

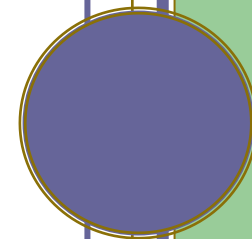


# **GOULBURN MULWAREE**

# **Regional Community Strategic Plan**

## **END OF TERM REPORT**

**November 2021**



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## Foreword

Welcome to Goulburn Mulwaree Council's End of Term report for 2017 - 2021.

This extended five year term of Council has been one of immense growth as we set about on an ambitious works program to greatly improve the offerings of our region. We have been through many challenges but have presented a united team, which has achieved a lot that we can be proud of.

We have welcomed over 1,300 new residents to our region over the past 5 years, and expect this number to continue to accelerate. One of our key projects within this term was the Goulburn Mulwaree Urban & Fringe Housing Strategy, setting out how the city of Goulburn, and Marulan will grow to accommodate this expected growth. This is now completed and being successfully implemented, with planning for essential water, sewer, road and other infrastructure being completed as we see development occur.

Council's Community Strategic Plan (CSP) sets out a number of Strategic Goals that guide our priorities until 2036 underneath five pillars being environment, economy, community, infrastructure and civic leadership. This framework has allowed us to focus on capital works priorities while keeping the big picture in mind. We are here to work for and with our community to achieve outcomes that we can all be proud of. As we prepare this end of term report we are beginning the process for our next Community Strategic Plan, which will guide councillors who are to be elected at the 2021 elections.

Over the past five years we have undertaken many projects that have had an incredibly positive impact on Goulburn Mulwaree. Roadworks on key routes such as the Windellama Road, alongside bridge replacement projects have improved our transport links. Infrastructure such as the Wastewater Treatment Plant upgrade have enabled future growth, and Council is currently in the planning stage for both water and wastewater upgrades for Marulan. We have also improved the liveability of the region with huge lengths of walking and cycling tracks particularly along our rivers, and extensions of footpaths in villages.

The Goulburn Aquatic Centre Redevelopment, and adaption of the McDermott Centre to build the Goulburn Performing Arts Centre have been two landmark projects for our City and the wider region. These were both risky, big picture projects which we have undertaken in conjunction, and we look forward to seeing these amazing facilities open and welcoming residents and tourists in February 2022.

Council has placed considerable emphasis into process improvement and our vision of being easy to do business with throughout this term. We have made significant improvements to many of our processes, and this is reflected in community sentiment. We also understand that alongside all of these projects and population growth it is essential to have economic growth, and we continue to work hard to make Goulburn Mulwaree one of NSW's great regional centres. It is pleasing to see that unemployment is at just 5% which is near the historic lows we saw in 2011 and 2012 and that we are seeing significant development around the region.

Goulburn is of course ideally located on the Hume Highway with fantastic road and rail links, and we are also telling the story of our excellent services such as the NBN, schools and preschools, medical, childcare and many more. Goulburn Mulwaree is part of the Canberra Region Joint Organisation, a

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collaboration of 11 Councils of the NSW's South East, including the ACT Government. Just recently we also joined the Regional Cities NSW network which is proving to be a formidable advocacy group. Our Marketing, Events & Culture team continue to tell the fantastic story of our region which will continue to develop further; Goulburn is a great place to work, play and invest.

Goulburn's cultural, environmental, social and community services continue to impress. This is a key area of local government and one where we are leaders. The Goulburn Regional Art Gallery has gone from strength to strength with wonderful exhibitions and during the past three years has progressed to launching shows that have toured the State. The Library continues to grow and improve, and welcomes hundreds of visitors each day to a brilliant facility. We also continue to offer top-shelf community outreach programs and youth services which do a wonderful job. We are looking forward to seeing the offerings of the Goulburn Performing Arts Centre (GPAC) in 2022 and beyond.

Council continues to invest in community organisations, which is important in an area with small regional communities. We support our villages through the Village Discretionary Fund, which has enabled delivery of a number of great projects. It is also pleasing to see more grant funding directed towards projects in villages, including extensive footpath creation and now most recently hall upgrades, street planting and sporting infrastructure.

Finally we would like to thank the community for the support and feedback over the past five years. We will continue to provide efficient services, and we look forward to watching Goulburn Mulwaree grow in the coming years as some of these exciting projects come to fruition.

Thank you for taking the time to read this report.

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## Executive Summary

In accordance with Section 482(2) of the *Local Government Act 1993* and the requirements of the Integrated Planning and Reporting Legislation and Guidelines (Office of Local Government) an **End of Term Report** is required detailing Council's progress in implementing the Community Strategic Plan (CSP) during its term. The focus of this report is on initiatives that Council has direct influence over and utilises a range of performance and assessment methods identified in its Community Strategy Plan and integrated planning documents.

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 main components of the Integrated Planning and Reporting legislation for Local Government are shown in the diagram below:



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In July 2016 Goulburn Mulwaree Council, Upper Lachlan Shire Council and Yass Valley Council prepared a joint Regional Community Strategic Plan for the Tablelands region, this was adopted by Council on 21<sup>st</sup> February 2017. This report meets the requirements of the Legislation and reports on Council's progress and performance outcomes in implementing the Regional Community Strategic Plan strategies for each of the five Strategic Pillars of Council's operations during the previous four year Council term 2016-2021 (term extended by 12 months due to COVID-19).

The Tablelands Regional Community Strategic Plan is a ten year vision that was developed through close consultation between the community and the three Councils, Goulburn Mulwaree, Upper Lachlan Shire Council and Yass Valley Council. The RCSP identifies our priorities and aspirations as a community. To achieve the priorities identified, the RCSP is supported by the following implementation strategies:

- Resourcing Strategy
- Delivery Program
- Operational Plan

Contained within the Regional Community Strategic Plan and supporting plans are the five Strategic Pillars undertaken by Council that provide a focus for the development of key strategies, program actions and performance measures. These are as follows:

## 1. Our Environment

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

Strategy	Goal
EN1	Protect and enhance the existing natural environment, including flora and fauna native to the region.
EN2	Adopt environmental sustainability practices.
EN3	Protect and rehabilitate waterways and catchments.
EN4	Maintain a balance between growth, development and environmental protection through sensible planning.
EN5	To investigate and implement approaches to reduce our carbon footprint.

