



Goulburn Mulwaree Council

Delivery Program 2017 - 2021

Adopted 6 June 2017



Acknowledgements

Goulburn Mulwaree Council would like to take this opportunity to thank our community for their contributions to the Regional Community Strategic Plan which has provided the basis for the development of Council's Delivery Program 2017 – 2021 and Council's Operational Plan 2017 – 2018.

Table of Contents

Foreword.....	3
Councillors	4
Introduction.....	5
About Goulburn Mulwaree.....	6
Goulburn Mulwaree Today.....	7
The Integrated Framework.....	8
The Five Strategic Pillars:	
Our Environment.....	11
Our Economy	16
Our Community	19
Our Infrastructure.....	24
Our Civic Leadership.....	31

Foreword

Welcome to Goulburn Mulwaree Council's 4 year delivery program. This document sets out a clear budget and plan for the coming four years, detailing what we as a council will achieve and how this will be costed. This is our contract and commitment with you the community. We are excited to lead a Council that will greatly add to all areas of life in Goulburn Mulwaree over the coming four years. We will deliver infrastructure, arts & culture projects, sport & recreation upgrades and much more for Goulburn Mulwaree; all while remaining a strong, financially healthy council.

Our four year delivery program has strong foundations in the Regional Community Strategic Plan, which councillors approved on the 21st of February 2017. The Community Strategic Plan is based around five strategic pillars: Environment, Economy, Civic Leadership, Infrastructure and Community. From this document, Council has set out what it wishes to achieve in the coming four years.

We have laid out the plans for an inspiring Capital Works Program which will total \$155 million over the four years leading to 2021. This program is fully funded, with many of the projects eligible for grant funding; we will be devoting considerable effort to these grants applications over the coming years.

The planning undertaken in the past two years has been extensive, and we are excited to build on that work to deliver these projects for our region. Ongoing dialogue and consultation with the community will be essential to the delivery of these projects.

It is important to note that this 4 year program meets all Fit for the Future criteria established by State Government. At the end of this four year period the General Fund (both restricted and unrestricted) is projected to still be over \$13 million; this allows for unforeseen circumstances and for future councils to continue with great projects beyond this Delivery Program cycle. This will all be achieved while remaining within the 1.5% rate cap imposed by IPART.

We would now like to highlight some of the projects we will deliver over the life of this Delivery Plan

Adventure Playground: The plans for the Adventure Playground have now been adapted to move the location closer to the Aquatic Centre and Skate Park within Victoria Park. This great project for families and Goulburn's youth will be completed in the 2017/18 financial year.

Aquatic Centre redevelopment: \$16.5 million has been allocated for stage 1 of the upgrade of the Aquatic Centre; the first stage is developing a new and additional 25 meter indoor pool and upgrade of all other facilities current under cover

Artwork: \$260,000 is allocated for public artworks over the coming 4 years.

CBD Enhancement: The paving works in Auburn Street will be completed in the 2017/18 financial year; however this project will continue with further public artworks, tree plantings and laneway works.

Citywide Exercise Equipment: \$80,000 has been allocated for outdoor exercise equipment.

Marulan Solar Farm: \$1.5m has been allocated for design and construction of a Solar Farm in Marulan which will provide Council facilities with much its own power source

May Street Bridge: The May Street Bridge will be widening to two lanes including pedestrian facilities

Nadgigomar Bridge will be replaced and the approaches leading up to the bridge will be re-aligned to improved traffic safety

Towrang Bridge – which has been the subject of regular road closures will be replaced with a new facility much higher than the present bridge to prevent future road closures

Performing Arts Centre: We will complete the Performing Arts Centre in the 2018/19 financial year. The end result will be an innovative re-use of a heritage building (the McDermott Centre) which will be something that we hope inspires developers and other Local Governments. This region desperately needs a larger performance space for our arts & culture community, and we are excited to deliver it.

Road Infrastructure: Over \$33 million is allocated to road infrastructure (roads, footpaths and bridges). \$7.8 million of this budget is allocated to rural roads.

Rocky Hill War Memorial Museum: The extension of this fantastic memorial museum has been included within the 17/18 budget; 50% of the \$2.5m for this project will come from an application to the Federal Government Building Better Regions Grant program. If this grant application is unsuccessful we will have to look at delaying this project until appropriate funding becomes available.

Skate Park Repairs: \$50,000 is allocated for the upgrade of the Skate Park within Victoria Park.

