



Goulburn Mulwaree Council

Revised Delivery Program

2022 - 2026

Adopted 21 November 2023

Goulburn Mulwaree Council would like to take this opportunity to thank our community for their contributions to the Regional Community Strategic Plan 2042 which has provided the basis for the development of Council’s Delivery Program 2022-2026 and Council’s Operational Plans over the next 4 years.

Acknowledgement of Country

“Goulburn Mulwaree Council acknowledges and pays our respects to the Aboriginal elders both past and present as well as emerging leaders and acknowledge the traditional custodians of the land on which we all live”.

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Foreword

Welcome to Goulburn Mulwaree Council's 4 year delivery program, 2022-2026. This document sets out a clear budget and plan for the coming four financial 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 critical infrastructure, arts & culture projects, sport & recreation upgrades and much more for Goulburn Mulwaree.

Our 4 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 we wish to achieve in the coming four years.

We have laid out the plans for an inspiring Capital Works Program which will total over \$110 million over the four years leading to 2025. Goulburn Mulwaree Council has had immense success with grant applications throughout our last delivery program, and we will devote considerable effort to continuing to obtain grant funding to support our budget.

Although a new Council was elected in December, the planning behind this Delivery Program has been ongoing over the past 12 months, with input from the previous Council and the new Council. Ongoing dialogue and consultation with our residents will be essential to the successful delivery of these projects, ensuring we meet community expectations.

It is important that this 4 year program meets all criteria set by the NSW Government for financial sustainability of Local Government. In the development of Councils Long Term Financial plan that was adopted in December 2022, it was recognised that a further review of Council's financial sustainability would need to be undertaken. Subsequently, Council engaged Morrison Low to undertake an independent financial assessment, including an organisational review to identify

financial improvements that could improve value for ratepayers and minimise any Special Rate Variation (SRV) that might be required.

Morrison Low have presented their independent financial assessment of Council and identified that without intervention:

- the average operating deficit for the 10-year forecast period in the general fund is estimated at \$10.7 million per annum.
- the general fund has insufficient money to maintain service levels or asset renewals at levels the community requires.
- inadequate infrastructure renewal will result in the degradation of community infrastructure.
- under funding for expected growth and expanded services required for the growing population.

The Morrison Low assessment identified the contributing factors to the structural financial deficit noting that growth in core costs have outpaced growth in revenue. They noted the fundamental flaw in the income and cost structures for NSW local government affecting all NSW Councils. Costs to maintain community infrastructure and services are more than the revenue that local government receives.

In refining its LTFP Council engaged Morrison Low to provide an independent financial model and analysis. The outcome of this modelling is an ongoing deficit in the general fund averaging \$10.7M per annum. For Council's financial sustainability and to avoid a risk of unplanned service reduction, this must be addressed.

Whilst reviewing this document, Council has also updated this LTFP to include and show the impacts of both the Business as Usual (BAU) – no change scenario, and the two SRV options as a solution to the revenue shortfall.

The 2 financial sustainability options to be discussed with the community are as follows:

1. A proposed one-off SRV of 40.00% in addition to the rate peg. Including the rate peg, this amounts to a rates increase of 43.5% (Council's preferred option). Including an assumed 2.5% rate peg in year 2, this amounts to a cumulative increase of 47.1% at the end of 2 years; and
2. A 2-year SRV option averaging 20% over 2 years (22% and 18%) in addition to the rate peg. Including the rate peg, this amounts to a cumulative increase of 51.2% at the end of 2 years.

All options include an allowance for additional service and infrastructure improvements, including:

- Increased asset renewal spends of approximately \$6M per annum from 2024/25 and onwards for roads, stormwater and buildings.
- Increased resources for the maintenance of Council's facilities including parks and sporting fields.
- Additional staff resources to meet the demands of a growing community.
- Funding the future rehabilitation of Council's Waste Management Centres in the amount of \$1.25m per year

This revised document, as well as the revised Long Term Financial Plan was placed on public exhibition until 3 November 2023 as part of the Special Rates Variation

Community Consultation process. No submissions were received in relation to this document.

As a result of the Special Rate Variation Community Consultation process, Council resolved to make application to IPART for a Special Rate Variation based on a third option. This option was a 3-year SRV option for increases to the ordinary rate income of 22.5% in 2024/25 (including the rate peg), 16.0% in 2025/26 (including the rate peg), 6.4% in 2026/27 (rate peg not applicable) representing a total cumulative increase of 51.2% over the three-year period, with that increase to be a permanent increase retained within the rate base. The same increases are to apply to the minimum ordinary rate for business categories.

