



Goulburn Mulwaree Council

DRAFT Delivery Program

2025 - 2029

PRIDE
PASSION | RESPECT | INNOVATION | DEDICATION | EXCELLENCE

Adopted < > June



Table of Contents

Goulburn Mulwaree Council would like to take this opportunity to thank our community for their contributions to the Regional Community Strategic Plan 2042 which has provided the basis for the development of Council’s Delivery Program 2025-2029 and Council’s Operational Plans over the next 4 years.

Acknowledgement of Country

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

Foreword	3
Councillors	5
Introduction	6
About Goulburn Mulwaree.....	7
Goulburn Mulwaree Today.....	8
The Integrated Framework.....	9
The Five Strategic Pillars:	
Our Community	11 - 14
Our Economy	15 - 17
Our Environment	18 - 21
Our Infrastructure	22 - 24
Our Civic Leadership.....	25- 28

Foreword

Introducing the Goulburn Mulwaree Council's 2025-2029 Four-Year Delivery Program. This document outlines a comprehensive budget and plan for the next four financial years, detailing the objectives we aim to achieve and how they will be funded. It represents our commitment to you, the community.

We are proud to lead a Council that will make a significant impact across all areas of life in Goulburn Mulwaree over the next four years. Our initiatives will include the delivery of essential infrastructure, arts and culture projects, sports and recreation improvements, and much more. While we are working hard to deliver these projects, we recognise the challenges we face financially.

Our four-year delivery program is built on the solid foundations of the 2025 revision of the Regional Community Strategic Plan, which was approved by the councillors on March 18, 2025. This plan is structured around five key strategic pillars: Our Community, Our Economy, Our Infrastructure, Our Civic Leadership. From this framework, the Council has outlined the goals we aim to achieve over the next four years.

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

It is essential to emphasize that this four-year program aligns with all financial sustainability criteria set by the NSW Government for Local Government. At the conclusion of this period, the General Fund (both restricted and unrestricted) is expected to be \$31.1 million (although the

unrestricted cash balance is zero). This means that significant work will need to be undertaken during the 2025/26 financial year to increase the unrestricted cash level to ensure there are provisions for unforeseen circumstances and to enable future councils to continue delivering impactful projects beyond this Delivery Program cycle.

The following projects are a showcase some of the key projects we plan to deliver throughout the duration of this Delivery Program.

Civil infrastructure: improvements to urban and rural roads, footpaths, kerb and guttering will continue to be a key priority for the council, as maintaining and enhancing our infrastructure is essential for the safety and connectivity of our communities. The recent road condition assessment report provides valuable insights into the current state of our roads, enabling us to make informed decisions on where to allocate resources most effectively. With this comprehensive data, we can ensure that funds are distributed on a strategic basis, focusing on areas that require immediate attention and prioritising projects that will deliver the greatest long-term benefits for both rural and urban areas. This approach will help us improve the quality and sustainability of our roads, ensuring safer, more efficient travel for all residents.

Museums conservation works: The ongoing conservation work at Councils museums plays a vital role in preserving the rich heritage of our community. These efforts ensure that our heritage buildings remain in sound condition, safeguarding them for future generations to enjoy and learn from. However, this work is reliant on securing additional grant funding to supplement Council funds. With the proper financial support, we can ensure that these museums not only retain their historical integrity but also provide a lasting cultural resource for the public.

Water and Waste Water Infrastructure: The upgrades to the Marulan Water Treatment Facility, as well as the expansions of the Goulburn and Marulan Wastewater Treatment Plants, are key initiatives aimed at improving the region's infrastructure. These efforts focus on enhancing the capacity and efficiency of water and wastewater systems to accommodate growing residential and commercial developments, while addressing critical water quality concerns. In addition, ongoing improvements to the Waste Management Centres in Goulburn, Marulan, and Tarago ensure that waste management practices continue to evolve and remain effective in meeting future needs. These projects collectively aim to create a more sustainable and resilient infrastructure for the community's long-term growth and development.

On behalf of the Council, we appreciate you taking the time to review the Goulburn Mulwaree Delivery Program 2025-2029.



Acting Chief Executive Officer
Marina Hollands



Mayor
Cr Nina Dillon

Councillors 2024 – 2028



Cr Nina Dillon was elected to Goulburn Mulwaree Council in September 2024. Cr Dillon was elected Mayor in October 2024.

Cr Nina Dillon



Cr Christopher O'Mahony was elected to Goulburn Mulwaree Council in September 2024.

Cr Christopher O'Mahony



Cr Liz McKeon was elected to Goulburn Mulwaree Council in September 2024.

Cr Liz McKeon



Cr Dan Strickland was first elected to Goulburn Mulwaree Council in December 2021 and has served continuously.

Cr Daniel Strickland



Cr Keith Smith was elected to Goulburn Mulwaree Council in September 2024.

