



Goulburn Mulwaree Council

DRAFT Operational Plan

2025 - 2026

PRIDE
PASSION | RESPECT | INNOVATION | DEDICATION | EXCELLENCE

Adopted < > June 2025



Acknowledgement of Country

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

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Foreword

We are pleased to present the 2025-2026 Operational Plan and budget on behalf of the newly elected Council, marking the beginning of our term and the launch of our four-year delivery program.

As we approach the 2025-2026 financial year, the Council has developed a detailed budget to guide its financial decisions. The Council remains dedicated to sound financial management, prioritising efficiency and stability. Through continued efforts to identify cost-saving opportunities, the Council aims not only to fulfill its financial obligations but also to strengthen its capacity for future investments that will benefit the community.

To build on the solid foundation established over the last four years, the Council intends to introduce an ambitious new program while continuing to fulfill its core responsibilities, such as maintaining rural roads, and providing water and sewer services.

Ensuring the maintenance and enhancement of essential infrastructure remains the Council's top priority. This is why \$13.9 million has been allocated for upgrades to the Marulan Water Treatment Plant and an additional \$33.06 million to the Marulan Waste Water Treatment Plant. This investment will significantly improve town services, unlocking growth potential and supporting ongoing development.

Throughout the region, the Council is also making significant investments in various rural and urban roads, including upgrades of the Currawang Road and Causeway, major works on Bungendore and Oallen Ford Roads as well as a new roundabout at the Clinton Street and Deccan Street intersection.

Other highlights include the following:

Marulan Water Treatment Plant Upgrade: \$13.9 million has been allocated (\$4.5 million in 2025/26) for to upgrade the Marulan water treatment plant. This will support the detailed design and the start of construction, ultimately improving the plant's capacity and the quality of treated water.

Marulan Wastewater Treatment Plant Upgrade: With \$27.2 million in Government funding, a total of \$33.06 million has been allocated (\$4 million in 2025/26) for the replacement of the Marulan Wastewater Treatment Plant, including detailed design and the commencement of construction of the new plant. An additional \$6.6 million has been allocated for the replacement of Marulan's sewer network, which is essential for transitioning to a full sewer service. This work will commence during 2025/26

Goulburn Water Treatment Plant: A \$5.6 million allocation (\$3.6 million in 2025/26) will be used to enhance the Goulburn Water Treatment Plant's residual management facilities, optimising the drying process of sludge and improving the plant's ability to handle increased production rates.

Goulburn Wastewater Treatment Plant: The \$25 million expansion project, which includes funding from the NSW Government, will enhance the plant's capacity to support Goulburn's growing housing needs, serving up to 40,000 Equivalent Persons.

Clinton and Deccan Street Roundabout: A \$1.5 million allocation has been made for the construction of a new roundabout at the Clinton Street and Deccan Street intersection, with completion expected by March 2026.

Currawang Road and Causeway Upgrade: Council has secured a \$3.4 million grant for the Saltpetre Creek Causeway upgrade to reduce flooding impact and road closures. The project, expected to be completed by March 2026, also includes a \$7 million grant for a 9.6 km Currawang Road upgrade.

Rural Roads: Over \$2 million will be spent on rural roads in this financial year, including major works on Bungendore and Oallen Ford Roads, with additional funding applications for Oallen Ford Road upgrades.

Shared Pathways: A \$3.03 million grant has been secured to extend the shared pathway network in Goulburn, focusing on areas like Victoria Park, Goulburn High School, and Goulburn Base Hospital to promote active walking and cycling.

School Safety: A \$1.36 million grant has been secured to install wombat crossings at East Goulburn and Marulan Primary schools as well as one at Mulwaree High School.

Rural and Employment Lands Strategy: The Council is preparing an Employment and Rural Lands Strategy to meet the community's commercial, industrial, and retail land development needs. This action-oriented strategy will guide Council's planning, highlight the region's competitive advantages, and facilitate targeted growth, with completion expected by mid-2025.

This plan reflects the Council's ongoing dedication to fostering growth, enhancing infrastructure, and serving the community's needs both now and in the future.

On behalf of Council, we appreciate your time in reviewing the Goulburn Mulwaree Council Operational Plan and Budget for the 2025-2026 Financial Year.



