



Goulburn Mulwaree Council

Annual Report

2024

PRIDE
PASSION | RESPECT | INNOVATION | DEDICATION | EXCELLENCE

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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”.*

Foreword

We are pleased to present the Goulburn Mulwaree Council's Annual Report for 2023-2024.

This report provides a comprehensive overview of the Council's activities, achievements, and financial performance over the past year. It offers insights into our progress on various initiatives and projects, reflecting our commitment to transparency and accountability. It is designed to keep our ratepayers, residents, business community, and other stakeholders well-informed about Council's developments and outcomes. We invite you to read it to see how our efforts have made an impact and to learn about our future direction.

Over the past year, Goulburn Mulwaree Council has delivered several significant projects, including the Bladwell Park Play Space (featuring a half-court basketball court, cricket nets, and playground), the Ross Whittaker Amenities Upgrade, Cartwright Place all-access ramps, nine new netball courts with LED lights, a lighting upgrade at Marulan Soccer Field, and a new bus shelter at Marulan. These enhancements have improved our community's recreational options and demonstrate our commitment to upgrading local amenities.

Additionally, we began work on several new and exciting projects aimed at improving accessibility for everyone. These include the construction of the Eastgrove and South Goulburn Walking Tracks, an Emergency Operations Centre, Stage 2 of the Japanese Garden in Victoria Park, and drainage improvements to the Eastgrove Sporting Field and Marulan Soccer Field.

In May and June 2024, the NSW Government declared Goulburn Mulwaree Council a Natural Disaster Area, highlighting the severity of recent events. This unexpected challenge required the Council to allocate unplanned funds to ensure the safety of our infrastructure. We will work to secure grant funding through the Disaster Recovery Funding Arrangements to assist in funding these expenses. Despite these

unforeseen circumstances, we remain dedicated to our strategic goals and community projects.

According to the 2021 Census, Goulburn Mulwaree's population is 32,053, with forecasts from the Australian Bureau of Statistics predicting a growth of 6,007 people, or 18.68%, from 2021 to 2036. This represents an average annual increase of 0.86%.

Our region supports a diverse range of businesses, and last year our local economy generated over \$170 million in Gross Domestic Product and created an additional 1,150 jobs.

The Goulburn Regional Art Gallery hosted the Archibald Prize 2023, a touring exhibition from the Art Gallery of NSW, from January 19 to March 3, 2024. The exhibition attracted over 4,700 visitors, including many from outside Goulburn.

In May, we inaugurated the ReUse Goulburn Recycling Centre. This project modernises the Goulburn Waste Management Centre (GWMC) with new facilities and a resource resale shop, improving waste segregation for better recycling and reuse. The Centre will address problematic household waste disposal, while the education component aims to engage the community in sustainable waste management practices.

Additionally, the Goulburn Water Reuse Scheme launched. This innovative project enhances water resilience by using high-quality effluent from the upgraded wastewater treatment plant to irrigate playing fields and recreational areas across seven sites in Goulburn. By utilising treated water, we reduce the strain on the potable water network and ensure year-round water security.

These achievements reflect the hard work of our Councillors, staff, and the support from our community. Together, we have established a strong foundation that benefits our region and contributes to its growth.

Given these recent developments, the Council remains committed to prudent financial management. By prioritising efficiency and effectiveness, we aim to optimise operations, ensure financial stability, and strengthen our ability to invest in our region.



Chief Executive Officer
Aaron Johansson



Former Mayor
Cr Peter Walker
(2022 – 2024)



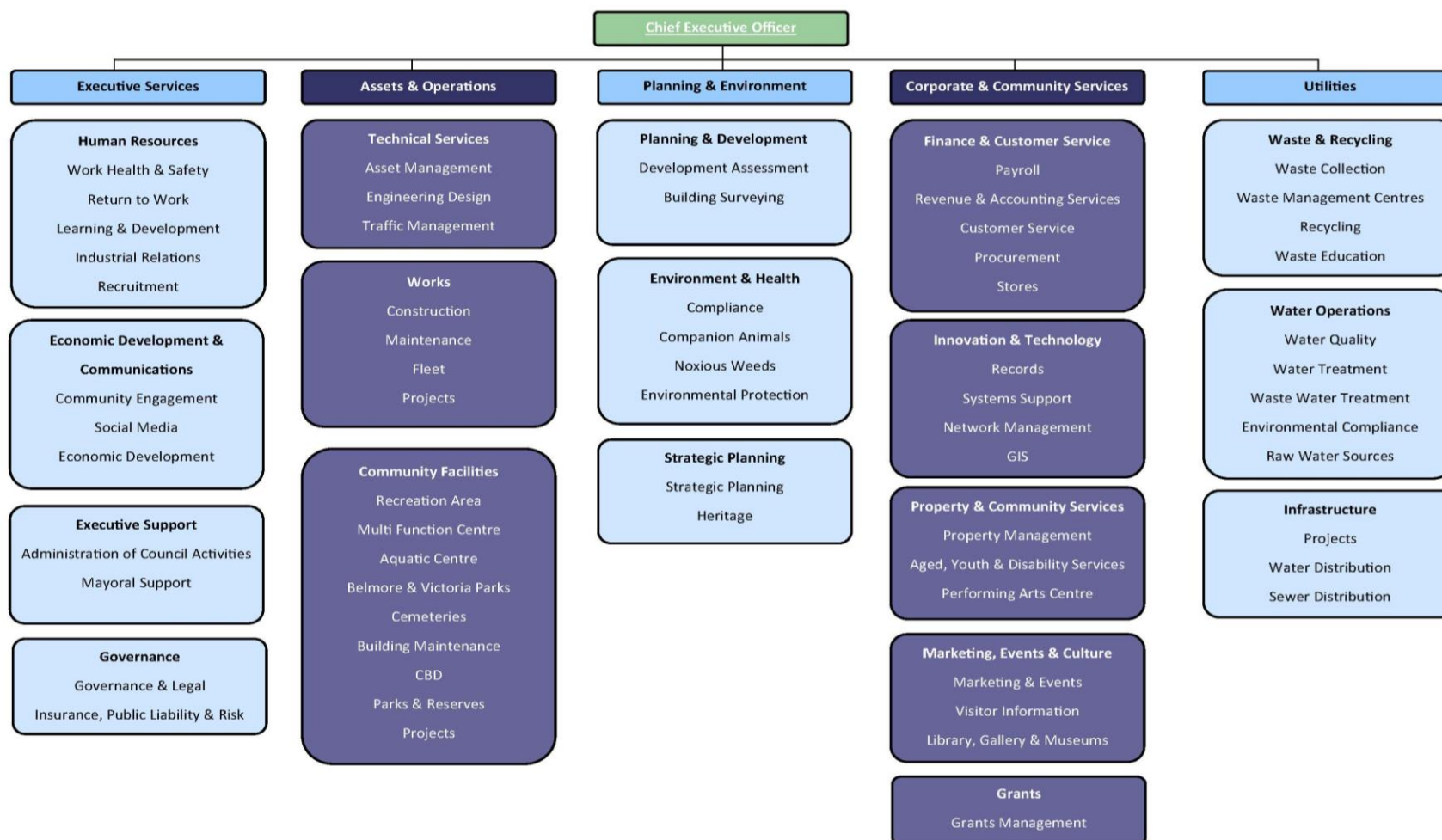
The newly completed Resource Recovery Centre disposal area



The newly completed Carr Confoy Netball Courts

Our Organisation

Goulburn Mulwaree Council is one of the largest employers in the area with approximately 350 staff members working across a range of services. The current structure is outlined in the following diagram. The structure contains business units to undertake certain functions, projects and provide services in line with the key themes identified in the Community Strategic Plan.



Councillors 2023 – 2024

Goulburn Mulwaree Council Annual Report 2023-2024



Cr Peter Walker

Cr Peter Walker was elected to Goulburn Mulwaree Council in September 2016. Cr Walker was Deputy Mayor from 2018 and was elected Mayor in January 2022. Cr Walker served until 2024.



Cr Andy Wood

Cr Andy Wood was elected to Goulburn Mulwaree Council in December 2021 and served until 2024.



Cr Carol James

Cr Carol James was elected to Goulburn Mulwaree Council in September 2008 and was Mayor from 2008 to 2010. Cr James served until 2024.



Cr Daniel Strickland

Cr Dan Strickland was elected to Goulburn Mulwaree Council in December 2021 and was re-elected in September 2024



Cr Andrew Banfield

Cr Andrew Banfield was first elected to Goulburn Mulwaree Council in September 2008 and served until 2024.



Cr Jason Shepherd

Cr Jason Shepherd was elected to Goulburn Mulwaree Council in December 2021 and was re-elected in September 2024.



Cr Michael Prevedello

Cr Michael Prevedello was elected to Goulburn Mulwaree Council in December 2021 and was re-elected in September 2024



Cr Bob Kirk

Cr Bob Kirk was elected to Goulburn Mulwaree Council in September 2008. Cr Kirk served as Deputy Mayor from 2008 to 2016 and Mayor from 2016 to 2021. Cr Kirk was re-elected in September 2024.

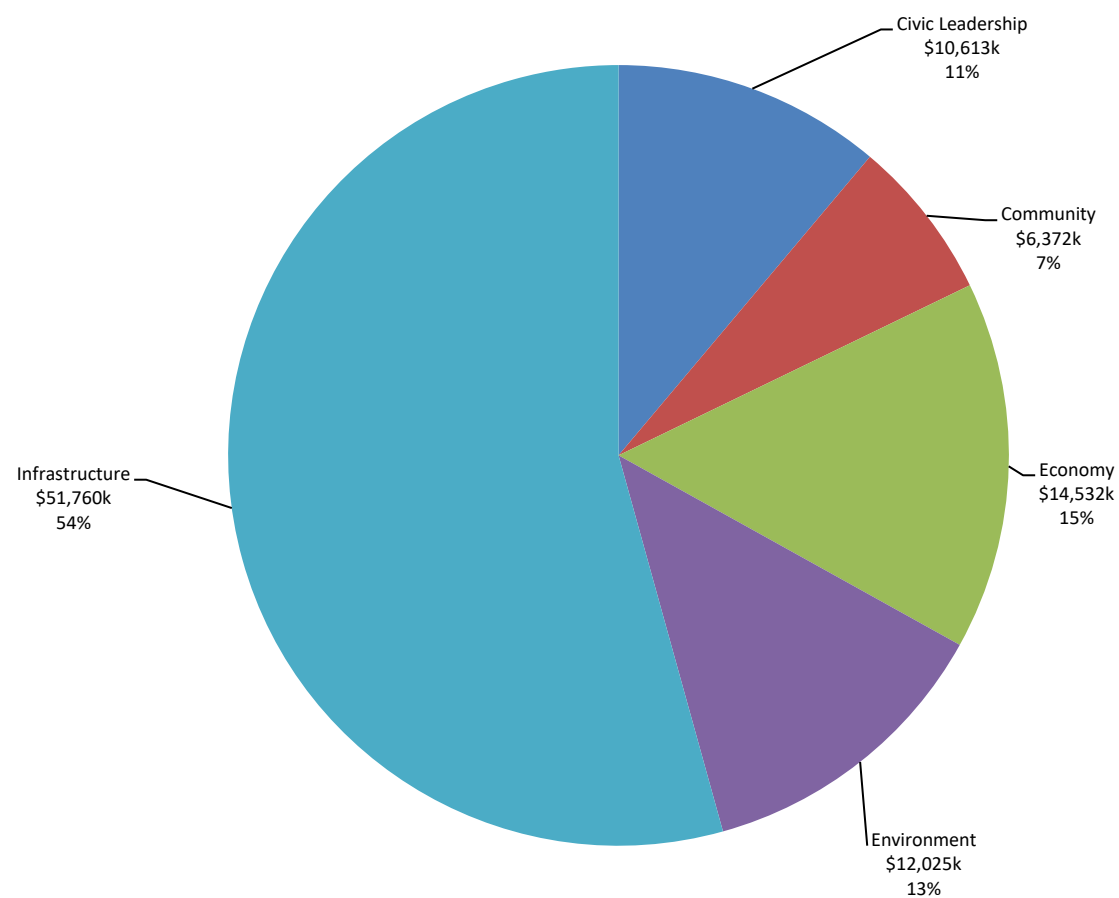


Cr Steve Ruddell

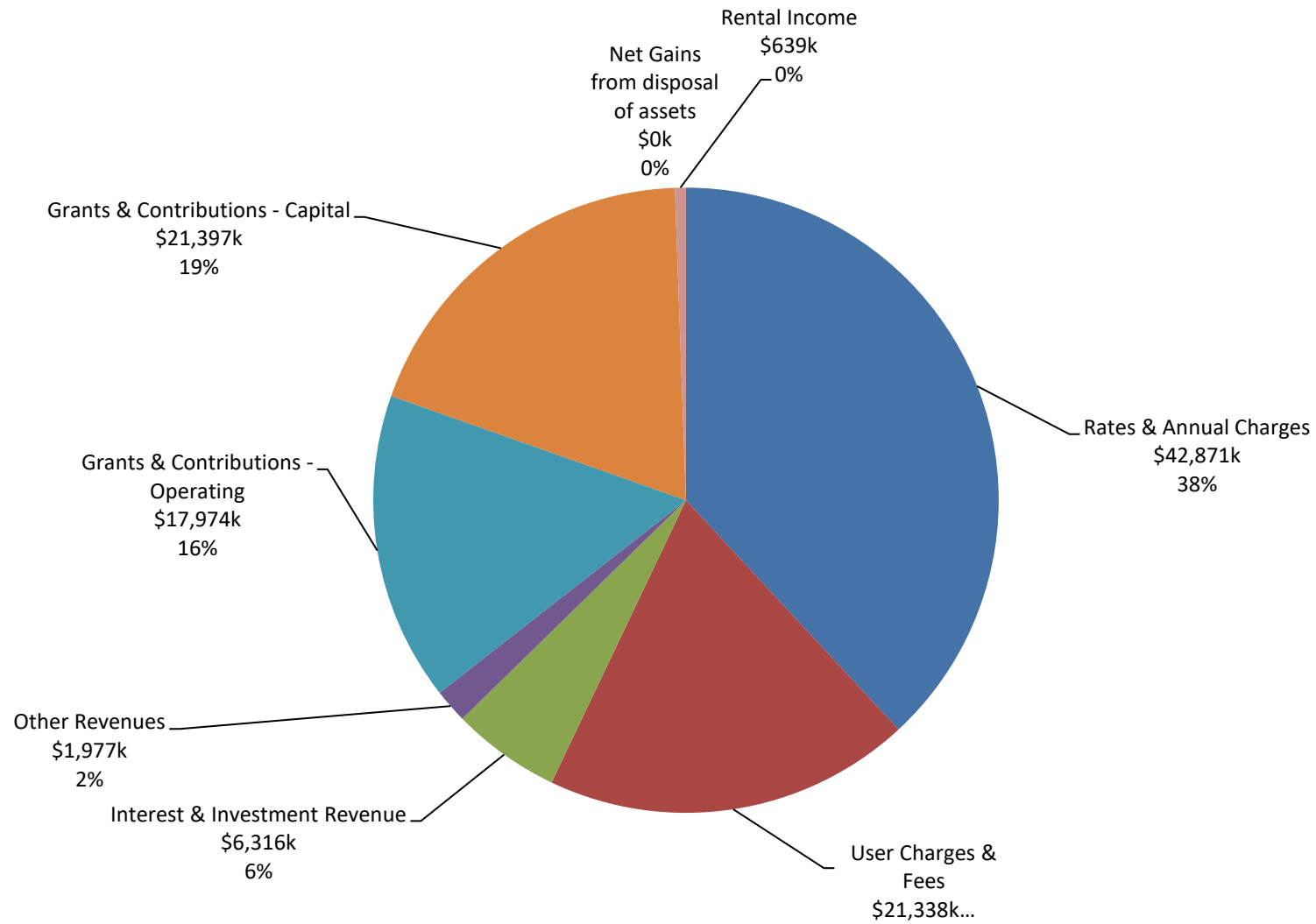
Cr Steve Ruddell was elected to Goulburn Mulwaree Council in December 2021. Cr Ruddell was elected Deputy Mayor in 2022 and served until 2024.

Financial Statements *(For a full copy of the Financial Statements please refer to the Appendix)*

Operating Expenditure



Income



Capital Works

Council's adopted capital program for 2023 – 2024 was \$99,154,859. Details are provided below:

Cost Centre Description	Original Budget \$	Actuals \$	Variance vs Original Budget \$
Innovation & Technology - Capital	541,000.00	519,353.08	-21,646.92
Visitor Information - Capital	30,000.00	4,234.02	-25,765.98
Library - Capital	125,000.00	120,323.57	-4,676.43
Art Gallery - Capital	155,956.00	130,424.79	-25,531.21
Museums - Capital	309,686.00	166,615.82	-143,070.18
Performing Arts Centre - Capital	20,000.00	26,539.52	6,539.52
Assets & Design - Capital	10,000.00	1,283.52	-8,716.48
Waste Management - Capital	2,055,595.00	5,482,962.55	3,427,367.55
Aquatic Centre - Capital	40,000.00	44,675.00	4,675.00
Recreation Areas - Capital	25,000.00	17,983.27	-7,016.73
Landscaped Areas - Capital	803,573.00	471,314.37	-332,258.63
Active Recreation - Capital	10,207,428.00	3,597,311.59	-6,610,116.41
Cemeteries - Capital	35,000.00	33,404.95	-1,595.05
Buildings - Capital	878,370.00	1,102,514.71	224,144.71
Urban Roads - Local - Capital	8,191,570.00	6,286,189.80	-1,905,380.20
Sealed Rural Roads - Local - Capital	5,272,084.40	3,869,017.22	-1,403,067.18
Sealed Rural Roads - Regional - Capital	425,000.00	3,180,048.24	2,755,048.24

Cost Centre Description	Original Budget \$	Actuals \$	Variance vs Original Budget \$
Unsealed Rural Roads - Local - Capital	500,000.00	609,248.47	109,248.47
Unsealed Rural Roads - Regional - Capital	0.00	39,166.73	39,166.73
Bridges on SRR - Local - Capital	636,714.00	64,310.33	-572,403.67
Bridges on URR - Local - Capital	2,138,000.00	141,749.89	-1,996,250.11
Footpaths - Capital	4,921,900.00	552,173.95	-4,369,726.05
Other Transport and Communications - Capital	45,000.00	63,015.60	18,015.60
Drainage - Capital	1,240,000.00	987,386.11	-252,613.89
Public Conveniences - Capital	139,575.00	61,298.18	-78,276.82
Open Space - Capital	1,644,802.00	1,771,326.15	126,524.15
Fleet Management - Capital	5,496,025.00	1,986,288.27	-3,509,736.73
Companion Animals - Capital	10,000.00	7,336.10	-2,663.90
Domestic Waste Mgt - Capital	0.00	608.00	608.00
Dams & Weirs - Capital	385,000.00	0.00	-385,000.00
Water Treatment - Capital	11,484,786.00	431,474.24	-11,053,311.76
Water Mains - Capital	2,325,000.00	1,986,388.99	-338,611.01
Sewer Pumping Station - Capital	2,332,948.00	864,226.46	-1,468,721.54
Sewer Mains - Capital	4,100,000.00	577,600.75	-3,522,399.25
Sewer Treatment - Capital	32,629,847.00	466,738.60	-32,163,108.40
Total	99,154,859	35,664,533	-63,490,327

Water Services Capital Projects

Water Main Renewals \$1,956,992.57

This year Killard Infrastructure continued their 5th year of 19/20 Capital Works – Water Infrastructure contract. Killard's were allocated 3 water mains for the financial year which would account for the total allocated budget for the financial year as there were works from the prior year that was completed within this budget as well. In total Killard replaced water mains in the following 3 streets adding up to 0.7kms of water mains and 29 water services renewed plus prior years works closed off.



Sewer Rehabilitation \$563,846.55

Last financial year Insituform completed their final year of Sewer Rehabilitation contract. At the start of that FY contract, they were supplied with a pack which outlined over 3.5km of lining and 3.5km of cleaning works for the final year of the contract. In 23/24 financial year Insituform completed 3kms of relining work and 2.5km of cleaning work. See targeted areas for conditional assessment and relining in the last financial year below.



A. Our Community

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

Strategic Objectives:

- Our community’s health and wellbeing are supported
- There is active and creative participation in community life
- Our communities have access to affordable and safe accommodation and housing
- Our community is inclusive, connected, safe and proud

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.

Activity		Measure	Status	Comment
A.1.1	Provision of Council's Neighbour Aid, Centre based Respite and Leisure Link NDIS Program.	All CHSP requirements met, NDIS service provision status maintained.	On-Track	CHSP Neighbour Aid program rebranded in January – now known as Seniors Social Support Service. This program continues to meet all funding outputs and performance expectations. The Leisure Link program only returned to service delivery in February with a new Leisure Link Coordinator and Leisure Link Client Support Officer now in place. This program continues to regain its excellent reputation in the NDIS sector.

A.1.2	Ongoing implementation of 2021-2026 Goulburn Mulwaree Disability Inclusion Action Plan (DIAP) short term priorities.	Infrastructure and other projects delivered in accordance with the DIAP objective	On-Track	All community and non-community infrastructure projects continue to be implemented across the LGA to take into consideration the needs of people with disabilities and mobility constraints and also improve access to Council facilities and use of built infrastructure.
A.1.3	Determine scope and identify potential location of proposed Community Centre.	Scope defined and options identified.	Deferred/Delayed	The proposed new Community Centre project is deferred due to funding constraints and will be further explored as a potential longer term project.
A.2 - Support youth programs that encourage empowerment, resilience and capacity building.				
Activity		Measure	Status	Comment
A.2.1	Deliver a range of youth programs (Fit for Life, Be Seen Be Heard, School Holiday programs, Youth Week etc.) operating year-round to address social, health and educational	Youth Services programs, activities and events delivered with increased participation.	Complete	Ongoing implementation of a wide range of term-based and school holiday programs and events; continued increased participation across all areas. Youth Week held in April reached 2,350 students across 4 local high schools.
A.2.2	Ongoing delivery of mentoring programs to young people and continued partnerships with other service providers.	Ongoing delivery of mentoring programs to young people and continued partnerships with other service providers.	On-Track	Ongoing delivery of regular partnership programs with other service providers. Youth Mentoring program in the final stages of preparing for the NT Larapinta Trail trip commencing 8 July 2024.

A.2.3	Delivery of the 'Connect, Support, Empower' Youth Program - funded by NSW Gov't Regional Youth Investment Program.	Program accesses vulnerable youth and successfully delivers the outcomes outlined in the grant application.	On-Track	Program currently meeting all identified outcomes. CSE Facilitators delivering to vulnerable or at-risk youth clients via one-on-one case coordination support, group programs and workshops, and tailored school-based group programs.
A.2.4	Continued operation of Paperback Café in Library.	Rotation of participants, each of whom attain TAFE Accreditation	Complete	The Paperback Cafe closed on 30 June 2024 following a comprehensive review of this facility and a decision made by the Executive Meeting. A final group of 16 participants completed their TAFE training.
A.2.5	Waste Education and Sustainability programs run through Council's new Re-Use Goulburn Sustainability Precinct at Goulburn Waste Management Centre (and 50 seat education centre), including initiatives for youth and schools.	Completion of new Centre and program delivery.	Complete	The fit out of the education centre has commenced. A staged operational opening of the Re-Use Precinct is planned. Preliminary work commenced to scope educational requirements to ensure integration with the curriculum and other community sustainability educational programs.

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.

Activity		Measure	Status	Comment
A.3.1	Provide innovative Library, Museum and Gallery programs, services, exhibitions, and workshops that address community needs for education, creative expression and recreation for children, youth, adults, and seniors.	Variety of regular social and cultural programs, special events, and workshops delivered.	Complete	<p>Museums:</p> <p>Rocky Hill War Memorial & Museum:</p> <ul style="list-style-type: none"> * In collaboration with King Street Gallery On William, a very successful exhibition of drawings and photographs, by Guy Wilkie Warren, during his time in Bougainville, PNG during WWII * Goulburn Historic Waterworks - Regular Steaming open days have been placed on hold as Ken Ainsworth, our current engine-driver, has retired. <p>Library:</p> <ul style="list-style-type: none"> * 456 programs and events held, with 12,594 attendees across all demographics. <p>Gallery:</p> <ul style="list-style-type: none"> * The Gallery worked with 2301 young people in 2023/24 through its Education Program, (505 with school visits and 1796 in workshops) * The Gallery and offered 44 workshop sessions for 277 adult participants, with 177 people attending talks and book launches at the Gallery in 23/24.

A.4 - Events celebrate the identity of our towns, our heritage and our culture.

Activity		Measure	Status	Comment
A.4.1.1	Event Strategy implementation	Short term strategy actions implemented, and medium term actions underway.	Complete	Short term actions completed, with medium-term actions completed and ongoing.
A.4.1.2	Event Strategy implementation	Events supported through Event Development Fund and Financial Assistance Grants programs.	Complete	Numerous events supported including Goulburn Farmers Market, AOF GK, Tag20 ANZAC Cup, Judo Canberra International Open, Goulburn Physie Interclub, Geek Markets, Goulburn 2Day Tour and the Merino Cup. Also, in-kind support to the 100th Anniversary of the Australian Motorcycle GP in Goulburn.

A.4.2	Develop and deliver cultural and community events across all cultural services.	Cultural and community events delivered with the combined efforts of various departments.	Complete	<ul style="list-style-type: none"> * Mighty Playwrights 2024 underway. Expected completion October 2024. * BookFest 2024 planning underway. Expected completion September 2024. * Library programs and events YTD - 456 programs and events held, with 12,594 attendees across all demographics. * Archibald Prize 2023, an Art Gallery of NSW touring exhibition held 19 January to 3 March, attracting over 4,700 people to the Gallery, many of which were visitors to Goulburn. * Planning underway for other major events in the coming month including Local Government NSW Water Conference, 100th Anniversary Motorcycle Grand Prix, Hockey Australia Country Championships and Steampunk Victoriana Fair
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A.4.3	Sports tourism events secured and key cultural events attracted to grow year-round visitor economy.	Economic impact of sports tourism events and cultural events measured and reported.	Complete	<p>12+ events supported through event related funding from the Marketing & Events budget. The economic benefit isn't measured for all events; however the below events are measured against participant numbers, length of stay and the Tourism Research Australia sports tourism rate to generate the economic benefit of each event:</p> <ul style="list-style-type: none"> * Tag20 ANZAC Cup - \$527,917.50 * Canberra Judo International in Goulburn - \$1,048,725.00 * Merino Cup - \$355,500.00 * Hockey NSW Indoor Masters & State Championships - \$3,500,000. <p>This totals \$5,432,142.50 economic benefit to Goulburn Mulwaree across these events alone.</p>
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A.5 - Develop compelling public spaces and experiences for the community across the region.				
Activity		Measure	Status	Comment
A.5.1.1	Ensure Library collections and spaces are maintained and updated to remain relevant and meet community needs.	Physical and electronic collections updated.	Complete	Implemented new online platforms, Hoopla and Indyreads - providing access to movies, documentaries, online learning, TV, music, comics, eBooks & eAudio. Commenced management of BorrowBox eMagazines on behalf of the SE Zone. Library circulation (physical and digital borrowing + renewing) - 137,744 items Library acquisitions (physical and digital) - 18,858 items listed in Library catalogue + additional content in digital platforms.
A.5.1.2	Ensure Library collections and spaces are maintained and updated to remain relevant and meet community needs.	Library spaces and facilities maintained.	Complete	Weeding of collection ongoing, maintenance issues addresses as they arise and adjustments made to furniture and shelving as required to accommodate different event/program formats.