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## 2. Our Economy

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

Strategy	Goal
EC1	Capitalise on the region's close proximity to Canberra and its position as a convenient location to attract industry and investment.
EC2	Jointly develop appropriate tourism opportunities and promote the region as a destination.
EC3	Support and foster conditions that enable local and small/home-based businesses to grow.
EC4	Foster and develop a diverse, adaptive and innovative agricultural industry.
EC5	Encourage collaboration between businesses, government and training providers to develop employment and training opportunities for young people in the region.

## 3. Our Community

*"We are a network of vibrant, inclusive and diverse communities that value our rural lifestyle"*

Strategy	Goal
CO1	Facilitate and encourage equitable access to community infrastructure and services such as health care, education and transport.
CO2	Encourage and facilitate active and creative participation in community life.
CO3	Foster and encourage positive social behaviours to maintain our safe, healthy and connected community.
CO4	Recognise and celebrate diverse cultural identities and protect and maintain our community's natural and built cultural heritage.
CO5	Maintain our rural lifestyle.

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#### 4. Our Infrastructure

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

Strategy	Goal
IN1	Develop high speed rail links between the region, Canberra, Sydney and Melbourne.
IN2	Improve public transport links to connect towns within the region and increase access to major centres.
IN3	Maintain and improve road infrastructure and connectivity.
IN4	Maintain and update existing community facilities and support the development of new community infrastructure as needed.
IN5	Ensure high quality water supply options for the towns in the region.
IN6	Implement safe, accessible and efficient management and recycling options for general waste, green waste and sewage.
IN7	Secure improvements for and future proof telecommunications infrastructure.
IN8	Improve accessibility to and support the development of health and medical facilities in the region.
IN9	Improve accessibility to and support the development of education and training facilities in the region

#### 5. 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"*

Strategy	Goal
CL1	Effect resourceful and respectful leadership and attentive representation of the community.
CL2	Encourage and facilitate open and respectful communication between the community, the private sector, Council and other government agencies.
CL3	Collaborate and cooperate to achieve efficiencies and a greater voice in regional decision-making and encourage similar cooperation across other sectors and community groups.
CL4	Actively investigate and communicate funding sources and collaboration opportunities that can strengthen the region.

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## Goulburn 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, Palerang, Wingecarribee and Shoalhaven LGAs.

The LGA has a total population of 31,500 with a steady average annual growth rate of approximately 1.37% over the last decade.

The City of Goulburn is a major regional centre having the largest population base within the LGA with 23,500 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%). The number of people that identify as being of Aboriginal or Torres Strait Islander ancestry is 2.8%.

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.

The largest industries of employment for people in the Goulburn LGA are Health & Social Care (16%), Retail Trade (14%) and Public Administration & Safety (12%).

The Goulburn Mulwaree LGA scores 951 on the SEIFA index which measures degrees of social and economic disadvantage.

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.



*Wollondilly Walking Track*



*Adventure Playground*



*Rocky Hill War Memorial Museum*



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## ***"Our Environment"***

### **CSP Strategy EN1**

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#### **Strategy**

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

#### **Measures and Targets**

#### **Performance Outcomes**

#### **Actions**

EN1.1	Council continues the establishment of the Goulburn Biobank Site.	Compliance with the annual Biobank returns submitted to the NSW Office of Environment and Heritage.	The Goulburn biobank has been established and ongoing maintenance works continue. Annual reports are submitted to the NSW Biodiversity Conservation Trust detailing the works completed in accordance with the works program outlined in the biobank agreement.
EN1.2	Review and monitor Local Environmental Plan and Development Control Plan.	Reviews completed and amendments made to existing plans.	Review of the LEP and DCP has been ongoing with a number of significant amendments made to both plans over the reporting period.
EN1.3	Facilitate legislative compliant public health and environmental protection outcomes.	Number of incidents report at state-agency level and mandatory inspection programs completed.	Annual inspection programs have been completed each year for registered premises within the local government area. All complaints received are investigated in accordance with Councils customer request procedure. Statistics for regulated premises are reported to the relevant state government authority at the end of each financial year.

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## CSP Strategy EN2

Strategy		Measures and Targets	Performance Outcomes
“Adopt environmental sustainability”			
Actions			
EN2.1	Design, construct and seek approvals for the Goulburn Reuse Scheme (Southern Tablelands Water Reuse Infrastructure Scheme).	Complete design, construction and commissioning of the scheme.	Final design complete. Construction has commenced with an estimated completion date of December 2022. Approval for the scheme is finalised following the completion of construction and implementation of the Recycled Water Management Plan.
EN2.2	Provision of Waste Centres that prioritise and encourage recycling and reuse to limit the reliance on landfill while meeting environmental obligation.	Annual EPA Returns demonstrate improvement in recycling rates.	Domestic recycling rates (yellow lid bin collections) improved slightly from 31.37% in the 2018/2019 Waste and Resource Recovery Return; to 32.39% in 2019/2020. The move to a free weekend bulky waste disposal solution has significantly increased recycling rates for the bulky waste service from 15.97% in 2018/2019 to 37.34% in 2019/2020. The 2020/2021 figures are not completed until August 2021. Any further significant increase in recycling rates would require enhanced domestic recycling processing. A planned upgrade to Goulburn Waste Management Centre will improve overall recycling rates. Council is composting Food and Garden Organics at Goulburn Waste Management Centre, which has had a significant impact on reducing waste to landfill and improving environmental outcomes. No compliance issue were raised regarding the Environment Protection Licence for Goulburn Waste Management Centre.