Cr Keith Smith



Cr Jason Shepherd was first elected to Goulburn Mulwaree Council in December 2021 and has served continuously.

Cr Jason Shepherd



Cr Michael Prevedello was first elected to Goulburn Mulwaree Council in December 2021 and has served continuously.

Cr Michael Prevedello



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

Cr Bob Kirk



Cr Caitlin Flint was elected to Goulburn Mulwaree Council in September 2024. Cr Flint was elected Deputy Mayor in October 2024.

Cr Caitlin Flint

Introduction

GUIDING PRINCIPLES

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

It is a 20 year vision that has been developed through close consultation between the community and Council.

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

- Resourcing Strategy
- Delivery Program
- Operational Plan

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

STRATEGIC PILLARS

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

The Regional Community Strategic Plan is underpinned by the following Vision, Mission and Values:

PRIDE

PASSION | RESPECT | INNOVATION | DEDICATION | EXCELLENCE

OUR VISION: A resilient, vibrant and connected community.

OUR MISSION: Provide infrastructure and services that meet the changing needs of our community.

About Goulburn Mulwaree

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

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

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

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

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

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

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

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

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

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



Goulburn Mulwaree Today

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

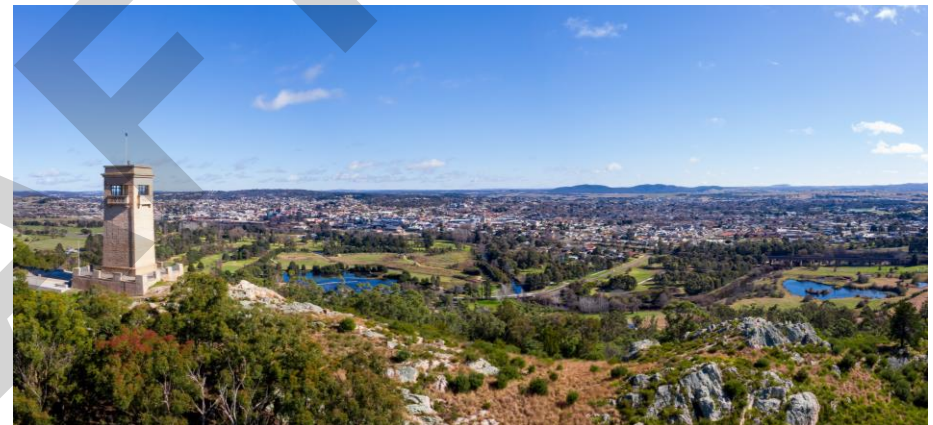
The LGA has a total population of 33,598 with a steady average annual growth rate of approximately 1%. Its main population centres are Goulburn, Marulan, Tarago, Towrang and other smaller towns and villages. The region is predominantly rural, with land mainly used for agriculture, notably sheep and cattle grazing.

The largest non-Australian ethnic groups in Goulburn are English (41.0%), Irish (12.8%) and Scottish (9.9%). 4.3% of residents identify as being of Aboriginal or Torres Strait Islander ancestry.

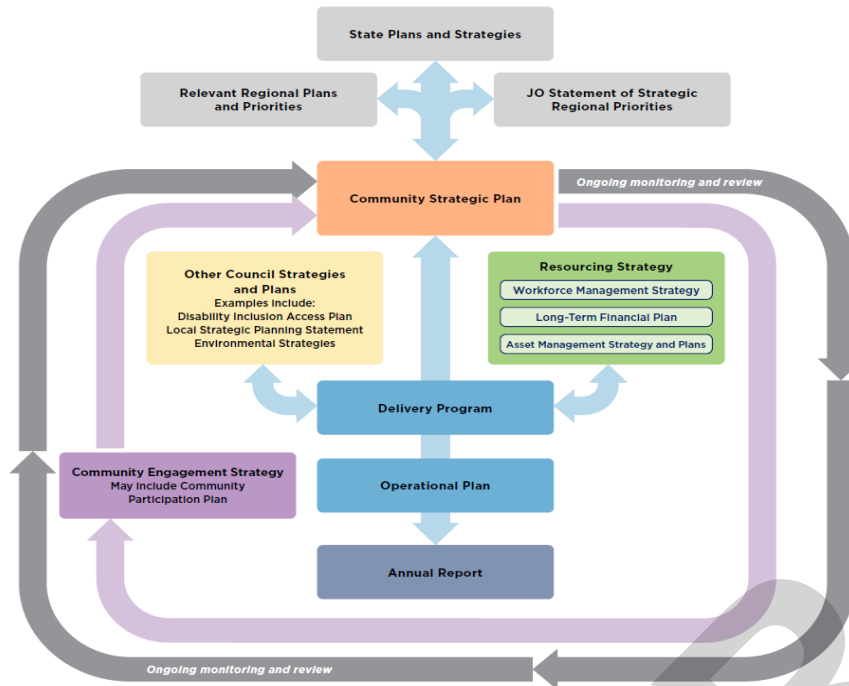
6.2% of the population speak a language other than English at home, with the most commonly spoken non-English languages being Nepali, Mandarin, Greek and Filipino/Tagalog.