A.5.2	Promote and present contemporary art and art education through exhibitions, programs and services of the Goulburn Regional Art Gallery.	Exhibitions, education offerings and public programs delivered.	Complete	<p>Goulburn Regional Art Gallery delivered an ambitious program in 2023/24 and met 23,682 visitors at the Gallery, 2,406 participants via the Outreach programs, Digital Broadcast reached 9,021 and Gallery exhibitions on tour reached 318. The Gallery had a total physical and digital reach of 35,427+.</p> <p>The Gallery supported a total of 209 artists including 137 from NSW, 134 local artists in nineteen exhibitions, as well as workshop tutors and guest speakers.</p> <p>The Gallery worked with 2301 young people in 2023/24 through its Education Program, (505 with school visits and 1796 in workshops), and offered 44 workshop sessions for 277 adult participants, with 177 people attending talks and book launches at the Gallery in 23/24.</p>
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A.5.3.1	Develop and implement exhibitions, public programs, and complementary activities to increase visitation and engagement with Rocky Hill War Memorial Museum and the Goulburn Historic Waterworks.	Exhibitions and programs implemented.	Complete	<p>Regular Steaming open days have been placed on hold as Ken Ainsworth, our current engine-driver, has retired. Discussions/negotiations underway for a new provider.</p> <p>In collaboration with King Street Gallery On William, a very successful exhibition of drawings and photographs, by Guy Wilkie Warren, during his time in Bougainville, PNG during WWII was opening on 1 March 2024. The exhibition was opened by Brad Manera, Senior Historian and Curator, Anzac Memorial, Sydney. It closed on 12 May and attracted over 5,000 people.</p> <p>Final planning underway for Rocky Hill War Memorial Museum's next major exhibition - Vietnam War - stories of service and social change, opening Friday 16 August 2024.</p>
A.5.3.2	Develop and implement exhibitions, public programs, and complementary activities to increase visitation and engagement with Rocky Hill War Memorial Museum and the Goulburn Historic Waterworks.	Visitation measured and reported to Council.	Complete	<p>Rocky Hill War Memorial & Museum annual visitation for 23/24 - 43,421, down from 46,219 in 22/23 (-2,798).</p> <p>Goulburn Historic Waterworks Museum & ground annual visitation for 23/24 - 21,355, down from 22,202 in 22/23 (-847).</p>

A.5.4	Seek funds for the ongoing maintenance, conservation and repair of Museum buildings at St Clair, Rocky Hill War Memorial and Museum, and Goulburn Historic Waterworks.	Funding secured for maintenance, conservation and repair works across all three Museum sites.	Complete	Grant funds secured to facilitate conservation work at St Clair Villa, Rocky Hill War Memorial Tower and Goulburn Historic Waterworks Pumphouse. Works either under way or in procurement phase.
A.5.5.1	Develop and implement a program of diverse season shows, while attracting commercial and community based shows to increase patronage at Goulburn Performing Arts Centre.	Number of shows by genre.	Complete	<p>The following performances in each genre were presented at GPAC during the 2023/24 Financial year:</p> <ul style="list-style-type: none"> • Theatre x 3 • Tribute Band x 15 • Contemporary Music x 8 • Opera x 4 • Comedy x 6 • Musical Theatre x 5 • Community Shows x 20 • Classical Music x 6 • Children's Shows x 5 • Magic x 2 • Film x 6 • Dance x 6 • Cabaret x 2

A.5.5.2	Develop and implement a program of diverse season shows, while attracting commercial and community based shows to increase patronage at Goulburn Performing Arts Centre.	Ticket sales measured and reported to Council.	Complete	GPAC continues to be a popular arts and cultural hub, gathering people from surrounding regions such as Canberra, Southern Highlands, and Sydney as well as its enthusiastic home-grown audience in Goulburn. Total ticket sales during the 2023/24 financial year totalled \$1,075,664
A.6 - Develop compelling public spaces and experiences for the community across the region.				
Activity		Measure	Status	Comment
A.6.1	Create strong and collaborative relationships with key arts and cultural bodies.	Agreements in place and supported ongoing.	Complete	Agreements in place with Southern Tablelands Arts and Hume Conservatorium. Partnership with Lieder Theatre for the delivery of the Mighty Playwrights program.
A.6.2	Promote cultural appreciation of the Arts across Council messaging.	Regular advocacy and promotion undertaken.	Complete	Advocacy taken with the then Minister Tuckerman, led to securing \$119,356 to undertake redevelopment of former disused space in the Goulburn Regional Art Gallery into a functional exhibition space, now known as Gallery 3.
A.6.3	Seek opportunities for digitisation of cultural collections across the Local Government Area.	Advocacy undertaken and grant funding applications made.	Complete	Grant funding applications unsuccessful to date. No further grant funding opportunities identified at this time.

A.6.4	Waste to Art initiatives included as part of Re-Use Goulburn Sustainability Precinct and Waste Education programs.	Waste to Art and similar initiatives delivered following completion of Re-Use Goulburn facility.	On-Track	Waste Education programs are being considered in conjunction with programs offered through the CRJO when the precinct is fully operational.
A.7 - We acknowledge and embed local Aboriginal culture and stories within our community.				
Activity		Measure	Status	Comment
A.7.1	Reactivate Reconciliation Action Plan Working Party.	Working Party re-established.	Complete	Reconciliation Action Plan Working Party have met regularly and have completed the Reconciliation Action Plan (RAP). The RAP was endorsed by Council. We are waiting for final endorsement by Reconciliation Australia.
A.7.2.1	Improved consultation with the Aboriginal community to better understand opportunities to embed Aboriginal culture and stories.	Development of Reconciliation Action Plan commenced.	Complete	Reconciliation Action Plan is with Reconciliation Australia for approval. several meetings have been held with local aboriginal groups to discuss Council's RAP.
A.7.2.2	Improved consultation with the Aboriginal community to better understand opportunities to embed Aboriginal culture and stories.	Participation in the Goulburn Aboriginal Interagency Meeting	Complete	Reconciliation Action Plan endorsed by Council. Meetings held with Aboriginal stakeholders in the community to improve consultation and engagement, and progress reconciliation.
A.7.3.1	All official Council events to commence with a Welcome/Acknowledgement of Country.	Welcome/Acknowledgement of Country at each Council-run event.	Complete	Undertaken at each Council-run event

A.7.3.2	All official Council events to commence with a Welcome/Acknowledgement of Country.	Inclusion of Welcome/Acknowledgement of Country protocols in the Event Toolkit.	Complete	Event Toolkit still in development, this section is complete in the draft, and awaiting finalisation.
A.8 - Design public spaces and residential developments to support social connection and public safety.				
Activity		Measure	Status	Comment
A.8.1	Review Council's Development Control Plan.	Development Control Plan reviewed and updated.	Deferred/Delayed	Comprehensive review of the DCP is ongoing, however some chapters have already been revised such as the heritage, tree removal/vegetation management, water/sewer servicing, events, and residential chapters. The project is delayed for finalization due to the influx of planning proposals and staff availability.
A.8.2.1	Encourage community participation in planning.	Opportunities for engagement are taken up where possible.	On-Track	This is undertaken as required and ongoing. A recent example is the use of the Have Your Say web page for a community survey on the CBD and Surrounds Transformation Project. Development Applications are also constantly being exhibited in accordance with the Community Participation Plan.

A.8.2.2	Encourage community participation in planning.	Promotion of the need to incorporate social connection and public safety in design undertaken.	Complete	This is already a feature of the existing DCP requirements. Developers are advised of this requirement during the pre-lodgment process, and the relevant developments standard maintained during assessment.
A.8.2.3	Encourage community participation in planning.	Community Participation Plan reviewed as required.	Complete	<p>Community Participation Plan is subject to an interim review which was publicly exhibited June/July 2024, with a report for adoption going to August 2024 Council Meeting.</p> <p>This is an ongoing matter. Community participation in planning is encouraged through variety of methods from surveys, direct written notification, public notices, Council's web site, NSW Planning Portal and via media releases. The scale of the project or issue often dictates the approach taken as per the Community Participation Plan (CPP). It should be noted that the CPP is only a minimum requirement and Council can, and do, go beyond this as necessary.</p>

A.8.3	Maintain public art.	Funds allocated and work undertaken to maintain and repair public art to ensure public spaces remain attractive social spaces.	Complete	Minor repair of Public Artwork 'The Piano' located at the Visitor Information Centre for public safety. Meridian Arch fenced off due to identified structural problems and safety concerns. Limited funds to undertake repair work, with a priority list in place.
A.9 - Support local initiatives that welcome new residents.				
Activity		Measure	Status	Comment
A.9.1.1	Continue to implement Goulburn Australia marketing activities targeting new residents, new industry, and investment.	Campaign implementation activities delivered.	Complete	Campaign activities completed end June 2024 for 23/24 financial year.

A.9 - Support local initiatives that welcome new residents.

Activity		Measure	Status	Comment
A.9.1.2	Continue to implement Goulburn Australia marketing activities targeting new residents, new industry, and investment.	Data collected and reported to Council.	Complete	<p>Latest data from Tourism Research Australia indicates that Visitor numbers to Goulburn Mulwaree, both overnight visitors and day trippers have all but returned to pre-covid levels.</p> <p>As a summary:</p> <ul style="list-style-type: none"> • At 729,317 Domestic day trips are at their second highest level since this reporting period began in 2010/11. • At 740,028 Visitor nights are also at their second highest level since this reporting period began in 2010/11. <p>This is a strong indication of the strength of the visitor economy to Goulburn Mulwaree, and the associated flow on effects for community.</p>

A.10 - Encourage community pride through the beautification and maintenance of our villages and towns.

Activity		Measure	Status	Comment
A.10.1	Grants sought where opportunities arise for civic beautification.	Successful grant applications and delivery of projects.	Complete	Completion of successful grant projects such as Streets as Shared Spaces. Grant opportunities continue to be sought and applications submitted where appropriate.
A.10.2.1	Review of villages and towns maintenance programs to ensure appropriate budget and staffing for maintenance.	Review completed.	On-Track	Ongoing, currently reviewing budget and staffing
A.10.2.2	Review of villages and towns maintenance programs to ensure appropriate budget and staffing for maintenance.	Community feedback received.	Complete	Maintenance carried out as needed.
A.10.3	Development of Village Plans to identify priority projects for grant opportunities.	Completion of additional plans.	Not scheduled to commence	Awaiting completion of supporting/data/plans to inform the process. Additional work on matter such as biodiversity and flooding will be required in order to gain State endorsement of any Village strategies where rezoning is proposed to facilitate residential growth. The Strategic Bushfire Study was a first step and has been completed.

A.11 - Advocate for funding to increase access to safe and suitable shelter and services that support people at risk or in need.

Activity		Measure	Status	Comment
A.11.1	Advocacy opportunities taken up when identified with relevant Government Agencies or non-government organisations (NGOs) sought.	Advocacy Advisory Committee established and the development of a rolling Advocacy Plan for issues affecting the region.	Complete	Advocacy is undertaken regularly including meeting with Ministers, regular panel meetings at NSW Parliament house through our memberships with Regional Cities NSW and the Canberra Region Joint Organisation. Council has also recently joined Regional Capitals Australia to strengthen our Federal Government Advocacy.

Road Safety

Goulburn Mulwaree Councils Road Safety and Traffic Officer (RSTO) is well placed to plan, implement and deliver road safety projects relevant to their communities. Councils RSTO interact regularly with local residents, schools, government agencies, businesses and other stakeholders.

Council's Road Safety and Traffic Officer has created a four year Road Safety Action Plan (2021-2025) which has been adopted by Council addressing local issues using the data from local crashes.

In 2024, Council's RSTO, Tracey Norberg, was awarded the Paul Harris Fellow Award. This is Rotary's highest honour and is for her outstanding contribution to Road Safety in the Community.

Council's RSTO has prepared and will, plan, implement and evaluate the four year Road Safety Action Plan (2021-2025) and road safety projects which has been adopted by Council. These include programs like:

Young Drivers

- U-turn the Wheel
- Log Book Runs 4 run per year
- Driving around heavy vehicles
- Drink Walking
- Plan B Promotion in local venues

Speed

- Motorcycle Awareness week – Look out for Joe Rider
- Speed advisory trailer (placed on urban and rural roads in the Goulburn LGA)
- Working with local Police to promote State wide programs and find problem areas
- Speed activated signs – speed program

- Country road campaign – Drive to the conditions
- Working with TfNSW in speed reductions on local roads

Cyclists

- Community Bike Ride
- Educational programs at schools
- Helmet safety
- Share the track – Wollondilly walking track cycle education

Fatigue

- Working with truck companies
- Coffee with a Cop- Sharing the Hume
- Truck Safe on the Hume
- Learner drivers education
- Snow traffic education – Coffee with a Cop

Drink Driving Prevention

- Drink driving education
- Promotion of Plan B materials to licensed premises in the LGA
- Win a Swag competition- Plan B promotion
- Liquor Accord
- Beer Googles promotion – U Turn the Wheel

Heavy Vehicles

- Work with local heavy vehicle businesses on road safety issues and education of drivers
- Attend forums on heavy vehicles versus vulnerable road users
- Truckies on the Hume
- Learner drivers driving around heavy vehicles
- Issuing Heavy Vehicle Permits
- Over 65's driving around heavy vehicles

Children

- Child restraints installation and checking program
- School talks
- Bus Week visit at Library
- Driveway, Pedestrian & Bike Safety
- Hold My Hand signage – Little Blue Dinosaur

Older drivers

- Over 65 Presentations
- Presentation to local community groups
- Seniors Week
- Greys skills enhancement

Pedestrians

- Over 65s Presentation
- Look out before you step out
- Physiotherapy unit talks
- 40k pedestrian friendly zone CBD area
- Hold My Hand
- Police Driver Training – Working together
- Pedestrian Access Mobility Plan

Motorcyclist

- Look out for Joe Rider
- Return riders course
- Stay Upright course
- Goulburn Show educational stall Motor Cycle Safety
- MOTOCAP – education of safe riding gear

Schools

- School crossing upgrades (ongoing)
- Driver Education on Flagged School Crossings
- Child education on Flagged School Crossing
- Kindergarten packs
- Bus Safety both urban and rural
- Seatbelts on busses
- Parking around schools – working with the Rangers and Police and placement of educational banners
- Look out Before you Step Out Program
- 50k patches and flashing lights around schools
- School crossing flat letter agreement
- Funding applications for crossing for upgrade of school crossings to wombat crossings
- Funding applications for shared pathways around schools

Road Safety Inspection and Audits

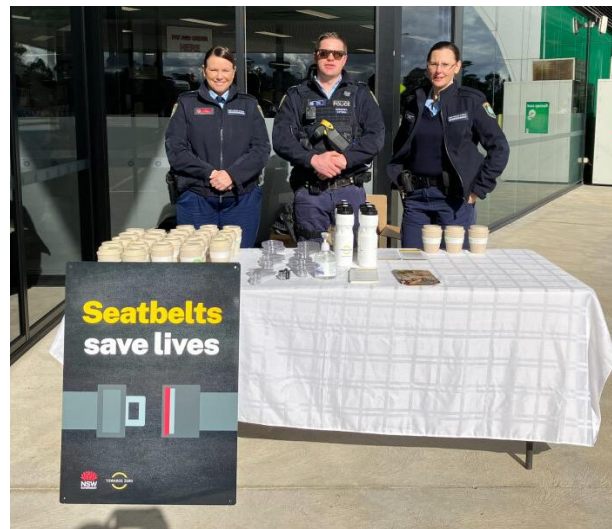
- Road Safety Audits when requested by RMS
- Safe Systems Assessments
- Sign inspections on rural roads
- Traffic Committee
- Rural Bus Stop inspections
- Road works completion inspection

Others

- Black spot funding
- Active Transport funding
- TfNSW LGRSP funding and evaluation for projects
- Bus Shelter funding
- Pedestrian safety funding
- When work and road safety meet
- Walk to work day and driving distractions (mobile phones)
- Presentations at Police Driver training, LGRSP seminars and TfNSW
- Presentation to the NSW Road user Safety Managers on projects
- Attend Goulburn Liquor Accord Committee
- Member of the ACT Chapter of Road Safety, attend and present at forums
- Road Rule Awareness Week
- Bus Safety Week
- RSO Quarterly Meetings
- Hospital redevelopment parking permit implantation
- Animal crashes on country roads
- Parking Banners around schools
- Rural Road Safety Week
- National Road Safety Week
- Animals on Country Road Forum
- Australia Day Road Safety Stall
- Snow Safe Launch
- Clear windscreen = Safe Drivers Ice Scrapers
- National Road Safety Week
- Caravan Safety Weigh in Day
- ANCAP promotions



National Road Safety Week & Presentation of “Paul Harris Fellow Award” to Tracey Norberg for her outstanding contribution to road safety in the community



“Coffee with a Cop” – Snow Safe Campaign



Goulburn Mulwaree Library

2023/24 was another busy and successful year for Goulburn Mulwaree Library.

The Library saw impressive usage across the board with increases in visitation, program and event attendance, and social media and website engagement. Use of the Library's online subscription eResources also increased, highlighting a growing need to provide high quality digital resources such as eBooks, eAudiobooks, and online streaming. New membership rates increased by more than 1000, with 37.6% of the Goulburn Mulwaree population now active members of the Library, and over 17,000 people attend the Library's various programs and events. Goulburn Mulwaree Library fared extremely well against benchmarks set by the State Library of New South Wales. Library visits per capita, minimum staffing levels, acquisitions per capita, age of collections, and circulation per capita were all meeting or exceeding state-wide benchmarks.

The Library made active efforts to increase volunteer engagement 2023/24, particularly in our Home Library Service. A core group of 13 volunteers now select materials for our housebound clients and deliver them to their homes or aged care facilities. This contact with Library staff and volunteers forms an essential part of the healthy and active lives of some of our most vulnerable citizens. Likewise, active efforts to increase Library engagement through our growing outreach and education programs saw increases in Library participation in community events, visits to schools and local organisations, and school excursions to the Library.

The Library implemented minor improvements to facilities, with new seating, a new large screen television for programs and events, an updated PC booking system, improvements to storage, and a new portable PA system. Long-term and persistent roof leaks were an ongoing problem for the Library, with concerted efforts also undertaken to rectify the problem and prevent further leaks.

Goulburn Mulwaree Library was saddened by the closure of the Paperback Café at the end of June. The café had become a core aspect of Library usage, encouraging people to visit the Library, create community connections, and enjoy the pleasures of reading and learning. The Library Team acknowledges Council's Youth Services Team for their hard work and dedication in running the Café over the past several years.



Services for Young People

Throughout the year the Library hosted a vast array of programs, workshops, and activities for young people, with aims to improve literacy and community engagement in a variety of ways, including literacy and lifelong learning, digital inclusion, personal development and wellbeing, and informed, connected, and more creative citizens

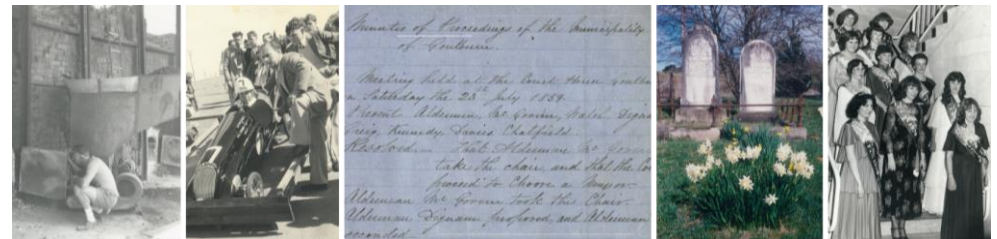
- Regular literacy and STEAM programs for early childhood and primary students including, Baby Time and Rhyme Time, Toddler Time, Giggle & Wiggle, Story Time, Tell Me a Story, Peer Reading, Jedi Academy, Book Worms, STEAM Punks, and Crafternoons.
- School holiday activities and workshops, including World Chocolate Day, Knitting, Wombat Stew + Bear Hunt Story Walk, Makedo STEM building projects, Little Wing Puppets, Scrawl Walk Robots, Bluey Story Party, Mad Hatter's Tea Party, Piccolo Ponies, Terrarium making, Emergency Vehicles Story Party, Paw Patrol Party, and Battery Powered Cars.
- Special events for children and families, including Science Week with Dr Graham, Halloween Craftathon, World Children's Day, Summer Reading, Christmas Crafternoon, Young Archies, Taylor Swift Party, Youth Week Glow Party, May the Fourth, and National Simultaneous Story Time.
- Regular programs for teens and youth, including Q Space, Snack and Chat, and research skills workshops.

Hosted a number of organisations and community groups for children's programs and events including Queerly There, Headspace, Goulburn Youth Services, EACH, local children's authors, and NSW Emergency Services.

Outreach and Education

Ongoing increased outreach activities continue to see fantastic engagement with local schools and organisations and helped to distinguish Goulburn Mulwaree Library as a valuable community resource for all ages.

- Outreach sessions to local schools and preschools, including early childhood programs, primary and high schools, and village centres.
- Outreach activities at Goulburn Square, Goulburn Community Centre, Lilac Festival, Pictures n Popcorn, NSW Health, International Day of People With a Disability, Multicultural Festival, Senior's Week, The Smith Family, and Goulburn Family Support Services.
- Created HSC care packs for all HSC students in the LGA, and hosted special schools only author talks with authors Kate and Jol Temple, Amy Curran, Jack Heath, and Nicole Godwin.
- Represented the Library with presentations at the Southern Tablelands Arts Dress Circle Symposium and NSW Public Libraries Association SWITCH conference, and hosted the South East Zone Children's and Young People's Services quarterly meeting.
- Hosted work placements from local high schools and Right to Work.



Library Collections and Local Studies

The Library's local studies team have undertaken extensive digitisation work over the past year, ensuring that our unique and invaluable local historic materials are preserved and made available online for researchers all over the world.

Significant digitised works include Council meeting minutes from 1859-1959, Jean Rutledge's Goulburn Cookery Book, the Nora Lewsham photo collection of the Goulburn Drive-In, collections from Goulburn's Apex Clubs, Gulson Brickworks, Federal election ephemera, the St Peter and Paul's Cathedral restoration, oral history interviews with Charles Weyman and 2023 Pride Picnic attendees, and numerous historic photos of Goulburn and surrounds

The Library has also received some significant donations of local historic material, including Lake Bathurst history files and photographs, further Apex Clubs materials, locally produced family history books, maps, and photographs. Goulburn Mulwaree Library is grateful to our local community for considering the Library a safe and worthwhile home for these valuable historic documents.

In our general collections, the Library increased its digital offerings with the implementation of Indyreads, Hoopla, and BorrowBox eMagazines. Some minor upgrade work was undertaken to re-house our physical non-fiction and children's collections, and additional shelving was added to house our fiction collections.

Mighty Playwrights

2023 marked the fourth year of the Library's unique Mighty Playwrights Program. This literacy program is the only one of its kind in Australia, working with young writers to facilitate their creation of original short play scripts. As of 2024 the program has worked with 37 young writers, and a score of other young people throughout the community.

Working in collaboration with local primary schools, Hume Conservatorium, Goulburn Regional Art Gallery, Goulburn Performing Arts Centre, and the Lieder Theatre Company, the program sees young writers aged 10-12 years spend 8 weeks working with a mentor to create their play scripts, using only their own ideas and creativity.

The original works are then staged by Goulburn's Lieder Theatre Company in a production featuring original music and soundscapes created by young musicians from Hume Conservatorium and original illustrations and artworks from young artists at Goulburn Regional Art Gallery's Afternoon Art Club.

In 2023, 656 people attended the performances at Goulburn Performing Arts Centre. Over the four years of the program 7066 members of our community have enjoyed the creative work of our young writers.

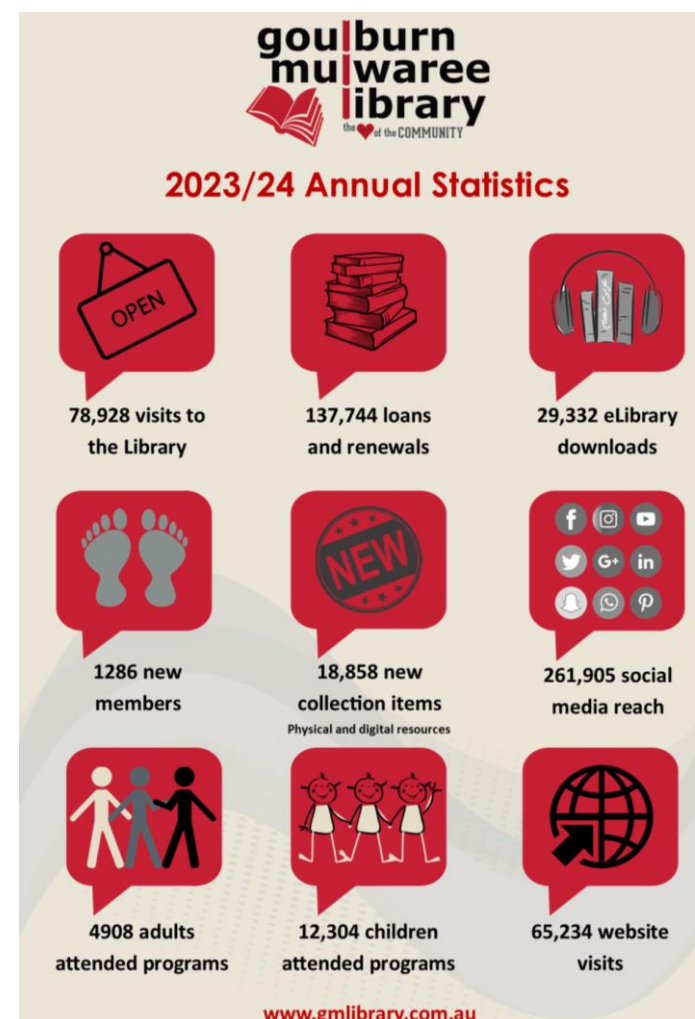


Looking Forward

Goulburn Mulwaree Library will continue to improve its resources and services and increase connections with the community with several new initiatives planned for the coming year:

- BookFest 2024, the Library's two-day Reader Writer Festival, hosting high profile Australian authors including, Mem Fox, Kate Grenville, Kate Forsyth, Michael Brissenden, Inga Simpson, and Nikki Gemmell.
- Mighty Playwrights 2024, celebrating 5 years of this unique literacy program.
- The launch of the Library's new children's library card, featuring artwork from local illustrator Danielle McDonald.
- Increased Preliminary and HSC support services, including wellbeing initiatives, research support, and outreach activities.
- A major upgrade of the Spydus library management system, including a brand-new online catalogue and website.
- A minor upgrade of the children's room, including new shelving and other aesthetic improvements.
- A new Local Studies display cabinet, enabling ongoing exhibitions to highlight our invaluable local historic collections.
- A trial of Vox Books – children's books with inbuilt audio functionality to increase literacy improvement, particularly for non-English speaking children and children with disabilities or low literacy levels.
- Increased services and facilities for multicultural and non-English speaking members of the Goulburn Mulwaree community.