EN2.3	Effectively manage the sewage treatment systems to minimise impacts to the environment.	Completion of the annual rehabilitation program and a reduction in sewer overflows as reported annually to NSW DPI Water.	<p>Effective operation and maintenance of the sewer system and the maintenance of the telemetry has been completed at the sewer pump stations and treatment plants to prevent outages and potential discharges to the environment.</p> <p>To reduce the risk of sewer main failures Council have undertaken a comprehensive mains relining program which has seen 35km of Sewer mains relined during the reporting period.</p>
EN2.4	Provision of Waste Collection services that encourage the source separation of organic waste and recycling.	Annual EPA Returns demonstrate improvement in recycling rates.	<p>Council provides a successful, in-house three bin waste collection service. All homes in the residential collection zones at Goulburn and Marulan now have access to the weekly collection of a 140L red bin (landfill waste); a 240L yellow bin (co-mingled recycling) and a 240L green bin (food and garden organics). The colours on all bin lids meets Australian Standards and EPA requirements. Residents can also choose to have additional bins to meet their needs, which could include an additional green or yellow bin if required at a reduced rate compared to an additional red bin.</p> <p>The recycling collected is taken to Council's contracted recycling processor, Endeavour Industries, which is a local charity providing employment for disabled clients. When Endeavour Industries closed for a short period due to the COVID-19 pandemic, Council arranged for the recycling to be transported to the ACT Materials Recovery Facility for processing to ensure the recycling was not disposed of in landfill.</p> <p>The organic waste collected by Council is composted at Council's own compost facility at Goulburn Waste Management Centre.</p>

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EN2.5	Activate whole of Council commitment to sustainability.	Sustainability priorities are reflected in Council's policies and procedures.	Sustainability priorities have been included in Council projects as well as various policies and procedures.
EN2.6	Drive our operations based on quadruple bottom line principles of environmental, social, financial and cultural values.	Training implemented and principles incorporated into Council documents.	Ongoing

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## CSP Strategy EN3

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<b>Strategy</b> <i>“Protect and rehabilitate waterways and catchments”</i>		<b>Measures and Targets</b>	<b>Performance Outcomes</b>
<b>Actions</b>			
EN3.1	Conduct On-site Sewage Management System Inspection Program.	Inspection program implemented	Ongoing on-site sewage management system inspection program conducted each year with inspection results either resulting in the issuing of Approval to Operate for the system or rectification works. Every system within the local government area is scheduled to be inspected every two years in high risk areas and every seven years in low risk areas in accordance with program objectives.
EN3.2	Rehabilitation of local waterways including the Mulwaree Chain of Ponds and the Wollondilly River extending up and downstream from Goulburn Wetlands.	Water quality reporting	Rehabilitation of the Mulwaree Chain of Ponds and Wollondilly River occurred under Grant funded projects co funded from City Wide Creek Bed Improvements. Ongoing grant applications put forward to continue works in future years.

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## CSP Strategy EN4

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### Strategy

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

### Measures and Targets

### Performance Outcomes

### Actions

EN4.1	Protect, conserve and enhance local built heritage.	Heritage fund applications	<ul style="list-style-type: none"><li>• Funding obtained for stage one conservation works at St Clair Villa Museum &amp; Archives</li><li>• Funding obtained for significance and building assessment of Rocky Hill War Memorial</li><li>• Ongoing participation/administration of the Local Heritage Grants Scheme with Heritage NSW.</li><li>• Introduction of Goulburn CBD Grants.</li></ul>
EN4.2	Review and monitor the Local Environmental Plan and Development Control Plan.	Reviews completed and amendments made to existing plans.	<p>Reviews are typically in the form of strategies and have included:</p> <ul style="list-style-type: none"><li>• Urban and Fringe Housing Strategy</li><li>• Employment Lands Strategy</li><li>• Social Sustainability Strategy and Action Plan</li><li>• Heritage Study Review</li></ul> <p>Council is working through the recommendations of the various strategies above in relation to the LEP and DCP to maintain a balance between growth, development and environmental protection.</p>

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## CSP Strategy EN5

Strategy			
<i>“Investigate and implement approaches to reduce our carbon footprint”</i>			
Actions		Measures and Targets	Performance Outcomes
EN5.1	Investigate the feasibility of developing a biogas treatment system in Goulburn.	Completed feasibility study, design and construction.	Feasibility study completed and biogas collection and treatment is not cost effective for the size of our treatment plants. This becomes economical for larger sized plants.
EN5.2	Investigate the feasibility of installing floating solar panels at the Marulan Water Treatment Plant.	Completed feasibility study, design and construction.	Study completed and floating panels were not considered feasible for the Marulan Water Treatment Plant. The technology is very expensive, evaporation reduction rates are low and the site currently only uses moderately low levels of electricity. Currently a review of the Marulan Water Treatment Plant is being completed to develop options to upgrade the plant. Fixed solar panels would be considered during the upgrade works.
EN5.3	Investigate and implement processes to beneficially reuse organic waste and not dispose of in landfill.	Processed organics being utilised by customers and not disposed of in landfill. Annual EPA Returns demonstrate reduction of organics being disposed on in landfill.	Goulburn Mulwaree is now one of only a small number of Councils across NSW that collect food and garden organics, and process this waste into a nutrient rich compost at its own Council run facility. This is a significant achievement that ensures Council has ‘closed the loop’ and domestic organic waste that was initially grown on farms is returned to the soil as compost. No organic waste is disposed of directly to landfill unless this is done so directly by waste centre

			<p>customers that have not separated their waste streams correctly.</p> <p>Less than a third of NSW Councils currently collect food waste from residents during domestic waste collections. One of the targets of the NSW Government's Waste and Sustainable Materials Strategy 2021-2027 is to halve the amount of food waste disposed of in landfill by 2030, including through ensuring all Council areas have a food and organic waste collection (which Goulburn Mulwaree now has in place).</p> <p>Council provided green bins and kitchen caddies to all residents in the domestic waste collection zone with the support of grant funding provided by the NSW Government's Waste Less Recycle More program. This same grant program also provided assistance for Council to expand its compost processing area and purchase a loader, which is required for composting operations.</p> <p>Compostable bio-bags are available from Council on an on-going basis.</p>
EN5.4	Reduce greenhouse gases from Council operations.	Reduction year on year across Council operations	<p>Council completes a number of activities that contribute to the reduction of greenhouse gas emissions including: the installation of solar panels to self-generate green power; modification of operations to reduce power consumption; collection and processing of FOGO (Food organics garden organics) to reduce methane generation in our landfills; changing of the city street lights to LED lights reducing power consumption; providing the choice of a hybrid car during vehicle replacement; and the purchase of two hybrid car as part of the Council fleet.</p>