Sports field upgrade: An annual allocation is made for upgrade of our sports fields. The focus of 2017/18 will be the amenity upgrade at Seiffert Oval.

Tree Planting (City Entrances, Wollondilly Walkway and Avenues of Honour): We will be continuing with our extensive tree planting program. This will include improvements to our city entrances, extensive tree planting along the River Walkway and the beginning of the Avenues of Honour project.

Victoria Park: \$1.15m is allocated for the Victoria Park upgrades over four years. The Victoria Park masterplan has now been completed, and attention will turn to specific projects within the park.

Waste Management Centre Improvements: We have allocated over \$5 million for significant improvements at the Goulburn, Tarago and Marulan Waste Management Centres. These upgrades will bring significant environmental improvements, as well as improving the look and feel of each centre. This is part of a 4 year program for extensive improvements to all of these facilities.

Wastewater Treatment: Construction of the new Wastewater Treatment Plant will be completed, while \$9m is allocated for detailed design of the Reuse Irrigation Scheme which will enable us to distribute the product back around the city for use on parks, reserves and sporting fields. We have also made allocations for a feasibility study and concept designs for a Marulan Wastewater Treatment Plant upgrade.

On behalf of the Council we both thank you for taking the time to read the Goulburn Mulwaree Council Delivery Program 2017-2021. It provides a great platform for our growth and sustainability into the future.



Mayor
Cr Bob Kirk



General Manager
Warwick Bennett

Councillors 2016 - 2020

Goulburn Mulwaree Council Delivery Program 2017-2021



Cr Bob Kirk

Cr Bob Kirk was elected to Goulburn Mulwaree Council in September 2008. He was elected Mayor in September 2016

Contact Details:

Phone: 0419 854 599

Email:

bob.kirk@goulburn.nsw.gov.au



Cr Alfie Walker

Cr Alfie Walker was elected to Goulburn Mulwaree Council in September 2012. Cr Walker was elected Deputy Mayor in September 2016

Contact Details:

Phone: 0419 805 217

Email:

alfie.walker@goulburn.nsw.gov.au



Cr Margaret O'Neill

Cr Margaret O'Neill was first elected to Goulburn City Council in September 1983. Cr O'Neill served as Deputy Mayor from 1987 to 1993 and Mayor from 1993 to 1999. Cr O'Neill was first elected to the amalgamated Goulburn Mulwaree Council in 2004.

Contact Details:

Phone: 0427 011 041

Email: council@goulburn.nsw.gov.au



Cr Sam Rowland

Cr Sam Rowland was first elected to Goulburn Mulwaree Council in September 2012 and has served continuously.

Contact Details:

Phone 0427 203 412

Email:

sam.rowland@goulburn.nsw.gov.au



Cr Andrew Banfield

Cr Andrew Banfield was elected to Goulburn Mulwaree Council in September 2008 and has served continuously.

Contact Details:

Phone: 0427 130 298

Email:

andrew.banfield@goulburn.nsw.gov.au



Cr Denzil Sturgiss

Cr Denzil Sturgiss was first elected to Mulwaree Shire Council in 1999, and re-elected to Greater Argyle Council, later to become Goulburn Mulwaree Council in 2004. He has served continuously and was re-elected in 2016.

Contact Details:

Phone: 0419 683 548

Email:

denzil.sturgiss@goulburn.nsw.gov.au



Cr Leah Ferrara

Cr Leah Ferrara was elected to Goulburn Mulwaree Council in September 2016

Contact Details:

Phone: 0427 483 435

Email:

leah.ferrara@goulburn.nsw.gov.au



Cr Peter Walker

Cr Peter Walker was elected to Goulburn Mulwaree Council in September 2016

Contact Details:

Phone: 0418 215 184

Email:

peter.walker@goulburn.nsw.gov.au



Cr Carol James

Cr Carol James was elected to Goulburn Mulwaree Council in September 2008. Cr James served as Mayor from 2008 to 2010.

Contact Details:

Phone: 0418 342 501

Email:

carol.james@goulburn.nsw.gov.au

Introduction

GUIDING PRINCIPLES

The **Regional Community Strategic Plan 2016 – 2036** identifies the community's main priorities and aspirations for the future and plans strategies for achieving these goals.

It is a 10 year vision that has been developed through close consultation between the community and Council.