Goulburn Mulwaree's growing economy contributes \$2.26B in Gross Regional Product and sustains 16,420 local jobs in 2,602 local businesses. The largest industries of employment for people in the Goulburn Mulwaree LGA are Health Care and Social Assistance (17%), Retail Trade (11%), Construction (11%) and Public Administration and Safety (9%).

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



The Integrated Framework



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

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

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

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

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

Community Strategic Plan

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

Delivery Program

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

Operational Plan

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

Resourcing Strategy

The Resourcing Strategy is the point where the Council explains to its community how it intends to perform all of its functions including implementing the strategies set out in the Community Strategic Plan. It will be made up of a Long-Term Financial Plan, Asset Management Plan and a Workforce Management Plan. It will also identify the resources (time, money, assets and people) to fund the objectives of the Community Strategic Plan and the activities of the Delivery Program.

Annual Report

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

Relationship between the IPR Documents



Our Community

Planned Outcomes		Responsible Directorate	Measure	Yr1	Yr2	Yr3	Yr4
Our community's health, resilience and wellbeing is supported.							
<i>A.1 Improve access to health and community services and facilities for youth, older adults and people with disabilities</i>							
A.1.1	Support youth programs that build resilience, empowerment, and capacity building	Corporate & Community Services	1. Deliver a diverse range of youth programs annually to address the social, wellbeing and educational needs of youth. 2. Network and develop relationships with young people and community service providers to support youth growth in the community.	✓	✓	✓	✓
A.1.2	Continued implementation of the Seniors Social Support Service CHSP funded program	Corporate & Community Services	All CHSP requirements and Aged Care Quality Standards met.	✓	✓	✓	✓
A.1.3	Continued provision of the Leisure Link program for people with disabilities.	Corporate & Community Services	1. The requirements of the NDIS Pricing Arrangements and Pricing Limits are met. 2. Adherence to the NDIS Practice Standards.	✓	✓	✓	✓
A.1.4	Ongoing implementation of actions contained within Council's Disability Inclusion Action Plan	Corporate & Community Services	1. Broader actions throughout the Plan implemented each year. 2. Progress Implementation Report submitted to State Government by 2 December each year. 3. A comprehensive review of the Plan undertaken by 30.06.2026.	✓	✓	✓	✓

Planned Outcomes		Responsible Directorate	Measure	Yr1	Yr2	Yr3	Yr4
A.2 Public health initiatives safeguard our community							
A.2.1	Public health programs are delivered in line with legislative requirements and community expectations	Planning & Environment	Delivery of functions to protect public health undertaken	✓	✓	✓	✓
There is active and creative participation in community life							
A.3 Events that celebrate the identity of our towns, our heritage, and our culture							
A.3.1	Support local events that provide social, cultural and economic benefits to the community.	Corporate & Community Services	Local events supported through in-kind support and capacity building	✓	✓	✓	✓
A.3.2	Provide and deliver diverse arts and cultural facilities and experiences through Goulburn Regional Art Gallery, Goulburn Mulwaree Library, Rocky Hill War Memorial & Museum, Goulburn Historic Waterworks, St Clair Villa Museum & Archives, Goulburn Performing Arts Centre and events.	Corporate & Community Services	Visitation and attendance data Number and diversity of cultural programs, projects and events delivered annually by the Marketing, Events and Culture and Goulburn Performing Arts Centre teams.	✓	✓	✓	✓
A.4 Develop compelling public spaces and experiences for the community across the region.							
A.4.1	Improve Community Centre facilities to provide enhanced program delivery and better meet the needs of community groups and hirers.	Corporate & Community Services	Improved internet capability at Community Centre	✓	✓	✗	✗
A.4.2	Provide creative and vibrant facilities when renewing public spaces.	Assets & Operations	Completion of park renewals	✓	✓	✓	✓

