


A.R. BLUETT MEMORIAL AWARD

2006/2007 SUBMISSION

1. COUNCIL DETAILS

Council Name:	
Membership (LGA or Shires Association):	LGA
Council Address:	184/194 Bourke Street, Goulburn NSW 2580
Contact Person:	General Manager - Luke Johnson
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Mayor:	Cr Paul Stephenson
General Manager:	Luke Johnson

2. Brief Statistics for 2006/2007 (as at 1 July 2007)

Total Population – Council Area: (Source: ABS – Regional Population Growth Table)	27,100
Population – Urban:	22,000
Population – Rural:	5100
Council Area (sq km):	3232(sq km)
No. of Staff: (Full time equivalent staff at the end of the reporting period)	300
Date of most recent organisation structure review (Sec 333 LG Act)	May 2007

Executive Summary

2006/2007 was a year of considerable progress for the relatively new Goulburn Mulwaree Council.

It was a year in which Council adopted a new Corporate Plan, received five major awards and worked with the community to successfully manage the impact of a critical water shortage.

Goulburn Mulwaree Council was formed in February 2004 following the amalgamation of the former Goulburn City Council and the majority of Mulwaree Shire Council.

After the amalgamation, the new Council formed a determined view to grasp the opportunity presented to forge a truly new organisation that embraced contemporary local government best practices. Strategically this was done with the adoption of a new Corporate Plan 2007 – 2012, which is based around six key goals:

- A strong economy
- A vibrant community
- A sustainable environment
- Quality infrastructure
- A retained heritage
- A leading organisation.

During 2005 and 2006, Council maintained a strong focus on developing a solid strategic foundation for the future. This included conducting an independent community survey to ensure that the basis for decisions took into account, and were consistent with, an objective assessment of the community's views and priorities.

Council has also maintained a strong focus on efficiency improvements and has adopted the "capacity-based budgeting" philosophy.

In 2006/2007, Council continued with its improvement programs, while also implementing a range of initiatives to address the now critical water shortage.

Goulburn residents were on level five water restrictions throughout 2006/2007 and managed to reduce water consumption to just 5-6ML a day – which was down from 13ML in 2002. Currently Goulburn residents use less than half of the water used by people living in Australia's capital cities. Without the combined actions of Council and the commitment of the community in reducing water use, the Goulburn City would have run out of water.

Council received a 2006 National Award for Local Government for its water conservation programs and the 2005 RH Dougherty Awards for Excellence in Communication for its community education campaign titled 'Water Saving – It's Up To All Of Us' (awarded 2006).

Council also planned and implemented a series of capital works programs to bolster water supply and re-use. These included:

- Establishing a bore field to source limited underground water
- Implementing an over-land river transfer system
- Raising and strengthening the wall of Sooley Dam to boost storage capacity
- Introducing a waste-water re-use system to maintain the Cookbundoon Sporting Fields

- Implementing a rain-water harvesting system and a “drought tolerance” grass re-surfacing program to maintain the Carr Confoy Sporting Fields. The drought management tactics employed on Goulburn’s sports facilities have attracted attention from the ACT and QLD Governments, plus the Parks and Leisure industry
- Successfully negotiated with the State and Federal Governments for funding for an emergency supply pipeline from Wingecarribee Reservoir to Goulburn. Each level of government will contribute \$20 million with the addition of \$10 million from Council. This pipeline will secure Goulburn’s water supply into the future.

In addition to these measures, Council also initiated a Water Management Strategy which has been widely recognised as a best-practice example of long-term strategic planning for the entire water management cycle.

As well as addressing the water crisis, Council completed an impressive range of other initiatives in 2006/2007 and has a number of initiatives currently in progress that will reap benefits in future years.

Such initiatives included the development of a unique Rural Living Handbook, for which Council received the 2006 RH Dougherty Award. The handbook is a comprehensive, user-friendly document designed to help address a number of the land management issues affecting rural and semi rural areas. Dougherty Award judges commented that the handbook was an “outstanding project”, adding that “its general application to all rural councils makes it an important contribution to environmental management”.