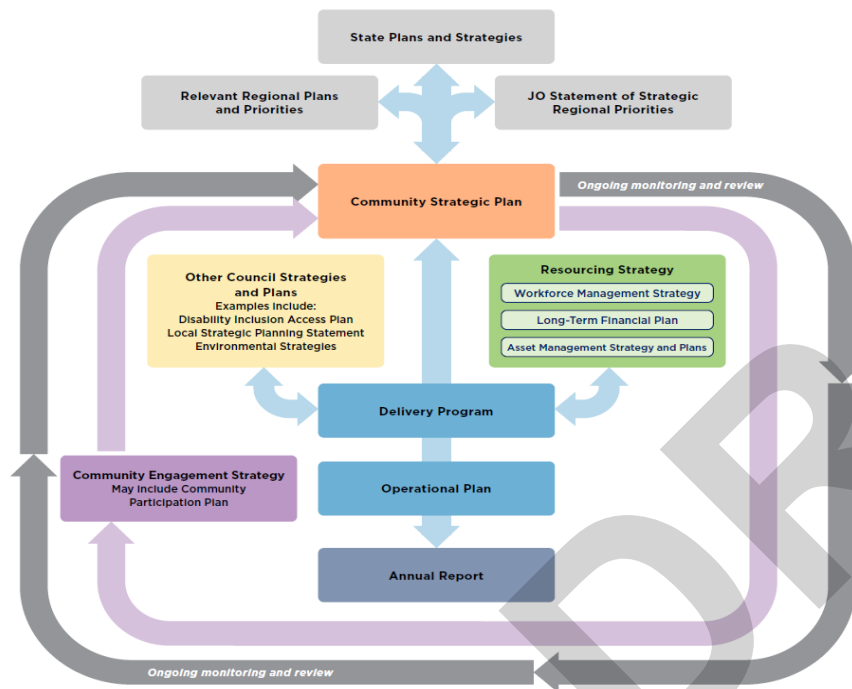
Acting Chief Executive
Officer



Mayor
Cr Nina Dillon

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.

The Five Strategic Pillars

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

Relationship between the IPR Documents



Our Community

Planned Activities		Responsible Business Unit	Measure
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			
A.1.1.1	Deliver a diverse range of youth programs annually to address the social, wellbeing and educational needs of youth.	Property & Community Services	Programs delivered
A.1.1.2	Network and develop relationships with young people and community service providers to support youth growth in the community	Property & Community Services	Relationships developed
A.1.1.3	Implementation of specific actions referred to under each strategy in the 2025 -2027 Goulburn Mulwaree Council Youth Services Action Plan.	Property & Community Services	Actions implemented as per plan
A.1.2 Continued implementation of the Seniors Social Support Service CHSP funded program			
A.1.2.1	Continued implementation of the Seniors Social Support Service CHSP funded programs and activities.	Property & 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.			
A.1.3.1	NDIS Pricing Arrangements and Pricing Limits reviewed each year in consultation with Community Services Supervisor and Leisure Link Coordinator.	Property & Community Services	Requirements of NDIS Pricing Arrangements and Pricing Limits met.
A.1.3.2	Provide a diverse range of activities and programs for people with disabilities each year.	Property & Community Services	Continued provision of the Leisure Link programs and activities for people with disabilities.
A.1.3.3	Review NDIS Practice Standards with Community Services Coordinator as/when required.	Property & Community Services	Adherence to NDIS Practice Standards.

Planned Activities		Responsible Business Unit	Measure
A.1.4 Ongoing implementation of actions contained within Council's Disability Inclusion Action Plan			
A.1.4.1	Actions outlined in the Plan implemented across the organisation each year.	Property & Community Services	Implementation of broad actions contained within the DIAP.
A.1.4.2	Progress Implementation Report submitted to State Government by 2 December 2025.	Property & Community Services	Progress Implementation Report submitted by 2 December 2025.
A.1.4.3	Comprehensive review of Plan undertaken by 30 June 2026 in consultation with new Access & Inclusion (Disability) Working Party.	Property & Community Services	Comprehensive review of the DIAP completed by 30 June 2026.
A.2 Public health initiatives safeguard our community			
A.2.1 Public health programs are delivered inline with legislative requirements and community expectations			
A.2.1.1	Ensure compliance action is taken where necessary to protect public health	Environment & Health	All complaints regarding public health regulated premises actioned
A.2.1.2	Undertake routine inspection program of public health regulated premises	Environment & Health	Inspection program undertaken
A.2.1.3	Undertake annual food premises inspection program	Environment & Health	Annual report to NSW Food Authority completed as per legislative requirements
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.			
A.3.1.1	Provide advice, promotional and funding support to local events that foster community connection, celebrate local identity and contribute to the local economy.	Marketing, Events & Culture	Local events supported through in-kind support, capacity building and funding.
A.3.2 Provide and deliver diverse arts and cultural facilities and experience 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.			
A.3.2.1	Delivery of vibrant and unique cultural experiences that hold value for visitors and community across cultural services.	Marketing, Events & Culture	Community engagement Visitor satisfaction and feedback

Planned Activities		Responsible Business Unit	Measure
A.3.2.2	Deliver diverse and inclusive programs across the activities of Goulburn Mulwaree Library, Goulburn Regional Art Gallery, Council's Museums, Goulburn Performing Arts Centre and Council events that reflect and celebrate culture, stories and voices.	Marketing, Events & Culture Property & Community Services	Participation and engagement rates Growth in engagement from underrepresented groups
A.3.2.3	Provide community access to an extensive range of Library resources, services and programs that support literacy and life long learning.	Marketing, Events & Culture	Number of resources available Borrowing statistics, access to Library services and membership data
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.			
A.4.1.1	Consultation undertaken with IT Business Manager and Marketing, Events & Culture Business Manager for delivery of internet capabilities in terms of access to YouTube and other social media for client activities and programs.	Property & Community Services	Improve Community Centre facilities to provide enhanced program delivery and better meet the needs of community groups and hirers
A.4.2 Provide creative and vibrant facilities when renewing public spaces			
A.4.1.2	Undertake ongoing parks and playground renewal program.	Community Facilities	Renewal program complete to at least 90%
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.			
A.5.1.1	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	Marketing, Events & Culture Property & Community Services	Annual funding secured for each facility Visitor numbers and community participation Number of programs, exhibitions, and events delivered
A.5.1.2	Offer a quality curated exhibition program and supporting public programs that offer unique experiences and engage diverse audiences.	Marketing, Events & Culture	Diverse exhibition program and associated public programs implemented

