



ATTACHMENTS

ENCLOSURES

Ordinary Council Meeting

26 November 2024

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Goulburn Mulwaree Council

ANNUAL FINANCIAL STATEMENTS
for the year ended 30 June 2024



Goulburn Mulwaree Council

GENERAL PURPOSE FINANCIAL STATEMENTS

for the year ended 30 June 2024



Goulburn Mulwaree Council

General Purpose Financial Statements

for the year ended 30 June 2024

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Overview

Goulburn Mulwaree Council is constituted under the Local Government Act 1993 (NSW) and has its principal place of business at:

184-194 Bourke Street
Goulburn NSW 2580

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: www.goulburn.nsw.gov.au.

Goulburn Mulwaree Council

General Purpose Financial Statements

for the year ended 30 June 2024

Understanding Council's Financial Statements

Introduction

Each year NSW local governments are required to present audited financial statements to their council and community.

What you will find in the Statements

The financial statements set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2024.

The format of the financial statements is standard across all NSW Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and requirements as set down by the Office of Local Government.

About the Councillor/Management Statement

The financial statements must be certified by senior staff as 'presenting fairly' the Council's financial results for the year and are required to be adopted by Council – ensuring both responsibility for and ownership of the financial statements.

About the Primary Financial Statements

The financial statements incorporate five "primary" financial statements:

1. The Income Statement

Summarises Council's financial performance for the year, listing all income and expenses. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

2. The Statement of Comprehensive Income

Primarily records changes in the fair value of Council's Infrastructure, property, plant and equipment.

3. The Statement of Financial Position

A 30 June snapshot of Council's financial position indicating its assets, liabilities and "net wealth".

4. The Statement of Changes in Equity

The overall change for the year (in dollars) of Council's "net wealth".

5. The Statement of Cash Flows

Indicates where Council's cash came from and where it was spent. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

About the Notes to the Financial Statements

The Notes to the Financial Statements provide greater detail and additional information on the five primary financial statements.

About the Auditor's Reports

Council's financial statements are required to be audited by the NSW Audit Office.

In NSW the auditor provides 2 audit reports:

1. an opinion on whether the financial statements present fairly the Council's financial performance and position, and
2. their observations on the conduct of the audit, including commentary on the Council's financial performance and financial position.

Who uses the Financial Statements?

The financial statements are publicly available documents and must be presented at a Council meeting between seven days and five weeks after the date of the audit report.

The public can make submissions to Council up to seven days subsequent to the public presentation of the financial statements.

Council is required to forward an audited set of financial statements to the Office of Local Government.

Goulburn Mulwaree Council

General Purpose Financial Statements

for the year ended 30 June 2024

Statement by Councillors and Management

Statement by Councillors and Management made pursuant to Section 413 (2c) of the *Local Government Act 1993 (NSW)*

The attached general purpose financial statements have been prepared in accordance with:

- the *Local Government Act 1993* and the regulations made thereunder,
- the Australian Accounting Standards and other pronouncements of the Australian Accounting Standards Board
- the Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these statements:

- present fairly the Council's operating result and financial position for the year
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way. Signed in accordance with a resolution of Council made on 22 October 2024.



Cr Nina Dillon
Mayor
29 October 2024



Cr Caitlin Flint
Deputy Mayor
29 October 2024



Aaron Johansson
Chief Executive Officer
29 October 2024



Brendan Hollands
Responsible Accounting Officer
29 October 2024

Goulburn Mulwaree Council | Statement of Comprehensive Income | for the year ended 30 June 2024

Goulburn Mulwaree Council

Statement of Comprehensive Income

for the year ended 30 June 2024

\$ '000	Notes	2024	2023
Net operating result for the year – from Income Statement		17,210	17,375
Other comprehensive income:			
Amounts which will not be reclassified subsequently to the operating result			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-7	71,550	105,600
Total items which will not be reclassified subsequently to the operating result		71,550	105,600
Total other comprehensive income for the year		71,550	105,600
Total comprehensive income for the year attributable to Council		88,760	122,975