Other significant projects in 2006/2007 included:

- Council continued development of a Strategic Plan that will provide clear direction and guide future development in the area until 2020. The Goulburn Mulwaree Strategy 2020 Plan has been submitted to the Minister and is one of the most advanced for rural Councils under the new template requirements for developing Planning Schemes. Once approved by the Minister, Council will arrange 16 community information sessions to allow residents to review and comment on the planning documents
- In March 2007 Goulburn Visitor Information Centre won the NSW Council of Tourist Associations 2007 Rod Murdoch Memorial Award in recognition of its outstanding contribution to the development of tourism. Since June 1 2006 Council has also successfully managed the overall tourism direction for Capital Country Tourism - a regional tourism body involving nine Local Government Areas
- In 2007 Council hosted the 18th Australian Street Rod Nationals during Easter 2007, where 700 plus hot rods and 10,000 plus people visited the City. Council successfully bid on the event in 2005 and in 2007 also secured the event for Goulburn in 2009 - the first city to ever host the Nationals two years in a row. Additionally, the 2010 NSW Hot Rods event will be held in Goulburn. Council also owns and operates the Australian Blues Music Festival, a four day, high profile festival attracting visitors, musicians and media from across the country each February. The 2007 festival injected more than \$2 million into the local economy. Other community events such as Australia Day are also provided annually

- As part of its commitment to providing positive recreational opportunities, Council completed a substantial toddler cycle track in one of its major parks in September 2006. The track is surrounded by gardens designed to stimulate the senses and encourage imaginative play. The community was involved in planning and creating the area
- Council hosted its most successful SPACEpo in 2007, whereby 3500 students from all levels and all schools in the area participated in a range of sports and cultural activities
- Throughout 2006/2007, Council provided a comprehensive range of community services, which are continually evaluated to ensure community needs are met. The range of initiatives provided include a full library services (including internet and outreach services), the Regional Art Gallery, Community Transport, respite services, Peer Support Programs and Neighbour Aid /Social Support services. Successful Seniors and Youth Week activities were also held
- Council has been working to enhance economic development opportunities in the City and in 2007 a new \$100 million Coles distribution warehouse opened employing in excess of 400 people. A number of other projects have also been pursued
- A variety of topical exhibitions and cultural activities have been held at the Goulburn Regional Art Gallery, including a climate change exhibition, presentation of the Country Energy Art Prize for Landscape Painting which received 454 entries from Regional NSW, outreach exhibitions in rural villages and workshops with schools and people with special needs
- Goulburn Mulwaree Council was honoured at the 2006 Local Government Management Excellence Awards for the manner in which it implemented a major new computer system. Council won a Merit Award in the Management Excellence – Rural category for its project ‘People Before Technology’, a project to implement a major technology system to offer united information systems post amalgamation
- Goulburn is known for its significant heritage items and Council plays a major role in ensuring this heritage is enjoyed and preserved. Council runs three significant museums, including the impressive Waterworks complex featuring a 120-year old steam engine that is the only one of its type in the world. After extensive reclamation works by council, throughout 2006/2007 volunteers steamed up the engine for the public on a monthly basis. 2006/2007 also saw the completion of a jetty and landscaping at the Waterworks site to enhance public enjoyment and recreational opportunities. The city’s popular Rocky Hill War Memorial was upgraded throughout the year and it hosted a range of displays, including a popular Kokoda Track exhibition
- In May 2007 Council was recognised for 10 years Commitment to Road Safety, with an award presented at the Institute of Public Works Engineering Australia’s Excellence Awards (NSW).