On behalf of the Council we thank you for taking the time to read the revised Goulburn Mulwaree Delivery Program 2022-2026.



Chief Executive Officer
Aaron Johansson



Mayor
Cr Peter Walker

Councillors 2022 – 2024

Goulburn Mulwaree Council Revised Delivery Program 2022-2026



Cr Peter Walker was first elected to Goulburn Mulwaree Council in September 2016. He was elected Mayor in January 2022.

Contact Details:

Cr Peter Walker



Cr Andy Wood was elected to Goulburn Mulwaree Council in December 2021.

Contact Details:

Cr Andy Wood



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

Contact Details:

Cr Carol James



Cr Dan Strickland was elected to Goulburn Mulwaree Council in December 2021.

Contact Details:

Cr Daniel Strickland



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

Contact Details:

Cr Andrew Banfield



Cr Jason Shepherd was elected to Goulburn Mulwaree Council in December 2021.

Contact Details:

Cr Jason Shepherd



Cr Michael Prevedello was elected to Goulburn Mulwaree Council in December 2021.

Contact Details:

Cr Michael Prevedello



Cr Bob Kirk was elected to Goulburn Mulwaree Council in September 2008 and has served continuously. Cr Kirk served as Mayor from 2016 to 2021.

Cr Bob Kirk



Cr Steve Ruddell was elected to Goulburn Mulwaree Council in December 2021. Cr Ruddell was elected Deputy Mayor in 2022.

Cr Steve Ruddell

Introduction

GUIDING PRINCIPLES

The **Regional Community Strategic Plan 2042** identifies the community's main priorities and aspirations for the future and plans strategies for achieving these goals.

It is a 20 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 Community
- Our Economy
- Our Environment
- 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.

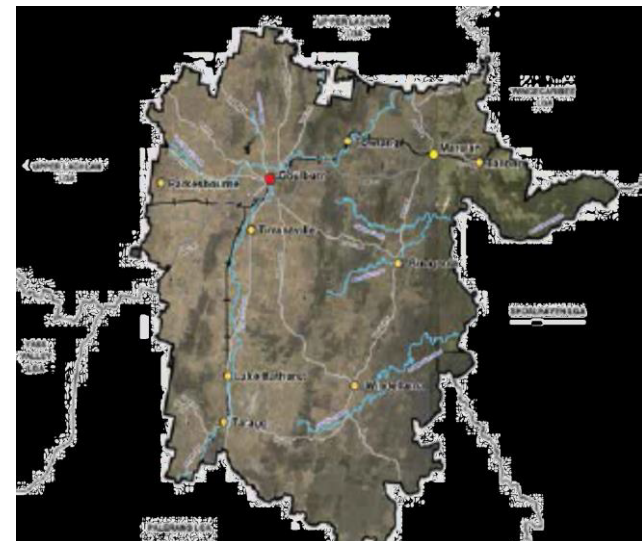
The construction of the Great South Road and the expanding wool industry saw Goulburn become a thriving Government centre by the 1850's and in 1863, Goulburn was officially declared a City making it Australia's first inland City.

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 31,796 with a steady average annual growth rate of approximately 1%.

Its main population centres are Goulburn, Marulan, Tarago, Towrang and other smaller towns and villages. The region is predominantly rural, with land mainly used for agriculture, notably sheep and cattle grazing.

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.