Planned Activities		Responsible Business Unit	Measure
A.5.1.3	Build a vibrant creative public realm and cultural profile for the region.	Marketing, Events & Culture	Increase in regional arts and culture visibility Participation in public programs and events
A.5.2 Build partnerships with key arts and cultural organisations			
A.5.2.1	Ongoing partnership agreement in place with Southern Tablelands Arts	Marketing, Events & Culture	Agreement in place and outcomes reported annually
A.5.2.2	Maintain and grow networks with key State and Federal organisations including State Library NSW, Public Libraries Association, Create NSW, Museums & Galleries NSW and AMaGA.	Marketing, Events & Culture	Collaborations in place Grant funding identified and secured
A.5.3 Funding and support for cultural and creative assets appropriate for ongoing and current service delivery			
A.5.3.1	Operational budgets maintained for ongoing cultural service delivery	Marketing, Events & Culture	Operational budgets maintained
A.5.3.2	Grant funding applications made to support Council's cultural operations	Marketing, Events & Culture	Grant funds secured to supplement Council funding
A.5.4 Advocate for and support the digitisation of cultural collections			
A.5.4.1	Identify grant opportunities for the digitisation of cultural collections	Marketing, Events & Culture	Grant funding secured and collection items digitised for public access
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			
A.6.1.1	Implementation of Council's Reconciliation Action Plan	Executive Services	Reflect Reconciliation Action Plan implemented
A.6.1.2	Active engagement with members of the Aboriginal community	Executive Services	Regular meetings held

Planned Activities		Responsible Business Unit	Measure
A.7 Improve social connection and public safety			
A.7.1 Responsible management of companion animals and livestock is promoted and regulated			
A.7.1.1	Deliver community education on responsible pet ownership and livestock management	Environment & Health	Deliver one community education program or event each year to promote responsible pet ownership or livestock management
A.7.1.2	Ensure compliance action is taken where necessary to address companion animal and livestock non-compliance	Environment & Health	All complaints actioned
A.7.1.3	Promote adoptions from the Goulburn Mulwaree Animal Shelter	Environment & Health	All animals available for adoption updated on the adoption portal weekly
A.7.2 Public safety is proactively promoted through community education and regulation			
A.7.2.1	Ensure compliance action is taken where necessary to protect public safety	Environment & Health	All complaints concerning public safety risks actioned
A.7.2.2	Undertake CBD awning safety program	Environment & Health	Inspection program undertaken
A.7.3 Maintain Council as a Child Safe Organisation and ensure compliance with the NSW Child Safe Standards			
A.7.3.1	Review of Child Safe Framework	Governance	Completion of review.
A.7.3.2	Commence preparation of the child safe risk management plan	Governance	Work commenced on plan.
A.7.4 Implement and promote inclusive programs, events and activities for the community.			
A.7.4.1	Provide opportunities for further inclusivity at existing Council events	Marketing, Events & Culture Property & Community Services Executive	Opportunities considered and provided where possible
A.8 Ensure new residents feel welcome			
A.8.1 Support initiatives that welcome new residents			
A.8.1.1	New Residents Guide available online and in hard copy, and made available to key businesses e.g. Real Estate Agencies	Marketing, Events & Culture	Number of guides distributed.

Planned Activities		Responsible Business Unit	Measure
A.7 Improve social connection and public safety			
A.8.2 Enable active engagement of volunteers in Council services			
A.8.2.1	Volunteering opportunities available throughout Council services	Human Resources Marketing, Events & Culture	Volunteer retention and recruitment
A.8.2.2	Council conduct annual volunteer expo	Marketing, Events & Culture	Annual expo held

Our Economy

Planned Activities		Responsible Business Unit	Measure
Our location attracts business and industry, boosting our local economy and jobs			
B.1 Enable business and industry growth and development			
B.1.1 Provide a framework to attract business and industry to the region.			
B.1.1.1	Preparation of an Investment Attraction Strategy.	Executive Services	Strategy adopted
B.1.1.2	Preparation of an Investment Incentive Policy.	Executive Services	Policy adopted
B.1.2 Monitor the number of investment leads generated and report on business and employment rates.			
B.1.2.1	Undertake quarterly reporting to demonstrate an increase in the number of businesses attracted to the region.	Executive Services	Quarterly reporting completed.
B.1.3 Support economic development opportunities by continued operation of Council's concierge service.			
B.1.3.1	Continuation of Council's Economic Development program.	Executive Services	Reports provided to Council.
B.1.4 Complete the development of an Employment and Rural Lands Strategy to support business growth and development.			
B.1.4.1	Review and submit Employment and Rural Lands Strategy to council for endorsement the completed strategy.	Executive Services	Strategy Adopted