3. List of Projects and Initiatives completed by 30 June 2007

Nature of Project or Initiative	Date Completed	Total Cost \$000 (If applicable)	% Council Funds (If applicable)
<u>Water & Sewerage Supply</u>			
Water Management Strategy	Ongoing	\$400	50
Emergency Water Supply Initiatives:			
1. Kingsdale Bore Fields	Feb 2006	\$1,200	50
2. Copford Reach River Transfers	May 2006	\$3,000	50
3. Sooley Dam Wall Extensions	July 2007	\$11,000	50
4. Water Rebate Scheme	Ongoing	\$1,600	100
5. Community Education	Ongoing	\$100	100
6. Emergency Pipeline Planning	Ongoing	\$150	66
Goulburn Water Treatment Plant – Chemical Dosing Upgrade	June 2007	\$2,000	100
Marulan Water Treatment Plant Raw Water Automation	March 2007	\$15	100
Marulan Water Treatment Plant Enhancements	July 2007	\$150	100
UV Disinfection – Water Treatment Plant	August 2007	\$600	50
Sewer re-lining of CBD areas - Stage 3 (3km)	August 2006	\$450	50
Constructed Ridge Street Water Reservoir	December 2006	\$900	100
Installed Ducks Lane Water and Sewer Mains	February 2007	\$1,400	100
Ducks Lane Sewer Pumping Station	May 2007	\$1,300	100
Sewer re-lining of CBD areas - Stage 4 (2km)	May 2007	\$350	50
<u>Road Works</u>			
Construction of three new roundabouts:			
1. Goldsmith / Sloane Street	1 May 2007	\$3,100	90
2. Hume Street / Ducks Lane			
3. Ducks Lane / Lilkar Street			
Bumana Creek Bridge	May 2007	\$340	100
Gravel Resheeting Program	June 2007	\$275	100
Road Rehabilitation Program (20.4km)	June 2007	\$1,065	20
Bitumen Sealing Program (13km)	June 2007	\$1,353	35
K&G and Footpaths	June 2007	\$104	100
Marys Mount Roadworks	April 2007	\$140	100
<u>Cultural</u>			
SPACEexpo	May 2007	\$20	100
<u>Heritage</u>			
Rocky Hill War Memorial Renovations	April 2007	\$90	100
Waterworks and St Clair Museums	April 2007	\$30	100
<u>Economic and Social Development</u>			
Formation of Economic Development Business Unit	July 2006	n/a	

Tourism Events Marketing			
- 18 th Australian Street Rod Nationals	April 2007	\$10	\$100
- Annual operation of the Australian Blues Music Festival, which attracts musicians, media and visitors from across the country to Goulburn for three days each October.	October 2006		
Ongoing Management of the overall tourism direction for Capital Country Tourism.	Ongoing		
<u>Built and Natural Environment</u>			
Constructed Toddler Cycle Track and Gardens – Victoria Park Goulburn	September 2006	\$85	90
<u>Water Management</u>			
Water Management Strategy	Ongoing	\$400	50
<u>Environmental Initiatives</u>			
Rural Living Handbook	November 2006	\$30	100
Waste Bin Rollout – green waste recycling	30 June 2007	\$950	100
Greening Goulburn Plan	Ongoing	\$20	100
<u>Recreation, Health and Community Services</u>			
Cookbundoon Sports fields – re-use irrigation system	April 2007	\$300	50
Carr Confoy - Rainwater Capture and Irrigation Project	Feb 2007	\$125	65
Conducted Seniors Week	March 2007	\$10	100
Conducted Youth Week	April 2007	\$10	100
<u>Corporate and Strategic Planning and Services</u>			
Conducted Community Survey	2006	\$30	100
Developed Strategic Planning Framework	ongoing	\$50	100
Financial Modelling Tool, Planning & Policy	May 2007	\$40	100
Developed Land & Property Plan	May 2007	\$10	100
Undertook Community Outreach Meetings	Ongoing	\$5	100
Developed Advisory Committee Structure	Ongoing	\$5	100
Undertook OH&S Audit	Jan 2007	\$10.5	100
Reviewed of all Policies	June 2007	\$15	100
Purchased & implemented an integrated technology solution for all Council software requirements	January 2007	\$2,000	100
Shared Services with Neighbouring Councils	Ongoing	N/a	100
Reviewed all Delegations	May 2007	\$10	100
Established sustainable focus to organisational structure	Ongoing	N/a	100
Developed new Salary System, Performance Appraisal Process and Training Plan	Ongoing	N/a	100
Developed Strategy 2020 Plan	Ongoing	\$625	33

4. List of Projects and Initiatives in progress at 30 June 2007

Nature of Project or Initiative	% Completed 30/6/07	Total Cost \$000 (If applicable)	% Council Funds (If applicable)
Develop Tourism and Economic Development Plan	75	\$110	75
Develop CBD Master Plan – Goulburn	25	\$100	100
Develop new LEP	85		
Develop an Asset Management Plan	25	\$300	100
Emergency Water Supply Pipeline from Wingecarribee Reservoir to Goulburn	Funding secured and preliminary assessment commenced	Estimated \$50,000	20

5. Principal Projects and Initiatives

Please provide a brief summary of each of the Council's principal projects or initiatives in 2006/2007. The following headings are provided as a guideline to applicable areas. Please be selective and concise in your statements – brevity and relevance are important judging criteria.