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Goulburn Mulwaree Council | Statement of Financial Position | as at 30 June 2024

Goulburn Mulwaree Council
Statement of Financial Position
as at 30 June 2024

\$ '000	Notes	2024	2023
ASSETS			
Current assets			
Cash and cash equivalents	C1-1	37,652	33,628
Investments	C1-2	97,000	96,500
Receivables	C1-4	8,204	7,018
Inventories	C1-5	410	487
Contract assets and contract cost assets	C1-6	4,372	6,797
Other	C1-9	1,015	402
Total current assets		148,653	144,832
Non-current assets			
Investments	C1-2	2,000	–
Receivables	C1-4	63	42
Infrastructure, property, plant and equipment (IPPE)	C1-7	1,601,601	1,522,884
Investment property	C1-8	5,750	5,500
Right of use assets	C2-1	576	–
Total non-current assets		1,609,990	1,528,426
Total assets		1,758,643	1,673,258
LIABILITIES			
Current liabilities			
Payables	C3-1	7,997	9,411
Contract liabilities	C3-2	18,192	19,651
Lease liabilities	C2-1	160	–
Borrowings	C3-3	2,290	2,283
Employee benefit provisions	C3-4	7,414	7,011
Total current liabilities		36,053	38,356
Non-current liabilities			
Payables	C3-1	1,500	1,800
Lease liabilities	C2-1	428	–
Borrowings	C3-3	31,227	33,517
Employee benefit provisions	C3-4	935	887
Provisions	C3-5	15,424	14,382
Total non-current liabilities		49,514	50,586
Total liabilities		85,567	88,942
Net assets		1,673,076	1,584,316
EQUITY			
Accumulated surplus	C4-1	522,282	505,072
IPPE revaluation reserve	C4-1	1,150,794	1,079,244
Total equity		1,673,076	1,584,316

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Goulburn Mulwaree Council | Statement of Changes in Equity | for the year ended 30 June 2024

Goulburn Mulwaree Council
Statement of Changes in Equity
 for the year ended 30 June 2024

\$ '000	Notes	2024			2023		
		Accumulated surplus	IPPE revaluation reserve	Total equity	Accumulated surplus	IPPE revaluation reserve	Total equity
Opening balance at 1 July		505,072	1,079,244	1,584,316	487,697	973,644	1,461,341
Net operating result for the year		17,210	-	17,210	17,375	-	17,375
Other comprehensive income							
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-7	-	71,550	71,550	-	105,600	105,600
Total comprehensive income		17,210	71,550	88,760	17,375	105,600	122,975
Closing balance at 30 June		522,282	1,150,794	1,673,076	505,072	1,079,244	1,584,316

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Goulburn Mulwaree Council | Statement of Cash Flows | for the year ended 30 June 2024

Goulburn Mulwaree Council

Statement of Cash Flows

for the year ended 30 June 2024

Original unaudited budget 2024	\$ '000	Notes	Actual 2024	Actual 2023
Cash flows from operating activities				
<i>Receipts:</i>				
42,641	Rates and annual charges		42,738	41,287
19,085	User charges and fees		20,425	20,802
2,965	Interest received		5,808	2,612
51,598	Grants and contributions		39,279	51,330
–	Bonds, deposits and retentions received		–	187
1,848	Other		8,399	2,138
<i>Payments:</i>				
(32,399)	Payments to employees		(31,309)	(29,035)
(25,836)	Payments for materials and services		(31,478)	(26,914)
(1,594)	Borrowing costs		(6,572)	(1,701)
–	Bonds, deposits and retentions refunded		(368)	–
(983)	Other		(2,202)	1,277
57,325	Net cash flows from operating activities	G1-1	44,720	61,983
Cash flows from investing activities				
<i>Receipts:</i>				
–	Redemption of term deposits		96,500	91,022
640	Proceeds from sale of IPPE		324	3,765
<i>Payments:</i>				
–	Acquisition of term deposits		(99,000)	(90,500)
(99,155)	Payments for IPPE		(36,105)	(47,498)
(98,515)	Net cash flows from investing activities		(38,281)	(43,211)
Cash flows from financing activities				
<i>Receipts:</i>				
4,000	Proceeds from borrowings		–	–
<i>Payments:</i>				
(2,140)	Repayment of borrowings		(2,283)	(2,521)
(116)	Principal component of lease payments		(132)	(90)
1,744	Net cash flows from financing activities		(2,415)	(2,611)
(39,446)	Net change in cash and cash equivalents		4,024	16,161
–	Cash and cash equivalents at beginning of year		33,628	17,467
(39,446)	Cash and cash equivalents at end of year	C1-1	37,652	33,628
–	plus: Investments on hand at end of year	C1-2	99,000	96,500
(39,446)	Total cash, cash equivalents and investments		136,652	130,128