As always, Goulburn Mulwaree Library is proud to provide high quality library services and facilities, entertaining programs and workshops, and literacy and education programs for the whole community.



Goulburn Regional Art Gallery

Goulburn Regional Art Gallery delivered an ambitious program in 2023/24 and met 23,682 visitors at the Gallery, 2,406 participants via the Outreach programs, Digital Broadcast reached 9,021 and Gallery exhibitions on tour reached 318. The Gallery had a total physical and digital reach of 35,427+.

The 2023/24 program explored a range of contemporary concerns and championed artists local to the region. First Nations perspectives, portraiture, environmental sustainability, connection to place, natural phenomena, exploration of identity and diverse materials were recurring themes addressed across numerous exhibitions. The Gallery continued to present work from local and regional artists, particularly within its Gallery 2 program, and provided a space for the Permanent Collection to be on view through visiting local artists and arts professionals who curated 'The Window'. Importantly, in October 2023, the Gallery launched a brand new Gallery space, 'Gallery 3' a project that transformed an under-utilised space into a new exhibition area. This project was made possible by a successful application to Create NSW's Creative Capital fund. Since its formation, the new Gallery has supported major touring exhibitions and has been a dedicated space to present works from the Gallery's permanent collection. The Gallery presented artistic practices that emphasized a range of disciplines, including painting, installation, sculpture, textiles, and photography.

Barbara Cleveland Thinking Business, a Goulburn Regional Art Gallery exhibition toured by Museums & Galleries of NSW commenced touring throughout Australia in in September 2021 and

finished touring at Goldfields Art Centre in Western Australia on 1 September 2023.

Venue	Dates
Goldfield Art Centre, Western Australia	26 July – 1 September 2023

The Gallery continues to receive funding by Create NSW under the multi-year funding program for 2021-2025, which contributes to the great support of Goulburn Mulwaree Council.

Artist Support

The Gallery supported a total of 209 artists including 137 from NSW, 134 local artists in nineteen exhibitions, as well as workshop tutors and guest speakers. The Gallery supported artist Lisa Sammut to undertake a residency in Collector NSW in preparation for her exhibition and commissioned local artist Bonnie Porter Greene to develop an original mural in the Gallery's Education Studio.

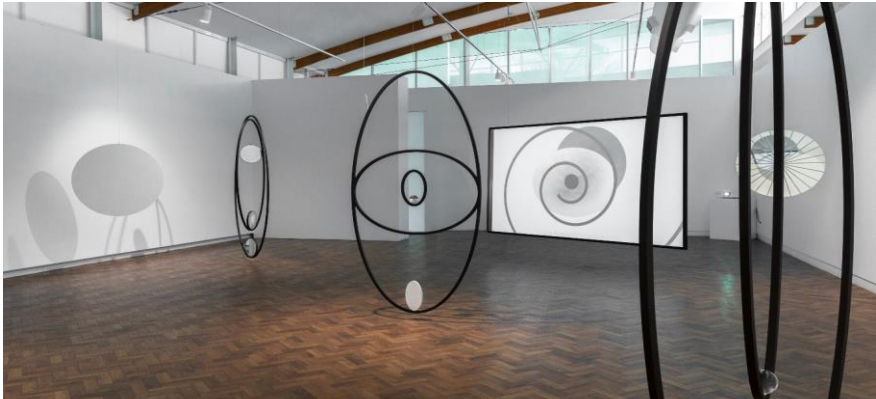


Image caption: Installation view Lisa Sammut, *Radial Sign*, 2023, Goulburn Regional Art Gallery. Photograph: Silversalt Photography

Exhibitions

The Gallery commissioned new work from six artists in a program of nineteen exhibitions during 2023/24. It supported 209 artists, including 137 from NSW, and 134 local artists. Highlights included:

- **Jenny Bell *Life Forms*** 23 Jun. – 5 August 2023. Curated by Anne Sanders, this exhibition presented a major survey of the work of Goulburn based artist Jenny Bell, whose works span drawing, painting and sculpture reflective of Goulburn's agricultural landscape. *Life Forms* placed drawing as the underpinning of all Bell's work; its attendant close observation, rhythms and pattern-searching inform her life as both a regenerative farmer and an artist.
- **Lisa Sammut, *Radial Sign*** 6 Oct.– 18 Nov. 2023 *Radial Sign* presented a significant commission of new work from ACT based artist Lisa Sammut. The exhibition included immersive sculptural and video installation. *Radial Sign* explored notions of cosmic perspective, belonging, connection and time. Privileging the poetic, intuitive and experiential, her immersive installations use a wide range of media to alter perceptions and question human-centric thinking
- **Suspended Moment** 1 Dec.2023 – 6 Jan 2024. A Carriageworks and Museums & Galleries of NSW touring exhibition, curated by Daniel Mudie Cunningham, developed in partnership with the Australian Centre for Contemporary Art, Melbourne and the Museum of Old and New Art (Mona), Hobart. The exhibition brought together new works by artists Frances Barrett, Sally Rees and Giselle Stanborough – the three recipients of Suspended Moment: The Katthy Cavaliere Fellowship. Established in the name of Italian-born, Australian artist Katthy Cavaliere (1972–2012), the fellowship

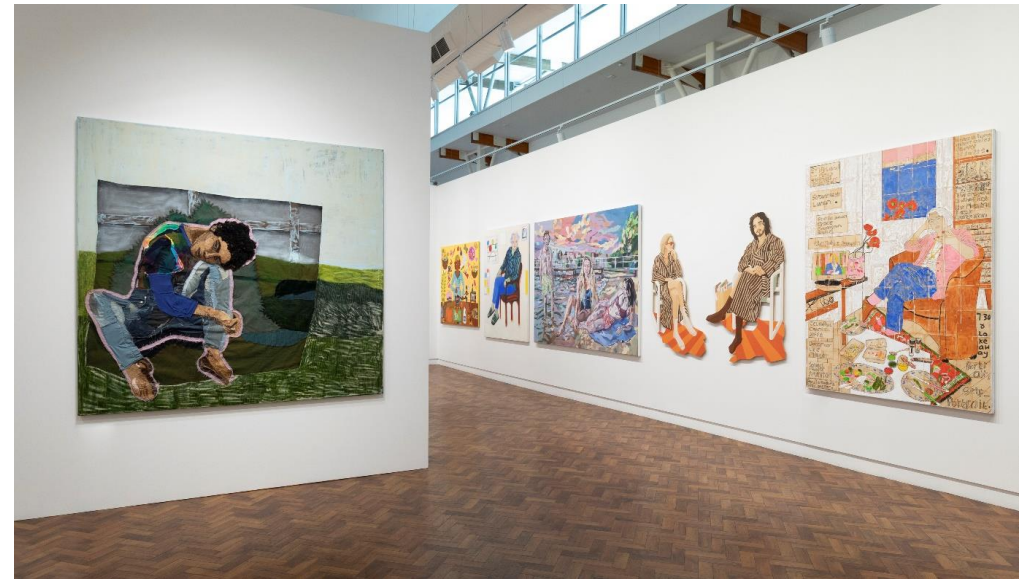
was a one-off opportunity that provided support to Australian women artists working at the nexus of performance and installation.

- **Archibald Prize 2023 Regional Tour** 19 Jan. – 3 Mar. 2024. Goulburn Regional Art Gallery was one of six venues across Victoria and regional NSW to host the Archibald Prize 2023 Regional Tour. Judged by the trustees of the Art Gallery of NSW, the annual prize is awarded to the best portrait painting. Since 1921, it has highlighted figures from all walks of life, from famous faces to local heroes, reflecting back to us the stories of our times. This major touring exhibition was extremely popular, attracting audiences from far and wide.
- **James Tylor: *Turrangka...in the Shadows*** 15 Mar. – 4 May *Turrangka...in the shadows* was a UNSW Galleries touring exhibition. It surveyed a decade of Tylor's practice and, for the first time, brings together the most comprehensive selection of his unique daguerreotypes, expansive digital photographic series, and hand-made Kurna cultural objects. The exhibition title is drawn from a Kurna word, highlighting a significant ongoing aspect of Tylor's practice: the learning and sharing of his Indigenous language.



Installation view James Tylor 'Turrangka...in the shadows' featuring James Tylor, 'From an Untouched Landscape', curated by Leigh Robb. A UNSW Galleries exhibition at Goulburn Regional Art Gallery. Courtesy the artist, N.Smith. Gallery, Sydney, Vivien Anderson Gallery, Melbourne, and GAGPROJECTS | Greenaway Art Gallery, Adelaide. Copyright the artist. Photograph: Silversalt Photography.

- The Goulburn Art Award 2024** 31 Mar. – 10 Jun. 2023 The Goulburn Art Award began in 1992 and is held every two years. It is open to artists living within a 120km radius of Goulburn working in any medium. The Award represents the talent and diversity of artists working within the region. The Gallery encourages submissions from artists at all stages of their careers. This iteration of the exhibition attracted a record number of 301 entries from artists across NSW and ACT. It exhibited sixty-six finalists, and additional thirteen works in the Young Artist Award. The winner of the Goulburn Art Award was Sarah Rodigari (ACT), Highly Commended was John Hart (ACT), and People's Choice was Poppy Perry (Goulburn).
- Gallery 2 – emerging artists** 23 Jun. 2022 – 10 Jun. 2023. Gallery 2 is a dedicated space for emerging artists based within 120km radius of Goulburn. Exhibiting artists included Nicci Haynes, Prue Hazelgrove, Sophia-Dacy Cole, Lily Cummins and Anna Madeleine Raupach.



Installation view Archibald Prize 2023 featuring Julia Gutman, *Head in the sky, feet on the ground*; Kaylene Whiskey, *Cooking my famous Indulkana soup*; Angela Brennan, *Portrait of Erik Jensen*; Oliver Watts, *Heidi May, Elle Charalambu and the artist at Redleaf Pool*; Eliza Gosse, *Breakfast at ours* and Katherine Hattam, *The nightingale and the kookaburra – portrait of Drusilla Modjeska*. Photograph: Silversalt Photography.

Sector Engagement

The Gallery staff contributed to/attended/hosted the following sector events:

- Gallery Director served as a committee member for the Regional Public Galleries New South Wales committee.
- Gallery Director was a feature judge for the 2024 Harden Landscape Painting Prize alongside Susan Brindle, President, Southern Tablelands Arts.
- Gallery Director presented the opening speech for solo exhibition by Rosalind Lemoh at Canberra Glassworks.
- Gallery Director and Programs and Exhibitions Coordinator both attended the Regional Public Galleries New South Wales conference held at South East Centre for Contemporary Art (SECCA) in Bega in March 2023. They both contributed to the program via convening and participating on panels.
- Programs and Exhibitions Coordinator judged the Art Section in the Goulburn Show, March 2024.
- Programs and Exhibitions Coordinator was supported via bursary from Southern Tablelands Arts to attend Regional Futures Conference in Sydney, 2023.
- Gallery hosted Southern Tablelands Art's 'mobile office' at the Gallery one Friday each month in 2023 and supported several Southern Tablelands Arts professional development events targeted at local artists at the Gallery.

Awards

Goulburn Regional Art Gallery is nominated for three awards in the 2023 IMAGinE Awards:

- The group exhibition 'All Light, all air, all space' curated by Goulburn Regional Art Gallery Director featuring works by D

Harding, Rosalie Gascoigne, Megan Cope, Cameron Robbins, Bonita Ely and Rebecca Mayo. This exhibition is nominated in the category 'Exhibition Projects' for Small Galleries.

- 'The Window', an ongoing engagement and exhibition project where the Gallery invites artists, writers, curators and arts supporters from the community and beyond are invited to select works from the Gallery's Permanent Collection to display. This project is nominated for in the category 'Engagement Program' for Medium Organisations.
- Jenny Bell 'Life Forms' exhibition curated by Anne Sanders, the accompanying original publication and innovative public programs nominated in the category 'Innovation and Resilience Award' for projects with a budget of between \$10,000 and \$100,000.

The awards personation night for the IMAGinE Awards will take place at Sydney Modern, Art Gallery of New South Wales on Wednesday 28 November 2023.

Grants and funding

The Gallery continues to receive funding by Create NSW under the multi-year funding program for 2021-2025, which contributes to the great support of Goulburn Mulwaree Council.

The Gallery was successful in receiving grant funding of \$119,356 from the NSW Government's Creative Capital Program (Minor works and Equipment). This grant funding will transform an under-utilised space within the Gallery's footprint to expand our opportunities to exhibit art from the region and beyond.

The Gallery continues to co-fund the position of 'Outreach Officer' with Goulburn Public School as part of the Department of

Communities and Justice's Schools as Community Centre's (SaCC) program.

Acquisitions

The Gallery grew its permanent collection by twenty three works in the 2023/24 FY.

It acquired three artworks for the permanent collection via purchase or donation:

- Lorraine Daylight, *Binaroo Country*
- James Tylor, *(Deleted Scenes) From an Untouched Landscape #1 and (Erased Scenes) From an Untouched Landscape #13*.

The Gallery also acquired twenty artworks by the following artists under the Australian Government's Cultural Gifts Program:

- Rodney Pople, *Golden Age* (submitted 22/23 financial year, officially approved in 23/24 financial year)
- Ildiko Kovacs, *Hooked Up and In a line* (submitted 22/23 financial year, officially approved in the 23/24 financial year)
- Arlo Mountford, *for the people of Reichstag*, (submitted 22/23 financial year, officially approved in 23/24 financial year)
- Maria Fernanda Cardoso, *Male and Female spiders Maratus splendens -Unrecognized artists* (submitted 22/23 financial year, officially approved in 23/24 financial year)
- Zoe Young, *Abord the Hurrica V* (submitted 23/24 financial year, awaiting official approval 24/25 financial year)
- Brenda Croft, *Home Sydney; Mum, Dot, 21, Thredbo; Joe – Tathra – N.S.W., April 1960 and On Eucumbene Dam (Pop, Dot, Marg) – Jan 1961*. (submitted 23/24 financial year, awaiting official approval 24/25 financial year)

- Elisabeth Cummings, *New Moon at the Warbuton River; My Dog at Home in the Bush; There and Back; Laurel's Car; Canberra winter; Evening Termite Mounds; Hill End Glimpses; Chaparoo; Arkroola Dawn and Smoko*. (submitted 23/24 financial year, awaiting official approval 24/25 financial year)

Public Art

There is an allocated budget to undertake Public Art works for the 24/25 financial year.

Through Goulburn Mulwaree Council successful Graffiti Grant as part of an NSW Government initiative to manage graffiti by revitalising public sites, the Gallery commissioned Sydney based artist Helen Proctor to design and install a mural under the Tarlo Street Bridge. A key element of the project will involve an artist-led workshop for local youth about creative expression. Goulburn Mulwaree Council also supported the development of several public art murals through STA's project Paint the Town.

Education Programs

Young People

The Gallery worked with 2301 young people in 2023/24 through its Education Program, (505 with school visits and 1796 in workshops). Art Teenies is a free Gallery based program for children under 5 and their parent or carer. Delivered every Tuesday during exhibitions by Education Officers, Art Teenies introduces young audiences to talking about and making art. Participants are led on a tour of current exhibitions, treated to story time with a song, nursery rhyme or movement activity, before undertaking a practical artmaking task. Look Baby similarly targets early childhood development and provides an opportunity for parents to socialise. It includes

discussion of a focus artwork each week and a related sensory activity for parent and baby.

Culture Dose for Kids was an 8 week program for children experiencing mild anxiety and their caregiver, run at Goulburn Regional Art Gallery in partnership with the Art Gallery of New South Wales, the Black Dog Institute, and the Jibb Foundation. Each week participants discussed an artwork on display or in the permanent collection, completed a mindfulness meditation, and participated in a carefully designed artmaking activity.

Afternoon Art Club is a practical program delivered every school term for nine weeks. Wednesday and Thursday afternoons cater for primary school age children and Fridays for High school. Projects primarily respond to current exhibitions and participant interests. They expand children's skills in expressing ideas through making, encourage enjoyment in the process of creating and develop and refine technical skills. Afternoon Art Club is designed and delivered by Education Officers, and occasionally features guest artists.

An average of three workshops are offered by the Gallery each school holidays. These workshops generally include two delivered by Education Officers, one in collaboration with Youth Services and one by a guest artist facilitator. For instance, the Gallery hosted Nature Inspired Creations: A Hands-On Found Object Sculpture Workshop facilitated by local artist Anthea Da Silva.

Tours and creative activities were provided for Pre-School, Primary and High School students during exhibitions. Visiting schools groups participate in a culturally mediated discussion through exhibitions before completing a Gallery based sketching activity. The Gallery

engaged 505 local school students in twenty four groups from nine local schools and pre-schools.



Image credit: Tambelin Independent School students touring the Archibald Prize 2023 Regional Tour, February 2024, Goulburn Regional Art Gallery

Adults

The Gallery offered 44 workshop sessions for 277 adult participants in 2023/24. Evening workshops for adults were hosted, with three weeks of Intro to Macrame run by artist Deb Low, one session of Weaving with local artist Jodie Munday of Cr8tive Arts, five sessions of Life Drawing with award winning artist Anthea Da Silva. Other workshops held at the Gallery included Animal Magnetism workshop with Hannah Gee and Drawing at Bohara as well as a Collodian Tintype Photographic workshop with Prue Hazelgrove.

Drop in and Draw is a popular weekly program run by our Education Officer held each Thursdays during exhibitions. Saturday workshops held this financial year included Make yourself at home with Archibald finalist Eliza Gosse.

In-Conversations, Artist Talks and Panel discussion and books launches are delivered during exhibition cycle. Talks included those delivered by exhibiting artists, curatorial talks, panel discussions and special interest talks. Talks and exhibition tours were also provided for special interest groups and bus tours on request. The Gallery worked with fourteen professionals to deliver nine talks and two book launches in 2023/24. Guests included leading and emerging artists, curators, writers and creatives including James Tylor, Leigh Robb, Lily Cummins, Lisa Sammut, Prue Hazelgrove, Anna Madeleine Raupach, Harriet Body, Julia Gutman, Oliver Watts, James Powditch, Daniel Mudie Cunningham, Frances Barrett, Giselle Stanborough, Sally Rees, Jenny Bell, Anne Sanders, Martin Royds and Phoebe Cowdery.

One hundred and seventy seven people attended talks and book launches at the Gallery in 23/24.

Outreach

The Gallery has been actively involved in activities for young people who cannot access the Gallery. Gallery Outreach Officer, in conjunction with Goulburn Schools as Community Centres have provided weekly Early Childhood based Playgroups during school terms with a focus on play based learning exploring many areas including Art, Literacy and Numeracy, across the region at Dalton, Taralga, Goulburn East, Tallong, Marulan and 2 at Goulburn Public. In the 2023/24 financial year 2357 children accessed the SACC Outreach Program.

Outreach sees the Gallery take its programs on the road, providing opportunity to engage with new audiences. During 23/24 the Gallery participated in Outreach activities which included running a stall as part of Goulburn Mulwaree Council's Australia Day festivities and facilitating a Portraiture Workshop at Goulburn East Public School inspired by artist Zoe Young and facilitated by our Education Officer, reaching a total of 49 participants.



Image credits: Make yourself at home with Eliza Gosse, Goulburn Regional Art Gallery, 17th February 2024

Access and Equity of Services to All

In addition to providing services for all citizens of our LGA, Goulburn Mulwaree Council provides services for frail aged people, people with disabilities, geographically and socially isolated people, and disadvantaged youth. Funded Coordinators use a network of part time staff and volunteers to provide these services.

Goulburn Leisure Link

Goulburn Leisure Link is a social support program for people with disability; it provides social, sporting, and recreational activities designed to increase community participation and independence. It provides opportunities to enhance social skills and to develop and maintain friendships and networks. The activities are planned through regular consultation with clients attending the program. The activities are organised and delivered by the Coordinator and Client Support Officer, with support from volunteers. The program is based at the Goulburn Community Centre, 1/155-157 Auburn Street, Goulburn. Fees for service are claimed by participants through the National Disability Insurance Agency (NDIA) via the National Disability Insurance Scheme (NDIS). The program operates and meets standards outlined in the *NDIS NSW Enabling Act 2013* and the *Disability Inclusion Act 2014*.

Goulburn Seniors Social Support Service – Aged Care

This program supplies a range of services that provide socialisation, companionship and practical support and assistance to frail aged people, seniors with disability, and their carers within the Goulburn Mulwaree Local Government area. The program aims to enable them to remain independent in their own homes. Services include centre-based day care programs at the Goulburn Community Centre, 1/155-157 Auburn Street, Goulburn four days per week, and the Brewer Centre in George Street, Marulan one day per week. The service is operated from the Goulburn Community Centre at 1/155-157 Auburn Street, Goulburn. This program is

funded by the Australian Government My Aged Care – Commonwealth Home Support Programme.

The services listed above endeavour to ensure that support services are available without discrimination to people living within the Goulburn Mulwaree Local Government Area. It is important that people are not excluded from access to social support services on the grounds of their gender, marital status, religious or cultural beliefs, political affiliation, particular disability, ethnic background, age, sexual preference, ability to pay, geographical location, or the circumstances of their carer.

Goulburn Youth Services

Our youth workers assist young people to engage in a range of programs and activities aimed at building a sense of wellbeing and belonging, enhanced life skills, strengthening peer networks, and providing enjoyment. These are planned using a co-design model with a genuine focus on collaboration with youth. Programs and activities are made available at no or very-low cost to ensure disadvantaged youth can participate. Where needed, workers also link young people to other local youth services. Our youth workers provide support to young people through opportunities for further education, job readiness and employment skills, and much more. Council's current *Regional Youth Investment Program* funded Connect, Support and Empower Program is delivering coordinated case facilitation to vulnerable and at-risk youth.

The service is based at the Goulburn Community Centre, 1/155-157 Auburn Street, Goulburn.

Access Committee

Council does not currently have an Access Committee. Any new developments are assessed for compliance with the legislation to ensure appropriate access for people with disabilities.

Goulburn Mulwaree Disability Inclusion Action Plan 2021 - 2026

Council is required to undertake disability inclusion action planning under the *NSW Disability Inclusion Act 2014*.

The Goulburn Mulwaree Disability Inclusion Action Plan encompasses the following key focus areas:

1. Developing positive attitudes and behaviours in our community;
2. Creating communities that are nice for people to live in;
3. Helping people find good jobs and work they like doing; and
4. Having good ways of doing things that will help people use our services.

This Plan commenced on 1 July 2021 and concludes on 30 June 2026. It is for everyone with a disability, their families, carers, friends, and the whole community. The community is all the people who live in Goulburn Mulwaree area. This Plan sets out actions that Council will deliver over the five years to help make life better for people with disability, their families, and carers. It also highlights the longer-term plans and strategies which guide Council's decision-making.

Some actions in this Plan are about continuing to do what we are doing well, and others are about improving the way we do things. Many actions will not cost Council additional money but require Council to do things differently. However, some actions in the Plan will require additional funds to build something or upgrade an existing facility or service. Council will consider all priorities and may apply for funding from external sources to help achieve the actions in the Plan.

A Disability Inclusion Action Plan Progress report is submitted to the Department of Communities and Justice in December each year.

A copy of Goulburn Mulwaree Council Disability Inclusion Action Plan can be found on Council's website by using the following link <https://www.goulburn.nsw.gov.au/Development/Plans-Strategies#section-7>

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
- The local and regional tourism offering is expanded, increasing visitation to the region
- Our local established and emerging businesses are supported to thrive

B.1 - Develop partnerships with the ACT Government and private industry to enable business and industry growth and development.				
Activity		Measure	Status	Comment
B.1.1	Work collaboratively and regionally with Destination Southern NSW and the Southern Tablelands Council's	Implementation of Tablelands and Goulburn Mulwaree Destination Action Plans.	Complete	Regional advertising feature underway promoting the Southern Tablelands region and the five Council's within. Collaborative opportunities underway and ongoing as part of the Tablelands and Goulburn Mulwaree Destination Action Plan implementation.
B.1.2	Work collaboratively with the Canberra Region Joint Organisation	Implementation of Canberra Region Economic Development Strategy	Complete	Strategy was adopted by CRJO

B.2 - Promote the region as an ideal location for emerging industries and start-ups.				
Activity		Measure	Status	Comment
B.2.1.1	Focussed marketing activities to promote Goulburn Mulwaree area as a desirable destination to live, work and invest.	Campaign activities undertaken.	Complete	<p>Campaign activities completed for 2023/24, including updated News Corp digital ads with refreshed content, continuation of Google ads campaign, Goulburn Australia social media and website. Goulburn Australia New Residents Guide has been updated.</p> <p>No new advertising activities have been undertaken in the Live, Work and Invest space, this will be revisited in the new financial year.</p> <p>Goulburn Australia Destination Guide project complete and launched early July 2024.</p>
B.2.1.2	Focussed marketing activities to promote Goulburn Mulwaree area as a desirable destination to live, work and invest.	Number of new businesses attracted ? reported to Council.	On-Track	Ongoing - data collected on a quarterly basis and reported.