Capital Works and Infrastructure Services (including utility services)

During 2006/2007 Council completed substantial infrastructure works including:

- Water Supply
 - Kingsdale Bore field – sinking bores to source supply augmentation
 - Copford Reach River Transfer – accessing emergency supply from system
 - Sooley Dam Wall - heightened and strengthened.

- Water and Sewer Reticulation and Treatment
 - Goulburn Water Treatment Plant – Chemical Dosing Upgrade
 - Goulburn Water Treatment Plant – UV Disinfection System
 - Marulan Water Treatment Plant – Raw Water Automation
 - Marulan Water Treatment Plant – Other Enhancements
 - Sewer Relining of CBD areas – Stage 3 (3km) and Stage 4 (2km)
 - Ducks Lane Water & Sewer Mains
 - Ducks Lane Sewer Pumping Station.

- Roadworks
 - Constructed three new roundabouts located Goldsmith/Sloane Streets, Hume St/Ducks Lane and Ducks Lane/Lilkar Street.
 - Constructed Bumana Creek Bridge
 - Gravel Resheeting Program
 - Road Rehabilitation Program (including reseals) (20.4km)
 - Bitumen Sealing Program (13km)
 - Kerb, Gutter and Footpaths construction
 - Marys Mount Roadworks.

Road Safety

In 2007 Council was recognised by the Institute of Public Works Engineering Australia for 10 years commitment to road safety. Throughout 2006/2007 a variety of programs were coordinated, many in partnership with other government agencies and community organisations such as Rotary and Volunteers in Policing. Initiatives included log book runs for learner drivers, a snow safe program encouraging driver safety for people travelling to the snow and campaigns promoting awareness of driver fatigue, heavy vehicle awareness and driveway safety.

In June 2007 Council also hosted its eighth annual U-Turn the Wheel event, with around 350 year 11 students participating in a range of activities designed to get them thinking about safety on the road. Held over two days, U Turn the Wheel provided students with a range of experiences and information provided by Goulburn Police, Goulburn Ambulance Service, Drink Driving Prevention Coordinators, the Department of Fair Trading and the Greater Southern Area Health Brain Injury Unit.

Cultural

SPACEexpo (Sports, Arts, Cultural Expo)

In 2006/2007 Council ran its most successful SPACEexpo.

SPACEexpo is a unique and innovative three day event that provides infants and primary school students with exposure to sports and cultural activities that they may not otherwise encounter. All major sporting groups are represented and several cultural activities including arts, music and dance. SPACEexpo is now in its fourth year and is well received and supported in the community.

The expo has grown from one school participating in 2004 to 30 schools in 2007 giving 3500 students, from infant and primary government and non-government school children in the Goulburn Mulwaree and Upper Lachlan areas, the opportunity to participate.

The SPACEexpo touches many lives and different socioeconomic areas in the community of Goulburn and district. The expo is seen as a positive experience for all concerned and is now part of the regular school calendar.

Regional Art Gallery

The Goulburn Regional Art Gallery is proactive in arranging exhibitions and involving the arts community, schools and the general community in advancing and promoting local talent, relating these to issues of topical interest.

Exhibitions undertaken during the past year have included:

- Climate Change – works responding to the effects of climate change, including the severe drought impacts on the region. The opening also included a climate change forum
- Country Energy Art Prize for Landscape Painting – 454 entries from Regional NSW
- A Decade of the Windmill
- Seven solo exhibitions by Regional artists
- Two outreach exhibitions in rural villages
- Workshops with schools and people with special needs.

Heritage

Rocky Hill War Memorial

Council reconstructed the mezzanine floor of the Goulburn War Memorial, a 20m tower, and re-opened the structure to the public after an extended period of closure. Improvements to public toilets and car parking onsite further enhanced accessibility.

The major exhibition at the Goulburn war memorial museum for 2006/2007 was the Kokoda Track exhibition dedicated to the 3rd Battalion AIF and to the Goulburn and district men who fought in the New Guinea Offensives 1941 – 1945.

The exhibition consisted of photos, letter, uniforms and memorabilia as well as oral histories from members of the 3rd Battalion who were able to give a first hand account of the conditions they had to fight under in the jungles of New Guinea.