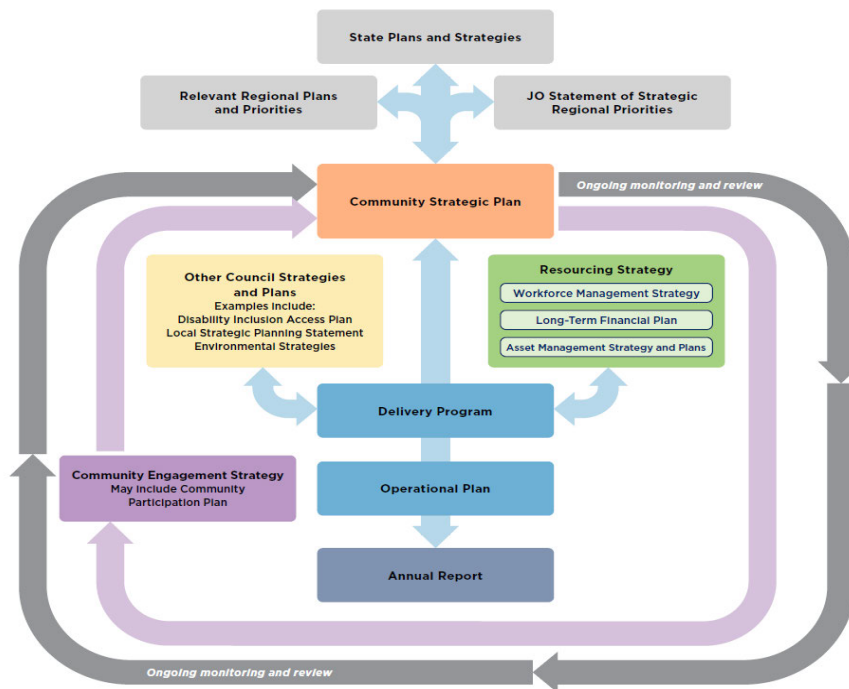
Although fewer than 3% of the population speak a language other than English at home, the most commonly spoken non-English languages are Greek, Italian and German.

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



A. Our Community

“To have a network of vibrant, inclusive and diverse communities that value our co-operative spirit, self-sufficiency and rural lifestyle”

Strategic Objectives:

“Our community’s health and wellbeing are supported”

Strategy	Planned Outcome	How will we measure?
A.1 Advocate and facilitate discussions with relevant authorities and funding bodies to improve access to services and facilities for youth, older adults and people with disabilities.	Continued implementation of Neighbour Aid and Centre based Respite and Leisure Link programs.	All CHSP requirements met and NDIS service provision status maintained.
	Dedicated youth space/centre appropriately resourced.	Dedicated youth space/centre built.
	Development and implementation of 2021 – 2026 Goulburn Mulwaree Disability Inclusion Action Plan (DIAP).	Adoption of 2021-2026 Goulburn Mulwaree DIAP and ongoing implementation and consultation with relevant staff, members of the public and other disability service providers.
	Location and concept of Community Centre defined following community consultation process.	Preferred location and concept endorsed by Council

	Strategy	Planned Outcome	How will we measure?
A.2	Support youth programs that encourage empowerment, resilience and capacity building.	<p>Deliver a range of youth programs operating year-round to address social, health and educational needs of youth.</p> <p>Network and develop relationships with young people and community services providers to support youth growth in the community.</p>	<p>Increase in young people engaged in youth services activities and events e.g. Youth Mentoring programs, Be Seen Be Heard, School Holiday programs, Youth Week etc.</p>
A.3	Promote physical and mental health and partner to ensure our community has access to appropriate information and support services to improve health outcomes.	Network and develop relationships with service providers to support physical and mental health initiatives in the community.	Delivery of physical and mental health initiatives

“There is active and creative participation in community life”

	Strategy	Planned Outcome	How will we measure?
A.4	Events celebrate the identity of our towns, our heritage and our culture.	Attract sports and adventure tourism opportunities and support the development of vibrant cultural and heritage events to grow the year-round visitor economy.	Economic and social impact of major events measured and reported. Events supported through Event Development Fund and Financial Assistance Grants programs.
A.5	Develop compelling public spaces and experiences for the community across the region.	Public areas, parks, open space, and facilities meet the community’s recreational, social and cultural needs.	Development and delivery of new and existing cultural and creative assets.
		Create a cultural environment that contributes socially and economically to the community.	Allocation of funds for the provision of biennial public art commissioning, and maintenance of existing works.
		Council continue to provide arts and cultural facilities (Gallery, Library, Museums, Performing Arts Centre and Events).	Visitation to arts and cultural facilities and events.
A.6	Build partnerships with key arts and cultural bodies and support community participation in arts and culture	Agreements in place with key arts and cultural bodies.	Agreements in place and amended each year to reflect changing needs.
		Advocate for and continue to support and promote the Arts.	Funding secured.
		Advocate for and support the digitisation of cultural collections across the Local Government Area.	Funding secured.