Planned Outcomes		Responsible Directorate	Measure	Yr1	Yr2	Yr3	Yr4
A.5 Support community participation in arts and culture							
A.5.1	Provide opportunities for people to develop, express and enjoy creativity through a range of exhibitions, programs, creative spaces and public art.	Corporate & Community Services	Continued operation and funding of Goulburn Mulwaree Library, Goulburn Regional Art Gallery, Goulburn Performing Arts Centre, Rocky Hill War Memorial & Museum, Goulburn Historic Waterworks and St Clair Villa Museum & Archives.	✓	✓	✓	✓
A.5.2	Build partnerships with key arts and cultural organisations	Corporate & Community Services	1. Maintain and grow networks with key State and Federal arts organisations including State Library NSW, Public Libraries Association, Create NSW, Museums & Galleries NSW and AMaGA. 2. Ongoing partnership agreement in place with Southern Tablelands Arts.	✓	✓	✓	✓
A.5.3	Funding and support for cultural and creative assets appropriate for ongoing and current service delivery	Corporate & Community Services	Funding opportunities, both recurrent and non-recurrent, identified and applications made.	✓	✓	✓	✓
A.5.4	Advocate for and support the digitisation of cultural collections	Corporate & Community Services	Funding sourced for collection digitisation	✓	✓	✓	✓
Our community is inclusive, connected, safe and proud							
A.6 Acknowledge and embed local aboriginal culture and stories within our community							
A.6.1	Consultation with the Aboriginal community to develop relationships and partnership opportunities	Executive Services	Implementation of Council's Reflect Reconciliation Action Plan	✓	✓	✗	✗
A.6.2	Develop remaining stages of Reconciliation Action Plans	Executive Services	Stages developed in accordance with guidelines	✗	✓	✓	✓

Planned Outcomes		Responsible Directorate	Measure	Yr1	Yr2	Yr3	Yr4
<i>A.7 Improve social connection and public safety</i>							
A.7.1	Responsible management of companion animals and livestock is promoted and regulated	Planning & Environment	Animal control activities delivered to meet legislative requirements	✓	✓	✓	✓
A.7.2	Public safety is proactively promoted through community education and regulation	Planning & Environment	Education and regulatory activities undertaken	✓	✓	✓	✓
A.7.3	Maintain Council as a Child Safe Organisation and ensure compliance with the NSW Child Safe Standards	Executive Services	Review of Child Safe Framework	✓	✓	✓	✓
A.7.4	Implement and promote inclusive programs, events and activities for the community.	Corporate & Community Services	Number of programs implemented for children, youth, seniors and other groups annually.	✓	✓	✓	✓
<i>A.8 Ensure new residents feel welcome</i>							
A.8.1	Support initiatives that welcome new residents	Corporate & Community Services	New Residents Guide available online and in hard copy	✓	✓	✓	✓
A.8.2	Enable active engagement of volunteers in Council services	Corporate & Community Services	Volunteering opportunities made available and number of Council volunteers reported annually	✓	✓	✓	✓

Our Economy

Planned Outcomes		Responsible Directorate	Measure	Yr1	Yr2	Yr3	Yr4
Our location attracts business and industry, boosting our local economy and jobs							
<i>B.1 Enable business and industry growth and development</i>							
B.1.1	Provide a framework to attract business and industry to the region.	Executive Services	Preparation of an Investment Attraction Strategy and an Investment Incentive Policy.	✓	x	x	x
B.1.2	Monitor the number of investment leads generated and report on business and employment rates.	Executive Services	Quarterly reporting will demonstrate an increase in the number of businesses attracted to the region.	✓	✓	✓	✓
B.1.3	Support economic development opportunities by continued operation of Council's concierge service.	Executive Services	Continuation of Council's Economic Development program.	✓	✓	✓	✓
B.1.4	Complete the development of an Employment and Rural Lands Strategy to support business growth and development.	Executive Services	Employment and Rural Lands Strategy prepared and adopted.	✓	x	x	x
B.1.5	Implement recommendations from the Employment and Rural Lands Strategy to support business growth and development.	Executive Services	Implementation of recommendations arising from the Strategy.	x	✓	✓	✓
<i>B.2 Promote the region as an ideal location to do business</i>							
B.2.1	Marketing activities undertaken to promote the region as a destination to work and invest.	Corporate & Community Services	Report available data quarterly	✓	✓	✓	✓
B.2.2	Inclusion of quarterly business, industry and rural updates in the Goulburn Australia Industry News.	Corporate & Community Services	Updates provided quarterly	✓	✓	✓	✓

Planned Outcomes		Responsible Directorate	Measure	Yr1	Yr2	Yr3	Yr4
Promote visitation to the region through local and regional tourism offerings							
<i>B.3 Market the region as a tourist destination, highlighting the unique character, natural environment, heritage and culture</i>							
B.3.1	Develop an Electric Vehicle Strategy to encourage visitation to the region.	Executive Services	Strategy Adopted	✓	✓	✗	✗
B.3.2	Implement recommendations from Electric Vehicle Strategy	Corporate & Community Services	Monitor and report tourism trends and data	✗	✗	✓	✓
B.3.3	Increase visitation to the region through marketing under the Goulburn Australia brand, and alignment with regional and state tourism strategies.	Corporate & Community Services	Monitor and report tourism trends and data	✓	✓	✓	✓
B.3.4	Continued operation of the Goulburn Visitor Information Centre	Corporate & Community Services	Accreditation level maintained and data reported to AVIC accreditation body	✓	✓	✓	✓
B.3.5	In collaboration with Destination Southern NSW, update the Goulburn Mulwaree Destination Action Plan	Corporate & Community Services	New Destination Action Plan implemented	✓	✓	✗	✗
<i>B.4 Attract regional, state and national events that deliver economic outcomes for the community</i>							
B.4.1	Attract and deliver events that provide social, cultural and economic benefits to the community.	Corporate & Community Services	Economic impact of major events measures and reported	✓	✓	✓	✓