A memorial plaque was also dedicated, and was unveiled by Bede Tongs, the President of the 3rd Battalion reunion organisation. The unveiling was well attended by members of the servicemen and their families. The exhibition coincided with the 60th Anniversary of the 3rd Battalion's reunion in Goulburn.

Museums General

Goulburn Mulwaree Council has, through its Museum Program, made significant improvements to heritage conservation and public accessibility to Goulburn's valuable cultural collections. Council directly manages three significant museums and assists other local museums through a Museum Advisor Program and a Regional Museum Network. A large network of volunteers is maintained by Council to assist in the running of the museums. The museums managed by Council are:

- Goulburn War Memorial Museum

This museum focuses primarily on the stories associated with service men and women from Goulburn region. Recently a dedicated team of staff and volunteers successfully negotiated with the Singapore High Commission, Australian Foreign Affairs and the Australian Navy to secure and bring to Goulburn artefacts from Changi Prison. These items, including a section of perimeter wall, now form the basis for a permanent memorial and exhibition at Rocky Hill. May 2007 also saw the launch of the Kokoda Track exhibition which attracted a strong attendance of veterans and their descendants.

- Historic Waterworks

The Waterworks is arguably the most significant item of industrial heritage in NSW. Located on the picturesque banks of the Wollondilly River it is the only example of its kind left in the Southern Hemisphere. After extensive reclamation works by council, volunteers now steam up a 120-year old Beam Engine for the public on a monthly basis. The museum is marketed internationally, through a dedicated website, www.goulburnwaterworks.com.au and is a popular site for car clubs, tourists and wedding parties.

2006/2007 saw the completion of a small jetty on Marsden Weir and landscaping at the Waterworks, to enhance access to the river and generally improve the Waterworks museum.

- St Clair Museum

Council only recently took over operation of the degraded St Clair Folk Museum and set about carrying out emergency repairs to the heritage listed colonial building. A Conservation Management Plan for St Clair was completed and a significance assessment and preservation report on the extensive museum collection is being finalised. A dedicated team of volunteers were recruited to assist in management of this facility.

Economic and Social Development

Economic Development and Tourism Plan

Council has commenced an Economic Development and Tourism Plan to guide its strategic investment in these important functions for the next decade. Significant community input is being sourced to ensure that the directions have strong community and industry support.

The Plan has also included a socio-economic profile of the Goulburn Mulwaree community, which will be used to inform this and other strategic decision making initiatives of the Council into the future.

Industry Attraction

Council has formed an Economic Development and Administration Business Unit, which has been very successful in facilitating development opportunities in Goulburn Mulwaree despite the impacts of the drought. In June 2007, a \$100 million Coles distribution warehouse employing in excess of 400 people officially opened in the City.

A number of new businesses and industries (mostly light to medium manufacturers) are also gearing up to relocate to Goulburn and Marulan as a result of Council's economic development initiatives.

Capital Country Tourism

Throughout 2006/2007 Council successfully managed the overall tourism direction for Capital Country Tourism - a regional tourism body involving nine Local Government Areas. Goulburn Mulwaree Council's Tourism Manager commenced the executive officer role for Capital Country Tourism on June 1 2006 and has achieved substantial success in the role. Council's provision of Executive Officer services are done on a cost recovery basis.

Council's selection for this high profile role is recognition of its commitment to tourism and expertise in the field. It involves Council working closely with Tourism NSW and the Capital Country Development Board to advocate for and promote the region.

Tourism and Events Marketing

Council actively markets and bids for events, festivals and conferences to bring "new money" into the community. A wide range of events and activities are held throughout the year.

In March 2007 the Council run Goulburn Visitor Information Centre won the NSW Council of Tourist Associations 2007 Rod Murdoch Memorial Award in recognition of its outstanding contribution to the development of Tourism within Goulburn Mulwaree and NSW.

Goulburn played host to the 18th Australian Street Rod Nationals during Easter 2007, where 700 plus hot rods and 10,000 plus people visited the City. Goulburn Mulwaree Council's Tourism staff successfully bid on the event in 2005, not knowing just how much of an impact this event would have on the city and the local community. The Australian Street Rod Nationals was the most talked about event ever to be held in Goulburn, injecting many millions of dollars into the local economy.

Tourism staff has also secured the event for Goulburn in 2009 - the first city to ever host the Street Rod Nationals for two consecutive years.