“Our community is inclusive, connected, safe and proud”

	Strategy	Planned Outcome	How will we measure?
A.7	We acknowledge and embed local Aboriginal culture and stories within our community.	Consultation with the Aboriginal community to better understand opportunities to embed Aboriginal culture and stories.	Reconciliation Action Plan developed and implementation commenced.
A.8	Design public spaces and residential developments to support social connection and public safety.	Design standards for development to achieve social connection and public safety in new development.	Design standards implemented and review of new development outcomes undertaken.
A.9	Support local initiatives that welcome new residents.	Positive promotion of the Goulburn Mulwaree area as a desirable destination to visit, live, work and invest.	New residents and businesses attracted to LGA. Campaign effectiveness monitored annually.
A.10	Encourage community pride through the beautification and maintenance of our villages and towns.	Opportunities for beautification and maintenance are sought through grants and allocation of appropriate budgetary funding.	Increased utilisation of commercial precincts of villages and towns and increased migration of new residents to the LGA.

“Our communities have access to affordable and safe accommodation and housing”

	Strategy	Planned Outcome	How will we measure?
A.11	Advocate for funding to increase access to safe and suitable shelter and services that support people at risk or in need.	Opportunities for consultation and/or submissions to relevant Government Agencies or non-government organisations (NGOs) are pursued.	Advocacy activities recorded and reported to Council for information.

B. Our Economy

“To have a strong, growing economy that is resilient and provides for a diverse range of employment opportunities”

Strategic Objectives:

“Our location attracts business and industry, boosting our local economy and jobs”

	Strategy	Planned Outcome	How will we measure?
B.1	Develop partnerships with the ACT Government and private industry to enable business and industry growth and development.	Opportunities for consultation and/or partnerships with Government Agencies and private industry are sought through active engagement.	Partnerships developed.
B.2	Promote the region as an ideal location for emerging industries and start-ups.	Positive promotion of the Goulburn Mulwaree area as a desirable destination to live, work and invest.	New residents and businesses attracted to LGA. Campaign effectiveness monitored annually.

“The local and regional tourism offering is expanded, increasing visitation to the region”

	Strategy	Planned Outcome	How will we measure?
B.3	Market the region as a tourist destination, highlighting the regions unique rural character, natural environment, heritage and culture in consideration of the directions of the Tablelands Destination Development Plan 2020 to 2025, Southern Tablelands Brand Strategy and Destination Southern NSW Destination Management Plan 2022 to 2030	Goulburn Australia and Southern Tablelands recognised as consumer brands and desirable destinations. Funding and support for cultural and creative assets appropriate for ongoing service delivery, including conservation, development and adaptive reuse.	Effectiveness of marketing campaigns monitored annually. Regional visitation figures monitored annually. Development and delivery of new and existing cultural and creative assets, including built heritage assets.

	Strategy	Planned Outcome	How will we measure?
B.4	Identify opportunities to bid for regional, state and national events that deliver economic outcomes for the community.	Increase of sports tourism, cultural and heritage events delivered for the community.	New events secured and existing events retained each year.

“Our local established and emerging businesses are supported to thrive”

	Strategy	Planned Outcome	How will we measure?
B.5	Support small and home-based businesses to develop through streamlined processes and business support.	Collaborate with Chamber of Commerce to run workshops during Small Business Month.	Feedback from workshops held during Small Business Month.
B.6	Support village development and opportunities for business and growth.	Preparation of Village Strategies to identify opportunities for growth and capital improvements.	Implementation of Village Strategies. Increase in village businesses and increased resident population.
B.7	Foster a diverse, adaptive and innovative agricultural industry.	Planning controls developed for rural land to provide flexibility for diverse, adaptive, regenerative and innovative agricultural industry.	Review undertaken of LEP and DCP.
		Upgrade and maintain supportive local infrastructure to facilitate agricultural development.	Implementation of infrastructure maintenance and upgrade programs.
B.8	Enhance economic resilience to adapt and respond to shocks like COVID-19 and natural disasters.	Identify grant funding opportunities for the business community.	Grant opportunities promoted.
		Support workshops which focus on economic resilience.	Engagement through Goulburn and Marulan Chambers of Commerce to promote SRBEC Workshops and Resilience Programs.