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## ***“Our Economy”***

### **CSP Strategy EC1**

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#### **Strategy**

*“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”*

#### **Measures and Targets**

#### **Performance Outcomes**

#### **Actions**

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EC1.1	Implementation of the Goulburn Australia Marketing Campaign and associated activities to attract visitors, new residents, new industry and investment.	Annual monitoring of campaign effectiveness	Annual marketing campaign undertaken focussed on attracting visitors, new residents, industry and investment under the four pillars of Visit, Live, Work and Invest. Campaign activities amended annually to reflect changes in the market, trends, opportunities and available budget. New branding and campaign implemented in 2020/21 – Country Life, City Heartbeat.
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## CSP Strategy EC2

Strategy			
<i>"Jointly develop appropriate tourism opportunities and promote the region as a destination"</i>			
Actions		Measures and Targets	Performance Outcomes
EC2.1	Work collaboratively and regionally under the brand Canberra Region Tablelands.	Destination NSW funding obtained for regional marketing campaign	Coordinator Marketing & Events is the Chair of the Tablelands Tourism Group. Tourism Managers across the Tablelands region work closely and collaboratively to initiate regional activities focussed on destination management, capacity building and marketing. The Tablelands Tourism Destination Development Plan 2020-2025 and Goulburn Mulwaree Tourism Action Plan 2020-2025 were also developed during this time, with implementation well underway.
EC2.2	Identify opportunities to bid for regional, state and national events that deliver significant economic outcomes for the community.	New events secured each year	Events secured include: <ul style="list-style-type: none"> <li>• Australian Superbikes</li> <li>• Tag20 ANZAC Cup</li> <li>• 2021 Youth Conference</li> <li>• State Duathlon Championships</li> <li>• The Festival of Place</li> <li>• Country NSW Cricket Championships</li> <li>• E-sports</li> <li>• Table Tennis – Southern Invitational</li> <li>• Junior 2-day cycle tour</li> <li>• Golf NSW Country Championships</li> <li>• National Square Dance Convention</li> <li>• Darts Australia Championships</li> <li>• Plus many more.</li> </ul>

			Numerous events were postponed or cancelled due to the impact of COVID-19 from February 2020 through to March 2021.
EC2.3	Facilitate the development of a rail trail.	New facility developed	Ongoing. Rail Trail project subject to a number of Grant Funding applications as at 30 June 2021

## CSP Strategy EC3

Strategy		Measures and Targets	Performance Outcomes
<i>“Support and foster conditions that enable local small/home based-business to grow”</i>			
Actions			
EC3.1	Develop a Smart City Action Plan.	Plan being developed and implemented if achieving the affordability criteria.	The Goulburn Mulwaree Smart City Strategy was endorsed by Council in 2017. Projects are implanted depending on affordability. Successful initiatives include Public WIFI, the Library Big Read Bus and online development application lodgement.
EC3.2	Council works with the community to support village development and opportunities for business and growth.	Development of Village Plans that inform strategic plans, program and service delivery.	Village Plans have been developed for Marulan and Tarago but these plans are more capital works oriented.  A Villages Strategy is on the Strategic Planning Program but has been delayed pending the finalisation of other strategies and State reviews on agricultural land use planning and mapping.

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## CSP Strategy EC4

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### Strategy

*“Foster and develop a diverse, adaptive and innovate agricultural industry”*

### Measures and Targets

### Performance Outcomes

### Actions

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EC4.1	Implement priority actions in Employment Lands Strategy.	Completion of actions	The majority of actions in the <i>Employment Lands Strategy</i> have been implemented and a review of this strategy is identified an action within the <i>Local Strategic Planning Statement</i> .
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## CSP Strategy EC5

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### Strategy

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

### Measures and Targets

### Performance Outcomes

### Actions

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EC5.1	Advocate for the education and training needs of the young people in the region.	Affordable and relevant training and education options accessible for young people.	Establishment of country university centre at the TAFE facility in Goulburn this has expanded to over 100 students.
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# "Our Community"

## CSP Strategy CO1

### Strategy

*"Facilitate and encourage equitable access to community infrastructure and services, such as health care, education and transport"*

### Measures and Targets

### Performance Outcomes

### Actions

CO1.1	Advocate and facilitate discussions with relevant authorities and funding bodies to improve access to services and facilities for youth.	Funding and location secured. Dedicated youth space/centre appropriately resourced.	<p>With Council's assistance, the PCYC obtained some grant funding for a proposed new Youth Hub at their property in Avoca Street, Goulburn.</p> <p>PCYC are currently investigating reconfiguring their existing building to accommodate the hub without having to rely on additional funds to construct another building linked to their main building. Separate to these investigations, PCYC continue to pursue other grant funding opportunities in the background.</p> <p>Council's Property &amp; Community Services Business Unit continues to liaise with the PCYC's Property Team in Sydney on the Youth Hub initiative.</p>
CO1.2	Development and implementation of Disability Inclusion Action Plan (DIAP).	Implementation of high priority actions	A comprehensive review of the DIAP 2017-2021 has been completed in consultation with staff representatives from each Directorate and the NSW Disability Council. A number of high priority actions identified in the DIAP 2017-2021 have been implemented during this period.

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A new DIAP 2021-2026 has been prepared to include updated statistical information on programs and services offered by Council and more specific information relating to;

1. Regional Community Strategic Plan 2036
2. Local Strategic Planning Statement
3. Social Sustainability Strategy and Action Plan
4. Accessible Council Programs and;
5. Employment initiatives

The DIAP 2021-2026 commenced on 1 July 2021.

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CO1.3	Continue with Council's aged care and disability services.	CHSP services periodic reviews
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Neighbour aid and respite services continued to be provided throughout the reporting period. The Community Centre relocated from the McDermott Centre to continue rolling out programs and services following Council's decision to construct the Goulburn Performing Arts Centre on the site of the former Community Centre.