Planned Outcomes		Responsible Directorate	Measure	Yr1	Yr2	Yr3	Yr4
Our local established and emerging businesses are supported to thrive.							
<i>B.5 Support businesses to thrive and grow</i>							
B.5.1	Collaborate with stakeholders to support training and employment programs that retain young people, attract new workers and provide local employment.	Executive Services	Collaborative activities reported annually	✓	✓	✓	✓
B.5.2	Advocate to the NSW and Australian Government for funding streams to support local industry and business.	Executive Services	Advocacy activities reported annually	✓	✓	✓	✓
B.5.3	Collaborate with Chamber of Commerce, Regional Development Australia and other business, industry and rural bodies to provide advice, support and information.	Executive Services	Collaborative activities reported annually	✓	✓	✓	✓
<i>B.6 Foster a diverse and innovative industry base</i>							
B.6.1	Provide a framework to support growth in diversity and innovation among new and existing businesses.	Executive Services	Smart Cities Strategy developed and recommendations implemented in accordance with strategy	x	✓	✓	✓
B.6.2	Create partnerships to deliver programs which enhance opportunities for start-ups and new business growth.	Executive Services	Partnership Opportunities reported annually	✓	✓	✓	✓

Our Environment

Planned Outcomes		Responsible Directorate	Measure	Yr1	Yr2	Yr3	Yr4
Our natural environment is maintained, protected and enhanced in line with community expectations.							
<i>C.1 Protect and enhance the existing natural environment, including native flora and fauna, and our waterways and catchments.</i>							
C.1.1	Development activities protect and improve the natural environment including our waterways, biodiversity, and tree canopy to support a living environment and our community	Assets & Operations	Develop a waterways and Greening Goulburn Mulwaree strategy	x	x	✓	✓
C.1.2	The biodiversity of our region is protected from unauthorised clearing	Planning & Environment	Complaints relating to unauthorised clearing are investigated and actioned	✓	✓	✓	✓
C.1.3	Collaborate with the Commonwealth, State and community stakeholders to provide protection and education around threatened biodiversity	Planning & Environment	Collaborative activities reported annually	✓	✓	✓	✓
C.1.4	Rivers and waterways are protected from polluting land use practices	Planning & Environment	Programs undertaken to protect water quality	✓	✓	✓	✓
C.1.5	Wastewater on unsewered land is monitored and regulated	Planning & Environment	Monitoring program undertaken	✓	✓	✓	✓
<i>C.2 Ensure effective weed and animal management.</i>							
C.2.1	Minimise the impact of invasive species within our natural environment	Planning & Environment	Education and regulatory activities undertaken	✓	✓	✓	✓
C.2.2	New weed incursions are identified and managed	Planning & Environment	Complaints relating to new weed incursions investigated and actioned	✓	✓	✓	✓
C.2.3	Advocate for effective management of pest animals	Planning & Environment	Advocacy activities reported bi-annually	x	✓	x	✓

Planned Outcomes		Responsible Directorate	Measure	Yr1	Yr2	Yr3	Yr4
Adopt sustainable and resilient environmental practices							
<i>C.3 Adapt to the impact of climate change.</i>							
C.3.1	Consider climate risk and resilience in Council plans, strategies, asset management and decision making	Whole of Council	Council strategies and asset management plans are reviewed to embed climate risk and resilience considerations	✓	✓	✓	✓
C.3.2	The effects of climate change are embedded into strategic planning processes to mitigate impacts upon the community	Planning & Environment	Climate change mitigations identified where possible/relevant(?) in plans and strategies	✓	✓	✓	✓
<i>C.4 Adopt environmentally sustainable practices.</i>							
C.4.1	Develop and implement a net zero strategy aim to meet the 2030 net zero legislated targets.	Executive Services	Strategy adopted an implementation commenced	✓	✓	✓	✓
C.4.2	Circular economy opportunities are harnessed for the region	Executive Services	Identified opportunities reported annually	✓	✓	✓	✓
<i>C.5 Adapt and respond to extreme events and natural disasters.</i>							
C.5.1	Strategies developed to plan and mitigate around flood risk	Planning & Environment	Floodplain Risk Management planning undertaken	✓	✗	✗	✗
C.5.2	Strategies developed to plan and mitigate around bushfire risk	Planning & Environment	Review of Bushfire Prone Land mapping undertaken in consultation with NSW Rural Fire Service	✗	✗	✗	✓

