildings to progress the *CBD Transformation Strategy*.
- Created the *Queanbeyan CBD Wayfinding Strategy*.
- Adopted the *Bungendore Place Plan*.
- Braidwood CBD Economic Opportunities Planning.
- Engaged with the NSW Government to create the *QPRC Regional Economic Development Strategy*.
- Participated in the Canberra Region Joint Organisation Tourism Group.
- Braidwood and Bungendore Shop and Win campaign.

## 2.2

- Maintained the Treasure Trail website and publish visitor information.
- Nerriga Recreation Area and Main Street Upgrade.

## 2.3

- Renewal of *Transport for NSW contract for State Road works*.
- Planning and construction of roads and utilities for the *South Jerrabomberra Innovation Precinct*.

## 2.4

- Developed Cadet and Traineeship Programs.
- *Waterbugs with Waterwatch program*.
- *Youth Week games night event / Youth Week musical theatre workshops*.
- Free child car seat safety checks.
- *Feed Safe Program* for Mums and Bubs.
- *School Holiday Programs* including zoo and aquarium day trips.
- Development and implementation of a *QPRC Libraries Strategy*.



# Strategic Pillar 3

## A Sustainable Queanbeyan–Palerang

### OBJECTIVES

**3.1 We acknowledge climate change and we work towards reducing our region's carbon footprint.**

### STRATEGIES

- Partner with Government departments and other organisations to reduce carbon emissions and mitigate the effects of climate change.
- Increase community education, resilience, confidence and resolution in dealing with the challenges of climate change.
- Provide facilities and education programs to improve recycling rates and reduce waste.
- Minimise use of potable water, optimising reuse of recycled water and waste.

**3.2 We have robust planning systems that provide zoned and serviced land that supports affordability and choice to liveability of the area.**

- Acknowledge our area comprises diverse settlements that have their own unique identity and value our rural landscapes.
- Support a diversity of housing stock, including affordable housing, by identifying strategies in collaboration with Council, the community, other levels of Government and stakeholders.
- Support the sustainable growth of the Local Government Area through land and infrastructure strategic planning, assessment, determination and certification of development, subdivision and building and manage risk through monitoring and compliance.
- Protect, promote and enrich the heritage and traditional values of our area.

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

- Sustain, manage and protect our land, biodiversity, vegetation and waterways.
- Sustainably manage natural landscapes and open spaces.
- Passive recreation is supported through a well maintained and connected path network, play areas and green spaces that are provided with well-designed built and natural shade.



## MEASURE

**2022 Result: 39%**

**2024 Result: 36%**

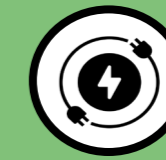


**Percentage of waste diverted from landfill**

Source: Local Government WARR

**2022 Result: 9,792,091 kWh**

**2024 Result: 10,179,591 kWh**



**Council energy use**

Source: Council data

**2022 Result: 1,092 (ha)**

**2024 Result: 1,080 (ha)**



**Hectares of urban open space**

Source: Council data

**2022 Result: 299,513.49 Litres**

**2024 Result: 211,938.79 Litres**



**Council fuel use**

Source: Council data

**2022 Result: 191.3 Kilolitres**

**2024 Result: 132.8 Kilolitres**



**Level of water consumption in urban areas is decreasing per household**

Source: Council data

# PROJECTS, INITIATIVES & ACHIEVEMENTS

## 3.1

- Adoption of an *Urban Forest Cooling Strategy*.
- Installation of 12 Council owned electric vehicle charging stations.
- Adoption of *Community and Council operations Climate Change Action Plans*.
- Implementation of the *Canberra Region Net Zero Pathway Plan*.
- Establishment of a *Public Electric Vehicle Plan*.
- Educational campaigns for *World Environment Day, National Tree Day* and *Clean-Up Australia Day*.
- Minecraft sustainable design competition.
- DIY sustainable projects evening workshops.
- Guided Open Days in local Reserves and Parks.