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## CSP Strategy CO2

Strategy		
<i>"Encourage and facilitate active and creative participation in community life"</i>		
Actions	Measures and Targets	Performance Outcomes
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.	Increase in attendance at/use of cultural services. Increase in public programs and exhibitions at each location.	<p><i>Library:</i></p> <p>2017/18 – 106, 685 visits to the Library   11,331 attended adults and children programs &amp; events.</p> <p>2018/19 – 101,302 visits to the Library   8,821 attended adults and children programs &amp; events</p> <p>2019/20 – *74,067 visits to the Library   7,856 attended adults and children programs &amp; events.</p> <p>2020/21 – 58,713 visits to the Library   6,770 attended adults and children programs &amp; events (to 20 May).</p> <p><i>Gallery:</i></p> <p>2017/18 – 22, 164 physical reach</p> <p>2018/19 – 28,458 physical reach</p> <p>2019/20 – *36,016 physical &amp; digital reach</p> <p>2020/21 – 42,938 (to 20 May 2021)</p> <p><i>Rocky Hill War Memorial Museum:</i></p> <p>2017/18 – 20,147 visitors to Tower &amp; Museum</p> <p>2018/19 – 10,143 visitors to Tower (Museum</p>

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closed due to construction during this period)

2019/20 – Closed due to construction

2020/21 – 42,212 visitors to Tower & Museum  
New state of the art Rocky Hill War Memorial  
Museum opened 1 June 2021.

*Goulburn Historic Waterworks:*

2017/18 – 8,757 visitors

2018/19 – 10,834 visitors

2019/20 – \*8,484 visitors

2020/21 – 18,061 visitors (to 30 April)

*St Clair Villa Museum & Archives:*

Closed throughout for conservation works.

\*Physical attendance figures were heavily impacted by the closure of the Museums, Gallery and Library as part of the NSW Public Health Order. This led to the teams innovating their service delivery and moving to a heavily online presence through online exhibitions and programs using various social media platforms and our websites. The Library also developed a 'click and collect' type service allowing Library members to book their resources online and collect through a dedicated pick up service. In-person public programs were delayed significantly under the COVID-19 restrictions, impacting this performance outcome. However, the innovation to online across various activities continues alongside normal programming and has been a wonderful complement to increase our collective presence to a broader audience.



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CO2.2	Development and delivery of new and existing cultural and creative assets, including built heritage assets.	Museums open daily, with new and exciting exhibits year-round.	<ul style="list-style-type: none"><li>• New state of the art Rocky Hill War Memorial Museum opened 1 June 2021.</li><li>• Conservation works ongoing at St Clair Villa Museum &amp; Archives.</li><li>• Increased operating hours/days across Museums</li><li>• Museums closed from March to May 2020 as a result of NSW Public Health Order, re-opening as soon as was allowed in line with the restrictions in place.</li></ul>
CO2.3	Planning for public spaces is undertaken to reflect the growing community's needs.	Plans and policies are in place that define public space requirements.	<ul style="list-style-type: none"><li>• North Park Master Plan completed</li><li>• Recreation Area Plan of Management completed</li><li>• Victoria Park Master Plan completed</li><li>• Ongoing for all other open space Plans of Management in line with crown land program – due for completion July 2023.</li></ul>

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## CSP Strategy CO3

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### Strategy

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

### Measures and Targets

### Performance Outcomes

### Actions

CO3.1	Develop and implement programs for youth to encourage empowerment, resilience and capacity building.	Increase in young people engaged in Be Seen Be Heard activities and events.	<p>There has been an ongoing increase in the number of new participants attending School Holiday Program activities. Opportunities for this participation were maintained throughout the COVID-19 crisis with the introduction of innovative online /Zoom activities directly built on the interests of our youth.</p> <p>Our Youth Services team received staff performance awards for innovation following feedback and praise from others in the youth services sector and recognition by management.</p> <p>Youth Week grants have been successfully applied for and used to deliver exciting community events. Each year these events have been planned in consultation with other local youth support services to ensure that money is spent purposefully. Example: In 2021 Council Youth Services worked in partnership with PCYC Goulburn to deliver a family fun community event and then again with headspace, PCYC Goulburn,</p>
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Mission Australia and NSW Police to deliver outreach BBQ's at both Goulburn and Mulwaree High Schools. A total of 1,608 sausage sandwiches served and valuable time spent connecting with our local youth.

Our Youth Services Coordinator has been trained in the delivery of Youth Mental Health First Aid and this training is being regularly rolled out within the LGA.

Our Youth Services Coordinator has also been trained to deliver 'Love Bites' training (healthy relationships and domestic violence). This is being delivered to all student years at Goulburn High School throughout 2021.

Our Youth Services Coordinator and Youth Support Officer have also been trained to deliver 'Save a Mate' training (alcohol and drug awareness). This has been rolled out to students at local high schools.

The Paperback Café located within the local library was established in Feb 2019. This serves as a training café for at risk and disabled youth, allowing them to build valuable skills and knowledge and to obtain recognised qualifications with a view to future employment opportunities. 80 participants have been supported through this program. At the NSW Youth Work Awards in 2020, our Youth Services Coordinator received a special highly commended mention for his work in

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establishing the Paperback Café.

The Youth Mentoring Program was introduced in early 2020. It supports those local youth who would not otherwise have the opportunity to develop leadership and peer mentoring skills. The program highlight was a trip to the Northern Territory to walk the Larapinta Trail, drawing on teamwork, personal resilience, mental wellbeing and the ability to overcome challenges.

The Vibesfest annual youth music festival provides an opportunity for local youth to showcase their musical talents. This is organised in partnership with Council's Events team and attracts a strong audience.

To maximise outcomes and build capacity for local youth, Council's Youth Services team consistently consults and networks with other local youth services when planning activities and events. The team has strong partnerships with other youth workers and organisations and also supports other local programs such as the PCYC 'Fit 4 Life' program.

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CO3.2      Develop community partnerships to provide education programs focussed on sustainability and waste minimisation.