To achieve the priorities identified, the RCSP is supported by the following implementation strategies:

- Resourcing Strategy
- Delivery Program
- Operational Plan

The Resourcing Strategy consists of a long term Financial Plan, Workforce Management Plan and Asset Management Plan, while the Delivery Program is a statement of commitment where the community's strategic directions are translated into actions.

STRATEGIC PILLARS

- Our Environment
- Our Economy
- Our Community
- Our Infrastructure
- Our Civic Leadership

The Regional Community Strategic Plan is underpinned by the following vision and values:

OUR VISION AND VALUES

“One Team Delivering with PRIDE”

- **P**assion
- **R**espect
- **I**nnovation
- **D**edication
- **E**xcellence

OUR MISSION

“To Be Easy To Do Business With”

About Goulburn Mulwaree

Aboriginal people have lived in this region for at least 21,000 years. Two major language groups were identified within the Goulburn Mulwaree region at the time of first European contact; the Gandangara to the north of Goulburn, and the Ngunawal to the south.

The region was an important ceremonial meeting place for Aboriginal peoples with records of corroborees being held at Rocky Hill, Mulwaree Flats, Eastgrove and on the sites of the Goulburn railway station and the old railway quarry.

Aboriginal peoples of the region first came into contact with Europeans in 1798 when Governor John Hunter sent an expedition to the Southern Tablelands of NSW.

The first European settlement did not occur however until 1818 when Goulburn was discovered by James Meehan an Irish explorer who named the town after Henry Goulburn, the Under-Secretary for War and the Colonies.

Subsequent Government land grants followed during the 1820's attracting settlers who established the first stock stations in the region.

The construction of the Great South Road and the expanding wool industry saw Goulburn become a thriving Government centre by the 1850's and in 1863, Goulburn was officially declared a City making it Australia's first inland City.

Goulburn's prosperity grew substantially with the completion of the railway line from Sydney to Goulburn in 1869 making Goulburn a significant railhead and heralding the boom years which lasted to the late 1890's.

Such was Goulburn's prosperity that throughout much of the 19th century Goulburn remained the 3rd largest centre in New South Wales leading it to being dubbed the 'Queen City of the South'.

Goulburn's role as an important large provincial centre led to the construction of many impressive public and institutional buildings by the Government and various churches many of which still remain today.

Goulburn's prominence eventually subsided with the founding of Canberra, the Australian Capital in 1913 with many industries and institutions locating there.



Goulburn Mulwaree Today

The Goulburn Mulwaree Council Local Government Area (LGA) covers an area of 3,223 square kilometres making it approximately 1.5 times the size of the Australian Capital Territory. The LGA shares its borders with Upper Lachlan, Queanbeyan Palerang, Wingecarribee and Shoalhaven LGAs.

The LGA has a total population of 29,550 with a steady average annual growth rate of approximately 1%.

The City of Goulburn is a major regional centre having the largest population base within the LGA with 22,796 people. Smaller outlying villages include Marulan, Tarago, Tallong, Lake Bathurst, Bungonia and Towrang.

The largest non-Australian ethnic groups in Goulburn are English (40.7%), Irish (12.8%) and Scottish (9.7%). 2.8% of residents identify as being of Aboriginal or Torres Strait Islander ancestry.

Although fewer than 3% of the population speak a language other than English at home, the most commonly spoken non-English languages are Greek, Italian and German.

Goulburn Mulwaree's growing economy contributes \$1.38B in Gross Regional Product and sustains 12,446 local jobs in 2,210 local businesses. The largest industries of employment for people in the Goulburn LGA are Health & Social Care (16%), Retail Trade (14%) and Public Administration & Safety (12%).

Geologically, the LGA forms part of the Southern Tablelands, and rises to about 700 metres above sea level. The Wollondilly River and Mulwaree Chain of Ponds wind through the LGA forming part of the Hawkesbury-Nepean and Shoalhaven Catchments.



The Integrated Framework



The Integrated Planning & Reporting Framework opens the way for Councils and their communities to have important discussions about funding priorities, service levels and preserving local identity and to plan in partnership for a more sustainable future.

The planning and reporting framework is essentially a set of tools from which each Council can build an integrated planning and reporting framework to suit their community's needs.

The framework will allow Councils to build plans of appropriate size, scale and content for their communities. Just as each community in NSW is different, so each Council's Community Strategic Plan will be different. The most important thing is that the Community Strategic Plan, and the implementation structures that support it, are fit for purpose and appropriate to the communities to which they relate.