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 Bran

Activity		Measure	Status	Comment
B.3.1	Focussed marketing activity to promote Goulburn Mulwaree area as a desirable destination to visit, live, work and invest.	Relevant tourism data collected and reported to Council.	Complete	<p>Latest data from Tourism Research Australia indicates that Visitor numbers to Goulburn Mulwaree, both overnight visitors and day trippers have all but returned to pre-covid levels.</p> <p>As a summary:</p> <ul style="list-style-type: none"> • At 729,317 Domestic day trips are at their second highest level since this reporting period began in 2010/11. • At 740,028 Visitor nights are also at their second highest level since this reporting period began in 2010/11. <p>This is a strong indication of the strength of the visitor economy to Goulburn Mulwaree, and the associated flow on effects for community.</p>

B.3.2	Development and delivery of new and maintenance of existing cultural and creative assets, including built heritage assets.	Appropriate funding & support provided for cultural & creative assets or ongoing service delivery, incl conservation and develop	Complete	<p>Council actively seeks grants for management of its heritage and cultural assets and participates in the Local Grants program for non-Council owned heritage.</p> <p>Grant funding identified and secured across all three Council Museums, allowing for building and collection conservation, and program and exhibition development.</p>
B.4 - Identify opportunities to bid for regional, state and national events that deliver economic outcomes for the community.				
Activity		Measure	Status	Comment
B.4.1	Increase of sports tourism events delivered for the community.	New sports tourism events secured.	Complete	Various new events secured including Hockey One Final round, Judo Canberra International Open in 2025 & 2026, Goulburn Physie Interclub and Hockey Australia Country Championships. Other events being negotiated for 2024/25.
B.4.2	Seek opportunities for hosting of conferences and other business based events.	Conferences and business events secured.	Complete	Various opportunities pursued, and a number of business events secured including 2024 LGNSW Water Management Conference, Limestone Association of Australia AGM and

				Conference, Dementia Australia and Headspace events.
B.4.3	Attract new cultural events.	Cultural events secured.	Complete	<p>Goulburn Regional Art Gallery secured numerous key arts events for the region including the highly anticipated 2023 Archibald Prize Regional Tour, an Art Gallery of New South Wales Touring Initiative.</p> <p>Partnership with Southern Tablelands Arts, in conjunction with VibesFest for the delivery of the PAINT THE TOWN street art festival.</p>

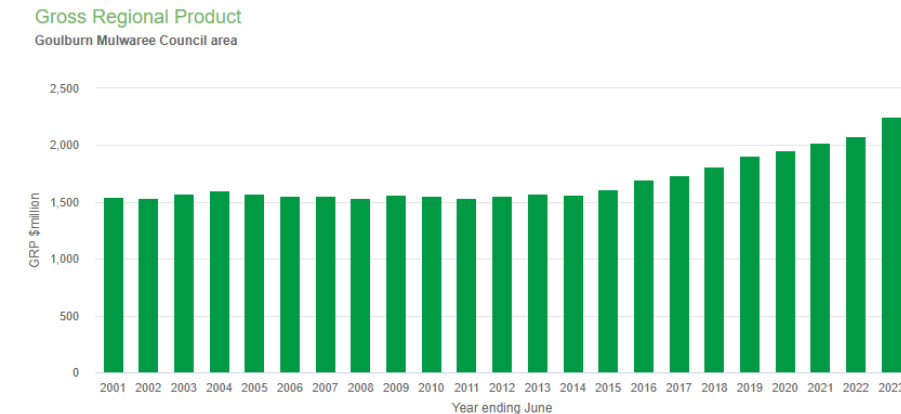
B.5 - Support small and home-based businesses to develop through streamlined processes and business support.				
Activity		Measure	Status	Comment
B.5.1	Continue to promote Shop 2580 marketing and gift cards.	Number of participating businesses in Shop 2580 Gift Card program and total sales reported to Council.	Complete	Ongoing - contract with Why Leave Town promotions to be extended until March 2025 and total sales and participating businesses reported quarterly.
B.5.2	Host events focused on small and homebased businesses in Small Business Month.	Business events in Small Business Month hosted.	Complete	SBM events hosted in October 2023. SBM has undertaken a different format for 2024 with the NSW Government funding regional expos instead of LGA based events. Our expo is in Queanbeyan which we will attend.
B.6 - Support village development and opportunities for business and growth.				
Activity		Measure	Status	Comment
B.6.1	Village Strategies prepared to identify opportunities for growth and capital improve	Adoption of Village Strategies.	Not scheduled to commence	Tarago Village Strategy adopted. Other strategies pending outcome of strategic bushfire study, biodiversity study and other supporting documents to provide data (such as flooding) to inform the plan making process. The Strategic Bushfire Strategy has been completed and was a first step in this process.

B.7 - Foster a diverse, adaptive and innovative agricultural industry.				
Activity		Measure	Status	Comment
B.7.1	Review as required planning controls to protect rural land and provide flexibility to foster diverse, adaptive, and innovative agricultural industries.	Planning Controls updated where required.	Complete	<p>Controls have been updated where required.</p> <p>A brief for an Employment and Rural Lands Strategy is currently in the procurement phase. Delays with the NSW DPI Important Agricultural Lands Mapping project have affected the timing of this strategy.</p>
B.7.2.1	Delivery of rural roads programs.	Completion of programs.	Complete	Program completed.
B.7.2.2	Apply for grant funding for roads and infrastructure projects.	Successful grants for rural roads.	Complete	<p>Successfully obtained in excess of \$10M in grants during current financial year.</p> <p>Awaiting notification on a number of other grants for which applications have been made.</p>

B.8 - Enhance economic resilience to adapt and respond to shocks like COVID-19 and natural disasters.				
Activity		Measure	Status	Comment
B.8.1.1	Continued engagement with Goulburn and Marulan Chambers of Commerce.	Council representation at meetings.	Complete	Ongoing representation at meetings.
B.8.1.2	Promotion of Corporate2Community Business Resilience Program undertaken.	Promotion undertaken.	Complete	Promotion undertaken during the project period.
B.8.2	SRBEC Workshops promoted and delivered.	Workshops held with strong attendance.	Complete	Workshops promoted during the delivery period.

Economic Development

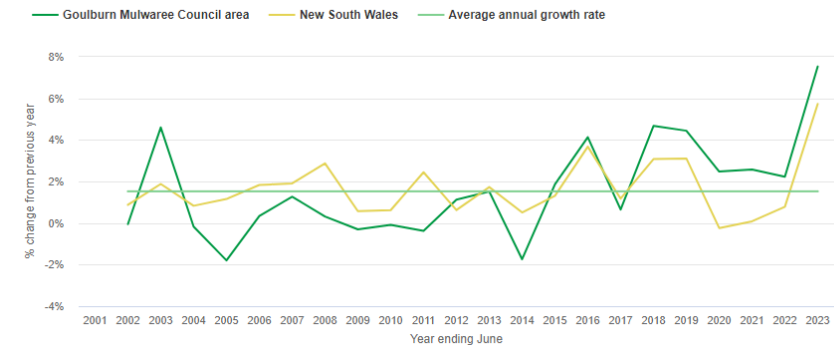
The Goulburn Mulwaree region has seen strong growth since 2014 across a variety of industry sectors. Goulburn Mulwaree LGA recorded growth of \$171m in the 2022-2023 year. This growth equated to 8.2% and exceeded the NSW rate of 3.8%.



Jobs growth was 7.5% compared to NSW 5.7% with an additional 1,150 jobs added during 2022-2023. It is worth noting that these are filled positions and do not take into account job vacancies.

The 5-year growth figures highlighted the successes of the construction, health and social assistance and manufacturing industries.

Annual change in local jobs



Manufacturing in Goulburn Mulwaree grew faster than the NSW average and there were an additional 200 jobs in the past 12 months.

There is increasing demand for products and services from our region due to our location to major centres, ports, and airports. This is also driving interest from businesses looking to relocate to our region.

With returning flights to/from Canberra comes international export and import opportunities and we are working with state and ACT counterparts to increase capabilities of our existing businesses to expand into this area. This also provides a unique selling point in promoting investment for new industries.

Whilst the opportunities are significant, we do have constraints around employment and housing accommodation.

The employment data recorded an unemployment rate of 2.9%. This increased from 2.6% in the previous quarter. This is below both regional NSW and Australia at 3.1% and 3.5% respectively.

There remain challenges in the retail and hospitality sectors as well as trades and manufacturing to expand with the growth in these industries.

With accommodation, there has been some relief from the previous 0.93% residential vacancy rates, but these are still very low at under 2%.

Whilst in previous years there has been minimal net movement in the GST registered business numbers, the latest figures show a decline of 36 businesses during the latest reporting period. There are other factors that can impact a decline in this area and these figures should be considered in conjunction with other factors such as CBD vacancy rates to provide an accurate picture.

The strong employment rate may account for some of this reduction. With strong jobs growth, some business owners may choose to return to paid employment in line with the current skills shortage. This is particularly true for businesses which may have been supplementary to their primary income.

The vacancy rate for Auburn Street business premises rose from 10.6% to 12.2%. For context, this is a net increase of 3 vacant shops over the full year.

While we are mindful and monitoring these numbers, we note that the latest Business Confidence Index results for our region show that business confidence has risen for the third quarter straight.

Economic Development staff work collaboratively across Council, including with the planning, compliance, grants and marketing teams, to facilitate sustainable development in the LGA.

Council also continues to collaborate with the Goulburn and Marulan Chambers of Commerce and Regional Development Australia Southern NSW and ACT on events and initiatives to support our business community.

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
- Adopt environmental sustainability practices
- Our community is resilient to climate impacts
- Our rural character and natural landscapes are protected and maintained

C.1 - Protect and enhance the existing natural environment, including flora and fauna native to the region.				
Activity		Measure	Status	Comment
C.1.1	Development controls and policies reviewed in relation to biodiversity.	Policies reviewed	Complete	This work is ongoing and also fits in with the DCP review (although this chapter in the DCP is relatively new and still up to date). Work to date includes the preparation and adoption of the South Goulburn Threatened Species Management Plan and updates to Bionet Atlas mapping data. Interagency Meeting between LLS, Crown Lands, DPE and Council regarding illegal clearing. Call Before You Clear Campaign also developed and implemented.

C.1.2	Ensure compliance action is taken where necessary to protect the environment and biodiversity	Action all complaints regarding illegal clearing and pollution incidents.	Complete	<p>All complaints are actioned in accordance with internal procedures and Council policy. This action will remain ongoing as new complaints are received frequently.</p> <p>It is noted that the Call Before you Clear campaign was established as a means to educate the community and prevent illegal clearing prior to it occurring and has generally been well received.</p>
C.1.3	Undertake review of active projects and cross organisational participation in enhancement and conservation projects.	Review completed.	Complete	<p>Review completed. Council has participated in the Get the Site Right campaign in 2024. An interagency forum has been established for regulation projects with the NSW EPA, NSW DCCEE & LLS. Council has also implemented the Call before you Clear campaign project in partnership with DCCEE & LLS locally.</p>

C.2 - Implement effective integrated weed and pest animal management.				
Activity		Measure	Status	Comment
C.2.1	Undertake routine Biosecurity Weed Inspection program.	Biosecurity Weed Inspection Program on target to meet objectives of Grant funding agreement with Local Land Services	Complete	The 2023/24 Biosecurity Weeds inspection program has been completed as per the funding agreement with Local Land Services. The program achieved all specified objectives and performance targets including those for private property inspections, high risk pathway inspections, new incursion and invasive species identification, community engagement, and reporting to the funding body.
C.3 - Protect and rehabilitate waterways and catchments.				
Activity		Measure	Status	Comment
C.3.1	Undertake On-site Sewage Management System Inspection Program.	Inspection program on target to be completed as per schedule.	Complete	The 2023/24 On-site Sewage Management Inspection Program was completed on target and achieved all specified program performance measures.
C.3.2	Completion of annual programs and actively seek Grant funding opportunities related to the rehabilitation of waterways and catchments throughout the LGA.	Monthly status reports provided to Council in relation to Capital Works and Maintenance programs	Complete	Ongoing project. Sections completed FY24 include Marsden Weir and sections of Copford Reach

C.4 - Investigate and implement approaches to reduce our carbon footprint.				
Activity		Measure	Status	Comment
C.4.1	Continued education to encourage further recycling, re-use and composting rates.	Total quantity of waste diversion, recycling and composting rates reported in annual EPA return.	Complete	Council to undertake bin audits to determine base line data for contamination levels . Date to be used to refine community education programs and waste information provided to the community for continual improvement. Further recycling opportunities will be available with the opening of the CRC at the waste management centre scheduled for October 24.
C.4.2	Sustainability measures considered for any new Council infrastructure.	All new Council infrastructure projects scoped to include sustainability measures.	On-Track	Ongoing consideration for new assets.
C.4.3	Continue to monitor Council's greenhouse emissions.	Review emissions and report to Executive annually	On-Track	Azility continues to review electricity usage and emissions and is reported to the executive. The Net Zero Joint Organisation working group will focus on emission calculation and estimations this financial year.
C.4.4	Review and consider recommendations made by Council's Sustainability Working Party.	Recommendations reviewed.	On-Track	Previous recommendations reported to Council for consideration.

C.5 - Council to investigate and adopt environmentally sustainable practices across the organisation.				
Activity		Measure	Status	Comment
C.5.1	Re-establish staff Sustainability Working Party.	Working Party established.	On-Track	Concentrating on strategic sustainability for the organisation through the Sustainability Advisory Committee.
C.5.2	Commence implementation of short-term recommendations of Working Party.	Recommendations implemented.	On-Track	Items for consideration in future budgets.

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.

Activity		Measure	Status	Comment
C.6.1	Facilitation of community and business participation in environmental sustainability programs, including BinTrim and Food Waste Donation programs.	Programs undertaken.	Complete	Food waste program completed with the Joint Organisation and participation in bin trim is ongoing.

C.7 - Improve tree cover in urban areas with low canopy to reduce impacts of heat sinks.

Activity		Measure	Status	Comment
C.7.1	Undertake tree planting program in line with street tree program and Biodiversity Offset Policy.	Review progress via number of plantings, street tree audit or review of aerial mapping over time.	Complete	Planting program completed for FY24, including native plantings along waterways along sections of waterways that had noxious weeds and willows removed.
C.7.2	Undertake programmed tree inspections within the urban street scape	Tree numbers are increased within road reserves within urban areas.	Complete	Planting program completed for FY24, including sections of Auburn Street, Range Road, national tree planting day (Copford Reach).

C.8 - Improve community understanding of ways to care for yourself and others during extreme weather events and natural disasters.				
Activity		Measure	Status	Comment
C.8.1	Communication of public health notifications through social media	Information provided through both website and social media to the community as required.	On-Track	NSW Health social media posts are shared on the Goulburn Mulwaree Council Facebook page regarding public health notifications as soon as they are made available. Over the Summer Holiday period information on where and how to access health services was shared, as well as reminders on how to look after yourself in the extreme heat conditions. During the lead up to winter, information on Flu Vax Clinics has been shared on Council's Facebook page.
C.8.2	Use of website and social media to communicate during natural disasters	Information provided through both website and social media to the community as required.	On-Track	Council's website and social media is used to report on natural disasters. Council now also has access to put road closures onto OneRoad which feeds through to LiveTraffic NSW. This allows Council to advise motorists in real time of both planned and unplanned road closures.

C.9 - Plan for and maintain climate resilient community facilities that cater to community needs in changing conditions.				
Activity		Measure	Status	Comment
C.9.1	Plan for Essential infrastructure that is useable in various climatic conditions.	Community focussed facilities where residents can access services in most weather conditions.	Complete	Community facilities are designed to provide access in most weather conditions.
C.10 - Plan, respond and recover from natural disasters.				
Activity		Measure	Status	Comment
C.10.1	Development and maintenance of risk management plans in relation to flooding, bushfire etc in relation to land use planning.	Development of Risk Management Plans commenced.	Complete	Goulburn Floodplain Risk Management Strategy and Plan was adopted in 2022. The Marulan Flood Study was adopted in 2023 with work on the Floodplain Risk Management Study and Plan having commenced for Marulan in Q2. Grant funding has been further provided to expand the existing flood study (currently focused on riverine/major tributaries) for Goulburn to include overland flooding, procurement undertaken and flood model development is underway. Strategic Planning consulted with NSW RFS on revised bushfire prone land mapping for LGA in Q2-Q4. The Strategic Residential Bushfire Study was completed in February 2024.

C.10.2	Construction of new Emergency Operations Centre at Hetherington Street, Goulburn	Construction commenced.	On-Track	Construction commenced on the EOC. Expected handover Q2 FY25
C.11 - Maintain a balance between growth, development, environmental protection and agriculture through sensible planning.				
Activity		Measure	Status	Comment
C.11.1	Prepare individual Village Strategies to identify opportunities for growth and capital improvements.	Adoption of Tarago Village Strategy.	Complete	Tarago Village Strategy completed. Further work on village strategies pending the outcome of the Strategic Bushfire Study and other constraint assessments.
C.12 - Economic growth and development will consider the rural character, local environmental and historical features and community aspirations.				
Activity		Measure	Status	Comment
C.12.1	Undertake review of Council's Employment Lands Strategy	Review completed.	On-Track	Review complete and next stage commenced.

C.13 - Implement planning and development policies and plans that protect our built cultural and natural heritage.				
Activity		Measure	Status	Comment
C.13.1	Review LEP and DCP to ensure sufficient incentives are available to encourage the adaptive reuse of heritage items.	Review completed.	Complete	Heritage management is an ongoing function. The recommendations of the 2018 Heritage Study review in relation to the LEP and DCP have been completed. The heritage provisions in the DCP are relatively recent. A further planning proposal to add additional heritage items is being prepared and was presented to Council in July 2024 with a resolution to proceed with the process.
C.14 - Consider community feedback, local character and identity, economic factors and social impact in planning decisions.				
Activity		Measure	Status	Comment
C.14.1	Review Community Participation Plan.	Review completed.	Complete	An interim update focusing on administrative amendments was publicly exhibited in June -July and will be presented to Council at its August 2024 meeting for adoption.

C.15 - Encourage positive social and environmental contributions from developers.				
Activity		Measure	Status	Comment
C.15.1	Utilise opportunities in Planning Agreements to provide community infrastructure for the public benefit.	As required	Complete	This is undertaken as required, on a case by case basis. Examples for 2023/24 so far include: 100 Cathcart Street, 30B Sloane Street and 35 Bonnet Drive.
C.15.2	Review Local Infrastructure Contributions Plan and Developer Servicing Plan.	Reviews completed	Complete	<p>The LICP 2021 was adopted in 2021 with CPI and PPI indexation provisions. A review of this document is undertaken on an as needs basis.</p> <p>Council's two DSPs have CPI indexation provision. The 10 year Capital Works plan for Water and Sewer is being refined to inform the DSP review.</p> <p>The Capital Works plan for stormwater identified as needing further review and refinement.</p>

The Future of Waste in Goulburn

As at June 2024 the construction of the Goulburn Waste Management Centre, known as 'Re-Use Goulburn' has been completed and awaiting sign off and issue of the final Occupation Certificate allowing waste staff to work towards opening the facility. After a delayed start and contractor issues, contract management of the project was managed inhouse to completion and final certification by Council staff, which was no mean feat and further showcased the inhouse skills of staff to manage both the procurement process and contractor engagement in building this modern facility.

Planning is underway for a staged operational opening of the different sections of the facility, this is exciting news for residents of Goulburn Mulwaree Council local government area. In the third quarter of 2024, it is anticipated that the Resource Recovery Centre (RRC) section of the undercover facility will be operational allowing for further source separation of household waste into either landfill waste or recovered as recyclable product, along with reclaiming items that contribute to circular economy initiatives such as resale of items through the Tip Shop as items that can be reused, upcycled or repurposed rather than ending up in landfill. The new undercover disposal area means residents will no longer need to visit the tip face to dispose of waste. Further recycling opportunities and supervised source separation will provide greater resource recovery and waste diversion from landfill.

The Community Recycling Centre (CRC) will be next to come online and operate in conjunction with the RRC. Council continues to work with the NSW EPA on the layout and contracts for accepting household hazardous waste streams through the CRC. Product accepted through the CRC will include chemicals, batteries, E-waste, water and lead based paints, flouros, aerosols, gas bottles, fire extinguishers and cooking oil (excluding commercial quantities).

The Re-Use Hub (tip shop) and Education Centre will progressively come online and be operational as education programs/re are developed and quality items retained from what is presented at the Resource Recovery Centre suitable for resale in the Tip Shop.

Recyclables Processing

At the October 2023 Ordinary Council meeting, Council awarded a further 5-year extension to Endeavour Industries Recycling Service Contract for the continuation of providing recycling service for Council, processing recyclables collected from council's yellow lid recycling bins and comingled recycling delivered to Council's Waste Management Centres. Endeavour Industries employs disabled clients in a range of local quality disability services. Council also has an arrangement with Endeavour Industries where any Container Deposit Scheme income generated from eligible containers in yellow lid bins is used by Endeavour Industries for upgrades to their recycling operations.

During the 2023 -2024 financial year 3,317 tonnes of recycling was processed by Endeavour Industries.

Food Organics Garden Organics

Council continues organics recovery by composting green waste received through domestic green lid bins and green waste delivered to site. Organics waste is processed into compost at Council's own licenced composting facility at Goulburn Waste Management Centre. Council continues to process FOGO processed onsite in order to meet and exceed NSW Government target of net zero emissions from organic waste to landfill by 2030.

Compost and mulch produced on site has been used in site remediation and mulching around the landfill site and new facility. Mulch continues to be processed and will be available for resale as stockpiles are processed and testing completed.

Domestic Waste Collection

Council's domestic Waste Management collection team provided collections for approximately 12,500 three bin services to residents in Goulburn City and Marulan residents. Waste bins (Red bin) are collected weekly, Recycling (Yellow) and FOGO (Green) bins collected fortnightly.

Waste Stream	Type	Total Yearly Tonnage
Red Lid Bin	Waste	5,646
Yellow lid Bin	Recycling	3,317
Green Lid Bin	FOGO	2,947

For residents living outside Council's domestic kerbside collection zones, approximately 4,000 rural customers use a rural waste card, which allows the disposal of the equivalent number of bins services as provided by Councils domestic waste collection service. Waste Card customers can dispose of waste and recycling at any of the three Waste Management Centres.

A weekend for the free disposal of bulky landfill waste and steel was held in November 2023 and a weekend for the free disposal of bulky recyclables such as mattresses, fridges, e-waste, steel and green waste was held in May 2024. These bulky waste weekends are funded through the Domestic Waste charge.

A Household Hazardous Waste Collection service also ran in conjunction with the bulky landfill weekend in November 2023 which was well supported.

Household Hazardous Waste Cleanout -- November 2024	
Goulburn	6,097 kg
Marulan	1,702 Kg

Goulburn Waste Management Centre

During the 2023/2024 financial year, there were 29,219 entries into the facility, which averages 81 entries per day for the number of days open.

Waste Type	Total Tonnage received onsite (incl of DW above)
Municipal and Commercial waste	20,037 tonnes
Recyclable product *	1,877 tonnes
Clean fill	32,485 tonnes
Organics	4,242 tonnes

Note: clean fill used as future landfill cover and cell lift material.

*Throughout 2023/24, Council continued to recover/recycle the following waste streams: Cardboard, Co-mingled recyclables, fridges, freezers and air conditioners, mattresses, polystyrene, steel, tyres, polystyrene and e-waste.

Education Programs

Council completed several waste education programs during the 2023/24 financial year that were well received. These included:

- Plastic Free July, July 2023 – national education campaign supported in conjunction with the CRJO. <https://www.plasticfreejuly.org/>
- Garage Sale Trail, October to November 2023 – national education campaign in conjunction with the CRJO supported through social media, radio advertising and print media. <https://www.garagesaletrail.com.au/>
- Goulburn Women's Breakfast Club presentation
- ADP Escape from Plastika public performance
- Australian Dance Party Escape from Plastika workshop – public performance and collaboration workshop with the Youth Services team
- World Environment Day presentation collaboration with Councils Neighbour Aid team
- Goulburn Soroptimists presentation - Environment month



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
- We are proud of our liveable and accessible local places and spaces
- Our existing community infrastructure is maintained and we plan for and support the development of infrastructure that meets community needs
- Water, waste and sewerage services meet the needs of our community
- Improvements secured to future-proof telecommunications infrastructure

D.1 - We advocate for and support better public and community transport options to enhance access to services for all residents.

Activity		Measure	Status	Comment
D.1.1	Actively seek Grant funding opportunities related to public and community transport improvements throughout the LGA	Monthly status reporting of Capital Works and Maintenance programs	Complete	Successful grant funding for FY24 includes, Currawang Road and Causeway upgrade, Taralga Road Blackspot funding, Annual grants e.g. Roads to Recovery, Financial Assistance and for the construction of three Raised Pedestrian Crossings on Park Street at Eastgrove Public School, George Street at Marulan Public School and McDermott Drive Goulburn at Mulwaree High School. Projects not due to commence until FY25 under the funding agreement. Staff will continually seek grant funding opportunities for future works.

D.1.2	Completion of Grants and Council projects related to public and community transport improvements	Monthly status reporting of Capital Works and Maintenance programs	Complete	Funded projects are currently on track to be delivered on time, as per funding agreements
D.2 - Plan for, maintain and improve road networks.				
Activity		Measure	Status	Comment
D.2.1	Allocate budget to facilitate annual Capital Works and Maintenance Programs	Annual works program with budget estimates against individual projects.	Complete	Financial Statements and status reports provided to Council
D.2.2	Develop 5 year and 10 year forward works plan	A program of works listing individual projects with assigned priorities.	On-Track	Council will carry out an Asset Condition Assessment to develop a 5 and 10 year works plan. Condition assessment will commence in October 2024
D.3 - Advocate for funding to improve road safety, conditions and connectivity.				
Activity		Measure	Status	Comment
D.3.1	Actively seek Grant funding opportunities related to road safety and connectivity improvements throughout the LGA	Monthly status reporting of Capital Works and Maintenance programs.	On-Track	Applications submitted to a number of grant funding programs - awaiting outcomes - Monthly capital works progress reports provided to Council.
D.3.2	Undertake annual programs related to road safety improvements	Annual program completed in accordance with grant funding requirements.	Complete	Education programs delivered in line with TfNSW and local requirements. Capital projects funded under blackspot are on track to be finalised in line with grant funding agreements.

D.4 - Support infrastructure that enables active and passive transport.				
Activity		Measure	Status	Comment
D.4.1	Construction and maintenance of active and passive transport routes.	Completion of construction and maintenance programs.	On-Track	Grant funded shared footpath projects include South Goulburn and Eastgrove. Due for completion FY25. Additional grant funding was obtained for the construction of the raised pedestrian crossings.
D.4.2	Actively seek Grant funding opportunities related to active and passive transport improvements throughout the LGA	Submission of grant applications for public transport improvements.	On-Track	Council recently received financial assistance for the construction of three Raised Pedestrian Crossings on Park Street at Eastgrove Public School, George Street at Marulan Public School and McDermott Drive Goulburn at Mulwaree High School Grants obtained for bus shelters and also additional wombat crossings at local schools.