Planned Activities		Responsible Business Unit	Measure
B.2 Promote the region as an ideal location to do business			
B.2.1 Marketing activities undertaken to promote the region as a destination to work and invest.			
B.2.1.1	Implement Goulburn Australia marketing activities targeting new residents, new industry, and investment	Marketing, Events & Culture	Campaign activities delivered Data collected and analysed
B.2.1.2	Engagement with the TV and film industry to promote filming activities in the region.	Marketing, Events & Culture	Number of filming activities undertaken
B.2.2 Inclusion of quarterly business, industry and rural updates in the Goulburn Australia Industry News.			
B.2.2.1	Distribution of relevant business updates to the Tourism Industry	Marketing, Events & Culture	Monthly Industry News distributed
Promote visitation to the region through local and regional tourism offerings			
B.3 Market the region as a tourist destination, highlighting the unique character, natural environment, heritage and culture			
B.3.1 Develop an Electric Vehicle Strategy to encourage visitation to the region.			
B.3.1.1	Develop an Electric Vehicle Strategy	Executive Services	Work commenced on strategy development.
B.3.3 Increase visitation to the region through marketing under the Goulburn Australia brand, and alignment with regional and state tourism strategies.			
B.3.3.1	Marketing activities undertaken promoting the region as a desirable destination to visit, live, work and invest.	Marketing, Events & Culture	Campaign activities delivered Data collected and analysed
B.3.3.2	Work collaboratively and regionally with Destination Southern NSW and the Southern Tablelands Councils	Marketing, Events & Culture	Collaborative initiatives undertaken as part of the Southern Tablelands group of Councils
B.3.4 Continued operation of the Goulburn Visitor Information Centre			
B.3.4.1	Operation of a Level 2 Accredited Visitor Information Centre	Marketing, Events & Culture	Accreditation level maintained

Planned Activities		Responsible Business Unit	Measure
B.3.5 In collaboration with Destination Southern NSW, update the Goulburn Mulwaree Destination Action Plan			
B.3.5.1	Goulburn Mulwaree Destination Action Plan development underway	Marketing, Events & Culture	Development commenced
B.4 Attract regional, state and national events that deliver economic outcomes for the community			
B.4.1 Attract and deliver events that provide social, cultural and economic benefits to the community.			
B.4.1.1	Sports tourism events secured and key cultural events attracted to grow year-round visitor economy.	Marketing, Events & Culture	Economic impact of sports tourism events and cultural events measured
Our local established and emerging businesses are supported to thrive.			
B.5 Support businesses to thrive and grow			
B.5.1 Collaborate with stakeholders to support training and employment programs that retain young people, attract new workers and provide local employment.			
B.5.1.1	Ongoing collaboration with stakeholders to support the objectives	Executive Services	Collaborative activities reported to Council.
B.5.2 Advocate to the NSW and Australian Government for funding streams to support local industry and business.			
B.5.2.1	Ongoing advocacy to support local industry and business	Executive Services	Advocacy activities reported to Council.
B.5.3 Collaborate with Chamber of Commerce, Regional Development Australia and other business, industry and rural bodies to provide advice, support and information.			
B.5.3.1	Ongoing collaboration with stated bodies.	Executive Services	Collaborative activities reported to Council.
B.6 Foster a diverse and innovative industry base			
B.6.2 Create partnerships to deliver programs which enhance opportunities for start ups and new business growth.			
B.6.2.1	Create partnerships with relevant stakeholders.	Executive Services	New partnerships created.

Our Environment

Planned Activities		Responsible Business Unit	Measure
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			
C.1.1.1	Council's Environment and Biodiversity Assessment Officer to provide advice on and inform Council projects and development activities	Strategic Planning	Advice or assessment service maintained and available for applicable development activities
C.1.1.2	Peruse grant funding opportunities related to the rehabilitation of waterways and catchments throughout the LGA	Community Facilities	Completion of annual programs and actively seek Grant funding opportunities related to the rehabilitation of waterways and catchments throughout the LGA
C.1.2 The biodiversity of our region is protected from unauthorised clearing			
C.1.2.1	Ensure compliance action is taken where necessary to protect biodiversity	Environment & Health	All complaints relating to unauthorised clearing are actioned
C.1.2.2	Provide community education on protecting the regions threatened biodiversity	Environment & Health	Continued distribution and promotion of the Call Before You Clear campaign
C.1.3 Collaborate with the Commonwealth, State and community stakeholders to provide protection and education around threatened biodiversity			
C.1.3.1	Undertake ongoing collaboration with Commonwealth and State agencies to protect and provide community education around threatened biodiversity	Strategic Planning	Collaborative actions are undertaken.
C.1.4 Rivers and waterways are protected from polluting land use practices			
C.1.4.1	Ensure compliance action is taken where necessary to protect rivers and waterways	Environment & Health	All complaints relating to pollution incidents are actioned
C.1.4.2	Undertake routine monitoring of development sites	Environment & Health	Inspection program undertaken