Apart from providing a clear picture for the future, the planning process will help to better connect with the community to gain more detailed understanding of the area in which they live and the regional context in which the community operates. The process will also provide opportunities for Council to streamline their operations.

The main components of the Integrated Planning and Reporting legislation for Local Government are briefly outlined below.

Community Strategic Plan

Identifies the community's main priorities and aspirations for the future and plans strategies for achieving these goals (civic leadership, social, cultural, environmental and economic issues)

Delivery Program

A four year program which details the activities to be undertaken by the Council to achieve the objectives of the Community Strategic Plan (within the resources available under the Resourcing Strategy)

Operational Plan

An Operational Plan will detail Council activities within a specific financial year to achieve the actions outlined in the Delivery Program.

Resourcing Strategy

A Resourcing Strategy will inform the Community Strategic Plan and the Delivery Program. It will be made up of a long term Financial Plan, Asset Management Plan and a Workforce Management Plan. It will also identify the resources (time, money, assets and people) to fund the objectives of the Community Strategic Plan and the activities of the Delivery Program.

Annual Report

This will report to the community within five months after the end of each financial year. It will provide details of progress on implementing the Delivery Program and the achievement of objectives of the Community Strategic Plan.

Relationship between the IPR Documents



Our Environment

"We appreciate our range of rural landscapes and habitats, and act as custodians of the natural environment for future generations"



CSP Strategy EN1

Protect and enhance the existing natural environment including flora and fauna native to the region

	Action	Planned Outcome	How will we measure?
EN1.1	Council continues the establishment of the Goulburn Biobank Site.	The development and effective management of the Biobank site.	Compliance with the annual Biobank returns submitted to the NSW Office of Environment and Heritage.
EN1.2	Review and monitor Local Environmental Plan and Development Control Plan	Updated planning controls reflecting community expectations	Reviews completed and amendments made to existing plans
EN1.3	Facilitate legislative compliant public health and environmental protection outcomes	A robust compliance program that delivers satisfactory public health and environmental protection outcomes	Number of incidents report at state-agency level and mandatory inspection programs completed.

CSP Strategy EN2

Adopt environmental sustainability

	Action	Planned Outcome	How will we measure?
EN2.1	Design, construct and seek approvals for the Goulburn Reuse Scheme (Southern Tablelands Water Reuse Infrastructure Scheme).	Provide reuse water to parks and fields in Goulburn.	Complete design, construction and commissioning of the scheme.
EN2.2	Provision of Waste Centres that prioritise and encourage recycling and reuse to limit the reliance on landfill while meeting environmental obligation.	Council moves toward meeting the NSW Waste and Resource Recovery Strategy Targets (WARR).	Annual EPA Returns demonstrate improvement in recycling rates.
EN2.3	Effectively manage the sewage treatment systems to minimise impacts to the environment.	To minimise discharges to the environment through the network.	Completion of the annual rehabilitation program and a reduction in sewer overflows as reported annually to NSW DPI Water.
EN2.4	Provision of Waste Collection services that encourage the source separation of organic waste and recycling.	Council moves toward meeting the NSW Waste and Resource Recovery Strategy Targets (WARR).	Annual EPA Returns demonstrate improvement in recycling rates.
EN2.5	Activate whole of Council commitment to sustainability	Improved awareness, knowledge and attitudes across Council regarding sustainability issues and practices	Sustainability priorities are reflected in Council's policies and procedures
EN2.6	Drive our operations based on quadruple bottom line principles of environmental, social, financial and cultural values	a culture of high performance across all four tiers of sustainability	Training implemented and principles incorporated into Council documents.

CSP Strategy EN3

Protect and rehabilitate waterways and catchments

	Action	Planned Outcome	How will we measure?
EN3.1	Conduct On-site Sewage Management System Inspection Program	Improved compliance across the LGA	Inspection program implemented.
EN3.2	Rehabilitation of local waterways including the Mulwaree Chain of Ponds and the Wollondilly River extending up and downstream from Goulburn Wetlands	Improved waterways within the LGA leading to improved water quality and amenity.	Water quality reporting

CSP Strategy EN4

Maintain a balance between growth, development and environmental protection through sensible planning

	Action	Planned Outcome	How will we measure?
EN4.1	Protect, conserve and enhance local built heritage	Improved utilisation of existing buildings in heritage conservation area	Heritage fund applications
EN4.2	Review and monitor the Local Environmental Plan and Development Control Plan	Updated planning controls reflecting community expectations	Reviews completed and amendments made to existing plans