Annual Waste Education Program developed and implemented that encourages the development of community partnerships.

Council worked with a number of local schools and community groups to provide waste education initiatives. This included initiatives such as: supporting the introduction of new Food and Garden Organics (FOGO) bins to all properties in the waste collection zone; Waste to Art School Incursions in partnership with Goulburn Regional Art Gallery; waste education activities with

			<p>various local primary, high and pre-schools; workshops in partnership with Southern Tablelands Arts; coordinating Keep Australia Beautiful's EnviroMentors program at local schools plus environmental workshops featuring Eaton Gorge Theatre Company with local high schools and theatre groups; workshops at Goulburn Mulwaree Library; participation at community events such as International Day of People with a Disability and Clean Up Australia Day; stalls at locations such as Goulburn Square and the Rotary Parkside Markets and a partnership with the Department of Education's Bournda Environmental Education Centre. Presentations were also held at events hosted by organisations such as Soroptimist International Goulburn and Southern Tablelands Women's Breakfast Club. Council's Business Manager Waste and Recycling has participated as Chair of the Canberra Region Joint Organisation's Waste and Resource Recovery Working Group, and Council is also actively involved in the CRJO Waste Education Sub-Group. Funding for some waste education programs has been provided by the EPA through the CRJO. Council has also participated in and supported initiatives such as National Recycling Week, the Household Chemical CleanOut and Garage Sale Trail.</p>
CO3.3	Build social capital	Priority actions in Social Infrastructure Plan implemented.	<p>Council has developed a Social Sustainability Strategy and Action Plan which is being implemented and monitored annually.</p>

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## CSP Strategy CO4

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### Strategy

*“Recognise and celebrate our diverse cultural identities and protect and maintain our community’s natural and built cultural heritage”*

### Measures and Targets

### Performance Outcomes

### Actions

CO4.1	Create a cultural environment that contributes socially and economically to the community.	Increase in visitation to arts and cultural facilities year on year.	<p><i>Library:</i></p> <p>2017/18 – 106, 685 visits to the Library   11,331 attended adults and children programs &amp; events.</p> <p>2018/19 – 101,302 visits to the Library   8,821 attended adults and children programs &amp; events</p> <p>2019/20 – *74,067 visits to the Library   7,856 attended adults and children programs &amp; events.</p> <p>2020/21 – 58,713 visits to the Library   6,770 attended adults and children programs &amp; events (to 20 May).</p> <p><i>Gallery:</i></p> <p>2017/18 – 22, 164 physical reach</p> <p>2018/19 – 28,458 physical reach</p> <p>2019/20 – *36,016 physical &amp; digital reach</p> <p>2020/21 – 42,938 (to 20 May 2021)</p> <p><i>Rocky Hill War Memorial Museum:</i></p>
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2017/18 – 20,147 visitors to Tower & Museum

2018/19 – 10,143 visitors to Tower (Museum closed due to construction during this period)

2019/20 – Closed due to construction

2020/21 – 42,212 visitors to Tower & Museum  
New state of the art Rocky Hill War Memorial Museum opened 1 June 2021.

*Goulburn Historic Waterworks:*

2017/18 – 8,757 visitors

2018/19 – 10,834 visitors

2019/20 – \*8,484 visitors

2020/21 – 18,061 visitors (to 30 April)

*St Clair Villa Museum & Archives:*

Closed throughout for conservation works.

\* Physical attendance figures were heavily impacted by the closure of the Museums, Gallery, and Library as part of the NSW Public Health Order. This led to the teams innovating their service delivery and moving to a heavily online presence through online exhibitions and programs using various social media platforms and our websites. The Library also developed a 'click and collect' type service allowing Library members to book their resources online and collect through a dedicated pick up service. In-person public programs were delayed significantly under the COVID-19 restrictions, impacting this performance outcome. However, the innovation to online across various activities continues alongside normal programming and has been a wonderful complement to increase our collective presence to a broader audience.

## CSP Strategy CO5

Strategy		Measures and Targets	Performance Outcomes
<i>"Maintain our rural lifestyle"</i>			
Actions			
CO5.1	Review and monitor Local Environmental Plan and Development Control Plan.	Reviews completed and amendments made to existing plans.	<p>Reviews are typically in the form of strategies and have included:</p> <ul style="list-style-type: none"> <li>• Urban and Fringe Housing Strategy</li> <li>• Employment Lands Strategy</li> <li>• Social Sustainability Strategy and Action Plan</li> <li>• Heritage Study Review</li> </ul> <p>Council is working through the recommendations of the various strategies above in relation to the LEP and DCP.</p> <p>Ongoing review is being undertaken with a number of significant amendments having been made to the LEP and DCP in relation to:</p> <ul style="list-style-type: none"> <li>• Heritage – the Heritage Study Review 2018 has resulted in a new DCP chapter and a housekeeping amendment to update the LEP heritage schedule. Currently Council's Heritage Advisor is also working through a list of proposed items to be added to the LEP.</li> <li>• Changes to DCP chapters in relation to vegetation clearing, residential development, highway signage.</li> <li>• LEP amendments in relation to subdivision in the RU6 Transition Zone; removing cemeteries as a permissible use from the environment zones; updating the LEP exempt provisions; and amendments to zones following the recommendations of the Employment Lands Strategy.</li> </ul>



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## ***"Our Infrastructure"***

### **CSP Strategy IN1**

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#### **Strategy**

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

#### **Measures and Targets**

#### **Performance Outcomes**

#### **Actions**

IN1.1	To collaboratively advocate and lobby for development of a high speed rail service with State and Federal governments.	Annual progress reporting	NSW Premier stated in April 2021 that the NSW Government is committed to moving ahead with improvements to rail. We continue to advocate and lobby.
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### **CSP Strategy IN2**