Additionally, the 2010 NSW Hot Rods event will also be held in Goulburn.

Council also owns and operates the Australian Blues Music Festival through its Tourism Business Unit. The National Festival of Australian Blues Music is a four day, high profile festival attracting visitors, musicians and media from across the country each February. The 2007 Festival injected more than \$2 million into the local economy.

Other community events such as Australia Day are also provided on an annual basis.

Social Planning

Council undertook the development of a Social Plan for the area and conducted significant community consultation to ensure that it met the aspirations and objectives of the community. During the last half of the year Council worked with the various stakeholders to develop a practical implementation schedule for achieving the goals of the Plan.

Built and Natural Environment

Victoria Park Toddler Track

The toddler cycle track with its surrounding gardens and picnic area was completed in September 2006. The entire area takes in approximately 200 square metres of Victoria Park, a prominent, centrally located and very popular park in the heart of Goulburn.

The cycle track consists of a 20m x 16m rectangle rubber cycling surface. The rubber surface is embedded with roadways complete with line markings, roundabout, road signs, service station and petrol bowser. It is intended to create an awareness of road safety conditions in a suburban environment for young children.

Gardens, mulched and grassed areas, picnic tables, park benches and 260 metres of meandering granite pathways surround the cycle track. Native, drought tolerant, trees and plants were used in the garden design. Integrated amongst the gardens is a crawling tunnel, totem poles, fairy setting, large rubber climbing objects (snakes, crocodiles, spiders and frogs) and large climbing rocks. The gardens were designed to stimulate the senses and encourage imaginative play.

Community involvement included:

- Painting of crawling tunnel and fairy setting by Goulburn Scouts
- Painting of totem poles by primary school children from Goulburn West After School Care
- Painting of mural on nearby amenities block by local artist and primary school children
- “Work for the Dole” participants involved in eight weeks of planting and creation of granite pathways
- Local pre-schools and playgroups were involved in plantings and consultation into the initial design.

The play area is aimed at children from toddler to primary school age and their families. It is also an area that is continually utilised by playgroups and pre-schools. The entire project has been well received by the community.

Environmental Initiatives

Water Management

Goulburn's 22,000 residents have been on water restrictions for almost four years, including nearly three years on level five restrictions, limiting domestic water use to just 150 litres per person, per day. This per person usage is now less than half of that used by residents in Australia's capital cities.

The city's daily average water use has been more than halved in only four years.

Water usage has reduced from an average of 13ML per day in 2002 down to between 5-6ML per day, which has been maintained since 2004.

The remarkable aspect of this achievement is the community's willingness to achieve excellence in water conservation in an era of uncertainly surrounding climate change.

Without the initiatives undertaken by Council, and the sustained commitment of the community, the City would have run out of water some time ago.

Council is now undertaking a Water Management Strategy, examining all options, in consultation with the community, with a view to establishing a long-term solution to the water shortages.

To ensure all options are examined, Council developed the following categorisation of options a combination of which will play a part in our future strategy:

- Using water from other areas
- Using water from other sources
- Capturing and keeping more water
- Using less water
- Using water more than once.

The Mayor, General Manager and Director Engineering have also been active in NSW, and other States, sharing Goulburn's experience in addressing the water shortage and encouraging more responsible use and better management of water resources in Australia.

Throughout 2006/2007 Council lobbied for a permanent solution to ensure water supply and has recently received clarification that the Federal and State Governments will contribute \$20 million each toward an emergency supply pipeline from Wingecarribee Reservoir to Goulburn. This will ensure the City's water supply is secure in the instance of another major drought.

Rural Living Handbook

Goulburn Mulwaree Council has prepared a Rural Living Handbook to assist rural land managers with achieving good property management and positive environmental outcomes. The Rural Living Handbook is provided free to residents, and in particular new residents to the land to encourage good land management practices from the outset. Council received the 2006 RH Dougherty Award for Community Reporting for the handbook, with the judges commenting that "Goulburn's Rural Living Guide is an outstanding project, clever idea, clearly expressed and well produced. Its general application to all rural councils makes it an important contribution to environmental

management. They have developed a vital and useful resource for residents and tree changers alike. Beautifully presented and a 'must have'."