D.5 - Upgrade community facilities to improve service provision and accessibility.				
Activity		Measure	Status	Comment
D.5.1	Resurface Netball Courts and upgrade lighting at Carr Confoy Sporting Fields.	Project completed	Complete	Project complete
D.5.10	Construction of Bladwell Park play space, including half-court basketball, cricket net and playground (NEW)	Project completed	Complete	Project completed.
D.5.2	Construction of Stage 2 of the Japanese Garden.	Project completed	On-Track	Construction of Stage 2 is underway and expected to be completed by Q2 FY25. Commencement of landscaping is underway, rotunda is nearing completion, commissioning of irrigation system completed.
D.5.3	Undertake annual Royal Life Saving Australia Audit.	Audit completed	On-Track	Audit deferred to FY25 due to availability of auditor. This is an operational audit to identify operational improvements at the centre.
D.5.4.1	Obtain grant funding for boat ramp at Copford Reach (NEW)	Obtain grant funding	Deferred/Delayed	Project on hold, funding applications were unsuccessful. Budget transferred the Wollondilly Walking Track Cemetery Street Phase 3 (Resolution 2024/58). Ongoing monitoring for other grant opportunities as they present.

D.5.4.2	Obtain grant funding for boat ramp at Copford Reach (NEW)	Complete project	Deferred/Delayed	Project on hold, funding applications were unsuccessful. Budget transferred the Wollondilly Walking Track Cemetery Street Phase 3 (Resolution 2024/58). Ongoing monitoring for other grant opportunities as they present.
D.5.5	Construct Hockey amenities block (NEW)	Complete project	Complete	Project completed.
D.5.6	Construction of shared pathway in South Goulburn (NEW)	Complete project	On-Track	Contract awarded (Resolution 2024/35 - 19 March 2024 meeting of Council). Project is on track with expected completion Q4 FY25
D.5.7.1	Construction of new sports pavilion at Car Confoy Sporting Fields (NEW)	Finalise design	Deferred/Delayed	Project on hold, awaiting outcome of grant application to cover full cost of proposed pavilion. (Council Resolution - 2023/290; 19 December 2023 meeting of Council).
D.5.7.2	Construction of new sports pavilion at Car Confoy Sporting Fields (NEW)	Commence construction	Deferred/Delayed	Project on hold, awaiting outcome of grant application to cover full costs to commence and complete the construction of pavilion. (Resolution 2023/293 - 19 December 2023 meeting of Council).

D.5.8	Lightning upgrades at Marulan Soccer Fields (NEW)	Project completed	Complete	Project completed.
D.5.9	Construction of walking track in Eastgrove (NEW)	Project completed	On-Track	Contract awarded (Resolution 2024/35 - 19 March 2024 Council meeting). Project on track for completion Q2 FY25.
D.6 - Green spaces are planned for and preserved to balance development and liveability.				
Activity		Measure	Status	Comment
D.6.1	Review and adoption of Hudson Oval Plan of Management	Formal adoption of Hudson Oval Plan of Management.	Deferred/Delayed	Draft Generic Sportsgrounds Plan of Management (includes Hudson Park) is nearing completion subject to finalising an updated Condition Report. This draft PoM will now be presented to Council in the last quarter of 2024.
D.6.2	Review and adoption of Cookbundoon Plan of Management	Formal adoption of Cookbundoon Plan of Management.	Deferred/Delayed	Draft Generic Sportsgrounds Plan of Management (includes Cookbundoon Sporting Fields) is nearing completion subject to finalising an updated Condition Report. This draft PoM will now be presented to Council in the last quarter of 2024.
D.6.3	Installation of new identification signage for graves.	Installation completed	Complete	Project completed. Identification signage installed at General and St Patrick's Cemetery.

D.6 - Green spaces are planned for and preserved to balance development and liveability.				
Activity		Measure	Status	Comment
D.6.4	Installation of additional lawn beams for internments.	Installation completed	Complete	Project completed. Beams installed at General and St Patrick's Cemetery.
D.6.5	Review and adoption of Belmore Park Plan of Management (NEW)	Formal adoption of Belmore Park Plan of Management	Deferred/Delayed	<p>Draft Belmore Park Plan of Management endorsed by Council on 9 April 2024, including endorsement of the categories of Park and Area of Cultural Significance in accordance with s36 (4) of the LG Act 1993.</p> <p>Consent received in late May 2024 from Minister administering the Crown Land Management Act 2016 to place draft PoM on exhibition. Arrangements delayed to place this draft PoM on exhibition in August 2024.</p>

D.7 - Streetscapes and parking are accessible, well designed and maintained.				
Activity		Measure	Status	Comment
D.7.1	Completion of annual programs related to street scapes and accessible parking improvements	Monthly status reporting of Capital Works and Maintenance programs.	Complete	Program completed, with additional accessible access points completed at 56 Clinton Street and Cartwright Place.
D.8 - Protection and preservation of historic and heritage buildings.				
Activity		Measure	Status	Comment
D.8.1	Continuation of Heritage Advisory Program.	Service provided	Complete	Service provided throughout the reporting period. Monthly visits made by Consultant Heritage Architect, and advice received in relation to DA's, Planning Proposals, Heritage Grant Scheme and Review of Heritage Items.
D.8.2	Administer local Heritage Grant Scheme.	Grants distributed	Complete	Grant scheme administered in period and grants distributed.
D.8.3	Action all complaints regarding illegal works or non-compliance with heritage requirements.	Complaints actioned	Complete	Actions undertaken as required in accordance with Council's Enforcement Policy. Council also working closely with Heritage NSW in relation to vulnerable sites on the State Heritage Register.

D.9 - Advocate to the NSW and Federal Government to provide adequate health and medical facilities in the region.				
Activity		Measure	Status	Comment
D.9.1	Advocacy opportunities taken up when identified with NSW and Federal Government to provide adequate health and medical facilities in the region.	Advocacy Advisory Committee established and the development of a rolling Advocacy Plan for issues affecting the region	Complete	Continue to advocate for health facilities within our Local Government Area. Have written and met with NSW Health Minister and senior bureaucrats regarding the issues regarding health within the Region, in particular the availability of nuclear medicine.
D.10 - Support the development of community health and recreation services and infrastructure that is accessible to those experiencing transport barriers				
Activity		Measure	Status	Comment
D.10.1	Actively seek grant funding opportunities related to development of recreation services and infrastructure that is accessible to those experiencing transport barriers.	Grant funding identified and application made.	Complete	Grant funding received to build accessible footpaths at South Goulburn and Eastgrove. Grant funding received to build three Raised Pedestrian Crossings on Park Street at Eastgrove Public School, George Street at Marulan Public School and McDermott Drive Goulburn at Mulwaree High School.

D.10.2	Advocacy opportunities taken up when identified with relevant government agencies to support the development of State provided community health and recreation services and infrastructure	Advocacy Advisory Committee established and the development of a rolling Advocacy Plan for issues affecting the region	Complete	Continue to advocate for facilities that support the development of community health and recreation services and infrastructure. Priority Projects List adopted by Council 20 June 2023 and updated 21 November 2023
D.11 - Ensure adequate and appropriate land is zoned for business and industrial purposes.				
Activity		Measure	Status	Comment
D.11.1	Review Employment Lands Strategy.	Review commenced	Complete	A brief for the Employment Rural Lands Strategy has been issued and is in the competitive phase of the procurement process. Council has already obtained some preliminary supporting data to inform the project.

D.12 - New and existing infrastructure is designed and maintained with consideration of climate change impacts.				
Activity		Measure	Status	Comment
D.12.1	Completion of an upgrade to Goulburn Waste Management Centre	Project completed.	Complete	Construction completed; OC obtained.
D.13 - Ensure high quality water supply options for the towns in the region.				
Activity		Measure	Status	Comment
D.13.1	Completion of annual operations and maintenance programs.	Completion of programs	Complete	Maintenance and operational programs complete for 2023/24.
D.13.2	Completion of annual capital works programs.	Completion of programs	On-Track	Capital works programs almost complete.
D.13.3.1	Complete concept design and procurement of contractor for design and construction of the upgrade of the Marulan water filtration plant.	Completion of concept design	On-Track	Concept Design 90% complete, working through s.60 process through DCCEEW. Design and construct tender documentation work underway.

D.13.3.2	Complete concept design and procurement of contractor for design and construction of the upgrade of the Marulan water filtration plant.	Complete procurement of design and construction contract and engaged suitable entity to complete the works.	On-Track	Concept Design 90% complete, working through s.60 approval from DCCEEW. Design and Construct tender documentation has commenced, awaiting section 60 approval for finalisation.
D.13.4	Complete design of the Goulburn Water Treatment Plant solids handling facilities.	Completion of design	On-Track	Council endorsed draft planning proposal for drafting of draft planning instrument.
D.14 - Provide safe and efficient sewer collection services across the region.				
Activity		Measure	Status	Comment
D.14.1	Completion of annual operations and maintenance programs.	Completion of programs.	Complete	Maintenance and operational programs complete for 23/24.
D.14.2	Completion of annual capital works programs including the ongoing sewer rehabilitation program.	Completion of programs.	Complete	2023/24 sewer rehabilitation program complete.
D.14.3	Construction of the Goulburn Reuse Scheme.	Construction completed.	Complete	Construction complete.
D.14.4	Completion of Marulan Wastewater Treatment Plant detailed design and design and construction procurement commenced.	Detailed design completed and construction procurement commenced.	On-Track	Water quality objectives assessment completed. Further analysis being completed for the discharge of effluent to inform the design of the plant.

D.15 - Investigate safe and secure water supply and sewer collection options to accommodate regional growth and drought proof our communities.				
Activity		Measure	Status	Comment
D.15.1	Review and update the Integrated Water Cycle management Plan as per DPE guidelines.	Integrated Water Cycle Management Plan updated and adopted by Council	On-Track	Work has commenced on the Regulatory Assurance framework.
D.15.2	Review the Water and Sewer Strategic Business Plan as per the DPE Guidelines.	Strategic Business Plan updated and adopted by Council	On-Track	This action is being addressed as part of the new regulatory assurance framework for water utilities.
D.16 - Provide waste collection services that encourage the source separation of organic waste and recycling.				
Activity		Measure	Status	Comment
D.16.1	Continue to provide the current waste collection services that encourage source separation and consider options for improvement.	Completion of collection program	Complete	Waste collections are ongoing and staff undertake bin audits periodically to ensure effective separation of waste. Staff at Goulburn, Marulan and Tarago continue to promote and improve source separation. The new facility at Goulburn will further promote waste segregation.
D.16.2	Investigate increasing the collection frequency for Food Organics Garden Organics (FOGO) and domestic collections and decreasing the collection frequency of red (landfill) bins in such a way that community needs are still met.	Completion of investigation and development of recommendations.	Deferred/Delayed	This is deferred at this stage, as the community is not ready for the change in red bin collection frequency. Significant community pushback has been received in other Council's that have attempted to introduce this change.

D.16.3	Increase in the recycling and FOGO collection rates from Council's waste collection services.	Measurement of recycling and FOGO rates.	Complete	Updated social media advertising and website information available on what is acceptable in each bin has been advertised frequently. Education programs continue on waste separation. An extensive contamination reduction program will run in conjunction with bin audits aimed at reducing contamination in recycling & FOGO bins.
D.16.4	Review Domestic Waste service options to enable a broader choice of service options priced relative to the cost of service provision	Completion of investigation and development of recommendations.	Deferred/Delayed	Deferred until the Rug project is fully operational including the Community Recycling Centre (CRC) and the Resource Shop to assess other service options.
D.16.5	Investigate the provision of FOGO services to businesses and commercial properties.	Completion of investigation.	Deferred/Delayed	Deferred until RUG project is fully operational and staff availability to fully operate and expand FOGO processing.
D.16.6	Continue to promote local businesses and community organisations (e.g. Endeavour Industries) that provide commercial recycling services.	Promotions completed.	Complete	Promotion continues. All commercial customer enquiries relating to recycling, are advised to contact Endeavour Industries.
D.17 - Provide waste centres that prioritise and encourage recycling and reuse.				
Activity		Measure	Status	Comment

D.17.1	Construction and the commencement of operations of the ReUse Goulburn Centre (RUG) that will provide a community recycling centre, reuse hub as well as continued source separation of waste.	Construction completed and operations commenced.	Complete	Construction complete and operations due to commence early 24/25.
D.17.2	Advocate circular economy principles across the community and commercial sector.	Continued advocacy.	On-Track	The joint organisation are developing options for circular economy at a regional level. This scale is important to provide the quantity of product required for advances in circular economy options.
D.17.3	Waste facilities that enable the separation of reusable materials, recyclables and organic waste for composting.	Measurement of recycling and composting rates from self-haul waste streams taken to Council's waste facilities.	On-Track	Current facilities at Goulburn, Marulan and Tarago, provide for source separation. The new Goulburn RUG facilities will further improve source separation and reuse of materials through the tip shop.

D.18 - Advocate for servicing of telecommunications blackspot areas.				
Activity		Measure	Status	Comment
D.18.1	Opportunities for consultation and/or submissions to relevant Government Agencies or non-government organisations (NGOs) in relation to telecommunications blackspots are taken up.	Advocacy Advisory Committee established and the development of a rolling Advocacy Plan for issues affecting the region.	Complete	Continue to advocate for better telecommunication infrastructure and services within our Local Government Area.
D.19 - Advocate for a more stable telephone and high speed internet communications network.				
Activity		Measure	Status	Comment
D.19.1	Opportunities for consultation and/or submissions to relevant Government Agencies or non-government organisations (NGOs) in relation to a more stable telephone and high speed internet communications network are taken up.	Advocacy Advisory Committee established and the development of a rolling Advocacy Plan for issues affecting the region.	Complete	Continue to advocate for better telecommunication infrastructure and services within our Local Government Area.
D.19.2	Advocate to NBN Co for upgrade of telecommunications infrastructure in towns and villages	Advocacy Advisory Committee established and the development of a rolling Advocacy Plan for issues affecting the region.	Complete	Continue to advocate for better telecommunication infrastructure and services within our Local Government Area.

Road Management

Category	Capital Budget Category	Project Description	Total
URBAN	Footpath	Marulan - Thoroughfare St to Train Station	\$76,617
URBAN	Footpath	23/24 Goulburn Waterworks Footpath	\$17,686
URBAN	Footpath	Mary Martin Drive Footpath Survey	\$500
URBAN	Footpath	Wallace Street Footpath	\$21,650
URBAN	Footpath	Footpath Construction	\$105,639
RURAL	Footpath	Tarago Park Footpath	\$19,650
RURAL	Footpath	Tarago Foot Bridge	\$91,004
URBAN	Shared Path	Eastgrove Shared Pathway PJ MGMT	\$13,939
URBAN	Shared Path	Eastgrove Shared Pathway Preliminaries	\$740
URBAN	Shared Path	Eastgrove shared pathway Design	\$241
URBAN	Shared Path	Eastgrove shared pathway Construction	\$79,262
URBAN	Shared Path	Eastgrove Walking Track Bridge Survey	\$3,200
URBAN	Shared Path	WWT Cemetery St - Project Management	\$742
URBAN	Shared Path	WWT Cemetery St - Land Acquisition	\$4,994
URBAN	Shared Path	WWT Cemetery St - Prelim/Design	\$16,659
URBAN	Shared Path	WWT Cemetery St - Footpath	\$471,458
URBAN	Shared Path	WWT Cemetery St -Bridge Abutments	\$96,460
URBAN	Shared Path	WWT Cemetery St -Bridge Substructure	\$267,168
URBAN	Shared Path	WWT Cemetery St -Bridge Substructure	\$56,743
URBAN	Shared Path	WWT Cemetery St -Bridge Safety Barrier	\$30,255
URBAN	Shared Path	WWT Cemetery St -Drainage/SW	\$4,545

Category	Capital Budget Category	Project Description	Total
URBAN	Shared Path	Mulwaree High Land Acquisition Survey	\$32,700
URBAN	Shared Path	Bradfordville School Footpaths – Project Management	\$2,675
URBAN	Shared Path	22/23 CBD/ South Goulburn Pathway - Project Management	\$19,551
URBAN	Shared Path	22/23 CBD/ South Goulburn Pathway - Works	\$46,652
URBAN	Shared Path	22/23 CBD/ South Goulburn Pathway - Preliminaries	\$21,714
URBAN	Shared Path	Riverside Park Pump Track - Preliminaries & Design	\$4,655
URBAN	Shared Path	Riverside Park Pump Track - Construction	\$11,854
URBAN	Shared Path	Riverside Park Pump Track - Picnic Shelter	\$9,351
URBAN	Shared Path	Riverside Park Pump Track - 23/24 20 New Trees	\$6,024
URBAN	Raise Thresholds	Bourke St Wombat Crossing – Lighting	\$24,269
URBAN	Raise Thresholds	Upgrade Zebra Crossing - Fitzroy St - Project Management	\$2,140
RURAL	Resurfacing	22-23 Bullamalita Rd	\$136,895
RURAL	Resurfacing	22-23 Inverary Road	\$107,554
RURAL	Resurfacing	23/24 School House in Parkesbourne Area	\$25
RURAL	Resurfacing	23/24 Paddy's Crossing (0.8km)	\$8,819
RURAL	Gravel Resheeting	23/24 Wollogorang Rd	\$122,928
RURAL	Gravel Resheeting	23/24 Carrick Rd	\$136,359
RURAL	Gravel Resheeting	23/24 Bullamalita Rd	\$88,963
RURAL - S94	Rural Road Rehabilitation	21/22 RHL Mogo Rd – Sealing	\$7,704
RURAL - S94	Rural Road Rehabilitation	RHL Collector Rd - Project Management	\$14,003
RURAL - S94	Rural Road Construction	RHL Brayton Road 21-22 General Rehab	\$139
RURAL - S94	Rural Road Rehabilitation	RHL Brayton Road - 23/24 Pavement Assessment & Design Review	\$12,862

Category	Capital Budget Category	Project Description	Total
RURAL - S94	Rural Road Rehabilitation	RHL Ambrose Road - 24/25 Ambrose Road Pavement Assessment	\$10,638
URBAN	Urban Road Rehabilitation	Deccan Street Rehabilitation - Preliminaries & Design	\$133,676
URBAN	Urban Road Rehabilitation	Preliminaries & Design - Project Management	\$34,363
URBAN	Urban Road Rehabilitation	Deccan St Pavement Asphalt Works	\$1,320,539
URBAN	Urban Road Rehabilitation	Deccan St Line Marking	\$23,714
URBAN	Urban Road Rehabilitation	Deccan St Contingency	\$193
URBAN	Urban Road Rehabilitation	23/24 West Goulburn Freight Route - Clinton St Preliminaries	\$114,981
URBAN	Urban Road Rehabilitation	23/24 West Goulburn Freight Route - Clinton St Project Management	\$68,803
URBAN	Urban Road Rehabilitation	23/24 West Goulburn Freight Route - Clinton St Pavement Asphalt Works	\$1,184,478
URBAN	Urban Road Rehabilitation	23/24 West Goulburn Freight Route - Clinton St Kerb & Gutter Replacement	\$64,721
URBAN	Urban Road Construction	Run O Waters Second Road Access - 23/24 Bonnet Dr Land Acquisition	\$7,260
URBAN	Resealing	2324 Robinson Street (280m x 9m)	\$22,727
URBAN	Resealing	2324 Reign Street	\$31,982
URBAN	Resealing	2324 Princess Avenue	\$11,364
URBAN	Resealing	2324 Bellevue Street	\$7,727
URBAN	Resealing	2324 Derwent Street	\$6,368
URBAN	Roundabout	Growing Local Economies Construction – Sydney Road Roundabout	\$2,428,097
URBAN	Roundabout	Growing Local Economies Construction – Preliminaries/Design - Generic	\$86,837
URBAN	Roundabout	Growing Local Economies Construction – Project Management - Generic (G)	\$1,248
URBAN	Roundabout	Growing Local Economies Construction – Planning, Assessment & Rezoning	\$1,968
URBAN	Roundabout	Kinghorne/Albert Roundabout - Preliminary-Design	\$32,356
URBAN	Roundabout	Kinghorne/Albert Roundabout - Project Management	\$4,719

Category	Capital Budget Category	Project Description	Total
URBAN	Roundabout	Kinghorne/Albert Roundabout - Kerb & Gutters	\$41,457
URBAN	Roundabout	Kinghorne/Albert Roundabout - Roads - AC Works	\$296,320
URBAN	Roundabout	Kinghorne/Albert Roundabout – Footpaths	\$33,425
URBAN	Roundabout	Kinghorne/Albert Roundabout - Traffic Islands	\$142,680
URBAN	Roundabout	Kinghorne/Albert Roundabout - Line and Marking	\$1,091
URBAN	Roundabout	Kinghorne/Albert Roundabout - Road Signs	\$4,996
URBAN	Kerb and Gutter	Queen/ Dalley Street K&G - Preliminaries & Design	\$10,493
URBAN	Kerb and Gutter	Queen/ Dalley Street K&G – Line marking & Signage	\$288
URBAN	Kerb and Gutter	Queen/ Dalley Street K&G - Project Management	\$8,434
Rural	Heavy Patching	22/23 Goulburn Pothole Repairs & Heavy Patching – Contingency/PM costs	\$5,011
Rural	Heavy Patching	23/24 Brayton Rd - Stabilization of Patches	\$57,830
Rural	Heavy Patching	23/24 Brisbane Grove Rd - stabilisation	\$172,655
Rural	Heavy Patching	23/24 Bullamalita Rd - Stabilisation	\$24,845
Rural	Heavy Patching	23/24 Carrick Rd – stabilisation of patches	\$106,570
Rural	Heavy Patching	23/24 Currawang Rd - stabilisation	\$34,065
Rural	Heavy Patching	23/24 Highlands Way - stabilisation	\$59,625
Rural	Heavy Patching	23/24 Oallen Ford Rd - Patches - stabilisation	\$729,152
Rural	Heavy Patching	23/24 Oallen Ford Rd - Rehab - 3.1KM	\$667,008
Rural	Heavy Patching	23/24 Old Tallong Rd - Stabilisation	\$39,887
Rural	Heavy Patching	23/24 Red Hills Rd - Stabilisation	\$29,378
Rural	Heavy Patching	23/24 Sandy Point Rd - Stabilisation	\$23,011
Rural	Heavy Patching	23/24 Warrima Rd - Stabilisation	\$48,547

Category	Capital Budget Category	Project Description	Total
Rural	Heavy Patching	23/24 Windellama Rd - Stabilisation	\$543,430
RURAL	Rural Road Rehabilitation	21-22 Jerrara-Oallen Ford Road Rehabilitation - Jerrara Rd Pavement	\$1,366
RURAL	Rural Road Rehabilitation	21-22 Jerrara-Oallen Ford Road Rehabilitation – Project Management	\$1,185
RURAL	Rural Road Rehabilitation	22-23 Jerrara-Oallen Ford Road Rehabilitation - Jerrara Rd Line Marking	\$8,314
RURAL	Rural Road Rehabilitation	Windellama Rd – Preliminaries	\$3,325
RURAL	Rural Road Rehabilitation	Windellama Rd - Guard Rails Stage 3	\$54,546
RURAL	Rural Road Rehabilitation	Windellama Rd - Signs & Lines Stage 3	\$8,789
RURAL	Rural Road Rehabilitation	Windellama Rd - Signs & Lines Stage 3	\$109,098
RURAL	Rural Road Rehabilitation	Windellama Rd - Signs & Lines Stage 4	\$8,019
RURAL	Rural Road Rehabilitation	Windellama Rd - Signs & Lines Stage 4	\$108,869
RURAL	Rural Road Rehabilitation	Windellama Rd - Pavement Section 4	\$153,446
RURAL	Rural Road Rehabilitation	Windellama Rd - Project Management	\$28,170
RURAL	Rural Road Rehabilitation	Windellama Rd - Pavement Section 3	\$7,875
RURAL	Rural Road Rehabilitation	Windellama Rd Rehabilitation Stage 5 – Preliminaries	\$86,672
RURAL	Rural Road Rehabilitation	Windellama Rd Rehabilitation Stage 5 – Project Management	\$112,189
RURAL	Rural Road Rehabilitation	Windellama Rd Rehabilitation Stage 5 -Drainage Sec 1	\$218,650
RURAL	Rural Road Rehabilitation	Windellama Rd Rehabilitation Stage 5 - P/ment Form Sec 1	\$95,441
RURAL	Rural Road Rehabilitation	Windellama Rd Rehabilitation Stage 5 - Pavement Sec 1	\$634,772
RURAL	Rural Road Rehabilitation	Windellama Rd Rehabilitation Stage 5 - Guard Rail Sec 1	\$39,008
RURAL	Rural Road Rehabilitation	Windellama Rd Rehabilitation Stage 5 - Wearing Course Sec 1	\$176,716
RURAL	Rural Road Rehabilitation	Windellama Rd Rehabilitation Stage 5 - Vegetation Sec 1	\$18,039
RURAL	Rural Road Rehabilitation	Windellama Rd Rehabilitation Stage 5 - Drainage Sec 2	\$48,692

Category	Capital Budget Category	Project Description	Total
RURAL	Rural Road Rehabilitation	Windellama Rd Rehabilitation Stage 5 - P/ment Form Sec 2	\$332,460
RURAL	Rural Road Rehabilitation	Windellama Rd Rehabilitation Stage 5 - Pavement Sec 2	\$536,849
RURAL	Rural Road Rehabilitation	Windellama Rd Rehabilitation Stage 5 - Pavement Sec 3	\$108,744
RURAL	Rural Road Rehabilitation	Windellama Rd Rehabilitation Stage 5 - Line Marking Sec 2	\$557
RURAL	Rural Road Rehabilitation	Windellama Rd Rehabilitation Stage 5 - Vegetation Sec 2	\$34,796
RURAL	Rural Road Rehabilitation	Windellama Rd Rehabilitation Stage 5 -	\$17,526
RURAL	Rural Road Rehabilitation	23/24 Highlands Way Preliminaries	\$37,778
RURAL	Rural Road Rehabilitation	2324 Highlands Way Project Management	\$19,125
RURAL	Rural Road Rehabilitation	2324 Highlands Way Drainage	\$73,503
RURAL	Rural Road Rehabilitation	2324 Highlands Way Pavement Formation	\$28,000
RURAL	Rural Road Rehabilitation	2324 Highlands Way Pavement Rehab	\$410,465
RURAL	Rural Road Rehabilitation	2324 Highlands Way Wearing Course	\$66,792
RURAL	Rural Road Rehabilitation	2324 Highlands Way Line Marking	\$691
RURAL	Rural Road Rehabilitation	Jerrara Road Upgrade - Preliminary-Design	\$3,456
RURAL	Rural Road Rehabilitation	Jerrara Road Upgrade – Project Management	\$15,059
RURAL	Rural Road Rehabilitation	Jerrara Rd Blackspot Construction	\$33,360
RURAL	Rural Road Rehabilitation	Middle Arm Road Preliminaries/Design	\$10,008
RURAL	Rural Road Rehabilitation	Middle Arm Road Project Management	\$25,388
RURAL	Rural Road Rehabilitation	Middle Arm Road Drainage	44,734
RURAL	Rural Road Rehabilitation	Middle Arm Road Pavement Formation	\$115,788
RURAL	Rural Road Rehabilitation	Middle Arm Road Pavement Rehabilitation	\$203,269
RURAL	Rural Road Rehabilitation	Middle Arm Road Wearing Course	\$473