Planned Activities		Responsible Business Unit	Measure
C.1.5 Wastewater on unsewered land is monitored and regulated			
C.1.5.1	Undertake on-site sewage management inspection program	Environment & Health	Inspection program undertaken
C.2 Ensure effective weed and animal management.			
C.2.1 Minimise the impact of invasive species within our natural environment			
C.2.1.1	Carry out willow removal, noxious weed removal and revegetation along riverways by seeking grant funding opportunities.	Community Facilities	Deliver in line with allocated budget
C.2.1.2	Undertake routine Biosecurity Weeds inspection program	Environment & Health	Inspection program undertaken
C.2.2 New weed incursions are identified and managed			
C.2.2.1	Ensure compliance action is taken where new weed incursions are identified	Environment & Health	All complaints relating to new weed incursions actioned
Adopt sustainable and resilient environmental practices			
C.3 Adapt to the impact of climate change.			
C.3.1 Consider climate risk and resilience in Council plans, strategies, asset management and decision making			
C.3.1.1	Council strategies and asset management plans are reviewed to embed climate risk and resilience considerations	Executive	Strategies and plans are reviewed in accordance in accordance with their accepted review dates.
C.3.2 The effects of climate change are embedded into strategic planning processes to mitigate impacts upon the community			
C.3.2.1	Development control plan provisions are updated to include strategy measures such as floodplain mitigation to inform decision making.	Strategic Planning	Development Control Plan provisions are updated following the adoption of new strategies.
C.3.2.2	Goulburn Overland Flood Study undertaken	Strategic Planning	Study endorsed.
C.4 Adopt environmentally sustainable practices.			
C.4.1 Develop and implement a net zero strategy aim to meet the 2030 net zero legislated targets.			
C.4.1.1	Commence development of a new zero strategy.	Executive	Development underway.

Planned Activities		Responsible Business Unit	Measure
C.4.2 Circular economy opportunities are harnessed for the region			
C.4.2.1	Advocate for circular economy opportunities across the LGA	Executive	Advocacy activities reported to Council.
C.5 Adapt and respond to extreme events and natural disasters.			
C.5.1 Strategies developed to plan and mitigate around flood risk			
C.5.1.1	Goulburn Overland Flood Study	Strategic Planning	Study endorsed.
Planning systems that facilitate development and consider the needs of the community whilst balancing liveability.			
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.			
C.6.1 Urban and Fringe Housing Strategy informs future infrastructure planning			
C.6.1.1	Complete review of Local Infrastructure Contributions Plan	Planning & Development	Revised plan adopted
C.6.1.2	Complete the update and review of the Development Servicing Plan	Utilities - Infrastructure	Review and update completed
C.6.2 Finalise comprehensive review of the Development Control Plan			
C.6.2.1	Finalise comprehensive review of Development Control Plan	Strategic Planning	New plan adopted
C.6.3 Sustainable growth is achieved through the delivery of appropriate development that considers the needs of the community			
C.6.3.1	Development Applications and Certificates are processed within the regulatory framework, adopted plans and strategies in a timely manner	Planning & Development	NSW Government Council League Tables are used to measure results over the reporting period
C.6.4 Monitor and enforce compliance of development and land use activities			
C.6.4.1	Ensure compliance action is taken where necessary to address development and land use non-compliances	Environment & Health	All complaints actioned with accepted timeframes.

Planned Activities		Responsible Business Unit	Measure
C.6.5 Provide quality building certification services to the community			
C.6.5.1	Ensure Council continues to provide building certification services	Planning & Development	Service delivered
C.7 Facilitate access to diverse and affordable housing options.			
C.7.1 Recommendations contained within the Urban and Fringe Housing Strategy continue to be implemented.			
C.7.1.1	Residential land supply increased via additional hectares zoned for residential or increase in density (upzoning) following completed planning proposals	Strategic Planning	Residential land supply increased.
C.7.2 Continuation of the Goulburn CBD Planning Proposal			
C.7.2.1	Continue CBD Planning Proposal works	Strategic Planning	Gateway determination issued and agency consultation undertaken. Exhibition of the planning proposal has occurred
C.7.3 Continue collaboration with Homes NSW to deliver social and affordable housing options			
C.7.3.1	Coordinate communication between Homes NSW and Council to facilitate delivery of social housing projects	Strategic Planning	Reports on opportunities to be reported to Council.
C.8 Protect our built, cultural, and natural heritage.			
C.8.1 Council engages professional consultancy services to advise on heritage conservation and management.			
C.8.1.1	Consultant Heritage Architect services engaged.	Strategic Planning	Services engaged as per annual budget allocation.
C.8.2 Local heritage items and conservation areas are managed to facilitate preservation and conservation.			
C.8.2.1	Prepare planning proposal updating the list of environmental heritage items in GM LEP 2009.	Strategic Planning	Planning proposal adopted and published
C.8.2.2	Continuation of the Local heritage grant program	Strategic Planning	Grants distributed as per program guidelines

Planned Activities		Responsible Business Unit	Measure
C.8.3 Local heritage items and conservation areas are preserved from unauthorised works			
C.8.3.1	Ensure compliance action is taken where necessary to protect local heritage	Environment & Health	All complaints actioned within accepted timeframes
C.8.3.2	Provide community education on protecting local heritage from unauthorised works	Environment & Health	Community education program delivered
C.8.4 Growth is balanced to protect our built, cultural and natural heritage			
C.8.4.1	Development Applications relating to listed heritage items and Aboriginal places of heritage significance are considered under regulatory framework, referred to internal technical officers with consultation as per the Community Participation Plan	Planning & Development	Maintenance of a reporting template ensuring a Section 4.15 assessment is completed for all Development Applications considering all relevant technical input and submissions
C.8.5 Implement conservation and preservation projects that value and protect cultural heritage assets and Council collections			
C.8.5.1	Conservation of Council's Heritage Museum buildings to ensure ongoing public access and enjoyment	Marketing, Events & Culture	Grant funding secured and conservation projects delivered
C.8.5.2	Conservation of cultural collection items to ensure ongoing public access and enjoyment	Marketing, Events & Culture	Grant funding secured and collection items conserved with available funding

Our Infrastructure

Planned Activities		Responsible Business Unit	Measure
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.1.2 Refine and revise asset management policy, strategy and long term asset management plans for critical infrastructure assets, including resilience and maturity.			
D.1.2.1	Review of current assets and develop a list of critical infrastructure assets to improve and enhance access to residents	Technical Services	Asset Management Policy Strategy and long term Asset Management Plans are reviewed.