The Goulburn Mulwaree Council area provides water not only for the local population but we are also at the top of the catchment that feeds Sydney's burgeoning population. We have a responsibility to ensure that the health of our rivers, streams and bushland is maintained and improved.

The handbook was designed to help landholders understand the large range of Government regulations and requirements on land management. Information regarding these requirements and the many and varied Government departments that administer them can be difficult and frustrating for land managers to find. The handbook collects information on topics such as buying a property, natural resources and property management. It also provides locally relevant information such as flora and fauna lists, references and contacts.

Council believes that the information and document produced is applicable to most, if not all, rural Council areas in NSW.

Introduction of a new Green Waste Service

A new domestic waste collection service has been introduced to encourage waste diversion and recycling. Each household has been supplied with a 140L bin to replace their existing 240L domestic bin, thus encouraging greater recycling and waste minimisation.

Council has also agreed to purchase a further wheelie bin for each household to replace the presently inadequate recycling crate and thus provide greater capacity for re-cycling.

Greening Goulburn Plan

Council has commenced development of a Plan which integrates the protection of the natural environment in Goulburn, develops passive recreational opportunities and facilities for the enjoyment of that environment, connects areas of natural vegetation to provide wildlife corridors, restores waterways and riparian vegetation, and provides interpretive experiences for the community's greater understanding of its natural environment.

Recreation, Health and Community Services

Recreation

In 2006/2007 Council was faced with the dire situation, due to the prolonged drought, of being forced to close its sports fields.

With community health and youth activities in mind, rather than ride out the situation, Council ventured into a sports field conversion strategy, moving away from cool climate grasses to temperate species. Even though these grasses go dormant with Goulburn's frosts, sufficient grass cover allowed contact sports to continue. The results were so successful that three different sporting codes carried out their competitions, sharing the one complex. Council also developed and adopted a set of safety criteria now used to assess field playability.

The drought management tactics employed on Goulburn sports facilities have attracted attention from the ACT and QLD Governments and Parks and Leisure industry.

Community Services

Council actively embraces its responsibilities in providing for the health and well being of its community and provides a range of services to deliver on this objective. It has also appointed a specific Community Services Manager and set up a matching Business Unit. The range of services provided to the community includes those that are readily seen such as the Library and Regional Art Gallery. They also include services that are not so visible and are provided to members of our community that require more specialised services. These include Community Transport, Respite services, Peer Support Programs and Neighbour Aid /Social Support services. The recipients of these services are generally frail aged, have a disability, or are rurally or socially isolated and would otherwise face the potential of admission to inappropriate care. Many volunteers assist in the delivery of these services.

Seniors Week

Council is an active facilitator of Seniors Week activities to recognise the contributions made by this section of the community. In 2007, Seniors Week celebrations were held in Goulburn during 12 - 16 March. The activities included an official opening, church service, luncheons, art and craft display, activity day, movie morning and luncheon, morning teas and concert at the Soldiers Club. It is estimated that approximately 500 older members of our community participated in the activities.

Youth Week

Council actively promotes youth activities and maintains a Youth Council. Youth week celebrations were held in Goulburn during 16 – 20 April. The activities included a free concert and BBQ in Belmore Park, a skate competition in Victoria Park and a concert at the Police and Community Youth Centre (PCYC). It is estimated that 500 - 600 young people participated in the activities. Activities and events were suggested, organised, coordinated and run by young people from our community.

Corporate and Strategic Planning and Services

Capacity Building

Since Goulburn Mulwaree Council was established in 2004, Council has grasped the opportunities presented from being a “new” organisation and has done its utmost to continually build its capacity and improve efficiency by carefully and comprehensively reviewing its corporate systems and placing the organisation on a more strategic footing. A concerted effort has been made to implement contemporary best practice methods, systems and processes to enable it to face the future with confidence.

These include:

- Embedding the Community Survey Results into Council decision-making processes and setting a Management Plan target for all areas surveyed to achieve a one point improvement in the two years to the next Survey
- Developing and implementing a new Strategic Planning Framework which brings together and integrates all of Council’s statutory and non-statutory planning documents in a single linked form similar to what is now being recommended by the DLG in its Integrated Planning and Reporting Paper.