C. Our Environment

“To appreciate our range of rural landscapes and habitats and are stewards of the natural environment for future generations”

Strategic Objectives:

“Our natural environment is maintained, protected and enhanced in line with community expectations”

	Strategy	Planned Outcome	How will we Measure?
C.1	Protect and enhance the existing natural environment, including flora and fauna native to the region.	Consultation, collaboration and/or submissions to relevant Government Agencies for the protection and enhancement of biodiversity.	Consultation and collaboration on local biodiversity issues undertaken with external agencies.
		Action all complaints regarding illegal clearing and pollution incidents.	Compliance action is undertaken for illegal clearing and pollution incidents.
		Enhance community understanding on the value of the native environment.	Community education programs undertaken.
		Opportunities for regenerative sites are sought.	Increase in natural vegetation through regeneration.
C.2	Implement effective integrated weed and pest animal management.	Improved engagement with landholders and management of weeds on private property.	Annual reporting of the outcomes of the Weeds Action Program against objectives.
		Review of Pesticide Notification Plan	Pesticide Notification Plan adopted.

	Strategy	Planned Outcome	How will we Measure?
C.3	Protect and rehabilitate waterways and catchments.	Identify waterways protection and rehabilitation programs.	Completion of grant funding applications for the waterways and rehabilitation programs throughout the LGA.
		Improved water quality compliance through land management practices.	Ongoing onsite sewage management inspections and building site management programs. Develop and implement REF controls for Council works programs.

“Adopt environmental sustainability practices”

	Strategy	Planned Outcome	How will we Measure?
C.4	Investigate and implement approaches to reduce our carbon footprint.	Promote recycling, re-use and composting programs.	Undertake community education program on re-use, recycling and composting programs.
		Further use of renewable power across Council sites where possible.	Renewable power used.
		Development of programs to reduce Council’s carbon footprint.	Review feasibility of recommendations from Sustainability Working Party.
C.5	Council to investigate and adopt environmentally sustainable practices across the organisation.	Promote environmentally sustainable practices, throughout Council’s operations e.g. waste minimisation and sustainable purchasing.	Identify and implement environmentally sustainable practices within Council operations.
C.6	Work with community, businesses, government and community support services to mitigate and adapt to the impact of climate change and adopt environmentally sustainable practices.	Opportunities for consultation and/or partnerships with community, businesses Government and community support services are sought through active engagement to identify environmentally sustainable practices to mitigate and adapt to the impact of climate change.	Advocacy activities recorded and reported to Council for information.

“Our community is resilient to climate impacts”

	Strategy	Planned Outcome	How will we Measure?
C.7	Improve tree cover in urban areas with low canopy to reduce impacts of heat sinks.	Identify tree planting and maintenance opportunities within streetscapes and open parks.	Implementation of tree maintenance programs and increased tree cover.
C.8	Improve community understanding of ways to care for yourself and others during extreme weather events and natural disasters.	Council to advocate with community groups and agencies for the development of resilience programs.	Participate in a resilience blue print program.
C.9	Plan for and maintain climate resilient community facilities that cater to community needs in changing conditions.	Plan for new essential facilities to remain operational during most weather conditions for emergency and disaster responses.	Community facilities designed where residents can access services in most weather conditions.
C.10	Plan, respond and recover from natural disasters.	Ensure the currency of Council’s Business Continuity Plan.	Business Continuity Plan reviewed bi-annually.
		Work in conjunction with emergency service agencies and service providers in response and recovery actions resulting from natural disasters.	Resources provided as requested to emergency service agencies.

“Our rural character and natural landscapes are protected and maintained”

	Strategy	Planned Outcome	How will we Measure?
C.11	Maintain a balance between growth, development, environmental protection and agriculture through sensible planning.	A balance is achieved between growth, development, environmental protection and agriculture.	The relevant recommendations and actions of the Local Strategic Planning Statement are enacted.
C.12	Economic growth and development will consider the rural character, local environmental and historical features and community aspirations.	Economic growth and development considers the rural character, local environmental and historical features and community aspirations.	The relevant recommendations and actions of the Local Strategic Planning Statement are enacted
C.13	Implement planning and development policies and plans that protect our built cultural and natural heritage.	Planning and development policies and plans protect our built cultural and natural heritage.	The relevant recommendations and actions of the Local Strategic Planning Statement are enacted
C.14	Consider community feedback, local character and identity, economic factors and social impact in planning decisions.	Community feedback, local character and identity, economic factors and social impact is considered in planning decisions.	Ongoing implementation and review as necessary of Council’s Community Participation Plan.
C.15	Encourage positive social and environmental contributions from developers.	Encouraged use of voluntary Planning Agreement where appropriate to achieve positive social and economic outcomes.	Number and value of Planning Agreements in relation to community benefit.