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Goulburn Mulwaree Council

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A About Council and these financial statements

A1-1 Basis of preparation

These financial statements were authorised for issue by Council on 31 October 2024. Council has the power to amend and reissue these financial statements in cases where critical information is received from public submissions or where the OLG directs Council to amend the financial statements.

The material accounting policy information related to these financial statements are set out below.

These policies have been consistently applied to all the years presented, unless otherwise stated.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993 (Act)* and *Local Government (General) Regulation 2021 (Regulation)*, and the Local Government Code of Accounting Practice and Financial Reporting. Council is a not-for-profit entity. The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain infrastructure, property, plant and equipment and investment property.

Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future.

The resulting accounting estimates will, by definition, seldom equal the related actual results.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- i. estimated fair values of investment property – refer Note C1-8
- ii. estimated fair values of infrastructure, property, plant and equipment – refer Note C1-7
- iii. estimated tip remediation provisions – refer Note C3-5
- iv. employee benefit provisions – refer Note C3-4.

Significant judgements in applying the Council's accounting policies

- i. Impairment of receivables – refer Note C1-4.
- ii. Determination of whether performance obligations are sufficiently specific and whether the contract is within the scope of AASB 15 *Revenue from Contracts with Customers* and / or AASB 1058 *Income of Not-for-Profit Entities* – refer to Notes B2-2 – B2-4.
- iii. Determination of the lease term, discount rate (when not implicit in the lease) and whether an arrangement contains a lease – refer to Note C2-1.

Monies and other assets received by Council

The Consolidated Fund

In accordance with the provisions of Section 409(1) of the Local Government Act 1993 (NSW), all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund. The Consolidated Fund has been included in the financial statements of the Council. Cash and other assets of the following activities have been included as part of the Consolidated Fund:

- General Purpose Operations
- Domestic Waste Management Fund
- Water Supply Fund
- Sewerage Service Fund

continued on next page ...

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A1-1 Basis of preparation (continued)

The Trust Fund

In accordance with the provisions of Section 411 of the *Local Government Act 1993 (NSW)* (as amended), a separate and distinct Trust Fund is maintained to account for all money and property received by the council in trust which must be applied only for the purposes of, or in accordance with, the trusts relating to those monies.

It is Council's opinion that no Trust monies held by Council are subject to Council's control and therefore they have not been included in these reports.

As at 30 June 2024 the balance of the trust fund was \$547,744 (\$395,396 at 30 June 2023).

A separate statement of monies held in the Trust Fund is available for inspection at the council office by any person free of charge

Volunteer services

Council has volunteers working in various areas. These volunteer services have not been recognised as income as per AASB 1058.18. This is because the fair value of such services cannot be reliably measured and it would not have been purchased if they were not donated.

New accounting standards and interpretations issued but not yet effective

New accounting standards and interpretations issued but not yet effective

Certain new accounting standards and interpretations have been published that are not mandatory for the 30 June 2024 reporting period. Council has not applied any pronouncements before its operative date in the annual reporting period beginning 1 July 2023.

Council's assessment of these new standards and interpretations (where they have been deemed as having a material impact on Council's future financial performance, financial position and cash flows) are set out below:

AASB 2022-10 Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not for-Profit Public Sector Entities

This Standard modifies AASB 13 Fair Value Measurement for application by not-for-profit public sector entities such as Council.