Planned Outcomes		Responsible Directorate	Measure	Yr1	Yr2	Yr3	Yr4
Planning systems that facilitate Environment and consider the needs of the community whilst balancing liveability.							
<i>C.6 Support sustainable growth and protection of local character through strategic land and infrastructure planning, development assessment, and the management of risk through monitoring and compliance.</i>							
C.6.1	Urban and Fringe Housing Strategy informs future infrastructure planning	Planning & Environment	Review of Local Infrastructure Contributions Plan, Developer Servicing Plans and master planning undertaken	✓	✓	✓	✓
C.6.2	Finalise comprehensive review of the Development Control Plan	Planning & Environment	Revised Development Control Plan adopted.	✓	✗	✗	✗
C.6.3	Sustainable growth is achieved through the delivery of appropriate Development that considers the needs of the community	Planning & Environment	Assessment of Development applications and certificates are undertaken in accordance with adopted plans and strategies.	✓	✓	✓	✓
C.6.4	Monitor and enforce compliance of Development and land use activities	Planning & Environment	Complaints relating to unauthorised Development and land use activities investigated and actioned	✓	✓	✓	✓
C.6.5	Provide building certification services in line with community expectations	Planning & Environment	Ongoing provision of building certification services	✓	✓	✓	✓
<i>C.7 Facilitate access to diverse and affordable housing options.</i>							
C.7.1	Recommendations contained within the Urban and Fringe Housing Strategy continue to be implemented.	Planning & Environment	Land is rezoned for residential purposes in accordance with the Strategy	✓	✓	✓	✓
C.7.2	Ongoing preparation of studies and consultation to support Gateway submission of the Goulburn CBD Planning Proposal	Planning & Environment	Studies undertaken in accordance with available funding/resources and progress reported annually	✓	✓	✓	✓
C.7.3	Continue collaboration with Homes NSW to deliver social and affordable housing options	Planning & Environment	Collaborative actions reported annually	✓	✓	✓	✓

Planned Outcomes		Responsible Directorate	Measure	Yr1	Yr2	Yr3	Yr4
C.8 Protect our built, cultural, and natural heritage.							
C.8.1	Council engages professional consultancy services to advise on heritage conservation and management.	Planning & Environment	Consultant heritage advisory service engaged	✓	✓	✓	✓
C.8.2	Local heritage items and conservation areas are managed to facilitate preservation and conservation.	Planning & Environment	Review of Schedule 5 of the Goulburn Mulwaree Local Environmental Plan completed.	✓	✗	✗	✗
C.8.3	Local heritage items and conservation areas are preserved from unauthorised works	Planning & Environment	Unauthorised works are investigated and actioned	✓	✓	✓	✓
C.8.4	Growth is balanced to protect our built, cultural and natural heritage	Planning & Environment	Environment applications are referred to statutory agencies and interested community groups.	✓	✓	✓	✓
C.8.5	Implement conservation and preservation projects that value and protect cultural heritage assets and Council collections	Corporate & Community Services	Conservation and preservation of heritage assets and collections undertaken, and grant funding applications made.	✓	✓	✓	✓

Our Infrastructure

Planned Outcomes		Responsible Directorate	Measure	Yr1	Yr2	Yr3	Yr4
Safe and quality transport options are available for all residents							
<i>D.1 Improve public and community transport options, to enhance access to services for all residents.</i>							
D.1.1	Enhance public and community transport across LGA	Assets & Operations	Develop a short, medium and long term Public Transport Strategy	x	x	✓	✓
D.1.2	Refine and revise asset management policy, strategy and long-term asset management plans for critical infrastructure assets, including resilience and maturity.	Assets & Operations	Review of current assets and develop a list of critical infrastructure assets to improve and enhance access to residents	✓	✓	✓	✓
D.1.3	Develop and deliver a program of works to improve amenity, safety and connections for all people	Assets & Operations	Programs for delivery are developed in accordance with relevant guidelines and latest standards.	✓	✓	✓	✓
D.1.4	Advocate for improved public transport options	Executive Services	Advocacy activities reported annually	✓	✓	✓	✓
<i>D.2 Plan for, and seek funding to, maintain and improve road networks, road safety, conditions and connectivity.</i>							
D.2.1	Develop and resource a rolling 5 year and 10 year delivery plan for public and community transport assets	Assets & Operations	Programs for delivery are developed in accordance with Councils adopted Assets Management Strategy	✓	✓	✓	✓
D.2.2	Projects delivered are aligned with Council's Pedestrian Access and Mobility Plan (PAMP)	Assets & Operations	Programs for delivery are developed in accordance with Councils PAMP	✓	✓	✓	✓
D.2.3	Roads maintained in accordance with Asset Management Plans	Assets & Operations	Road programs completed to at least 90%	✓	✓	✓	✓
D.2.4	Work collaboratively with state government stakeholders to improve road safety	Assets & Operations	Road Safety programs developed and delivered	✓	✓	✓	✓
<i>D.3 Support infrastructure that enables active transport.</i>							
D.3.1	Continue to seek funding to deliver priority projects in accordance with Council Pedestrian Access and Mobility Plan (PAMP)	Assets & Operations	Funding opportunities reported to Council quarterly	✓	✓	✓	✓