## 3.2

- Adopted an *Affordable Housing Strategy*.
- Implementation of *Local Strategic Planning Statement Actions*.
- Integration of *NSW Planning Portal*.
- Comprehensive *Local Environmental Plan 2022*.

## 3.3

- Achievement of the *International Green Flag Award for Queen Elizabeth II Park*.
- Adopted *Mount Jerrabomberra Plan of Management*.
- Adoption of *Roadside Vegetation Management Plan*.
- Adopted *Contaminated Lands Policy and Guideline*.
- Delivered Stage 1 *landscaping at Frogs Hollow*.
- Implemented the *Captains Flat Lead Working Group*.



# Strategic Pillar 4

## A Connected Queanbeyan–Palering

4. CONNECTION

### OBJECTIVES

**4.1 Our transport network and infrastructure is safe, supports a zero emissions target and allows for ease of movement throughout Queanbeyan–Palering and across the ACT border and region.**

**4.2 Our community's waste, water, sewerage, stormwater and recycled water needs are met.**

**4.3 Our community facilities and assets are well planned, meet the needs of the community and enhance social connection.**

**4.4 Our community benefits from world-class telecommunications infrastructure that supports excellent social, economic and educational outcomes throughout the Queanbeyan–Palering region.**

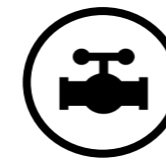
### STRATEGIES

- Utilise asset management plans and network safety plans to take a risk management approach to the maintenance and development of the transport network.
- Support and maintain urban and rural roads, traffic management systems, car parking, improvement of bridges in a sustainable manner and advocate and promote safe road user behaviour.
- Support and facilitate the continuous development of footpaths and connected walking and cycling tracks.
- Advocate for public transport infrastructure that meets the needs of Queanbeyan–Palering residents and visitors.
- Sustainably manage the region's potable water systems and supply to meet the community's needs and national quality standards.
- Provide secure water sources that cater for climate change and storage for reliable supply for growing population and business needs.
- Manage the region's stormwater and maximise use of recycled water to meet the community's needs and national quality standards.
- Support public, business and environmental health through the provision of quality water, sewerage and recycled water systems.
- Manage the collection of waste and operation of waste facilities to meet community requirements.
- Enhance community and recreational use of facilities through robust maintenance and management.
- Plan for community facilities to meet the needs of our growing population and promote the maximisation of use of current facilities.
- Optimise development contributions to fund new and expanded facilities.
- Council assets are sustainably managed.
- Identify connectivity issues and advocate for better telecommunications coverage, particularly in the rural areas of the Queanbeyan–Palering region.



## MEASURE

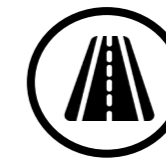
**2022 Result:** 1,207 Complaints  
**2024 Result:** 801 Complaints



**Satisfaction with Council's potable water supply systems**

Source: Council Data

**2022 Result:** 5.6/10  
**2024 Result:** 4.6/10



**Community satisfaction level with the state of the road network**

Source: RWS 2024

**2022 Result:** 79%  
**2024 Result:** 83%



**Crash statistics**

Source: Transport for NSW data

**2022 Result:** 51,676 EV Registrations  
**2024 Result:** 54,094 EV Registrations




**Increase in use of sustainable transport**


Source: AAA Data Reports


QPRC did not comment on CSP Measure: *Dwellings with Internet Access* due to the reporting body ceasing operations.

# PROJECTS, INITIATIVES & ACHIEVEMENTS

- 4.1** 
- Delivered \$34 million road, bridge, and footpath maintenance program over 3 years, inclusive of natural disaster repair works.
  - Delivered \$53 million road, bridge and footpath renewal and \$229 million new and upgrade projects over 3 years.
  - Delivered 1,838 road grading over 3 years.
  - Constructed the roundabout at Bungendore.
  - Award for Excellence in Road Safety at National Awards for Local Government.

- 4.2** 
- Adoption of 2021 Waste Strategy.
  - Draft flood study completed for the review of Bungendore Floodplain Risk Management Study and Plan.
  - Lodged the development application for the Queanbeyan Sewage Treatment Plant.