Planned Activities		Responsible Business Unit	Measure
D.1.3 Develop and deliver a program of works to improve amenity, safety and connections for all people			
D.1.3.1	Develop a future short term (5year) and long term (10 year) programs to improve Goulburn Mulwaree's civil infrastructure.	Technical Services	Programs are developed and delivered in accordance with relevant guidelines and latest standards.
D.1.4 Advocate for improved public transport options			
D.1.4.1	Council continue to advocate to TfNSW to improve public transport throughout the local government area.	Executive Services	Advocacy activities reported to Council.
<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			
D.2.1.1	Programs for delivery are developed in accordance with Councils adopted Assets Management Strategy	Technical Services	Successful delivery of annual programs
D.2.2 Projects delivered are aligned with Council's Pedestrian Access and Mobility Plan (PAMP)			
D.2.2.1	Actively seek and secure grant funding opportunities to deliver projects in line with Councils PAMP.	Technical Services	Grant funded projects successfully completed and acquitted.
D.2.3 Roads maintained in accordance with Asset Management Plans			
D.2.3.1	Annual roads program are delivered and maintained in line with Council's Asset Management Plans.	Works	Annual programs completed to at least 90%
D.2.4 Work collaboratively with State Government to improve road safety			
D.2.4.1	Council's Road Safety Officer works with TfNSW to identify and implement road safety programs in accordance with TfNSW guidelines.	Technical Services	Programs are funded and delivered in line with budget.
<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)			
D.3.1.1	Actively seek grant funding opportunities to deliver priority projects in accordance with the PAMP	Technical Services	Grant funded projects successfully completed and acquitted.

Planned Activities		Responsible Business Unit	Measure
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.			
D.4.1.1	Ongoing compliance with drinking water and dam safety management systems	Infrastructure Water Operations	100% compliance with management systems
D.4.1.2	Completion of annual capital works programs	Infrastructure Water Operations	Programs completed to at least 90%
D.4.1.3	Complete detailed design of the Marulan Water treatment plant	Infrastructure Water Operations	Detailed design completed
D.4.1.4	Complete detailed design of the Goulburn water treatment plant solids handling facility	Infrastructure Water Operations	Detailed design completed
D.4.1.5	Undertake dam safety review for Sooley Dam	Water Operations	Pre-emptive works for Sooley Dam Safety Review commenced
D.4.1.5	Undertake dam safety review for Pejar Dam	Water Operations	Pre-emptive works for Pejar Dam Safety Review completed.
D.4.2 Provide secure, reliable sewage collection and treatment services.			
D.4.2.1	Ongoing compliance with EPA licence	Infrastructure Water Operations	100% compliance
D.4.2.2	Ongoing compliance with recycled water management systems	Infrastructure Water Operations	100% compliance
D.4.2.3	Completion of annual capital works programs	Infrastructure Water Operations	Programs completed to at least 90%
D.4.2.4	Undertake replacement of CED System in Marulan	Infrastructure	Detailed Design completed and replacement commenced
D.4.2.5	Complete detailed design of the Marulan Wastewater Treatment Plant Renewal	Water Operations	Detailed design completed
D.4.2.6	Complete detailed design of the Goulburn Wastewater Treatment Plant Stage 2 Upgrade	Water Operations	Detailed design completed

Planned Activities		Responsible Business Unit	Measure
D.4.3 Plan for future water and sewer growth and changing legislative requirements.			
D.4.3.1	Undertake network modelling of the Goulburn and Marulan water and wastewater supplies	Infrastructure Water Operations	Modelling completed
D.4.3.2	Undertake analysis of projected development growth in Goulburn and Marulan	Infrastructure Water Operations	Analysis completed
D.4.3.3	Undertake yield study for Marulan, and complete review of Goulburn's yield	Water Operations	Yield studies completed.
D.4.3.4	Update long term (10 year) capital works program based on outcomes of D.4.3.1, D.4.3.2 and D.4.3.3	Infrastructure Water Operations	Program updated.
D.4.3.5	Review Regulatory Assurance Framework and create program of works for Council to comply with framework	Infrastructure Water Operations	Review completed and program created.
D.4.4 Maintain existing waste infrastructure while planning for growth.			
D.4.4.1	Continue to provide current waste collection services while planning for additional infrastructure to meet forecasting expansion and growth	Waste & Recycling	Planning activities undertaken.
D.4.4.2	Complete annual survey of remaining air space at Goulburn and Marulan Waste Management Centres	Waste & Recycling	Survey completed.
D.4.4.3	Continue to promote local businesses and community organisations (e.g. Endeavour Industries) that provide commercial recycling services	Waste & Recycling	Promotion undertaken
D.4.5 Provide sustainable waste services and minimise waste to landfill.			
D.4.5.1	Commencement operation of Resource Shop	Waste & Recycling	Resource shop operational and level of diversion of materials from landfill recorded.
D.4.5.2	Education programs to increase separation of reusable Materials, recyclables and organics for composting	Waste & Recycling	Measure increase in recycling and composting rates from self-haul waste streams as a result of education programs
D.4.5.3	Advocate circular economy principles across the community and commercial sector.	Waste & Recycling	Advocacy activities reported to Council.