Planned Outcomes		Responsible Directorate	Measure	Yr1	Yr2	Yr3	Yr4
Essential infrastructure and services are safe and reliable							
<i>D.4 Deliver secure and safe water supply, efficient sewer collection, well-managed waste services, and effective stormwater control</i>							
D.4.1	Provide secure, reliable drinking water and required infrastructure.	Utilities	Annual targets achieved	✓	✓	✓	✓
D.4.2	Provide secure, reliable sewage collection and treatment services.	Utilities	Annual targets achieved	✓	✓	✓	✓
D.4.3	Plan for future water and sewer growth and changing legislative requirements.	Utilities	Development of Regulatory Assurance Framework and implementation commenced	✓	✓	✓	✓
D.4.4	Maintain existing waste infrastructure while planning for growth.	Utilities	Annual targets achieved	✓	✓	✓	✓
D.4.5	Provide sustainable waste services and minimise waste to landfill.	Utilities	EPA licence compliance, Monitor waste diversion from landfill	✓	✓	✓	✓
D.4.6	Planning Agreements are utilised to deliver quality infrastructure and assets associated with new development.	Planning & Environment	Planning Agreements fund future infrastructure maintenance and renewal	✓	✓	✓	✓
<i>D.5 Access to reliable digital connectivity services.</i>							
D.5.1	Advocate for improved connectivity in terms of both mobile phone and internet services	Executive Services	Advocacy activities reported annually	✓	✓	✓	✓
Our local places and spaces are accessible and enhance liveability							
<i>D.6 Ensure community facilities are well-maintained, accessible, and appropriate.</i>							
D.6.1	All community facilities are maintained in accordance with Asset Management Plans	Assets & Operations	Maintenance programs complete to at least 90%	✓	✓	✓	✓
D.6.2	Our Community Facilities are accessible to all members of the community	Assets & Operations	All facilities are built and maintained to current standards	✓	✓	✓	✓

Planned Outcomes		Responsible Directorate	Measure	Yr1	Yr2	Yr3	Yr4
<i>D.7 Provide quality cultural and recreation facilities that encourage active lifestyles and participation across all ages.</i>							
D.7.1	Develop a Recreational Needs Strategy	Assets & Operations	Strategy adopted	✓	✓	✗	✗
D.7.2	Implement the outcomes of the Recreational Needs Strategy to provide	Assets & Operations	Develop forward works program to inform budget requirement	✗	✗	✓	✓
D.7.3	Review facility Plans of Management as required	Assets & Operations	Plans of Management reviewed and adopted by Council	✗	✓	✗	✓
D.7.4	Maintain and operate current aquatic facilities	Assets & Operations	Compliance with health guidelines	✓	✓	✓	✓
<i>D.8 Create and maintain vibrant parks, gardens and playgrounds that offer enjoyable spaces for relaxation, play and social connection</i>							
D.8.1	Greenfield development proposals facilitate the delivery of quality open spaces	Planning & Environment	Planning Agreements deliver quality public open spaces from new development	✓	✓	✓	✓
D.8.2	Parks, gardens and playgrounds maintained in accordance with asset management plans/plans of management	Assets & Operations	Maintenance programs complete to at least 90%	✓	✓	✓	✓
<i>D.9 Our town and village streetscapes are attractive, inviting, and functional.</i>							
D.9.1	Towns, villages and the CBD are well maintained, clean and landscaping managed.	Assets & Operations	Maintenance programs for landscaping, cleaning and maintained complete to at least 90%	✓	✓	✓	✓

Our Civic Leadership

Planned Outcomes		Responsible Directorate	Measure	Yr1	Yr2	Yr3	Yr4
Council is effective, financially sustainable and responsible							
<i>E.1 Council resources, practices and processes are well-managed and governed to meet legislative requirements</i>							
E.1.1	Ensure Council meets its obligations in accordance with legislative requirements	Executive Services	Audit of Council activities in accordance with legislative compliance register	✓	✗	✓	✗
E.1.2	To provide contemporary Human Resource practices and services to support employees to effectively perform their duties	Executive Services	Creation and maintenance of a suite of procedures and documentation that meets the Local Government (State) Award and associated legislation	✓	✓	✓	✓
E.1.3	Provide Trainee and Apprentice positions to encourage opportunity for youth employment	Executive Services	That the L&D framework and annual training plan includes provision for trainees and apprentices	✓	✓	✓	✓
E.1.4	Continue to promote and improve diversity and inclusivity in the workplace	Executive Services	That the EEO Plan includes target groups and objectives to promote D&I in the workplace	✓	✓	✓	✓
E.1.5	Development of Council's culture towards our Workforce Culture Statement	Executive Services	That the training plan includes provision for ongoing cultural training	✓	✓	✓	✓
E.1.6	To provide learning and development opportunities to maintain and increase our workforce capability	Executive Services	Development and implementation of the L&D framework	✓	✓	✓	✓
E.1.7	To support our injured workers to recover at work	Executive Services	That Council provides suitable duties (where identified) to all workplace injured workers with work capacity	✓	✓	✓	✓