D. Our Infrastructure

“Our infrastructure complements our natural surroundings and character while enhancing the lives of our community”

Strategic Objectives:

“Safe and quality transport options are available for all residents to access major centres and services”

	Strategy	Planned Outcome	How will we Measure?
D.1	We advocate for and support better public and community transport options to enhance access to services for all residents.	Maintain and improve existing road infrastructure.	Completion of annual road infrastructure maintenance and capital works projects.
		Advocacy undertaken for improved public transport services between our region and Sydney/Canberra.	Advocacy activities recorded and reported to Council for information.
		Liaise with service providers to increase public bus coverage within the LGA.	Discussions held and outcomes reported to Council for information.
D.2	Plan for, maintain and improve road networks.	Well-developed 5 year and 10 year forward works plan.	Completion of annual road infrastructure maintenance and capital works projects.
D.3	Advocate for funding to improve road safety, conditions and connectivity.	Obtain funding to construct and rehabilitate problematic areas within the road network.	Submission of grant applications for road safety and connectivity improvements.
D.4	Support infrastructure that enables active and passive transport.	Construct and maintain active and passive transport routes throughout the LGA.	Completion of active and passive transport projects.

“We are proud of our liveable and accessible local places and spaces”

	Strategy	Planned Outcome	How will we Measure?
D.5	Upgrade community facilities to improve service provision and accessibility.	Maintain and upgrade community facilities to expand participation in sporting, social and cultural activities and/or events throughout the LGA.	Measure use or attendance and report to Council for information.
D.6	Green spaces are planned for and preserved to balance development and liveability.	Development and review of Plans of Management for Crown Reserves managed by Council and community land owned by Council.	Plans of Management for open spaces are current.
		Future urban development include appropriate provisions for green space.	Area of land available for green space.
		All public reserves maintained to an appropriate standard.	Completion of annual maintenance programs.
D.7	Streetscapes and parking are accessible, well designed and maintained.	Development of annual Capital Works and Maintenance programs that incorporates streetscapes and parking improvements.	Completion of annual maintenance and capital works projects.
D.8	Protection and preservation of historic and heritage buildings.	Natural and built heritage recognised as an integral part of our community. Heritage listings in Council’s LEP are reviewed and updated.	Adaptive reuse and maintenance of historic and heritage buildings.
		Ongoing programs supporting heritage such as Local Heritage Grant Scheme and Heritage Advisory Service.	Value and number of Heritage Grants awarded and utilisation of Heritage Advisory Service.
		Preservation of natural and built heritage.	Complaints actioned regarding illegal works or non-compliance with heritage requirements.

“Our existing community infrastructure is maintained and we plan for and support the development of infrastructure that meets community need”

	Strategy	Planned Outcome	How will we Measure?
D.9	Advocate to the NSW and Federal Government to provide adequate health and medical facilities in the region.	Opportunities for consultation and/or submissions to relevant Government Agencies or non-government organisations (NGOs) are taken up.	Advocacy activities recorded and reported to Council for information.
D.10	Support the development of community health and recreation services and infrastructure that is accessible to those experiencing transport barriers	Opportunities for advocacy to relevant Government Agencies or non-government organisations (NGOs) are taken up.	Advocacy activities recorded and reported to Council for information.
D.11	Ensure adequate and appropriate land is zoned for business and industrial purposes.	Review of Council’s Employment Lands Strategy 2016.	Implementation of reviewed strategy recommendations.
D.12	New and existing infrastructure is designed and maintained with consideration of climate change impacts.	Planned new infrastructure and upgrades to existing facilities consider environmental sustainability measures.	Sustainability measures incorporated in project scoping documents.

“Water, waste and sewerage services meet the needs of our community”

	Strategy	Planned Outcome	How will we Measure?
D.13	Ensure high quality water supply options for the towns in the region.	Delivery of operations, maintenance and upgrade projects to ensure compliance with Drinking Water Management Plan and Australian Drinking Water Guidelines.	Regular monitoring of water quality testing and completion of rectification works to address concerns.
D.14	Provide safe and efficient sewer collection services across the region.	Delivery of operations, maintenance and upgrade projects to ensure safe and efficient transport and treatment of sewage.	Regular monitoring of sewer system and rectification of poorly performing assets.
D.15	Investigate safe and secure water supply and sewer collection options to accommodate regional growth and drought proof our communities.	Delivery of capital works as per Council’s Integrated Water Cycle Management Plan, Strategic Business Plan and Drinking Water Management System.	Annual reporting in accordance with statutory requirements.
D.16	Provide waste collection services that encourage the source separation of organic waste and recycling.	Council meets its obligations under Regional and State Waste Strategies.	Measure the recycling and FOGO collection rates from Council’s waste collection services.
		Provision of waste collection services to maximise source separation.	Track total waste production levels and complete bin audits to measure the effectiveness of source separation.
D.17	Provide waste centres that prioritise and encourage recycling and reuse.	Provide waste facilities that enable the separation of reusable materials, recyclables and organic waste for composting.	Measurement of recycling and composting rates and report to Council for information.
		Continuation of recycling education program within the community.	Participation levels.