Category	Capital Budget Category	Project Description	Total
RURAL	Rural Road Rehabilitation	Middle Arm Road Signs & Line Marking	\$2,682
RURAL	Rural Road Rehabilitation	Middle Arm Road Guardrail	\$94,947
RURAL	Rural Road Rehabilitation	Currawang Rd – Project Management	\$1,376
RURAL	Rural Road Rehabilitation	Currawang Rd Pavement Stabilisation	\$19,984
RURAL	Rural Road Rehabilitation	24-26 Currawang Rd Upgrade - 2024 Currawang Rd Preliminaries & Design	\$2,681
RURAL	Rural Road Resealing	22-23 Bullamalita Rd (CH1.1-2.71)	\$884
RURAL	Rural Road Resealing	2324 Middle Arm Rd (CH16.1 - CH18.55)	\$89,807
RURAL	Rural Road Resealing	2324 Bullamalita Road (2km from 2223 seal)	\$82,836
RURAL	Rural Road Resealing	2324 Painters Ln (CH 0.8 - 1.8)	\$31,818
RURAL	Rural Road Resealing	2324 Elm Grove Rd (1km from 2223 seal)	\$55,309
RURAL	Rural Road Resealing	2324 Meadows Lane (CH 0.00 - 0.45)	\$16,365
RURAL	Rural Road Resealing	2324 Taylor Cr Rd (1.2km from 2223 seal)	\$9,139
RURAL	Rural Causeway	Cullulla Way Causeway Renewal – Bulk Earthworks	\$19,519
RURAL	Rural Causeway	Range Rd Causeway Replacement – Preliminaries	\$22,111
RURAL	Rural Causeway	Range Rd Causeway Replacement – Project Management	\$27,613
RURAL	Rural Causeway	24-27 Currawang Rd Upgrade - Preliminaries/ Design - Saltpetre Causeway	\$1,063
RURAL	Rural Bridge Construction	Towrang Road Bridge Preliminary/Design	\$500
RURAL	Rural Bridge Construction	Towrang Road Bridge Land Acquisition	\$14,086
RURAL	Rural Bridge Construction	Mayfield Rd Bridge Preliminaries	\$68,173
RURAL	Rural Bridge Construction	Mayfield Rd Bridge Design	\$9,721
RURAL	Rural Bridge Construction	Mayfield Rd Bridge PM	\$63,663
RURAL	Rural Bridge Construction	Mayfield Rd Bridge Construction	\$193

Category	Capital Budget Category	Project Description	Total
URBAN	Drainage	22/23 Addison/Faithful Preliminaries	\$44,766
URBAN	Drainage	Addison/Faithful Drainage Construction	\$50,206
URBAN	Drainage	Addison/Faithful Drainage Contingencies	\$40,011
URBAN	Drainage	Bradley Street Drainage - Construction	\$513,831
URBAN	Drainage	2223 Bradley Street Investigation	\$4,062
URBAN	Drainage	23/24 Boyd St Intersection Drainage	\$21,504
URBAN	Drainage	Bradley Street Pipe Supply	\$4,900
RURAL	Drainage	22-23 Garoorigang SW Project Management	\$4,681
RURAL	Drainage	22-23 Garoorigang SW Preliminary Works	\$36,104
RURAL	Drainage	22-23 Garoorigang SW Drainage Construction	\$179,914
RURAL	Drainage	22-23 Lime Street Drainage Works	\$106,491
Total			\$16,558,887

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
- Our community is informed and engaged in decision making

E.1 - Council practices and processes are undertaken in a safe manner that meets legislative requirements.				
Activity		Measure	Status	Comment
E.1.1	Annual review of Council's risk registers.	Annual reviews are completed	Complete	Control Effectiveness Ratings and any relevant Risk Treatment Strategies for all risk registers has been completed.
E.1.2	Annual review of legislative compliance database.	Annual review completed	Deferred/Delayed	Completion of the review of the legislative compliance database has been delayed due to the ongoing vacancy of the Governance & Risk Coordinator position and competing priorities for other significant matters.

E.2 - Manage resources in a responsible manner that supports the ongoing viability of Council.

Activity		Measure	Status	Comment
E.2.1	Report on Council's Financial position and performance.	Monthly Council Reports and unqualified audit.	Complete	Monthly reports provided to Council. Unqualified Audit report received - December 2023
E.2.2	Procurement activities undertaken in accordance with Council procedures and legislative requirements.	Demonstrated compliance to Council's procurement policies and procedures.	Complete	Ongoing
E.2.3.1	Projects undertaken with a strong focus on project management to ensure all projects are completed within allocated budget and agreed timeframe.	Projects meet timeframes	On-Track	Ongoing and reported to Council monthly through monthly financial reporting.
E.2.3.2	Projects undertaken with a strong focus on project management to ensure all projects are completed within allocated budget and agreed timeframe.	Projects within budget	On-Track	Ongoing and reported to Council monthly through the monthly financial report.
E.2.4	Review Council's procurement practices, including review of policy and procedures	Review undertaken	Complete	Review of procurement policy completed July 2022.

E.2.5	Provide services to support Council staff in the delivery of their responsibilities	Reports to the Exec for key HR related services incl. HR metrics, WHS, Recover at Work, L&D and Health and Wellbeing	On-Track	The Executive approved the annual WHS Review on 28 May 2024. The targets and objective for 24/25 have been developed and implemented for the 2024/2025 period. The Health and Wellbeing framework and Training plan were adopted in June 2024. The annual remuneration and metrics report were presented to the Executive on 5 August 2024. All other monthly and quarterly reporting is on track.
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E.3 - Governance provides a sound basis for decision making.				
Activity		Measure	Status	Comment
E.3.1	Facilitate the review of Council policies and procedures.	Policies and procedures reviewed every two years.	On-Track	Procedures review is ongoing whereby Procedures are reviewed two years from the date they are adopted. The Policy Review is due November 2024 however due to the local government in September, the Policy Review may be scheduled for early 2025.
E.3.2	Internal audit function implemented.	Internal audit plan confirmed and audits undertaken.	Complete	Internal audit plan to be adopted in December 2023. Internal Audit Charters and Policy to be adopted June 2024. Internal auditor has conducted two audits this year with results provided to Audit and Risk Improvement Committee.
E.3.3	Joint audit, risk and improvement committee formed and in operation.	Meetings held as per schedule.	Complete	Joint ARIC established and meetings conducted as per schedule.
E.3.4	Facilitation of a program of Governance related training of Councillors and relevant staff.	Training provided on a minimum of 2 topics per year (face to face or on-line).	Complete	Child Safe Standards Training conducted August 2023. Regular informal training conducted through briefing sessions.

E.4 - Make doing business with Council easier.

Activity		Measure	Status	Comment
E.4.1	Provide quality customer service from the Customer Service Business Unit.	Customer Service satisfaction survey responses >85% good/excellent.	Complete	Target being during year based on customer feedback and returned forms.
E.4.2	Develop, maintain and improve Council's Corporate Software/Network systems.	Maintain system availability >95%	On-Track	Network and Software are both well above 95%
E.4.3	Implementation of TechOne Finance System Upgrade	Modules implemented in accordance with required processes and timeframes	On-Track	Project is now progressing as expected. New Document management system is due to go live in early 2025
E.4.4	Support Council's information and communication technology.	Percentage of support requests resolved on time > 80%	Complete	Response to service requests met measure during 2024/25
E.4.5	Implement cyber security provisions to ensure security of Council held data and information.	No security breaches	On-Track	Cyber Security workload continues to increase.

E.5 - Council actively participates in regional bodies such as the Canberra Region of Joint Council's to identify opportunities for our region.

Activity		Measure	Status	Comment
E.5.1	Actively participate in the CRJO and working groups.	Continued participation	Complete	Council continues to actively participate in CRJO Board meetings and CRJO General Manager meetings as well as working groups.

E.6 - Manage assets in a proactive way across their lifespan.

Activity		Measure	Status	Comment
E.6.1	Review and update strategic asset management plans and provide recommendations for the following period.	Completion of review process	Complete	Strategic Asset Management Plan completed and adopted by Council December 2023.
E.6.2	Carry out road condition survey for all sealed and unsealed roads	Complete 100% condition survey of the road network.	On-Track	Transportation Assessment Condition Survey will commence October 2024. Due for completion Q3 FY25
E.6.3	Implement Technology One as the single source of truth of all asset data	Complete configuring asset register in Technology One.	On-Track	Implementation is ongoing with consultation with IT.
E.6.4	Develop and adopt Transportation Asset Management Plan	Adoption of the Transportation Asset Management Plan by Council.	Complete	Transportation Asset Management Plan adopted by Council

E.6.5	Establish an Asset Management Working Group	Asset Management working group established.	Deferred/Delayed	Delayed to be established in FY25
E.7 - Council seeks to understand the aspirations of the community and works collaboratively to solve local issues.				
Activity		Measure	Status	Comment
E.7.1	Maintain an up to date Community Participation Plan with use of relevant media to encourage community collaboration and engagement.	Ongoing review as required.	Complete	An interim administrative update to the plan to reflect changes in planning legislation and some policy changes which need more immediate has been publicly exhibited and will be presented to Council at the August 2024 meeting for adoption. Comprehensive review commenced Q3 and likely to be finalised in Q2 24/25.

E.8 - Our community is empowered to access engagement opportunities and provide input into the future direction of the region.

Activity	Measure	Status	Comment
E.8.1	Council ensures engagement methods are open and inclusive.	On-Track	Council has partnered with Engagement HQ and has launched "Your Say" on Council's website to allow the community to provide feedback in a more streamlined process. This has allowed strategic documents to be easily accessed by the community and allows more open feedback. Council has recently used "Your Say" for public consultation on the Community Strategic Plan, CBD building Heights, and the 2024-25 operational Plan and budget. Council will continue to use the "Your Say" platform for all future public consultation. Council also uses traditional methods for engagement including having paper version surveys available through customer service or the library, it allows written submissions as well as email submissions.

E.8.2	Council uses traditional media alongside social media and face to face engagement.	Budget allocated for print and radio advertising to promote engagement activities	Complete	Council uses radio for mayoral interviews as well as interviews for Council events. Radio advertisements are used for important community information such as the Candidate Briefing Session. Print media is used for classified advertisements on relevant Development Applications, information on open public consultation and the Candidate Briefing Session , social media and face to face engagement with the community for drop-in sessions when relevant.
E.9 - Residents have access to timely, relevant and accurate information about issues that affect them.				
Activity		Measure	Status	Comment
E.9.1	Maintain up to date information on Council's website.	Community engagement on key strategic documents is high.	Complete	The Council website is regularly audited to ensure that information provided is up to date.
E.9.2	Provide timely media releases and briefings to traditional media	Budget allocated for print and radio advertising to promote engagement activities	Complete	Regular media releases are distributed for projects, road works, and other relevant information that needs to be provided to the community.

E.10 - We engage 'hard to reach' parts of our community in decisions that affect them and our region.

Activity		Measure	Status	Comment
E.10.1	Undertake community outreach meetings on a yearly basis.	Information provided is relevant and up to date.	Complete	Various drop-in sessions were held during the year across the region.
E.10.2	Implement innovative engagement tools to reach our youth.	Media releases provided for all relevant projects and events	Complete	Youth services staff continue to work with our youth in a meaningful way. Media releases and call to action campaigns regularly used to promote youth events.

E.11 - Residents from across the community are encouraged and supported to become involved in regional decision making forums.

Activity		Measure	Status	Comment
E.11.1	Publicise regional decision making forums to community where available.	Community outreach meetings are held.	Complete	Various drop-in sessions were held during the year across the region.

Financial Assistance Summary

During 2023-2024 \$83,147.83 was awarded to organisations and individuals under Council's Financial Assistance Policy.

Non-Discretionary Financial Assistance	Amount Awarded	Mayoral Discretionary Fund	Amount Awarded
Rotary Club of Goulburn Science Engineering Challenge	\$3,224.00	Animal Welfare League	\$108.36
Christmas in the Park	\$5,750.00	Goulburn High School	\$50.00
Goulburn Lilac City Festival	\$5,000.00	Goulburn Youth Council Community Bike Ride	\$500.00
Country Universities Centre Goulburn	\$4,990.00	Gallery on Track	\$500.00
Goulburn RSL Sub-Branch	\$5,000.00	Goulburn Baptist Church	\$50.00
Pejar Aboriginal Land Council NAIDOC Event	\$175.42	Lung Foundation Australia	\$57.36
Grand Pacific Health	\$350.00	Tallong Public School	\$1,000.00
Compassionate Friends	\$180.00	Goulburn Youth Council Community Bike Ride	\$250.00
Goulburn & District Art Society	\$2,500.00	CWA Education Committee	\$1,125.00
Goulburn Cystic Fibrosis	\$220.00	E Walker, B Green & T Green	\$500.00
Marulan & District Lions Club	\$1,610.00	NAIDOC School Initiatives 2024	\$500.00
Rotary Club of Goulburn Annual Book Fair	\$1,317.00	Goulburn Invitational Charity Golf Day	\$1,200.00
Right to Work	\$1,500.00	Hotondo Homes Charity Golf Day	\$108.00
Community Plus	\$5,000.00	Cystic Fibrosis Goulburn & District	\$140.00
Goulburn CWA Evening Branch	\$205.00	Lilac City Festival	\$141.00
Rotary Club of Goulburn Car & Motorcycle Show	\$1,191.00	Trinity Catholic College	\$1,000.00
Convoy for Kids Goulburn	\$2,887.00	Goulburn Bare Foot Water Ski Club	\$950.00
AP & H Society	\$1,500.00	Goulburn Bare Foot Water Ski Club	\$650.00

Non-Discretionary Financial Assistance	Amount Awarded	Mayoral Discretionary Fund	Amount Awarded
AP & H Society	\$2,000.00	Make-A-Wish Foundation	\$250.00
Goulburn Liedertafel Inc.	\$5,000.00	Marulan Public School Learn to Swim Program	\$1,000.00
Grand Pacific Health	\$175.00	Total	\$10,079.72
Caresouth Goulburn Branch	\$120.00		
CMCA Blue Wrens Motorhome Group	\$602.00		
Goulburn North Public School	\$478.00		
Goulburn Rotary Swap Meet	\$4,453.64		
Mugworts Medieval & Psychic Market Day	\$325.50		
Tallong Apple Day Festival	\$5,000.00		
100th Anniversary Goulburn Motorcycle Grand Prix	\$1,860.00		
International Volunteers for Peace Farmers Market	\$254.55		
Makayla Jones	\$5,000.00		
BDCU Hospital Fundraising Inc.	\$200.00		
Dylan Downey	\$5,000.00		
Total	\$73,068.11		

CBD Grants Awarded

During 2023 – 2024 the following CBD Grants awarded:

Property Address	Project Description	Total Project Cost	CBD Grant Funding
179 Sloane Street	Replace roof	\$15,962	\$2,272
61 Verner Street	Paint	\$12,000	\$2,272
282-284 Auburn St.	Paint	\$3,500	\$1,750
210 Auburn St.	Repair & paint windows & awning rods	\$1,570	\$785
56-58 Clifford St.	Paint building	\$7,300	\$2,272
60 Clifford Street	Repair slate roof	\$33,407	\$2,272
179 Sloane Street	Replace roof	\$15,962	\$2,272



*New Paintwork at 61 Verner Street,
Goulburn*

Heritage Grants Awarded

During 2023 – 2024 the following Heritage Grants were awarded:

Heritage Item Address	Project Description	Total Project Cost	Local Heritage Funding
119 Bradley Street	Resin injection to remediate shifting footings	\$30,000	\$2,500
118 Reynolds Street	Paint timber surfaces on front of building	\$6,000	\$2,500
26 Prince Street	Paint dwelling	\$25,850	\$2,500
42 Mulwaree Street	Repairs to first floor veranda	\$8,910	\$2,500
98 Clifford Street	Replace front veranda decking & front fence	\$1,215	\$608
458 Auburn Street	Repair windows & brickwork on front façade, paint front & roof	\$9,974	\$2,500
1114 Carrick Road, Carrick	Paint dwelling	\$26,790	\$2,500
19 Marble Hill Road, Kingsdale	Paint dwelling	\$13,200	\$2,500
166 Bourke Street	Repoint stonework	\$9,500	\$2,500
92 Coromandel Street	Repair windows, front garden	\$2,027	\$1,000



Painting restoration at 19 Marble Hill Road

Grants Received 2023 – 2024

Council gratefully acknowledges the following organisations that have approved Grants to Council. The total amount awarded is \$20,738,052

Grant Project Name	Grant Program	Grant Source	Notification Date	Grant Amount Approved
Procurement Project - conference attendance	LGP Procurement Capability Grant Program	Operational State	14/07/2023	\$1,950
Voices of the Big Empty	Create NSW Youth Holiday Break	Operational State	18/07/2023	\$20,000
Goulburn Historic Waterworks - painting of the 1880s Pumphouse	Caring for State Heritage	Operational State	10/08/2023	\$17,700
Storm Quality Improvement Devices Audit Project	Water NSW	Operational State	17/08/2023	\$160,000
Spring 23-24 School Holiday activities	Holiday Break Program	Operational State	8/09/2023	\$8,000
Rocky Hill Museum Collection - Significance Assessment	Community Heritage Grants Program	Operational State	18/09/2023	\$5,500
Small Business Month	Small Business Commissioner	Operational State	22/09/2023	\$2,500
Regional and Local Road Maintenance in Goulburn Mulwaree LGA	Regional Emergency Road Repair program	Operational State	27/09/2023	\$3,274,116
Currawang Causeway Betterment	Infrastructure Betterment Fund	Capital State	1/10/2023	\$3,443,054
Australia Day 2024	National Australia Day Council	Operational Commonwealth	10/10/2023	\$15,000
Rocky Hill War Memorial Virtual Tour Guide	Volunteer Museum Grants - 2023 Project Development Grants	Operational State	18/10/2023	\$5,940
October 2022 Storm Damage	AGRN 1034 Natural Disaster Funding	Capital State	30/10/2023	\$3,169,710

Grant Project Name	Grant Program	Grant Source	Notification Date	Grant Amount Approved
Goulburn Overland Flooding Risk Study & Management Plan	Floodplain Management Program	Capital State	7/11/2023	\$ 99,999
Drought Resilience Project	Regional Drought Resilience Planning Program Round 2	Operational State	21/11/2023	\$200,000
Summer and Autumn School Holiday Break Activities	Youth Summer and Autumn Break	Operational State	1/12/2023	\$22,000
Currawang Road Upgrade	NSW Government Election Commitment	Capital State	20/12/2023	\$3,000,000
Youth Week 2024	Youth Week 2024	Operational State	29/02/2024	\$3,803
Bus Stops Hume, Lambert, Dalley Middle Arm	Country Passenger Transport Infrastructure Grants Scheme 23-24	Capital State	14/03/2024	\$40,000
Currawang Road Upgrade Project	Bridges Renewal Program	Capital Commonwealth	3/04/2024	\$4,024,739
Winter and Spring Holiday Break	Regional Youth Holiday Break	Operational State	23/04/2024	\$7,000
Goulburn Mulwaree Emergency Operations and SES Unit Building	NSW SES	Capital State	29/05/2024	\$2,150,000
Goulburn East Primary School Raised Crossing Project	Get NSW Active	Capital State	26/06/2024	\$280,902
Mulwaree High School Pedestrian Crossing Project	Get NSW Active	Capital State	26/06/2024	\$405,542
Marulan Primary School Raised Crossing Project	Get NSW Active	Capital State	26/06/2024	\$307,148
GMC Road Safety Program	Local Government Road Safety Program	Operational State	28/06/2024	\$ 73,449
				\$20,738,052

Environmental Planning and Assessment Act 1979 No. 203

Planning agreements are voluntary agreements entered into by the Council and a developer to deliver public benefits in relation to either a planning proposal (rezoning) or a development application. The agreements can include public benefits such as:

- The dedication of land to Council;
- Public infrastructure;
- Affordable housing;
- Monetary contributions;
- Community facilities;
- Any other material public benefit or any combination of these

Council entered into the following Planning Agreements during the period 1 July 2023 – 30 June 2024

Address	DA No	Date Executed
100 Cathcart Street, Goulburn	DA/0384/1920	29 November 2023
35 Bonnet Drive, Goulburn	DA/0136/2122	15 February 2024

Partnership, Co-operatives and Joint Ventures

During 2023/24 Council was a member of the following organisations:

- Canberra Region Joint Organisation (CRJO)
- Regional Cities New South Wales
- South East Australian Transport Strategy (SEATS)
- Southern Tablelands Arts (STARTS) Inc.
- Country Mayors Association (CMA)
- South East Weight of Loads Group

Development Contributions

Environment Planning and Assessment Regulation 2021(EPA Reg) cl 218A(1), (2)(a),(b),(c),(d),(e),(f),(g) (3)(a),(b)

2023 - 2024 Developer Contribution Projects						
Project Number	Project Description	Type of Project	Developer Contribution Amount	Expenditure on project	% funded by Developer Contribution	Is project Complete?
100453	RHL Cullulla Rd - Hi Quality Sec 94	Roads	\$58,861	\$58,861	100.00%	Ongoing
100457	RHL Sth Marulan - Boral S94	Roads	\$1,905	\$1,905	100.00%	Ongoing
100458	RHL Brayton & Ambrose Rd - Gunlake Sec 94	Roads	\$130,221	\$130,221	100.00%	Ongoing
100459	RHL Collector Rd - Veolia Sec 94	Roads	\$84,173	\$84,173	100.00%	Ongoing
190046	Goulburn WMC Improvements - New	Waste Centre	\$14,764	\$5,353,238	0.28%	Ongoing
190108	RHL Collector Rd - Veolia Sec94	Roads	\$14,003	\$14,003	100.00%	Ongoing
190114	Urban Resealing	Roads	\$64,500	\$80,168	80.46%	Ongoing
190215	RHL Brayton Rd - Gunlake Sec 94	Roads	\$13,001	\$13,001	100.00%	Ongoing
190216	RHL Ambrose Rd - Gunlake Sec 94	Roads	\$10,638	\$10,638	100.00%	Ongoing
190301	Hockey Redevelopment - New Amenities (G)	Recreation Facilities	\$400,000	\$1,173,718	34.08%	Completed
190302	Hockey Redevelopment - Existing Amenities Refurb (G)	Recreation Facilities	\$200,000	\$200,000	100.00%	Completed

2023 - 2024 Developer Contribution Projects						
Project Number	Project Description	Type of Project	Developer Contribution Amount	Expenditure on project	% funded by Developer Contribution	Is project Complete?
190307	Wollondilly Walking Track - Cemetery St (G)	Recreation Facilities	\$82,566	\$949,025	8.70%	Ongoing
190315	RHL Mogo Road - Hi Quality S94	Roads	\$7,705	\$7,705	100.00%	Ongoing
190398	Urban Stormwater Drainage Upgrade	Drainage	\$165,037	\$314,758	52.43%	Ongoing
190400	21-22 Jerrara-Oallen Ford Road Rehabilitation	Roads	\$10,865	\$10,865	100.00%	Completed
190431	Run-o-Waters Second Access	Roads	\$7,260	\$7,260	100.00%	Ongoing
490011	STWRIS Stage 2 Reuse Irrigation Scheme (G)	Waste Water	\$41,064	\$268,913	15.27%	Completed
490026	SN Growing Local Economies Common St (G)	Roads	\$205,785	\$303,539	67.80%	Ongoing
490067	Goulburn WWTP Extension	Waste Water	\$21,763	\$87,053	25.00%	Ongoing
Total			\$1,534,111	\$9,069,044		

Legal Proceedings Section 428 (2)(e)

Name	Status	Case Particulars	Amount
<i>Rates, Water and Debtors Recovery Action</i>			\$135,232 (23/24)
<i>Governance Matters</i>			
Telina Webb v Council	Completed	Application under Government Information (Public Access) Act 2009 – NSW Civil and Administrative Tribunal	\$18,606 (22/23) \$3,886 (23/24)
<i>Development and Town Planning Matters</i>			
Council ats Green-Lux Holdings	Completed	1301 Highland Way, Tallong Appeal against the refusal of DA/0145/2223 Class 1 Appeal (NSW LEC)	\$11,680 (23/24)
Filetron Pty Limited v Innovate Partners GMC – Second Respondent	Ongoing	154 Wollumbi Road, Marulan Third Party Appeal against partial approval of DA/0297/2223 Class 4 Judicial Review (NSW LEC)	\$6,807 (23/24)
Council ats S & J Holdings	Ongoing	66 Dally Street, Goulburn Appeal against the refusal of DA/0164/2324 Class 1 Appeal (NSW LEC)	\$5,740 (23/24)

Name	Status	Case Particulars	Amount
Council ats Designcorp Architects	Ongoing	26 Elizabeth Street, Goulburn Appeal against the refusal of DA/0210/2324 Class 1 Appeal (NSW LEC)	\$4,412 (23/24)
Council ats Provence Asset Holdings P/L	Ongoing	26 Long Street, Goulburn Appeal against the refusal of DA/0224/2324 Class 1 Appeal (NSW LEC)	\$1,024 (23/24)
Filetron Pty Limited v Innovate Partners GMC – Second Respondent	Ongoing	154 Wollumbi Road, Marulan Third Party Appeal against partial approval of DA/0288/2021 Class 4 Judicial Review	\$25,535 (21/22) \$52,828 (22/23) \$41,687 (23/24)
Council ats Landmark Group	Ongoing	30A Sloane Street, Goulburn Appeal against the refusal of DA/0099/2122 Class 1 Appeal	\$22,564 (22/23) \$57,828 (23/24)
Council ats MLH Pty Ltd	Completed	134 Marys Mount Road Appeal against the refusal of DA/0514/2122 Class 1 Appeal	\$16,547 (22/23) \$159,876 (23/24)

Councillor Expenses

Total payment of expenses and the provision of facilities to Councillors in relation to their civic functions.

Mayoral Allowance	\$47,412
Mayoral Vehicle	\$6,470
Councillors Annual Fee (per Councillor)	\$21,730
Total Councillor Fee (Nine Councillors)	\$195,570
Councillor Superannuation	\$14,777
Overseas Visits	\$Nil
Interstate Visits	\$Nil
Travel Costs reimbursed to Attend Meetings	\$Nil
Councillor Technology Costs*	\$Nil
Councillor Telephone Call Costs	\$10,738
Councillor Conference & Seminars	\$5,321
Councillor Training & Skill Development	\$4,320
Costs for a spouse or other persons who accompanied a Councillor	\$Nil
Childcare Costs	\$Nil

* No new devices were issued to any Councillor during the 2023-24 financial year.