CSP Strategy EN5

Investigate and implement approaches to reduce our carbon footprint

	Action	Planned Outcome	How will we measure?
EN5.1	Investigate the feasibility of developing a biogas treatment system in Goulburn.	The determination of the feasibility of a biogas system for Goulburn and if feasible, design and construction.	Completed feasibility study, design and construction.
EN5.2	Investigate the feasibility of installing floating solar panels at the Marulan Water Treatment Plant.	The determination of the feasibility of installing floating solar panels at the Marulan Water Treatment Plant.	Completed feasibility study, design and construction.
EN5.3	Investigate and implement processes to beneficially reuse organic waste and not dispose of in landfill.	Construction and operation either by Council or a third party of an organics processing facility.	Processed organics being utilised by customers and not disposed of in landfill. Annual EPA Returns demonstrate reduction of organics being disposed on in landfill.
EN5.4	Reduce greenhouse gases from Council operations	Reduced emissions	Reduction year on year across Council operations

Our Economy

"We have a strong regional economy experiencing sustainable growth, which provides for a diverse range of employment opportunities"



CSP Strategy EC1

Capitalise on the region's close proximity to Canberra and its position as a convenient hub to South East Australia to attract industry and investment

	Action	Planned Outcome	How will we measure?
EC1.1	Implementation of the Goulburn Australia Marketing Campaign and associated activities to attract visitors, new residents, new industry and investment	Positive promotion of the Goulburn Mulwaree area as a desirable destination to visit, live, work and invest	Annual monitoring of campaign effectiveness

CSP Strategy EC2

Jointly develop appropriate tourism opportunities and promote the region as a destination

	Action	Planned Outcome	How will we measure?
EC2.1	Work collaboratively and regionally under the brand Canberra Region Tablelands	Canberra Region Tablelands recognised as a consumer brand and regional destination	Destination NSW funding obtained for regional marketing campaign
EC2.2	Identify opportunities to bid for regional, state and national events that deliver significant economic outcomes for the community	Increase of sports tourism events delivered for the community	New events secured each year
EC2.3	Facilitate the development of a rail trail	The development of a tourism facility that contributes to the economic growth of the region	New facility developed

CSP Strategy EC3

Support and foster conditions that enable local small/home-based business to grow

	Action	Planned Outcome	How will we measure?
EC3.1	Develop a Smart City Action Plan	Smart City Action Plan developed in consultation with the community which is affordable and adds value to the liveability of the city.	Plan being developed and implemented if achieving the affordability criteria
EC3.2	Council works with the community to support village development and opportunities for business and growth	Local enterprise and employment opportunities are diverse and sustainable.	Development of Village Plans that inform strategic plans, program and service delivery

CSP Strategy EC4

Foster and develop a diverse, adaptive and innovate agricultural industry

	Action	Planned Outcome	How will we measure?
EC4.1	Implement priority actions in Employment Lands Strategy	Planning controls and opportunities that support existing and emerging industries in the region	Completion of actions

CSP Strategy EC5

Encourage collaboration between businesses, government and training providers to develop employment and training opportunities for young people in the region

	Action	Planned Outcome	How will we measure?
EC5.1	Advocate for the education and training needs of the young people in the region	Ongoing education and training needs of young people addressed and available in the community	Affordable and relevant training and education options accessible for young people

Our Community

"We are a network of vibrant, inclusive and diverse communities that value our cooperative spirit, self-sufficiency and rural lifestyle"



CSP Strategy CO1

Facilitate and encourage equitable access to community infrastructure and services such as healthcare, education and transport

Action		Planned Outcome	How will we measure?
CO1.1	Advocate and facilitate discussions with relevant authorities and funding bodies to improve access to services and facilities for youth	Dedicated youth space/centre built	Funding and location secured. Dedicated youth space/centre appropriately resourced
CO1.2	Development and implementation of Disability Inclusion Action Plan	Improved understanding and compliance around accessibility issues within the community	Implementation of high priority actions
CO1.3	Continue with Council's aged care and disability services	Neighbour Aid, Centre based respite and Leisure Link programs designed and implemented through community consultation	HACC services periodic reviews