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#### **Strategy**

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

#### **Measures and Targets**

#### **Performance Outcomes**

#### **Actions**

IN2.1	Maintain and upgrade GMC regional road network.	All TfNSW reporting requirements met	RRRP project completed on Union Street. Blackspot project commenced and carried forward to 2021/22 for completion on Taralga Road. Stabilised heavy patching program undertaken on Bungendore Road. Routine maintenance undertaken on Taralga Road, Highland Way and Bungendore Road via RRBG funds. Works proposal for 1km rehabilitation on Bungendore Road in 2021/22
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IN2.2	Eliminate networks safety hazards when identified.	Specific funding announcements	Road rehabilitation works completed on Mountain Ash Road, Windellama Road, Taralga Road, Collector Road, Forbs Street, Bourke Street, Auburn Street, McDermott Drive, Robinson Street Clifford Street. Additionally \$15m of Natural Disaster funds in response to Natural Disasters in January/February/August 2020. Works on going into 2021/22. Completion of allocated Capital Works program.
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## CSP Strategy IN3

Strategy			
<i>"Maintain and improve road infrastructure and connectivity"</i>		Measures and Targets	Performance Outcomes
Actions			
IN3.1	Carry out asset inspection regime and condition assessment to identify and prioritise capital works & maintenance programs.	Monthly Progress Reporting	Asset inspection regime completed in accordance with asset inspection program. This is reported monthly in the Operations Departmental Report.
IN3.2	Implement road infrastructure capital works and maintenance programs.	Monthly Progress Reporting	Completion of annual Capital Works program with identified carry over projects. Completion of scheduled maintenance programs

## CSP Strategy IN4

Strategy		Measures and Targets	Performance Outcomes
<i>"Maintain and update existing community facilities, and support the development of a new community infrastructure as needed"</i>			
Actions			
IN4.1	Operate community facilities to maximise use.	Measure use or attendance	<p>Goulburn Recreation Area</p> <p>2017/18 – 90,435</p> <p>2018/19 – 131,857</p> <p>2019/20* – 90,073</p> <p>2020/21 – 69,193</p> <p>Goulburn Recreation attendance figures were heavily impacted due to:</p> <p># impacted by Covid restrictions from March 2020* – total shutdown of Veolia &amp; Basketball stadiums, no major events held. Major events also cancelled due to bushfires in January / February 2020.</p> <p># impacted by Covid – no events permitted until January/ February 2021.</p> <p>Goulburn Aquatic Centre</p> <p>2017/18 – 98,990 visitors</p> <p>2018/19 – 96,120 visitors</p> <p>2019/20 – *79,859 visitors</p>

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2020/21 – #50,323 visitors to 24 April

Figures at the Goulburn Aquatic Centre were impacted heavily due to:

# Indoor pool closed due to roof collapse from September 2019 to February 2020. Indoor and outdoor pool closed from March to end of June due to Covid restriction.

#Pool remained closed due to Covid until late September 2020. Outdoor Pool remained open until Late April, with total centre now closed due to redevelopment.

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IN4.2	Upgrade community facilities to improve service provision (Aquatic Centre, Adventure Playground & Wollondilly Walking Track).	Monthly Progress Reporting	<ul style="list-style-type: none"><li>• Aquatic Centre redevelopment underway, expected completion March 2022.</li><li>• Adventure Playground in Victoria Park completed and open to the public.</li><li>• Wollondilly Walking Trail underway, final stage due for completion in early 2022.</li></ul>
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## CSP Strategy IN5

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### Strategy

*“Ensure high quality water supply options for the towns in the region”*

### Measures and Targets

### Performance Outcomes

### Actions

IN5.1	Operate, maintain and upgrade water systems to provide high quality water to our customers.	Completion of programs as per the SBP, IWCM and DWMP and Compliance with the ADWG, licences and indicators in the DPI Water annual return	<p>The water treatment plant are operated and maintain to produce high quality water that meets the Australian Drinking Water Guidelines.</p> <p>An options study for the upgrade of Marulan WTP have commenced to upgrade the current plant to address current aesthetic water quality concerns. Upgrades have been completed on the Goulburn WTP to ensure high water quality during periods of poor raw water quality. Council’s Drinking Water Management plan has been reviewed and updated to correspond with changes in water supply systems.</p>
IN5.2	Investigate safe and secure water supply options to accommodate regional growth.	IWCM complete	IWCM to be completed. Will also incorporate Housing Strategy (completed in late 2020) into IWCM to ensure projected growth is accounted for.

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## CSP Strategy IN6

Strategy			
<i>“Implement safe, accessible and efficient waste management and recycling options for general and green waste and sewerage”</i>			
Actions		Measures and Targets	Performance Outcomes
IN6.1	Operate, maintain and upgrade the sewer systems to provide high quality water to our customers.	Completion of programs as per the SBP, IWCM and DWMP and Compliance with the ADWG, licences and indicators in the DPI Water annual return.	Maintenance programs continue to ensure equipment is maintained adequately. The Goulburn Wastewater Treatment Plant upgrade was completed in 2018 that treats sewage to a high quality standard. Marulan Wastewater Treatment Plant Concept Design has commenced for completion by June 2021, with Detailed Design to start by mid-2021.
IN6.2	Investigate safe and secure sewer collection and treatment options to accommodate regional growth.	IWCM complete	IWCM to be completed. Will also incorporate Housing Strategy (completed in late 2020) into IWCM to ensure projected growth is accounted for.
IN6.3	Develop the Goulburn, Marulan and Tarago Waste Management Centres to meet community and environmental needs.	Annual EPA returns demonstrate improved waste practices and data.	Council’s waste centres have continued to operate effectively and efficiently with no licence or legislation breaches reported, or environmental complaints received. A variation to the Environment Protection Licence at Goulburn Waste Management Centre was obtained to allow commercial composting operations to commence, and Development Application (DA) consents were obtained for the construction of a Drill Mud Processing Facility and a major upgrade to

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Goulburn Waste Management Centre.

The detailed design of the DA approved waste centre upgrade was completed, which includes the construction of a customer friendly Re-Use Hub (tip shop) and Recycling Shed. The upgrade will include avenues for the free disposal of hazardous waste through a Community Recycling Centre.

Improvements to Marulan and Tarago Waste Management Centres have included new amenities buildings and the installation of solar power, which facilitated the use of an electronic rural waste card system across all three of Council's landfills.