“Improvements secured to future-proof telecommunications infrastructure”

	Strategy	Planned Outcome	How will we Measure?
D.18	Advocate for servicing of telecommunications blackspot areas.	Opportunities for consultation and/or submissions to relevant Government Agencies or non-government organisations (NGOs) are taken up.	Advocacy activities recorded and reported to Council for information.
D.19	Advocate for a more stable telephone and high speed internet communications network.	Opportunities for consultation and/or submissions to relevant Government Agencies or non-government organisations (NGOs) are taken up.	Advocacy activities recorded and reported to Council for information.

E. Our Civic Leadership

“Our leaders operate ethically with good governance and empower residents to participate in community development”

Strategic Objectives:

“Council is effective, financially sustainable and responsible”

	Strategy	Planned Outcome	How will we Measure?
E.1	Council practices and processes are undertaken in a safe manner that meets legislative requirements.	Council meets its obligations under the relevant legislation.	Breaches of legislation reported to Council.
E.2	Manage resources in a responsible manner that supports the ongoing viability of Council.	Council’s finances are managed to ensure ongoing service delivery levels and appropriate asset management can be sustained.	Accepted Financial Key Performance Indicators.
		Council undertakes responsible procurement practices that ensures value for money.	Levels of financial reserves for current and future requirements.
		Effective project management to ensure projects meet allocated budget and set timeframes.	Compliance with Council’s procurement thresholds and activities. Monthly status reports to Council for projects exceeding \$1 million dollars.
		Council undertakes an organisational review to ensure long term sustainability including the option to apply to Independent Pricing and Regulatory Tribunal (IPART) for a special rates variation.	Review undertaken and SRV application made to IPART following comprehensive community consultation.

	Strategy	Planned Outcome	How will we Measure?
E.3	Governance provides a sound basis for decision making.	Decision making is based on policies and procedures in accordance with legislative requirements.	Policies and procedures reviewed every 2 years or as required.
E.4	Make doing business with Council easier.	Develop policies and procedures that streamline community interactions with Council whilst maintaining Legislative compliance.	Resident feedback.
		Quality customer service provision.	<ul style="list-style-type: none"> - Staff participation in annual LEAP program. - Customer Service satisfaction survey results.
		Support Council to be compliant, efficient and more effective through use of technology.	Availability of systems.
E.5	Council actively participates in regional bodies such as the Canberra Region of Joint Councils to identify opportunities for our region.	Council be an active participant in the CRJO and all relevant working groups.	Attendance and participation at meetings.
E.6	Manage assets in a proactive way across their lifespan.	Asset management plans are developed and maintained for all classes of infrastructure assets.	Regular asset inspection and condition monitoring programs for all asset classes implemented.

“Our community is informed and engaged in decision making”

	Strategy	Planned Outcome	How will we Measure?
E.7	Council seeks to understand the aspirations of the community and works collaboratively to solve local issues.	Maintain an up to date Community Participation Plan with use of relevant media to encourage community collaboration and engagement.	Ongoing review of CPP as required.
E.8	Our community is empowered to access engagement opportunities and provide input into the future direction of the region.	Community consultation utilises traditional media alongside social media and face to face engagement.	Community engagement levels on key strategic documents.
E.9	Residents have access to timely, relevant and accurate information about issues that affect them.	Up to date information on Council’s website. Timely media releases and briefing to the media.	Community feedback.
E.10	We engage ‘hard to reach’ parts of our community in decisions that affect them and our region.	Council conducts an annual program of Community Outreach Meetings.	Community outreach meetings are held.
		Utilise innovative engagement tools to reach our youth.	Youth engagement levels.
E.11	Residents from across the community are encouraged and supported to become involved in regional decision making forums.	Publicise regional decision making forums to community through Council’s social media channels.	Regional decision making forums are promoted.