- Developing and implementing a new Financial Modelling Tool which allows Council to do long-term forward modelling of the impacts of decisions and to undertake “what-if?” scenarios
- Implementing a long-term financial planning and policy approach
- Developing a Land and Property Plan setting out the status, desirability of retaining or disposition plans of Council’s land stocks
- Instituting an asset replacement/renewal focus (rather than continually building new assets)
- Implementing an on-going cycle of Community Outreach Meetings to provide opportunities for residents of the outlying villages and rural districts an opportunity to meet with councillors and senior staff to discuss Council issues and highlight community priorities in their areas. These are then considered in the Management Planning cycle.
- Developing and implementing a new advisory committee structure, with significant community member representation (Committees have greater community representatives than councillors). These Committees advise Council at a strategic level on Economic Development and Tourism issues, Environment, Community Services and Facilities
- Commissioning an external OH&S Audit and implementing a range of improvements which have resulted in significant premium reductions and increased the safety of employees and contractors on Council works.
- Undertaking a comprehensive review of all policies of the former (pre-amalgamation) Councils and adopting many new policies from a proactive and strategic perspective in contrast to the largely reactive policies which previously existed
- Establishing a Governance Unit to drive best practice governance with both the elected Council and staff and ensure that Council meets its statutory obligations
- Establishing an Internal Audit Committee
- Implementing a new integrated technology solution
- Commenced formulating a new platform for shared services with neighbouring Councils with an objective of exploring new service delivery options to drive efficiency and effectiveness gains and address the labour shortage issues
- Comprehensively reviewing all delegations of the former (pre-amalgamation) Councils and adopting a new suite of delegations
- Commencing asset management planning by establishing up to date asset data including location, categorisation, valuation, useful life assessment, management options and strategic replacement information
- Established a sustainability focus in the organisation structure
- Reviewing human resource management processes and policies including a comprehensive rewrite of the Salary System, new Performance Appraisal process, development of a Training Plan and enhanced recruitment processes.

Strategic Land-Use Planning

Since April 2005 Council has been working with a team of planning specialists from Parsons Brinckerhoff, and with wide community and agency consultation is preparing a Strategic Plan, which will provide clear direction and guide future development in the area until 2020. This Plan is one of the most advanced for rural Councils under the new template requirements for developing Planning Schemes.

The Goulburn Mulwaree Strategy comprises:

- Local Environmental Study
- Draft Local Environmental Plan 2007
- Draft Development Control Plan 2007
- Draft Biodiversity Plan
- Goulburn CBD Plan
- Rural Lot Sizes Study.

Goulburn Mulwaree Council will arrange sixteen Community information sessions to provide wide spread opportunity for the Community to review and comment on the planning documents once approved by the Minister.

6. Awards and Citations

Please list any awards or citations received by Council for works, services or initiatives completed or achieved during 2006/2007:

1. National Awards for Local Government Joint Category Winner – Community Water Grants Water Saving 2006.
2. RH Dougherty Award 2005 Excellence in Communication Division A – Less than 30,000. Presented in 2006 for ‘Saving Water – It’s Up to All of Us’.
3. LGMA Management Excellence Award – People Before Technology Project. Presented 2006.
4. RH Dougherty Award 2006 Excellence in Communication Division A – Less than 30,000. Presented in 2007 for the Rural Living Handbook.
5. 2007 Rod Murdoch Memorial Award. Presented by the NSW Council of Tourist Associations in recognition of Council’s outstanding contribution to the development of Tourism within Goulburn Mulwaree and NSW.
6. Recognition of 10 Years Commitment to Road Safety. Presented in May 2007 at the Institute of Public Works Engineering Australia’s Excellence Awards (NSW).

7. SUPPLEMENTARY INFORMATION

The following information is provided as a separate document (emailed).

1. Statement of Financial Performance
2. Statement of Financial Position
3. Statement of Changes in Equity
4. Statement of Cash Flows
5. Note 6(a) – Cash Assets and Investment Securities
6. Note 6(b) - Details of Movements and Utilisation of Restricted Cash Assets and Investments
7. Note 13 - Statement of Performance Measurement
8. Special Purpose Financial Statement – Statement of Financial Performance by Business Activities

Web page link to latest Quarterly Review: <http://www.goulburn.nsw.gov.au/council/1120/5207.html>

8. Executive Summary

Provided in application following Council details and statistics.

NOTE: A cheque for \$200 and a disc with a selection of relevant images has been posted with a hard copy of this application.