CSP Strategy CO2

Encourage and facilitate active and creative participation in community life

	Action	Planned Outcome	How will we measure?
CO2.1	Provide, maintain and improve the range of social and cultural services including the goulburn.art REGIONAL GALLERY, Goulburn Mulwaree Library, St Clair Villa Museum & Archives, Rocky Hill War Memorial and the Goulburn Waterworks.	Services provided address the changing needs of the community related to the use of and access to these cultural services.	Increase in attendance at/use of cultural services. Increase in public programs and exhibitions at each location.
CO2.2	Development and delivery of new and existing cultural and creative assets, including built heritage assets.	Museums operating year-round with appropriate resourcing, development and conservation measures in place.	Museums open daily, with new and exciting exhibits year-round.
CO2.3	Planning for public spaces undertaken to reflect the growing community's needs	Our streets, public areas, parks and open space serve the community's access, recreation and social needs.	Plans and policies are in place that define public space requirements.

CSP Strategy CO3

Foster and encourage positive social behaviours to maintain our safe, healthy and connected community

	Action	Planned Outcome	How will we measure?
CO3.1	Develop and implement programs for youth to encourage empowerment, resilience and capacity building	A range of youth programs operating year round to address social, health and educational needs of youth	Increase in young people engaged in Be Seen Be Heard activities and events
CO3.2	Develop community partnerships to provide education programs focussed on sustainability and waste minimisation	A connected community that values the local environment and contributes by reducing waste and maximising recycling / reuse	Annual Waste Education Program developed and implemented that encourages the development of community partnerships
CO3.3	Build social capital	A connected community	Priority actions in Social Infrastructure Plan implemented

CSP Strategy CO4

Recognise and celebrate our diverse cultural identities and protect and maintain our community's natural and built cultural heritage

	Action	Planned Outcome	How will we measure?
CO4.1	Create a cultural environment that contributes socially and economically to the community	Arts and cultural facilities recognised by Council as an integral component of the community's social fabric	Increase in visitation to arts and cultural facilities year on year

CSP Strategy CO5

Maintain our rural lifestyle

Action		Planned Outcome	How will we measure?
CO5.1	Review and monitor Local Environmental Plan and Development Control Plan	Updated planning controls reflecting community expectations	Reviews completed and amendments made to existing plans

Our Infrastructure

"Our community is well serviced and connected to built, social and communications infrastructure"



CSP Strategy IN1

Develop high speed rail links between the region, Canberra, Sydney and Melbourne

	Action	Planned Outcome	How will we measure?
IN1.1	To advocate and lobby for development of a high speed rail service with State and Federal governments.	A high speed rail service which serves the Goulburn Mulwaree region	Annual progress reporting

CSP Strategy IN2

Improve public transport links to connect towns within the region and increase access to major centres

	Action	Planned Outcome	How will we measure?
IN2.1	Maintain and upgrade GMC regional road network	Completion of RMS funded programs	All RMS reporting requirements met
IN2.2	Eliminate networks safety hazards when identified	Obtain additional grant funded above annual programs	Specific funding announcements

CSP Strategy IN3

Maintain and improve road infrastructure and connectivity

	Action	Planned Outcome	How will we measure?
IN3.1	Carry out asset inspection regime and condition assessment to identify and prioritise capital works & maintenance programs	Completion of inspection program as per inspection schedule	Monthly Progress Reporting
IN3.2	Implement road infrastructure capital works and maintenance programs	Completion of annual program	Monthly Progress Reporting

CSP Strategy IN4

Maintain and update existing community facilities, and support the development of new community infrastructure as needed

	Action	Planned Outcome	How will we measure?
IN4.1	Operate community facilities to maximise use	Increase community use from previous reporting period	Measure use or attendance
IN4.2	Upgrade community facilities to improve service provision (Aquatic Centre, Adventure Playground & Wollondilly Walking Track)	Completion of new or upgraded facilities	Monthly Progress Reporting

CSP Strategy IN5

Ensure high quality water supply options for the towns in the region

	Action	Planned Outcome	How will we measure?
IN5.1	Operate, maintain and upgrade water systems to provide high quality water to our customers	Delivery of operations, maintenance and upgrades as per the Water and Sewer Strategic Business Plan (SBP), the Integrated Water Cycle Management Plan (IWCM) and the Drinking Water Management Plan (DWMP)	Completion of programs as per the SBP, IWCM and DWMP and Compliance with the Australian Drinking Water Guidelines, licences and indicators in the DPI Water annual return
IN5.2	Investigate safe and secure water supply options to accommodate regional growth	Review of the Integrated Water Cycle Management Plan (IWCM).	IWCM complete