- 4.3** 
- Prepared the concept design for the Memorial Gardens.
  - Prepared a new QPRC Cemeteries Strategic Plan.
  - Lodged the development application for the Queanbeyan Sewage Treatment Plant.
  - Delivery of Stage 1 of the Bungendore Sports Hub.

- 4.4** 
- Presented a list of mobile black spot priorities to the Federal member.



# Strategic Pillar 5

## A well governed Queanbeyan–Palerang

### 5. CAPABILITY

#### OBJECTIVES

**5.1 Our community is serviced by an efficient, effective and innovative Council.**

#### STRATEGIES

**5.2 Council is an open, accessible and responsive organisation.**

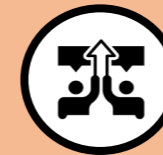
- Recruit, retain and remunerate a safe and harmonious workforce.
  - Promote and facilitate excellent performance and ongoing education and training through the development of streamlined and improved systems, processes and frameworks.
  - Apply a contemporary risk management framework which considers Council's risk appetite and aims to balance risk v reward, increase organisational efficiencies and reduce red tape.
  - Manage Council financial systems, processes and projects in a sustainable way that maximises value for money for ratepayers.
  - Develop, integrate and maintain networks and systems to enable efficient transactions and processes.
  - Strategically administer and manage Council's property portfolio.
- 
- Communicate in an effective and timely manner with the community.
  - Use community engagement methods that enhance community participation in decision making.
  - Establish operational practices and processes that support efficiency and community and business satisfaction.
  - Manage an automated customer service system that meets the needs of the community and allows staff to enhance engagement with residents and ratepayers.
  - Work with the community to achieve its long-term aspirations by integrating the strategic objectives and strategies outlined in the Community Strategic Plan into the development of other Council strategies and plans.
  - Maintain robust governance, audit and risk policies and frameworks to ensure transparency and accountability.
  - Work with our regional neighbours, including the ACT and State and Federal Government departments.



### MEASURE

**2022 Result:** 5.0/10

**2024 Result:** 5.5/10



**Community assessment of movement towards or away from community vision and aspirations**

Source: T2042 Engagement Report

**2022 Result:** 6.4/10

**2024 Result:** 5.4/10



**Community feels well informed and is satisfied with Council's community engagement processes**

Source: RWS

**2022 Result:** 59%

**2024 Result:** 69%



**Percentage of Council revenue received from grants and contributions**

Source: Council Data

**2022 Result:** 3.9%

**2024 Result:** 3.6%



**Operating performance ratio**

Source: Council Data

**2022 Result:** 3.55/5

**2024 Result:** 4.48/5



**Community satisfaction with Council's overall performance**

Source: T2042 Engagement Report



## PROJECTS, INITIATIVES & ACHIEVEMENTS

5.1



- Update on the *Towards 2042! Community Strategic Plan*.
- Establishment of a *Study Assistance Scheme*.
- Initiation of Tech One CI Migration to CIA.
- Creation of an executive dashboard for key measures.
- Participation in Canberra Region Joint Organisation initiatives.
- Migrated Council's Techone Enterprise System to the Cloud.
- Implemented *Cyber Security Framework*.
- Completed the digitisation of all Tallaganda and Yarrowlumla Shire Council hardcopy files.
- Implemented *Data Control Framework*.
- Implemented new financial systems at pools, community centres and The Q.

5.2



- Advocacy for increase in *NSW Government Rates Rebate Scheme*.
- Launch of a successful *Return to Work Program*.
- Renewal of *Health, Safety, Environmental and Quality International Standards Organisation* accreditation.
- Development and testing of a *Business Continuity Plan*.
- Community meetings and discussions about *Council Services and Financial Sustainability*.
- Engaged with a community reference panel to review the *Rating Structure*.
- Created the initial *Community Plan in consultation with the Braidwood Community*.
- Engaged with over 800 community members to review the *Community Strategic Plan*.





[www.qprc.nsw.gov.au](http://www.qprc.nsw.gov.au)