Statement of Total Remuneration of Chief Executive Officer

During 2023-24, Council employed a Chief Executive Officer. Following is a statement of the total remuneration.

Section LGR 217 (B) Remuneration Component		Amount (\$)
(i)	Salary	\$319,500
(ii)	Additional payment	Nil
(iii)	Contribution to Superannuation	\$27,500
(iv)	Non cash benefits (private use of Council Vehicle)	\$14,830
(v)	Fringe Benefits Tax on Non-Cash Benefits	\$14,500

Statement of Total Remuneration of Senior Staff

During 2023-24, Council employed four Directors in addition to the Chief Executive Officer. Following is a statement of the total remuneration.

Section LGR 217 (C) Remuneration Component		Amount (\$)
(i)	Salary	\$882,517
(ii)	Additional payment	Nil
(iii)	Contribution to Superannuation	\$101,697.62
(iv)	Non cash benefits (private use of Council Vehicle)	\$30,014
(v)	Fringe Benefits Tax on Non-Cash Benefits	\$29,344

Councillor Meeting Attendance 2023 – 2024

A total of 24 Council Meetings were held during the period 1 July 2023 – 30 June 2024. A number of Councillor Briefing Sessions were also held.

Attendance 1 July 2023 to 30 June 2024	Council Meetings 15	Councillor Briefings 18
Cr Peter Walker	15	16
Cr Steven Ruddell	15	16
Cr Andrew Banfield	12	10
Cr Michael Prevedello	12	12
Cr Bob Kirk	12	16
Cr Jason Shepherd	15	15
Cr Daniel Strickland	14	13
Cr Andy Wood	14	10
Cr Carol James	14	14

Councillor Induction & Ongoing Professional Development 2023 – 2024

Local Government (General) Regulation 2021 – Reg cl 186

Training/Conference/Seminar	Date	Councillors in Attendance
Australian Institute of Company Directors (AICD)	19-20 October 2023	Cr Jason Shepherd Cr Michael Prevedello Cr Steven Ruddell
Councillor Finance Training	10 November 2023	Cr Jason Shepherd Cr Michael Prevedello
NSW Local Government Conference	12-15 November 2023	Mayor Peter Walker Cr Steven Ruddell Cr Andy Wood

Statement of Total Number of Persons

Section 217 Local Government (General Regulation 2021)

Listed below are the total number of persons who performed paid work for Goulburn Mulwaree Council as at Wednesday 14th February 2024.

Category	Number
Permanent full-time employees	249
Permanent part-time employees	32
Casual employees	29
Fixed term employees	8
Senior staff	5
Apprentice	2
Trainee	5
Contract Workers	2

Private Works

During the period of 1 July 2023 to 30 June 2024, Council carried out private works for sewer \$33,083.46 and water \$226,737.64. There were no other private works carried out.

Regulations, Rates and Charges Written Off

Rates and charges written off during the 2023-2024 financial year:

S575 Pensioners	\$915,231.45 Total Claim
	\$411,854.15 Written off (45% of the total claim)
S585 Postponed	\$12,047.94

Water and Sewer Connections

The number of connections as at 30 June 2024:

➤ Water Connections	12,414 assessments 12,178 meters
➤ Sewer Connections	11,931 (not including flats)

Swimming Pools

The following provides activities relating to the inspections of private swimming pools in accordance with the Swimming Pools Act 1992 s22F (2) and Swimming Pools Regulation 2018 (SP Reg) cl 23.

Number of inspections of tourist & visitor accommodation	0
Number of inspections of premises with more than 2 dwellings	0
Number of inspections that resulted in the issuance of a certificate of compliance under section 22D of the Act	18
Number of inspections that resulted in issuance of a certificate on non-compliance under clause 21 of the Regulation	9
Applications undetermined	0

Stormwater Levy

Council does not levy an annual charge for stormwater management services.

Coastal Protection Services

Council does not levy an annual charge for coastal protection services.

Fisheries Management Act 1994, s220ZT(2)

Goulburn Mulwaree Council has not been identified in a recovery or threat abatement plan under the Fisheries Management Act 1994, s220ZT(2). There are no threatened fish species identified in the Local Government Area.

Additional Rate Variation

Under the *Special Rate Variation Guidelines 7.1 – Reporting Mechanisms*, Council is required to report any activities funded via a special rate variation of general income.

In February 2024, Council applied to the NSW Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation (SRV) which was approved for a 22.5% rate increase.

The additional funds received through the SRV will increase the resources available to address and correct Council's operating position.

This rate increase will take effect from 1st July 2024 and any reporting requirements will commence with the 2024-2025 Annual Report.

Companion Animal Act 1998 & Regulation

The following provides a statement of activities relating to the enforcement and compliance with the Companion Animals Act 1998 and Regulation.

The Council expended a total of \$724,274 during 2023/24 in the operation of the Goulburn Mulwaree Animal Shelter and the enforcement and compliance of the provisions of the Companion Animals Act 1998 and Regulation. This financial component does not incorporate the administrative and management costs associated with the operation of Councils Companion Animal Service Program.

Council has continued to undertake works to the Animal Shelter as required to improve functionality, comfort and liveability for the animals in our care. Council have continued to reinforce current policy and procedure at the facility which emphasises limiting euthanasia, increased animal care standards, community engagement and a continued focus on rehoming and adoption. Council has a dedicated Animal Shelter Attendant on a full-time permanent basis to focus on the day to day operation of the Animal Shelter, animal care and rehoming given the outstanding success of operations at the Shelter and the resultant increased workload. In 2023/24 Council rehomed 106 dogs and 70 cats from the Animal Shelter with a further 7 cats transferred to rehoming organisations.

Council utilises the Guidelines on the Exercise of Functions under the Companion Animals Act 1998 to assist in meeting the obligations of the legislation as follows:

- The 2023/24 Pound Data Return was submitted by the due date.
- All dog attacks and orders for 2023/24 were recorded on the Companion Animal Register.
- Council supports the desexing of dogs and cats by only selling desexed animals from the Goulburn Mulwaree Animal Shelter.
- Enforcement of the Companion Animals Act and Regulation is undertaken via an educational approach regarding responsible pet ownership. Information is provided directly to pet owners and is also readily available on Council's website and routinely features on Council social media platforms and in media releases.
- Council is active in seeking rehoming opportunities for suitable unclaimed and surrendered animals. This is achieved by keeping suitable animals for longer than the statutory time frame, liaising with animal rescue groups to find homes for animals and actively promoting animal adoption in the local community. Council utilises social media to promote animals available for adoption in order to raise the profile of its animal rehoming efforts and also utilises this platform to return impounded animals to their owners where animals cannot be identified or registration details are not up to date.
- Council promotes responsible pet ownership in the community and recognises the importance of socialisation for both animals and their owners. As such there are five formally designated off leash areas for dogs located throughout Goulburn. These are located at Victoria Park (Cnr Faithfull & Clifford Streets), Eastgrove (Cnr Park Road & Hercules Street), West Goulburn/Garfield Park (Cnr Garfield Avenue, Francis Street & Wyatt Street), Jack White Park (Cnr of Progress & Wran Streets, alternative access via Dalley & Healey Streets) and Riverside Park (Off Quiberon Way).

Equal Employment Opportunity Management Plan

Goulburn Mulwaree Council is committed to our responsibilities under relevant legislation to provide a workplace that is free from bullying, harassment, discrimination and victimisation and provides Equal Employment Opportunities (EEO) for current and prospective employees by fostering a work environment that supports fairness, equity and respect for social and cultural diversity.

Council's EEO Management Plan encompasses the following objective and strategies:

1. **Communication of Policies and Programs:** To communicate EEO responsibilities, principles and practices to all current and potential employees.
2. **Collection and Recording of Appropriate Information:** To ensure that relevant information in relation to EEO is collected and recorded for the ongoing development of EEO programs and to monitor the effectiveness of the current EEO plan.
3. **Recruitment and Selection:** To ensure all Recruitment and Selection at Goulburn Mulwaree Council is undertaken in accordance with legislative requirements and EEO principles.
4. **Training and Development:** To ensure training and development procedures conform to EEO principles, which incorporates opportunities for training and development of EEO target group members.

5. Human Resources Policies and Procedures:

- a. To ensure all instances of advancement, transfer and higher duties are offered following fair and consistent processes where merit is established.
- b. To ensure any dispute/grievance that is raised is treated equitably and in accordance with Council's grievance resolution procedures.
- c. To ensure all employee conditions of employment conform to EEO principles.
- d. Ensure that Human Resources policies and procedures are non-discriminatory and are supportive to all employment groups.

Target Groups: To set strategies to assist employment for target groups. These groups include people from a non-English speaking background, people from an Aboriginal and Torres Strait Islander background, people with a disability, women in managerial roles and youth.

Modern Slavery Compliance

Modern slavery describes situations where coercion, threats or deception are used to exploit victims and undermine or deprive them of their freedom. Modern slavery can include serious forms of exploitation such as forced labour, human trafficking, slavery and slavery-like practices. These practices are serious crimes, grave abuses of human rights and have devastating impacts on survivors. Modern slavery does not include practices like substandard working conditions or underpayment of workers, although these practices are also illegal and harmful and may be present in some situations of modern slavery.

The *NSW Modern Slavery Amendment Act 2021* commenced on 1 January 2022. As a result, the *NSW Local Government Act 1993* was amended. From 1 July 2022, all NSW councils are required to take reasonable steps to ensure that the goods and services they procure are not the product of modern slavery.

Council is committed to work with all suppliers to improve the collective understanding, impact, identification, and risk management of modern slavery, in all supply chains.

Tender Respondents with an annual turnover of over \$100M are required to comply with the *Modern Slavery Act (Cth) 2018* and must show evidence of that compliance.

Tender Respondents not currently required to comply with the *Modern Slavery Act (Cth) 2018* are asked to consider, develop, and implement reasonable strategies to ensure the goods and services provided to Council are not the product of modern slavery. The Respondent may be asked to consent to a Modern Slavery Risk assessment by Council or its appointed representative.

Respondents identified as an unacceptable Modern Slavery Risk may, at Council's discretion, be asked to more actively investigate the supply chain of goods and/or services. If unwilling to adequately investigate the

supply chain process, the Respondent may be passed over and removed from further participation in the evaluation process.

There have been no issues raised by the Anti-slavery Commissioner during the year concerning the operations of the Council and identified by the Commissioner as being a significant issue.

Goulburn Mulwaree Council has undertaken the following actions to fulfil Council's obligations in relation to modern slavery:

1. Council's Procurement Policy includes Modern Slavery provisions
2. Council's Conditions of Tendering and Conditions of Contract include clauses regarding modern slavery.
3. Council's Response Schedules include a modern slavery checklist for review and declaration.
4. Council have conducted mandatory training for Council Officers who are involved in procurement activities.
5. Council is committed to take action if or when modern slavery practices are identified and report occurrences to the proper authorities.

Contracts Awarded over \$150,000

Major contracts undertaken 1 July 2023 – 30 June 2024

Contractor	Project	Amount
Steel Corp Engineering	Supply and Installation of Steel Works - Goulburn Waste Management Centre	\$463,000
MAS Structures Pty Limited	Supply and Installation of Concreting Works - Goulburn Waste Management Centre	\$269,204
Bridgeworks Australia	To replace and upgrade Mayfield Bridge.	\$1,555,555
Environmental Earth Sciences (NSW)	Removal and safe disposal of contaminated road millings at Deccan Street, Goulburn	\$481,450
Denrith Pty Ltd	Range Road Causeway replacement	\$391,075
ARW Multigroup	Emergency Operations Centre Construction	\$3,084,425
ARW Multigroup	Resurface Carr Confoy Netball Courts, and Upgrade lights at Marulan Soccer Fields and Carr Confoy Netball Courts	\$1,635,070
Denrith Pty Ltd	Jerrara Road Blackspot – Road Repairs	\$2,527,523
Coopers Earthmoving and Haulage Pty Ltd	Mountain Ash Road Natural Disaster Roadside Erosion Repairs and Restoration	\$312,772
Downer EDI Works Pty Ltd	Hume Street AC Works	\$988,643
Denrith Pty Ltd	Eastgrove and South Goulburn Shared Paths	\$2,899,028
Form and Pour Construction	Additional works at Wollondilly Walking Track Stage 3 – Cemetery Street Section	\$457,618
ARW Multigroup	Japanese Garden Stage 2	\$375,020
Gunlake Quarries NSW Pty Ltd	Extension of contract (Tender 2021T0026) – Supply of Gravel Materials	Schedule of rates
Denrith Pty Ltd		
Cleary Bros (Bombo) Pty Ltd		

Contractor	Project	Amount
Downer EDI Works Pty Ltd	Deccan and Clinton Street AC Works	\$3,251,252
Cleary Bros Pty Ltd	Queen Street Kerb and Gutter Replacement	\$303,091
Downer EDI Works Pty Ltd	Braidwood Road and Clinton Street AC Patch Works	\$254,682
Coopers Earthmoving and Haulage Pty Ltd	Highland Way Road Rehabilitation	\$314,727
Sherrin Rentals Pty Ltd Kennards Hire Pty Ltd JCF Enterprises Pty Ltd T/A JCF Contracting Coopers Earthmoving & Haulage Pty Ltd Hollingworth Cranes Hiring Service Pty Ltd Colin White Enterprises Pty Ltd Stabilised Pavements of Australia Rollers Australia Denrith Pty Ltd Tutt Bryant Hire Pty Ltd	Plant and Equipment Hire Panel – Extension of contract (1920T0010)	Schedule of rates
Downer EDI Works Pty Ltd	Supply of Asphalt Services – Extension of Contract (VP208670)	Schedule of rates
Roadworx Surfacing Pty Ltd	Sprayed Bituminous Surfacing	Schedule of rates
Denrith Pty Ltd	Winning and Crushing Bulk Materials – Contract Extension (1819T0015)	Schedule of rates
Ausroad Manufacturing Pty Ltd	Plant – 0080 Patch Truck	\$648,185
Ausroad Manufacturing Pty Ltd	Plant – 0085 Spray Seal Truck	\$376,175

Contractor	Project	Amount
Isuzu Australia Limited	Plant – 9072 and 9076 Side Compactor Garbage Trucks	\$1,038,400
Garwood International Pty Ltd	Plant – 9008 Rear Compact Garbage Truck	\$465,600
Gunlake Quarries NSW Pty Ltd Denrith Pty Ltd Cleary Bros (Bombo) Pty Ltd	Supply of Gravel Materials – Contract Extension (2021T0026)	Schedule of rates
Infrastructure Management Group	Transportation Assets Condition Survey	\$246,069
Dellys Plumbing	Safety Shower and Backflow Valves Installation Inspection Maintenance and Replacement	Schedule of rates
Gardner Denver	Air Compressor and Blower Servicing Goulburn and Marulan Water and Wastewater	Schedule of rates

S125 Access to Information Statistical Report (Government Information (Public Access) Act 2009)

Section 125 of the *Government Information (Public Access) Act* (GIPA Act) requires Council to annually report on its obligations under the GIPA Act. Clause 8 and Schedule 2 of the *Government Information (Public Access) Regulation 2009* outlines what must be included in the report. Council meets its reporting obligations under the GIPA Act by submitting an annual GIPA report to the Information and Privacy Commission and through inclusion in Council's organisational Annual Report.

In accordance with Section 7(3) of the GIPA Act, Council must review its program for the release of government information to identify the kinds of information held by Council that should be made available in the public interest and that can be made publicly available without imposing unreasonable additional costs on the agency. This review must be undertaken at least once every 12 months.

In 2023 – 2024 Council's ongoing program for the proactive release of information involved requests for information being allocated to a specific department or referred to the Access to Information Officer. Requests for information, other than open access, were assessed using a checklist that assists staff in determining release:

- Owner of information
- Authority to release information
- Public interest – refer to Access to Information Officer
- Personal information
- Third party information – consent or easily redacted
- Copyright – consult
- Resources to search for and obtain information

During the reporting period, we reviewed this program by:

- Council reviews all formal access applications and informal requests received by the public to identify any information that could be made publicly available.
- Council conducts reviews of categories of information in Council's corporate electronic document management system, reviewing neighbouring Council's disclosure logs and websites to assess what information is sought by the broader public.

- Consultation with staff to determine the types and categories of information frequently requested to identify any information that would be appropriate for proactive release. This consultation is facilitated by Access to Information training sessions for staff, customised staff team information sessions and by ongoing general consultation as part of the operations of the organisation.

As a result of this review no new information, in addition to those released in previous years, was identified to be proactively released.

External Bodies Exercising Council Functions

No external bodies were engaged by Council to run Council facilities during 2023 – 2024

Controlling Interest in Companies

Council held no controlling interest in any companies during the reporting period.

Statistical Information About Access Applications

Schedule 2 of the Government Information Public Access (GIPA) Regulation sets out, in table formats, the statistical information that is required to be included in Council's annual report on GIPA obligations. These are as follows:

Table A: Number of applications by type of applicant and outcome*								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	2	0	0	0	0	0	0	3
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	1	4	0	1	0	0	0	4
Members of the public (other)	0	6	0	3	1	3	0	6

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	3	10	0	4	1	3	0	13
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

* A **personal information application** is an access application for personal information (as defined in clause 4 of Schedule 4 of GIPA) about the applicant (the applicant being an individual).

Table C: Invalid Applications	
Reason for invalidity	No. of applications
Application does not comply with formal requirements (section 41 of GIPA Act)	11
Application is for excluded information of the agency (section 43 of GIPA Act)	0
Application contravenes restraint order (section 110 of GIPA Act)	0
Total number of invalid applications received	11
Invalid applications that subsequently became valid applications	6

Table D: Conclusive presumption of overriding public interest against disclosure - matters listed in Schedule 1 to GIPA Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	2
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Privilege generally – Sch 1(5A)	0
Information provided to High Risk Offenders Assessment Committee	0

*More than one public interest test consideration may apply in relation to a particular access application, and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure – matters listed in table to Section 14 of GIPA Act

	Number of occasions when application not successful
Responsible and effective government	4
Law enforcement and security	2
Individual rights, judicial processes and natural justice	4
Business interests of agencies and other persons	9
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	19
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	19

Table H: Applications for review under Part 5 of GIPA Act (by type of applicant)

	Number of applications for review
Applications by access applicants	4
Applications by persons to whom information the subject of access application relates (see Section 54 of GIPA Act)	0

Table G: Number of applications reviewed under Part 5 of GIPA Act (by type of review and outcome)

	Decision Varied	Decision Upheld	Total
Internal Review	0	0	0
Review by Information Commissioner*	2	0	2
Internal review following recommendation under section 93 of GIPA Act	2	0	2
Review by NCAT	0	0	0
Total	4	0	4

Table I: Applications transferred to other agencies under Division 2 Part 4 of the Act (by type of transfer)

	Number of applications for review
Agency-initiated transfers	0
Applicant-initiated transfers	0

* The Information Commissioner does not have the authority to vary decisions but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

State of the Environment Report

State of Environment reporting requirements are part of the Integrated Planning & Reporting Framework. The intent is that the environmental objectives identified in Council's Community Strategic Plan (CSP) are to be measured by the SoE.

Council's annual report in the year of an election must include a State of Environment Report that;

- Reports as to the state of the environment in the local government area in relation to such environmental issues as may be relevant to the objectives for the environment established by the Community Strategic Plan.
- Establishes relevant environmental indicators for each environmental objective.
- Reports on and update trends in each such environmental indicator.
- Identifies all major environmental impacts (being events and activities that have a major impact on environmental objectives.
- Is prepared in accordance with the guidelines issued under section 406.
- The report may be prepared as part of a regional report.

Council elections were held in December 2021 and the next elections are due 14 September 2024.

The Planning and Reporting Manual (DLG 2010) notes that the SoE reporting process:

- Should enable Councils to focus resources on issues of concern to their community and where Council may influence their management.

- Will integrate with and inform the Community Strategic Plan.
- Strongly encourages regional partnerships to draw from a wide range of data and develop shared arrangements for environmental monitoring to achieve efficiencies and more consistent environmental monitoring and reporting across NSW.
- May continue to apply the Pressure-State-Response model to report on indicators.
- Must consult with the community in particular environmental groups when preparing the report.

General Assessment

The State of the Environment in Goulburn Mulwaree is considered under the broad themes of atmosphere, water, land, biodiversity and human settlement.

Atmosphere - Is our air quality good?

Goulburn Mulwaree enjoys generally clean air, and a pleasant climate with mild to hot summers and cool winters. Its inland position ensures a wider temperature range than coastal areas and restricts rainfall.

The lack of heavy industry or concentrations of vehicles ensures that pollutant loadings are relatively low and are usually dispersed; however, higher concentrations of pollutants may occur briefly in small areas - for example close to busy roads during peak traffic periods. Occasionally inversions occur in valleys on clear winter nights, which can trap gaseous and fine particle pollutants, such as wood smoke from domestic fireplaces and stoves and abattoir odours, close to ground level.

The Protection of the Environment Operations Act 1997 No 156 and the Protection of the Environment Operations (Clean Air) Regulation 2022

provide the legislative framework for the regulation of the output of pollutants from solid fuel heaters. Owners can be issued with an infringement notice if the heater produces excessive smoke; excessive smoke means the emission of a visible plume of smoke from a chimney for a continuous period of not less than 10 minutes, including a period of not less than 30 seconds when the plume extends at least 10 metres from the point at which the smoke is emitted from the chimney. No notices or warning letters were issued over the 2023/2024 winter period and no woodsmoke complaints were received by Council in relation to smoke from solid fuel heaters.

NSW Air Quality measures air quality in Goulburn and provides a comparison for the last 6 months of air pollutants, standardising measurements of ozone, carbon monoxide, sulphur dioxide, nitrogen dioxide and airborne particles into one easy-to-understand rating scale, the air quality category (AQC). The air quality for the six months to June 2024 was rated as “good” for Goulburn.

Biodiversity - Are our native plants and animals better or worse off?

Goulburn Mulwaree lies almost wholly in the South-Eastern Highlands bioregion. Vegetation in this bioregion is described as predominantly wet and dry sclerophyll forests, woodland, minor cool temperate rainforest and minor grassland and herbaceous communities. The landforms are typically steep, dissected, and rugged ranges, that extends across southern and eastern Victoria and southern NSW.

DCCEEW

National Parks and Nature Reserves make up 7% of the Goulburn Mulwaree Council Area; these being the Jerralong Nature Reserve, parts

of Morton National Park and Nadgigomar Nature Reserve. State Forest makes up less than 1% of the area.

Overall, it is estimated that the condition of native flora and fauna is largely the same as previous years. However, there are regular incidents of illegal land clearing that have a cumulative impact on Biodiversity. Illegal land clearing is investigated by Council and Department of Climate Change, Energy, the Environment and Water (DCCEEW). Fines are imposed when required.

Many of the trees & other vegetation that was affected by drought in the previous reporting period have recovered to some extent. Some vegetation in dryer locations did not recover. Given that the season has been wetter vegetation will re-establish from seed & potentially sucker from root stock. It is yet to be seen what the long-term result will be.

Development has the potential to have an incremental effect on the natural environment. The recently implemented Biodiversity Conservation Act & Local Land Services Act regulate the effects of development on the environment. These Acts aim to avoid, minimise & offset impacts on the environment.

During this reporting period the protection of native plants and animals within Goulburn Mulwaree through the management of clearing was largely the responsibility of the Department of Planning, Housing & Infrastructure (DPHI). DPHI manages National Parks, and the Southeast Local Land Services (SELLS) that includes Goulburn Mulwaree LGA. Prior to the formation of SELLS Goulburn Mulwaree LGA was covered by three Catchment Management Authorities that prepared Catchment Action Plans for the area. These documents contain information about the location, extent and quality of remnant vegetation.

Council engaged a consultant to prepare a Biodiversity Strategy for the Local Government Area. The information from the study was fed into the Local Environmental Plan 2009 (LEP). The outcomes of the Biodiversity

Strategy are used in the assessment of Development Applications and the management of biodiversity by Council and SELLS. Council also worked with DPHI to undertake an on-ground assessment and subsequent mapping of the vegetation around Goulburn city & Towrang. The mapping will be used to provide greater accuracy & to update Council's LEP.

In relation to protection of vegetation the LEP states that Council approval is required before any trees and shrubs can be removed from within a listed heritage item or from an item located within a Heritage Conservation Area. In addition, NSW State Government Threatened Species Legislation protects Endangered Ecological Communities (EEC) such as Yellow Box / Blakely's Red Gum woodland and Tablelands Snow Gum, Black Sallee, Candlebark and Ribbon Gum Grassy Woodland.

The following list of threatened species of flora and fauna relevant to the Goulburn Mulwaree LGA have either been added to the NSW Biodiversity Conservation Act and/or the Commonwealth Environmental Protection and Biodiversity Conservation Act or have had their status upgraded. Eastern Bristlebird, Gang Gang Cockatoo, Grey-headed Flying Fox, Hoary Sunray, Key's Matchstick Grasshopper, Koala, Large-eared Pied Bat, Latham's Snipe, Pilot Bird, South-eastern Glossy Black Cockatoo, Southern Greater Glider, and Southern Whiteface.

The Biodiversity Conservation Act 2016, Local Land Services Act 2016, and the State Environmental Planning Policy (vegetation in Non-Rural Areas) 2017 regulate the way that biodiversity (flora & fauna) is managed.

For applications that involve clearing of native vegetation associated with Development Council is the approval authority. Council is also the approval authority for clearing not associated with development, in non-rural areas

where the thresholds set by the legislation are not exceeded. Where the clearing thresholds are exceeded the Native Vegetation Panel is the approval authority.

Council's Development Control Plan section 3.9 includes the requirements of Part 3 of the State Environmental Planning Policy (Vegetation in Non-Rural Areas) 2017. This means that Council consent is required prior to removing or pruning vegetation over 3.0m in height or with a canopy greater than 3.0m in width.

Council adopted a Vegetation Removal Offset Policy. To offset the environmental loss of removed vegetation the fees charged for inspections are used to plant vegetation on Council owned land. This includes the loss of vegetation due to Council's own activities. The species planted are predominantly local native species.

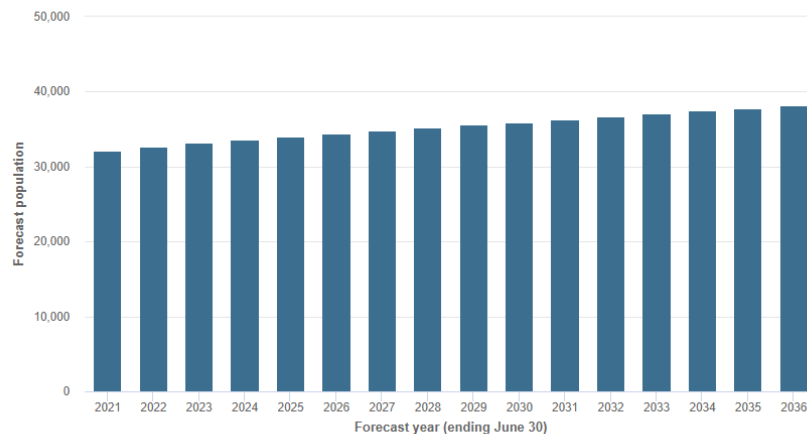
The illegal clearing of native vegetation by rural property owners is increasing. Where needed Council fines individuals or companies that remove vegetation without consent. Council is also party to prosecutions for more serious matters.