CSP Strategy IN6

Implement safe, accessible and efficient waste management and recycling options for general and green waste and sewerage

Action		Planned Outcome	How will we measure?
IN6.1	Operate, maintain and upgrade the sewer systems to provide high quality water to our customers	Delivery of operations, maintenance and upgrades as per the Water and Sewer Strategic Business Plan (SBP), the Integrated Water Cycle Management Plan (IWCM) and the Drinking Water Management Plan (DWMP)	Completion of programs as per the SBP, IWCM and DWMP and Compliance with the Australian Drinking Water Guidelines, licences and indicators in the DPI Water annual return
IN6.2	Investigate safe and secure sewer collection and treatment options to accommodate regional growth	Review of the Integrated Water Cycle Management Plan (IWCM).	IWCM complete
IN6.3	Develop the Goulburn, Marulan and Tarago Waste Management Centres to meet community and environmental needs	Develop the Goulburn, Marulan and Tarago Waste Management Centres to meet community and environmental needs	Annual EPA returns demonstrate improved waste practices and data.

CSP Strategy IN7

Secure improvements for and future proof telecommunications infrastructure

	Action	Planned Outcome	How will we measure?
IN7.1	Develop a Smart City Action plan	Smart City Action Plan developed in consultation with the community which is affordable and adds value to the liveability of the City.	Plan being developed and implemented if achieving the affordability criteria.

CSP Strategy IN8

Improve accessibility to and support the development of health and medical facilities in the region

	Action	Planned Outcome	How will we measure?
IN8.1	Lobby State Government to provide adequate health and medical facilities within the Local Government Area.	Working with State Government to achieve a new hospital facility which meets current and future community needs.	Annual progress reports
IN8.2	Support the development of community health services and infrastructure that is accessible to residents living in remote areas and to less mobile residents.	To ensure that State Government is fully aware of the health needs of all Goulburn Mulwaree residents and that we advocate and lobby for improved services where current shortcomings are identified.	Annual Progress reports

CSP Strategy IN9

Improve accessibility to and support the development of education and training facilities in the region

Action		Planned Outcome	How will we measure?
IN9.1	Advocate for the education and training needs of the young people in the region	Ongoing education and training needs of young people addressed and available in the community	Annual progress reports

Our Civic Leadership

"Our leaders operate ethically and implement good governance. We empower our residents with the tools to participate actively in the development of our communities"



OUR MISSION TO BE EASY TO DO BUSINESS WITH

CSP Strategy CL1

Effect resourceful and respectful leadership and attentive representation of the community

	Action	Planned Outcome	How will we measure?
CL1.1	Actively promote sound governance practices and procedures within the organisation.	Manage the organisation to effectively and efficiently meet our statutory obligations.	All statutory obligations and requirements met.
CL1.2	Ensure the long term financial sustainability of Council through effective and prudent financial management.	Council's finances are managed to ensure ongoing service delivery levels and appropriate asset management can be sustained.	Accepted Financial Key Performance Indicators.
CL1.3	Support Council to be compliant, efficient and more effective through use of technology.	Council's information systems are development and maintained to contemporary standards.	Systems availability and performance.
CL1.4	Deliver excellence in customer service throughout the organisation.	Quality customer service provision.	Customer Service satisfaction surveys.

CSP Strategy CL2

Encourage and facilitate open and respectful communication between the community, the private sector, Council and other government agencies

	Action	Planned Outcome	How will we measure?
CL2.1	Undertake community consultation in accordance with adopted Community Engagement Strategies.	An informed and engaged community.	Participation in all consultation/engagement activities.

CSP Strategy CL3

Collaborate and co-operate as a group of Councils to achieve efficiencies and a greater voice in regional decision making and encourage similar co-operation across other sectors and community groups

	Action	Planned Outcome	How will we measure?
CL3.1	Actively participate in the Canberra Region of Joint Councils (CBRJO).	Effective vehicle for regional collaboration and lobbying.	Attendance and participation at all levels of CBRJO.

CSP Strategy CL4

Actively investigate and communicate funding sources and collaboration opportunities that can strengthen the region

	Action	Planned Outcome	How will we measure?
CL4.1	Continue with active Grant's Officer program within Council's organisational structure.	Maximisation of external funding for both Council and community organisations.	All relevant grant funding opportunities pursued and/or referred to relevant community organisations.