Planned Activities		Responsible Business Unit	Measure
D.4.6 Planning Agreements are utilised to deliver quality infrastructure and assets associated with new development			
D.4.6.1	Planning Agreements meet the demands created by the development for new or augmented public infrastructure, amenities and services to ensure the development delivers a net community benefit	Planning & Development	Assets are delivered in accordance with the Planning Agreement
D.5 Access to reliable digital connectivity services.			
D.5.1 Advocate for improved connectivity in terms of both mobile phone and internet services.			
D.5.1.1	Advocate for improved connectivity in terms of both mobile and internet services.	Executive Services	Advocacy activities reported to Council.
Our local places and spaces are accessible and enhance liveability			
D.6 Ensure community facilities are well-maintained, accessible, and appropriate.			
D.6.1 All community facilities are maintained in accordance with asset management plans			
D.6.1.1	Programs for delivery are developed in accordance with Councils adopted Assets Management Strategy	Community Facilities	Successful delivery of annual programs
D.6.2 Our Community Facilities are affordable and accessible to all members of the community			
D.6.2.1	Review fees and charges to ensure relative affordability while ensuring financial sustainability	Community Facilities	Review undertaken
D.7 Provide quality cultural and recreation facilities that encourage active lifestyles and participation across all ages.			
D.7.1 Develop a Recreational Needs Strategy			
D.7.1.1	Undertake the development of a Recreational Needs Strategy	Strategic Planning	Work on strategy commenced
D.7.4 Maintain and operate current aquatic facilities			
D.7.4.1	Aquatic facilities are operated and maintained within relevant health guidelines.	Community Facilities	Forced closure of aquatic centre facilities less than 2 days.

D.8 Create and maintain vibrant parks, gardens and playgrounds that offer enjoyable spaces for relaxation, play and social connection**D.8.1 Greenfield development proposals facilitate the delivery of quality open spaces**

D.8.1.1	Planning Agreements where appropriate provide for the delivery of quality public open space.	Planning & Development	Assets are delivered in accordance with the Planning Agreement
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D.9 Our town and village streetscapes are attractive, inviting, and functional.**D.9.1 Towns, villages and the CBD are well maintained, clean and landscaping managed.**

D.9.1.1	Continue to undertake programs of maintenance, landscaping and cleaning.	Planning & Development	Annual programs completed to at least 90%
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Our Civic Leadership

Planned Activities		Responsible Business Unit	Measure
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			
E.1.1.1	Undertake audit of Council activities in accordance with legislative compliance register	Governance	Audit completed
E.1.2 To provide contemporary Human Resource practices and services to support employees to effectively perform their duties			
E.1.2.1	Regular review of all HR procedures	Human Resources	All procedures requiring review have been undertaken
E.1.2.2	Relevant staff attend the LGNSW network meetings for IR and contemporary practice updates	Human Resources	75% attendance is achieved
E.1.2.3	Actively manage the recruitment and selection function	Human Resources	Turnover less than 20% per annum
			Turnover in the first 6 months of employment less than 10%
			Review Council's EVP annually

Planned Activities		Responsible Business Unit	Measure
E.1.3 Provide Trainee and Apprentice positions to encourage opportunity for youth employment			
E.1.3.1	To actively recruit and manage trainees and apprentices annually	Human Resources	At least 5 trainees or apprentices are engaged by Council at any given time
E.1.4 Continue to promote and improve diversity and inclusivity in the workplace			
E.1.4.1	Annual review of the EEO Plan	Human Resources	Review completed
E.1.4.2	Implement actions contained in the EEO plan	Human Resources	Actions implemented as per plan
E.1.4.3	Provision of D&I training on a regular basis	Human Resources	All new staff to complete the training within 12 weeks of employment.
E.1.5 Development of Council's culture towards our Workforce Culture Statement			
E.1.5.1	Delivery of Council's cultural program LEAP to all staff	Human Resources	All new permanent employees undertake Council's cultural program LEAP within 12 months of commencement
E.1.5.2	Delivery of Council's LEAP management program	Human Resources	All new permanent Supervisors, Team Leaders and Managers undertake Council's cultural program LEAP within 12 months of commencement.
E.1.6 To provide learning and development opportunities to maintain and increase our workforce capability			
E.1.6.1	Development of the annual learning and development plan	Human Resources	Annual review of the Training Needs Analysis undertaken and plan developed.
E.1.7 To support our injured workers to recover at work			
E.1.7.1	Work with key stakeholders to develop Council Recover at Work Plans that outline identified suitable duties	Human Resources	All injured workers, with work capacity, have a current recover at work plan implemented