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## CSP Strategy IN7

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### Strategy

*“Secure improvements for and future proof telecommunications infrastructure”*

### Measures and Targets

### Performance Outcomes

#### Actions

IN7.1	Develop a Smart City Action Plan	Plan being developed and implemented if achieving the affordability criteria.	The Goulburn Mulwaree Smart City Strategy was endorsed by Council in 2017. Projects are implanted depending on affordability. Successful initiatives include Public WIFI, the Library Big Read Bus and online development application lodgement.
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## CSP Strategy IN8

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### Strategy

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

### Measures and Targets

### Performance Outcomes

#### Actions

IN8.1	Lobby State Government to provide adequate health and medical facilities within the Local Government Area.	Annual progress reports	During reporting period, NSW State Government allocated \$150M in budget for upgrade of Goulburn Base Hospital – this project is nearing completion and has been supplemented by an allocation in the 2021 State Budget towards important health services for the region including MRI and CT Scanning equipment.
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.	Annual progress reports	The focus has been the redevelopment of the Goulburn base Hospital and there has been a significant uptake of doctors of demand through a telehealth service.

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## CSP Strategy IN9

Strategy		Measures and Targets	Performance Outcomes
<i>“Improve accessibility to and support the development of education and training facilities in the region”</i>			
Actions			
IN9.1	Advocate for the education and training needs of the young people in the region.	Annual progress reports	Annual progress reports provided to the Executive. The most recent report uncovered accessibility to expanded funding allowing further development of the trainee and apprentice program.

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# "Our Civic Leadership"

## CSP Strategy CL1

### Strategy

*"Effect resourceful and respectful leadership and attentive representation of the community"*

### Measures and Targets

### Performance Outcomes

### Actions

CL1.1	Actively promote sound governance practices and procedures within the organisation.	All statutory obligations and requirements met	All statutory obligations and requirements have been met. Policies and procedures were reviewed every 2 years and training provided on a minimum of 2 topics per year.
CL1.2	Ensure the long term financial sustainability of Council through effective and prudent financial management.	Accepted Financial Key Performance Indicators	Council has received unqualified audit reports throughout the reporting period and has met or exceeded KPI benchmarks throughout.
CL1.3	Support Council to be compliant, efficient and more effective through use of technology.	Systems available and performance	Council has continued the deployment of mobile devices to allow better access to information in the field. Also council continues to have a strong security focus for all systems. The Service desk was able to complete 75.3% of all requests in under 8 hours. This was achieved even with a significant increase in number of supported devices (new mobile equipment). System availability was well above 99%.
CL1.4	Deliver excellence in customer service throughout the organisation.	Customer Service satisfaction surveys	Customer Service has strived to improve service and Customer satisfaction has significantly improved. Customer Surveys are tracking with a consistent average of 98% excellent or good.
			Goulburn Mulwaree Council Customer Service is

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currently ranked 1<sup>st</sup> in Local Government Sector with an average of 83.6% Sector bench mark is 52.9%. Overall compared to all business participating we are ranked 2<sup>nd</sup> overall just behind Holmesglen with an average of 85.1%. We have continued to improve and learn from each year to now leading the way for other Councils.

Customer Service Team introduced the following track our progress :

**2017-18**

- March 2017 and November 2017 in house internal mystery shopper
- Internal staff survey October 2017
- Front Counter external survey
- Customer Service feedback forms
- External customer survey

**2018-19**

- 2018-19 CSBA Mystery shopper program
- Customer Service feedback forms
- QR code introduced for feedback surveys
- iGMC knowledge project implemented

**2019-20**

- 2019-20 CSBA Mystery shopper program
- Customer Service feedback forms
- QR code feedback surveys
- iGMC stage two implemented

**2020-21**

- 2020-21 CSBA Mystery shopper program
- Customer Service feedback forms
- QR code feedback surveys
- In house mystery shopper and internal survey to be completed towards end of year.

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- iGMC continued expanding

Customer Service have received the following team awards.

2017 National Local Government Customer Service Network Customer Service Team of the Year 2017 Highly commended.

2019 Customer Service Team of the Year Award – Finalist

2019 Customer Service Performance recognition Award – Exceptional Team delivered with Pride

2019 Category Winner for Innovative Business Improvement Award

CSBA Best in Sector Government July 2019-June 2020

CSBA Best in Sector Government April 2020 to March 2021

CSBA Best in Sector Government January to December 2020

CSBA Best in Sector Government October 2019 to September 2020

Livepro runners up Award 2021 for knowledge use and our work on iGMC project.

A few statistics over the past 5 years:

- Phone calls taken on 4823 4444 = 227,336
- Receipts processed = 84,498 totalling \$80,698,982.67

Customer Service have trained 47 casuals, 6 trainees, and had many staff changes to full time team members. Many of these staff are currently working in full time roles in other departments within Council.

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## CSP Strategy CL2

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### Strategy

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

### Measures and Targets

### Performance Outcomes

### Actions

CL2.1	Undertake community consultation in accordance with adopted Community Engagement Strategies.	Participation in all consultation/engagement activities.	In accordance with the <i>NSW Environmental Planning and Assessment Act, 1979</i> Council has prepared and adopted a <i>Community Participation Plan</i> in 2019 which is being implemented in relation to planning consultation.
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## CSP Strategy CL3

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### Strategy

*“Collaborate and co-operate to achieve efficiencies and a greater voice in regional decision making and encourage similar co-operation across other sectors and community groups”*

### Measures and Targets

### Performance Outcomes

### Actions

CL3.1	Actively participate in the Canberra Region of Joint Councils (CBRJO.)	Attendance and participation at all levels of CBRJO.	Attendance level >90% for Board and General Managers Advisory Committee (GMAC) and Special Interest Group (SIG) Meetings by relevant staff.
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## CSP Strategy CL4

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### Strategy

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

### Measures and Targets

### Performance Outcomes

### Actions

CL4.1	Continue with active Grant’s Officer program within Council’s organisational structure.	All relevant grant funding opportunities pursued and/or referred to relevant community organisations.	During the reporting period Council has been successful in gaining \$67,941,623 in grant funding for a range of capital projects.
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