It includes authoritative implementation guidance when fair valuing non-financial assets, not held primarily for their ability to generate cash inflows and also provides guidance and clarification when valuing assets that are restricted (in their use) at Council.

This includes guidance and clarification regarding the determination of an assets highest and best use, the development and use of internal assumptions for unobservable inputs and allows for greater use of internal judgements when applying the cost approach in the measurement and determination of fair values.

Although Council is yet to fully determine the impact of this standard, the changes will be evaluated in the future assessment of all property and infrastructure assets measured at fair value.

The standard applies prospectively to annual periods beginning on or after 1 January 2024, with earlier application permitted.

New accounting standards adopted during the year

During the year Council adopted all accounting standards and interpretations (as issued by the Australian Accounting Standards Board) which were mandatorily effective from the first time at 30 June 2024.

The following new standard is effective for the first time at 30 June 2024:

- AASB 2021-2 Amendments to Australian Accounting Standards – Disclosure of Accounting Policies and Definition of Accounting Estimates

The most significant change introduced by this standard is to remove the requirement to disclose significant accounting policies and instead require disclosure of material accounting policy information.

"Accounting policy information is material if, when considered together with other information included in an entity's financial statements, it can reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements."

In applying the new requirements, Council has after taking into account the various specific facts and circumstances applied professional judgement to ensure it discloses only material accounting policies as opposed to significant accounting policies

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A1-1 Basis of preparation (continued)

throughout these financial statements.

B Financial Performance

B1 Functions or activities

B1-1 Functions or activities – income, expenses and assets

Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note B1-2.

\$ '000	Income		Expenses		Operating result		Grants and contributions		Carrying amount of assets	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
Functions or activities										
Civic Leadership	37,994	36,050	10,613	12,285	27,381	23,765	10,425	10,990	201,569	196,927
Community	3,303	4,400	6,372	7,603	(3,069)	(3,203)	2,581	3,653	173,675	164,447
Economy	5,642	5,740	14,532	11,832	(8,890)	(6,092)	2,185	3,047	13,533	12,138
Environment	15,448	16,951	12,025	14,906	3,423	2,045	2,386	3,208	146,144	138,836
Infrastructure	50,125	47,003	51,760	46,143	(1,635)	860	21,794	20,932	1,223,722	1,160,910
Total functions and activities	112,512	110,144	95,302	92,769	17,210	17,375	39,371	41,830	1,758,643	1,673,258

B1-2 Components of functions or activities

Details relating to the Council's functions or activities as reported in B1-1 are as follows:

Civic Leadership

Our Leadership - Council administration including executive management, councillor expenses, human resources, financial services, organisational overheads and oncosts, information and technology, customer service and administrative support. Governance such as access to information, code of conduct, legal services, insurances and policies and procedures.

Community

Our Community - Community services and education, including development, youth services, aged and disabled services. Community amenities such as public cemeteries, public conveniences and street lighting. Recreation and cultural services including, public library, art gallery and museums, community halls, sporting grounds and venues, swimming pool, parks and gardens, and other sport and recreation.

Economy

Our Economy - Economic affairs including marketing, visitor information and events, strategic planning and property management.

Environment

Our Environment - Activities such as public health, noxious plants and animal control, solid waste management, street cleaning, drainage and stormwater management, other environmental protection activities.

Infrastructure

Our Infrastructure - Includes the following networks; sewerage services, water supplies, bridges, footpaths, parking areas, sealed and unsealed roads, urban streets, rural and regional roads.