Planned Activities		Responsible Business Unit	Measure
E.1.8 To provide a Safe and Healthy Workplace			
E.1.8.1	Regularly review and continuously improve Council's safety management system	Human Resources	Annual audit of safety management system is completed
			Periodically report to the executive on system performance
			Annual review of Council's psychosocial risk register and associated controls completed
E.1.8.2	Attend regional WHS network meetings for industry updates and trends	Human Resources	75% attendance achieved
E.1.9 To support our employees health and wellbeing			
E.1.9.1	Development and implementation of an annual health and wellbeing delivery plan	Human Resources	5 wellbeing initiatives implemented per annum
E.1.10 Undertake effective workforce planning			
E.1.10.1	Undertake regular review of Council's workforce plan and departmental forecasting plans	Human Resources	Annual review completed
E.1.11 Manage resources in a responsible manner that supports the ongoing financial viability of Council			
E.1.11.1	Report on Council's Financial position and performance	Finance & Customer Service	Monthly Council Reports completed
E.1.11.2	Procurement activities undertaken in accordance with Council procedures and legislative requirements.	Finance & Customer Service	Compliance to Council's procurement policies and procedures.
E.1.12 Implement and maintain Council's risk management framework			
E.1.12.1	Conduct review of Council risk registers and risk management plan	Governance	Review completed
E.1.13 Implement and maintain Council's governance framework			
E.1.13.1	Conduct review of Council policies and procedures	Governance	Review completed according to schedule

Planned Activities		Responsible Business Unit	Measure
E.1.14 Delivery of Internal Audit function and management of Audit, Risk and Improvement Committee (ARIC)			
E.1.14.1	Preparation of reports per agreed Audit Risk and Improvement Committee workplan	Executive	Quarterly meetings conducted
E.1.14.2	Undertake internal audit as per agreed audit schedule	Executive	At least two audits conducted
E.1.15 Technology systems are modern, efficient and reliable			
E.1.15.1	Review software options and trends and provide guidance to the Executive on possible improvements	Innovation and Technology	Continue the implementation of Technology One. Review new emerging software undertaken.
E.1.16 Cyber security continues to be a core requirement for all Council technology			
E.1.16.1	Continue to implement cyber security systems and technology to support the operations of council	Innovation and Technology	Enterprise level cyber security systems maintained.
E.1.16.2	Provide Cyber training to all staff	Innovation and Technology	All staff complete annual Cyber training via ELMO
E.1.17 Improve and strengthen Records Management within Council			
E.1.17.1	Continue the development and use of Technology One ECM	Innovation and Technology	User training on ECM developed
E.1.17.2	Increase staff awareness of their responsibility under State Records legislation.	Innovation and Technology	All staff complete Records training via ELMO
E.1.18 Improve the functionality for mobility users			
E.1.18.1	Continue the development of the GMC Staff Information Portal (SIP)	Innovation and Technology	Increased usage of SIP
E.1.18.2	Continue the implementation of cloud based software including the implementation of Technology One Ci Anywhere	Innovation and Technology	Continue the implementation of Technology One Ci anywhere as per agreed schedule
E.2 Council actively advocates to advance opportunities for our region			
E.2.1 Maintain membership in recognised Local Government advocacy alliances			
E.2.1.1	Allocate budget for membership subscriptions to relevant local government advocacy alliances	Executive	Membership maintained

Planned Activities		Responsible Business Unit	Measure
E.2.1.2	Council participation in meetings for relevant local government advocacy alliances	Executive	Meeting attendance of at least 80%
E.2.2 Council maintain and updated advocacy plans for both State and Federal Governments			
E.2.2.1	Conduct annual review of State advocacy plan	Executive	Review completed
E.2.2.2	Conduct annual review of Federal advocacy plan	Executive	Review completed
E.2.3 List of priority projects maintained and updated			
E.2.3.1	Conduct annual review of priority project list	Executive	Review completed
<i>E.3 Foster transparent and accountable leadership that engages and inspires the community.</i>			
E.3.1 Provide access to Council information			
E.3.1.1	Manage and process applications in accordance with the GIPA Act	Governance	Compliance achieved
E.3.1.2	Conduct annual review of requests for information	Governance	Review completed
E.3.2 Delivery of induction and ongoing professional development program for Councillors			
E.3.2.1	Development of ongoing professional development program for Councillors	Governance	Program developed
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			
E.4.1.1	Undertake a series of annual village meetings	Communications	Meetings held
E.4.1.2	Share all Community Consultation pieces onto Council's Social Media Channels	Communications	Increased engagement on social media channels
E.4.2 We actively involve the 'hard-to-reach' members of our community in decisions that affect them			
E.4.2.1	Provide regular updates on decisions that affect our villages in the Village Newsletters	Communications	Updates provided
E.4.3 Promote regional decision-making forums to the community via Council's social media channels, village newsletters, and mayoral radio talking points			
E.4.3.1	Publicise regional decision making forums	Communications	Participation in forums

Planned Activities		Responsible Business Unit	Measure
E.4.4 Council actively uses "Your Say Goulburn Mulwaree" to gather community feedback			
E.4.4.1	Council continues the use of EngagementHQ "Your Say" platform	Communications	Community feedback in key strategic documents or projects has increased
<i>E.5 Residents have access to timely, relevant, and accurate information about issues that affect them.</i>			
E.5.1 Council's website features the latest information			
E.5.1.1	Undertake routine checks of the website to ensure that information is accurate	Communications	Checks undertaken
E.5.2 Timely media releases are distributed to media outlets			
E.5.2.1	Release of timely media releases and ensuring their accuracy prior to distribution	Communications	Media releases are distributed for all relevant projects and initiatives
			Number of media outlets taking up media releases