Planned Outcomes		Responsible Directorate	Measure	Yr1	Yr2	Yr3	Yr4
E.1.8	To provide a Safe and Healthy Workplace	Executive Services	That Council implements and maintains an effective safety management system that is compliant with WHS related legislation	✓	✓	✓	✓
E.1.9	To support our employees health and wellbeing	Executive Services	The establishment of programs and initiatives to support employees workplace wellbeing	✓	✓	✓	✓
E.1.10	Undertake effective workforce planning	Executive Services	Develop Council's Workforce Management Plan and Departmental Forecasting Plans	✓	✓	✓	✓
E.1.11	Manage resources in a responsible manner that supports the ongoing financial viability of Council	Corporate & Community Services	IP&R documents prepared in accordance with guidelines	✓	✓	✓	✓
E.1.12	Implement and maintain Council's risk management framework	Executive Services	Conduct review of Council risk registers and risk management plan	✓	✓	✓	✓
E.1.13	Implement and maintain Council's governance framework	Executive Services	Policies and procedures reviewed	✓	✗	✓	✗
E.1.14	Delivery of Internal Audit function and management of Audit, Risk and Improvement Committee (ARIC)	Executive Services	Implementation of internal audit & ARIC recommendations	✓	✓	✓	✓
E.1.15	Technology systems are modern, efficient and reliable	Corporate & Community Services	Microsoft and Tech 1 availability above 99 %	✓	✓	✓	✓
E.1.16	Cyber security continues to be a core requirement for all Council technology	Corporate & Community Services	Quarterly Reporting on Cyber security matters to ARIC	✓	✓	✓	✓
E.1.17	Improve and strengthen Records management within Council	Corporate & Community Services	Improved compliance with State records legislation and Council Policy	✓	✓	✓	✓
E.1.18	Improve the functionality for mobility users	Corporate & Community Services	Increased functionality available on iPads and iPhones and other remote devices	✓	✓	✓	✓

Planned Outcomes		Responsible Directorate	Measure	Yr1	Yr2	Yr3	Yr4
<i>E.2 Council actively advocates to advance opportunities for our region</i>							
E.2.1	Maintain membership in recognised Local Government advocacy alliances	Executive Services	Participation by Mayor and General Manager in regular meetings	✓	✓	✓	✓
E.2.2	Council maintain and updated advocacy plans for both State and Federal Governments	Executive Services	Plans remain current at all times	✓	✓	✓	✓
E.2.3	List of priority projects maintained and updated	Executive Services	Progress reports provided	✓	✓	✓	✓
<i>E.3 Foster transparent and accountable leadership that engages and inspires the community.</i>							
E.3.1	Provide access to Council information	Executive Services	Applications managed and processed in accordance with the GIPA Act	✓	✓	✓	✓
E.3.2	Delivery of induction and ongoing professional development program for Councillors	Executive Services	Professional development program agreed and completed	✓	✓	✓	✓
Our community is informed and engaged in decision making							
<i>E.4 Our community is empowered to access engagement opportunities and provide input into the future direction of the region.</i>							
E.4.1	Community Consultation utilises social media alongside face-to-face engagement	Executive Services	Monitor social media reach, and attendance at face-to-face engagement activities.	✓	✓	✓	✓
E.4.2	Actively engage with the 'hard-to-reach' members of our community in decisions that affect them	Executive Services	Conduct a biannual Community Satisfaction Survey	✗	✓	✗	✓
E.4.3	Promote regional decision-making forums to the community	Executive Services	Community engagement levels, community feedback and social media engagement	✓	✓	✓	✓
E.4.4	Council actively uses "Your Say Goulburn Mulwaree" to gather community feedback	Executive Services	Evaluate feedback received for relevance, ensuring it provides valuable insights for decision-making.	✓	✓	✓	✓

Planned Outcomes		Responsible Directorate	Measure	Yr1	Yr2	Yr3	Yr4
<i>E.5 Residents have access to timely, relevant, and accurate information about issues that affect them.</i>							
E.5.1	Council's website is maintained to ensure that the latest information is available	Executive Services	Community feedback through Council's website	✓	✓	✓	✓
E.5.2	Timely media releases are distributed to media outlets	Executive Services	Monitor media enquiries and media outlets that pick up and report on our release	✓	✓	✓	✓