Human settlement - How well do we provide for our human populations?

The Australian Bureau of Statistics estimate the population of Goulburn Mulwaree in 2023 as 32,710 people which is an increase over the previous year of 316 people. The residents of Goulburn Mulwaree are distributed between Goulburn city residents (approximately 76%) and residents in the villages and rural areas (approximately 24%). Population growth continues to be stable with forecast change between 2023 – 2036 being 15.3% as detailed in the graph below.

Forecast population

Goulburn Mulwaree

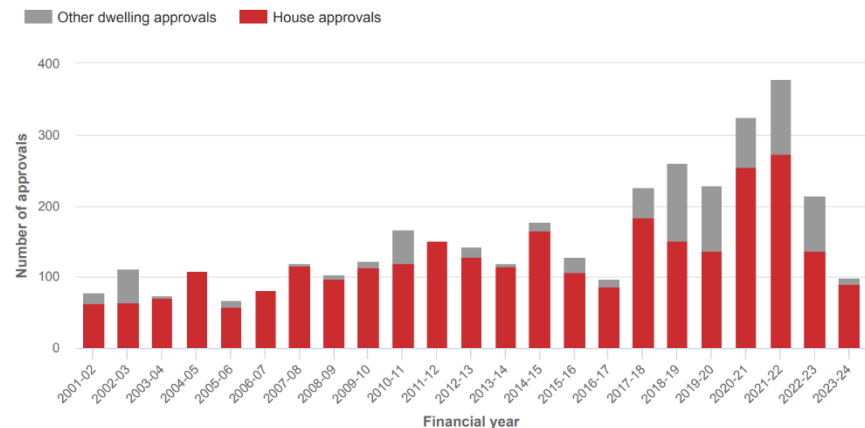


Source: Population and household forecasts, 2021 to 2036, prepared by [id](#) (informed decisions), March 2023.

Residential approvals returned to normal levels in 2023-2024 compared to the previous record high years (2020-2021 and 2021 – 2022) as indicated in the graph below. The record high levels of applications reflected the period before inflation increased, the pandemic “tree change” phenomenon and available government subsidies. The phasing/timing of large subdivision releases such as Teneriffe will also result in a mirroring rise in application numbers and can have a disproportionate effect on normal levels of approvals when they occur.

Residential building approvals

Goulburn Mulwaree



The graph above shows a larger percentage of approvals for house than for other dwelling types. There was a contraction of approvals in 2023-2024 with 90 Houses and 9 in the other category approved.

Recreational activities are well provided for in Goulburn, with substantial sports facilities spread throughout the city. There is a concentration of fields at Carr Confoy Park on the flood plain adjacent to the Mulwaree Ponds. Sports catered for include cricket, netball and touch football. The Goulburn Pony Club lease's adjacent Council land on the river flats at Eastgrove for their events. A substantial upgrade of the Netball facilities was completed in 2024.

Council has made a major investment in recent years on a series of shared pathways alongside the Wollondilly and Mulwaree Rivers. The last remaining section of the pathway has been completed, connecting 25km's of pathway along the river. An addition 4.6km's of shared pathways is being constructed in the 24/25 financial year.

There are numerous soccer fields located at Cookbundoon Sporting Complex in Bradfordville at the north of Goulburn. Athletics takes place at Hudson Park, Bradfordville.

The Recreation Area caters for numerous sporting and recreational groups including rodeo, basketball, poultry, greyhound racing, equestrian, indoor hockey & trotting. The Recreation Area is also home to popular annual events such as the Goulburn Show and Rodeo.

Swimming is catered for at the Goulburn Aquatic Centre (GAC) that is located on the periphery of Victoria Park. The GAC has both indoor and outdoor pools allowing residents and visitors to swim year-round. The GAC underwent a major upgrade with the construction of a new indoor pool hall. The new facilities include 3 heated pools, a children's wet play area and a gym.

Council owns Hockey Fields that are located on the corner of Finlay Road & Sports Way. The facility provides a base for Goulburn Hockey with the goal of holding tournaments that draw visitors to the region. Council undertook a significant upgrade of the facility after it was purchased from the Goulburn Worker's Club.

Some of the rural villages have facilities such as playing fields and tennis courts. Council's role is to provide the infrastructure for the use of community groups.

There are a number of motor racing facilities in the LGA including One Raceway (formerly Wakefield Park) on Braidwood Road south of Goulburn, Pheasant Wood Circuit south of Marulan on Jerrara Road and Goulburn Speedway & Goulburn Motorcycle Club both located on Mount Grey at the northeast of Goulburn. These facilities provide opportunities for local motorsport lovers and draw large numbers of visitors from within NSW and other states. All these facilities have the potential to generate significant noise levels. Council is working with the facility owners to put in place measures to reduce noise issues.

In terms of other noise generation for the Goulburn Mulwaree area, Council assesses Development Applications against state legislation and guidelines to maintain a reasonable amenity. If residents lodge noise complaints, they are dealt with by Council's Compliance section.

Goulburn has a Visitor Information Centre and supports the tourism website www.goulburnaustralia.com. This site facilitates and provides information on events such as markets, food fairs, exhibitions and art gallery events.

Community support is generous in Goulburn with many charities supported by a network of volunteers. Examples of high-profile events include the Convoy for Kids, Lilac Time festival and monthly market and the NSW Cancer Council fundraising activities.

Cultural activities in Goulburn Mulwaree encompass the visual and performing arts. Goulburn Regional Art Gallery, located in the Civic Centre, is a major resource of visual art and craft practice and education for the region. The Gallery's annual program of exhibitions fosters and promotes regional artists and craftspeople and engages the general public. The Gallery's educational activities, including an outreach program, encourage broad community participation. The performing arts are highlighted through the activities of the Lieder Theatre which has a strong youth focus, and the Rocky Hill Musical Theatre Company hosts up to three shows per year. The Hume Conservatorium provides community access to music education and performance. Southern Tablelands Arts promotes arts and culture throughout the Region.

Council restored and redeveloped the former Town Hall in Auburn Street into the Goulburn Performing Arts Centre. The GPAC caters for various theatrical & musical productions that are both locally produced & touring. The opening of the GPAC was slightly delayed from the original completion date due to Covid restrictions on construction sites.

The Goulburn Mulwaree Library is situated in the Council Civic Centre. The library is a place to browse, study, and access technology or to simply relax and listen to music or read the current newspapers. A wide range of resources and services, both in the library and online, are provided to meet the information, recreational and cultural needs of the community. Free WiFi is provided. The library has a Home Library Service: this is a free

service provided for those people who, due to age, disability or illness, are unable to make their own selections at the library. The library has an active Local History section where information can be sourced and research carried out.

Heritage protection is a high priority for Goulburn Mulwaree. Council's Local Environmental Plan (LEP) 2009 includes Heritage Conservation Areas with the majority of Heritage Items being located towards the center of Goulburn city. The LEP includes 611 individual items and groups of items of heritage significance that are listed on Schedule 5 – Environmental Heritage.

Heritage grants are made available annually to residents of Goulburn Mulwaree. The purpose of the grant funding is to encourage the conservation of heritage items identified in Council's LEP Schedule 5, Environmental Heritage or items located in heritage conservation areas. Projects are eligible if they involve external repair, maintenance or reinstatement of missing details on heritage buildings or items. See information on the heritage grant scheme elsewhere in this annual report.

Council also has a CBD grants scheme. In 2023-2024 the CBD grants targeted Auburn Street, Bourke Street & Sloane Street properties located between Bradley Street at the north and Clinton Street to the south. The purpose of the grants is to assist owners to improve the appearance of the CBD. See information on the CBD grant scheme elsewhere in this annual report.

Council engages the services of a consultant Heritage Advisor to provide advice on development applications, urban design and to assist in the administration of the heritage grants. An Archaeological Management Plan was completed in 2010 and an Aboriginal Heritage Study was completed in 2012. Council has engaged a consultant to update the Aboriginal Heritage Study. The project has been split into two stages, stage one involves

research, consultation with the local community and then to use the information gained to create a brief for a consultant to update the study.

In 2018 consultants completed an update of Council's Heritage Study. Council adopted the study in 2018 and its recommendations have been integrated into the LEP. Council revised the Schedule 5 list of Items of Environmental Heritage to ensure that the property descriptions are correct.

Land - Has land quality improved and are we using our land sustainably?

The Goulburn Mulwaree Council area covers an area of 3,298 km². Most of this land is used for rural purposes.

Land use change has accelerated in recent years with many new approvals for additional residential, industrial & extractive industry development. Generally, these developments have taken place on land that has long been earmarked for such development and hence these applications have not resulted in the loss of open space. Several sites have also been highlighted for the provision of new services and infrastructure to allow for additional residential and industrial growth. The expansion of the highway service centre in South Goulburn is progressing rapidly. Development of the former Kenmore Hospital site is progressing slowly.

The State Government's Southeast and Tablelands Regional Plan 2036 identifies the key issues for the South Eastern Tablelands Region. The plan's Vision is for "A borderless region in Australia's most geographically diverse natural environment with the nation's capital at its heart". The goals to achieve the vision are; A connected and prosperous economy; A diverse environment interconnected by biodiversity corridors; Healthy and

connected communities and Environmentally sustainable housing choices. Planning Proposals and any Strategic Planning documents prepared by Council will need to align with the Regional Plan.

Council completed a Local Strategic Planning Statement (LSPS), that provides strategic directions for growth targets, growth areas, sustainable development and planning instruments and policies. The LSPS supersedes the Strategy Plan 2020.

The LSPS takes precedence over The Tablelands Community Strategic Plan for planning matters and is to be considered in the assessment of Planning Proposals and Development Applications as follows:

- For DAs this means we need to put the LSPS planning priorities into the Council Report template instead of the CSP, the LSPS is not an environmental planning instrument (EPI) so does not fall within the Section 4.15 criteria for evaluation under the EPA Act, 1979, but may inform some evaluation of social, environmental, or economic impact of a proposal.
- For Planning Proposals, the LSPS is a specific consideration in a proposal which must be addressed in the document.

Ultimately the LSPS is intended to inform the Strategic Planning Program and LEP /DCP preparation. It may also assist with grant applications and providing a framework around our priorities for the future.

Land quality issues within rural areas have had a particular emphasis on issues relating to the identification and removal of priority weeds (formerly called noxious weeds), fertiliser spreading and intensive agriculture requiring substantial staff attention. Council is addressing such rural land

use conflicts as part of the Strategy Plan by working with the community to develop and implement techniques to avoid conflicts.

Council has an active Biosecurity Weeds Section that is assisting to improve land quality by identifying sites containing priority weeds and requiring that landholders take action to meet their Biosecurity Duties under the Biosecurity Act 2015. Council has a weed spaying and management program on land that it controls.

Council runs a licenced landfill in Goulburn and a small landfill at Marulan, plus a transfer station at Tarago.

The main putrescible and solid Waste Management Centre at 100 Sinclair Street, Goulburn has been in operation since 1906, and is situated in a valley next to Mount Gray. The Waste Management Centre is open to use by all residents of Goulburn Mulwaree. The site accepts asbestos waste from within Goulburn Mulwaree. The site has an area exceeding 100 hectares and has an active tipping area of less than one hectare. The site has a potential landfill life span until around 2055 if new cells area added. Council's waste minimisation strategies not only benefit the environment but also extend the life of the Waste Management Centre.

To address rural waste issues, rural residents are supplied a waste card that allows 52 visits to a Waste Management Centre each year plus up to two cubic metres of bulky waste may be disposed of on one occasion each year. Within the rural areas of Goulburn Mulwaree, Council operates the 6.7 hectare landfill site at Marulan, plus the waste transfer station at Tarago. Both sites are fenced and manned. The Marulan landfill has a life span estimated to be more than 40 years.

Council runs in-house waste collection services in Goulburn City and Marulan township, including organic waste, recycling and residual waste collection. The green waste collection service minimises the amount of

organic materials entering the waste stream and Council undertakes composting of green waste at Goulburn Waste Management Centre. The compost is available for sale to the public and is used on Council projects.

Council also undertakes waste education initiatives, such as educating school children about the importance of waste reduction utilising the recycling mascot 'Binjamin'.

Progress towards sustainability – Including Water

Council's adopted Integrated Planning and Reporting is underpinned by the key consideration of sustainability and has as one of the six key goals "a sustainable environment". Areas dealt with are:

- Land management,
- Natural resource management &
- Open spaces.

In early 2007, Council inserted a sustainability focus into its organisational structure. Driving improvements in sustainability is a whole of Council responsibility. A Sustainability Working Group made up of representatives from across the Council organisation prepared a Corporate Sustainability Action Plan with annual actions.

Council is currently reviewing the Sustainability Action Plan.

Initiatives include;

- Update Council's successful Rural Living Handbook with Sydney Water to inform rural landholders of land management issues, requirements and best practice
- Undertake a Sustainability Health Check

- Council's Sustainability Action Plan established the following carbon reduction target; Reduce energy consumption year on year, with the target being a reduction of 10% by 2030 based on 2015 usage
- Engage a consultant to measure Council's carbon production and report on anomalies in energy use so that these can be investigated and rectified if necessary
- Installation of solar electricity generating systems (photovoltaic solar cells) on a number of its buildings such as the Civic Centre, Visitors Information Centre, Aquatic Centre, Waste management Centre & at Council's Works Depot for a total of 100kW of solar power generation. These systems reduce the amount of electricity Council has to draw from the grid and consequently this reduces Council's carbon footprint. In the medium term they also reduce Council's financial outlay as the payback period for a PV system is approximately 5-7 years.

Council's work on the 2020 Strategy Plan also had a strong sustainability theme. Key emerging issues that require direction over the coming years include:

- The need for services to support an ageing population
- The importance of a secure reliable water supply to encourage and support the growth of residential, industrial and commercial development
- Diversification of the economic base to provide job opportunities for residents and to attract a greater working age population
- The need to protect important agricultural land and plan rural residential development through control of rural residential subdivision to produce better outcomes for the agriculture industry and for residents
- Need for Council to undertake clear and transparent decision making and communicate effectively and consistently with local rate payers

- The need to balance the desire to maintain a quiet rural lifestyle and opportunities for growth due to the strategic location of Goulburn Mulwaree, between Sydney and Canberra.

Council completed a review of its Climate Change Assessment Adaptation Plan. The plan includes prioritised actions to reduce Council's exposure to Climate Change risks.

Council continued work on the long term water strategy including Integrated Water Cycle Management principles. Funding to a total of \$50 million through subsidies and loans was established for the planning and construction of the Highlands Source Project in 2009/10. The Water Management Strategy sets the future direction of an integrated approach to deal with the issues of water supply, effluent disposal and stormwater management to the year 2030.

Wastewater Treatment

A new Waste Water Treatment Plant (WWTP) was completed in Goulburn in November 2018. The new WWTP dramatically improves the quality of water that is released into the Wollondilly River. The process was updated from a Trickling Filter Plant to a Membrane Bioreactor that is currently designed to treat an Average Dry Weather Flow of 6.0ML/day. The effluent quality is required to meet the concentration limits within the EPA Licence for the site.

Goulburn's Wastewater Treatment Plant receives Goulburn's sewage through Council's reticulated sewer network. Prior to the wastewater treatment process, sewage leaves properties, makes its way through

gravity fed mains and various pump stations to the Goulburn Wastewater Treatment Plant. From here the stages of wastewater treatment includes preliminary, primary, secondary and tertiary.

The preliminary stage involves inorganic solids and other large objects being separated out of wastewater. This is completed through a step screen and bache classifier/drum screens which the wastewater flows through and filters out these items.

The primary stage involves the separation of settable organics solids and floatables from the wastewater and the treatment and disposal of these solids. This is completed in the bioreactor through an anoxic zone, which deprives the wastewater from oxygen to simulate microorganism growth. Oxygen is then re-introduced by the use of blowers and diffusion grids; this causes a new form of microorganism to grow that consumes the original microorganisms. This is all completed for biological nutrient removal.

The secondary stage involves the wastewater passing through specifically engineered membranes that pull the effluent out of the mixed liquor. The membranes are designed to only pull water out as they are an extremely fine screen, small enough to only allow water through and prevent solids as well as bacteria from entering the treated effluent. Any mixed liquor that is not treated in this process returns to the bioreactor to begin the process again.

The tertiary stage involves treating effluent through the use of UV lamps and chlorine dosing. Once the effluent has been pulled through the membranes it is transferred to the UV system to be treated, this makes sure that any bacteria remaining in the effluent is neutralised. The majority of the effluent is then discharged through Council's approved discharge

point into the Wollondilly River. The quality of the water released into the river is greatly improved over the previous treatment plant. A small amount of treated water is used to wash down the plant, this is treated with chlorine for further disinfection. Currently treated effluent water from the plant is being used to irrigate the Goulburn Race Club's horse racing track and the Cookbundoon Sporting Fields.

Council has completed the construction of the Southern Tablelands Water Reuse Infrastructure Scheme (STWRIS) and is currently in the commissioning stages. The development of a reuse system will provide drought resilience to playing fields and community recreation spaces using high-quality treated water for the purpose of irrigation. Parks including Carr Confoy Park, Eastgrove South Park, Victoria Park, Hudson Park & North Park have irrigation systems installed which will ensure that the Goulburn community enjoys world class facilities and parks all year round.

Council is currently in design stages of an upgrade of the Marulan Water Treatment Plant, Wastewater Treatment Plant upgrade and the CED decommissioning.

Is our water quality good?

Goulburn Mulwaree measures water quality in our raw and drinking water. Council is responsible for managing our raw water storages, including Pejar Dam, Sooley Dam, Rossi Weir and the water sourced through the Highlands Source Pipeline. Council also manages water quality from the Goulburn and Marulan Water Treatment Plants and their associated networks.

Regular samples are collected by Council officers with the analysis being conducted by an independent laboratory.

The overall water catchment in the Goulburn Mulwaree area also comes under the additional jurisdiction of the Water NSW. Their neutral or beneficial effects criteria (Norbe) for development assists with protection of river water quality.

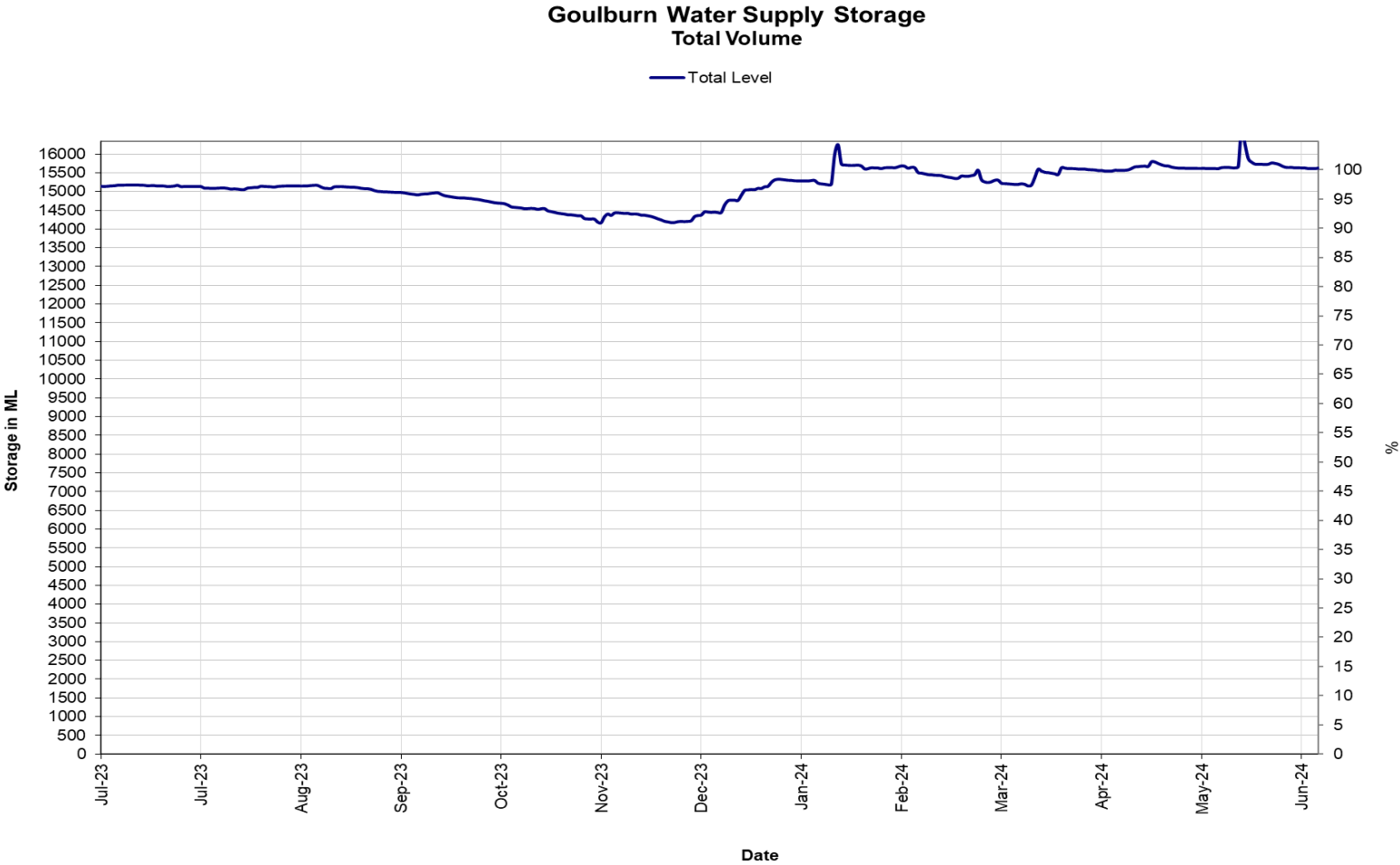
Is water use increasing or decreasing, and are we providing adequately for the future?

At 30 June 2024 the amount of usable water available to Goulburn is 97.6% of total capacity. Average water consumption in Goulburn has increased from the previous year's usage of 8.12ML/day to 8.38ML/day and Marulan's average daily water consumption has increased from the previous year's usage of 259kl/day to 262kl/day.

Did you know?

- ✓ In 2023/24 there was 3,157ML water supplied with the maximum daily demand for Goulburn being 13.58ML, and the maximum daily demand for Marulan being 0.44ML.
- ✓ The volume of sewage treated was 2,686ML
- ✓ The length of sewage mains is 326 km
- ✓ There are 11,847 sewer connections

Figure 1 - Goulburn Total Water Storage Capacity.



The storage levels ranged between 91% and 100% over the year.

Figure 2 - Goulburn Water Demand Comparison

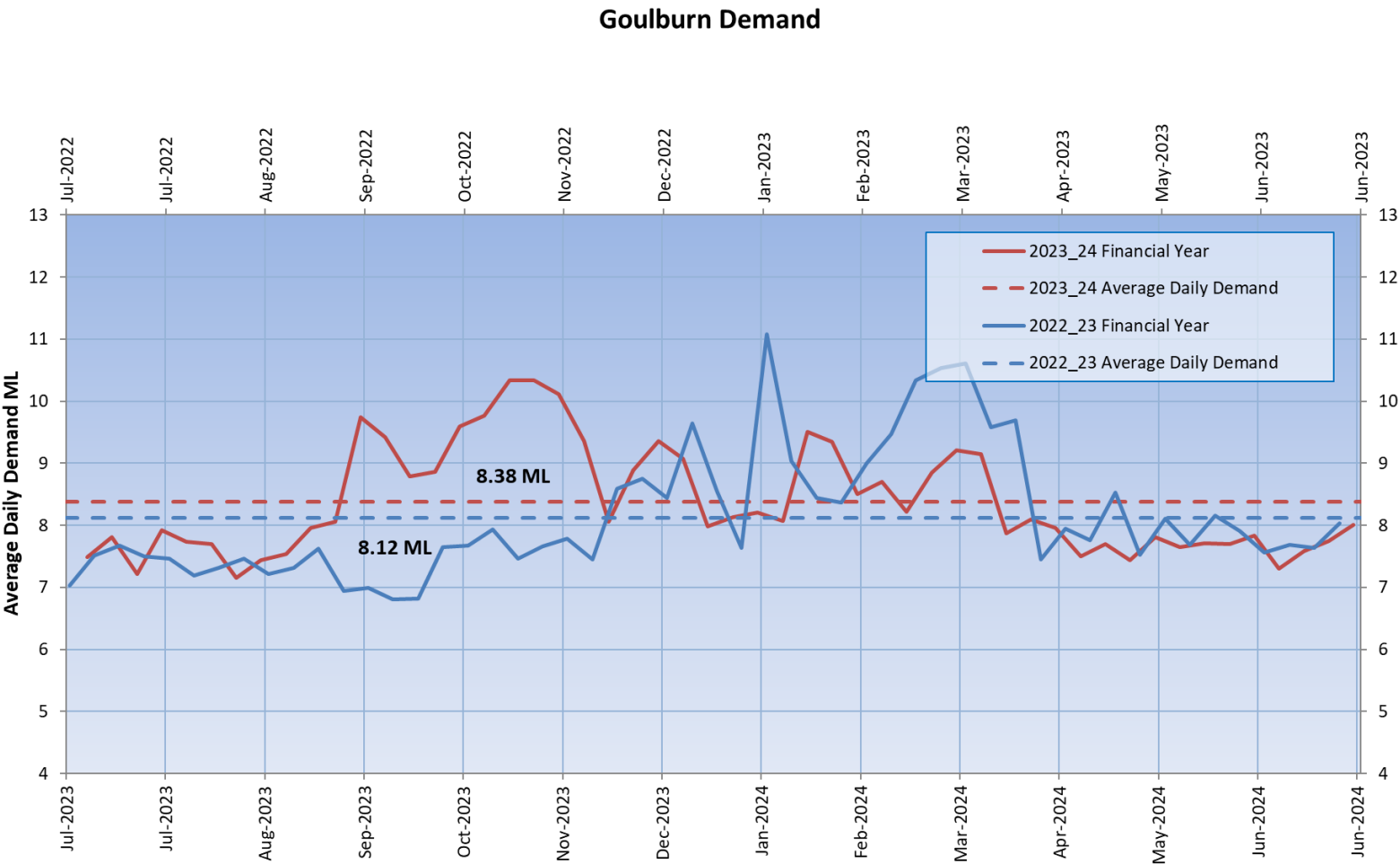


Figure 3 - Marulan Water Demand Comparison