B2 Sources of income

B2-1 Rates and annual charges

\$ '000	2024	2023
Ordinary rates		
Residential	16,258	15,598
Farmland	2,390	2,466
Business	5,218	4,917
Less: pensioner rebates	(444)	(440)
Rates levied to ratepayers	23,422	22,541
Pensioner rate subsidies received	243	241
Total ordinary rates	23,665	22,782
Annual charges (pursuant to s496, 496A, 496B, 501 & 611)		
Domestic waste management services	5,213	4,931
Water supply services	2,877	2,717
Sewerage services	10,747	10,415
Waste management services (non-domestic)	585	562
Less: pensioner rebates	(476)	(469)
Annual charges levied	18,946	18,156
Pensioner annual charges subsidies received:		
– Water	95	94
– Sewerage	91	91
– Domestic waste management	74	72
Total annual charges	19,206	18,413
Total rates and annual charges	42,871	41,195

Material accounting policy information

Rates and annual charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.

Council has used 2022 year valuations provided by the NSW Valuer General in calculating its rates.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area that are not subsidised by the NSW Government.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates and are recognised within the underlying revenue item based on their substance.

B2-2 User charges and fees

\$ '000	Timing	2024	2023
Specific user charges			
Water supply services	2	7,879	7,434
Sewerage services	2	2,474	2,437
Waste management services (non-domestic)	2	1,695	1,663
Total specific user charges		12,048	11,534
Other user charges and fees			
(i) Fees and charges – statutory and regulatory functions			
Building regulation	2	309	300
Planning and building regulation	1	1,345	1,243
Private works – section 67	2	130	108
Regulatory/ statutory fees	2	214	201
Section 10.7 certificates (EP&A Act)	2	106	119
Section 603 certificates	2	78	76
Total fees and charges – statutory/regulatory		2,182	2,047
(ii) Fees and charges – other (incl. general user charges)			
Cemeteries	2	282	361
Gravel pits	2	76	185
Library and art gallery	2	81	42
Transport for NSW works (state roads not controlled by Council)	2	1,177	811
GPAC Income	2	520	388
Swimming centres	1	1,348	1,225
Waste disposal tipping fees	2	3,115	3,521
Aged and disabled services	2	42	47
Hire of council properties	2	91	73
Sports stadium/recreation facilities	2	102	93
Animal Impounding	2	26	24
Other	2	248	201
Total fees and charges – other		7,108	6,971
Total other user charges and fees		9,290	9,018
Total user charges and fees		21,338	20,552
Timing of revenue recognition for user charges and fees			
User charges and fees recognised at a point in time (2)		18,632	18,084
User charges and fees recognised over time (1)		2,706	2,468
Total user charges and fees		21,338	20,552

Material accounting policy information

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service or in some cases such as caravan parks, the customer is required to pay on arrival or a deposit in advance. There is no material obligation for Council in relation to refunds or returns.

Where an upfront fee is charged such as joining fees for the leisure centre the fee is recognised on a straight-line basis over the expected life of the membership.

Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than over the term of the licence.

B2-3 Other revenues

\$ '000	Timing	2024	2023
Fines – parking	1	86	48
Fines – other	1	112	62
Legal fees recovery – rates and charges (extra charges)	1	135	110
Commissions and agency fees	1	4	18
Gas Main Rental	1	18	19
Diesel rebate	2	148	99
Insurance claims recoveries	1	120	50
Sales – general	2	619	528
Insurance rebates	1	91	83
Low value exception lease income	1	151	126
Employee contributions	1	203	196
License Agreements	2	33	31
Other	2	257	187
Total other revenue		<u>1,977</u>	<u>1,557</u>

Timing of revenue recognition for other revenue

Other revenue recognised over time (1)	920	712
Other revenue recognised at a point in time (2)	1,057	845
Total other revenue	<u>1,977</u>	<u>1,557</u>

Material accounting policy information for other revenue

Where the revenue is earned for the provision of specified goods / services under an enforceable contract, revenue is recognised when or as the obligations are satisfied.

Statutory fees and fines are recognised as revenue when the service has been provided, the payment is received or when the penalty has been applied, whichever occurs first.

Other revenue is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

B2-4 Grants and contributions

\$ '000	Timing	Operating 2024	Operating 2023	Capital 2024	Capital 2023
General purpose grants and non-developer contributions (untied)					
General purpose (untied)					
Current year allocation					
Financial assistance – general component	2	248	1,064	–	–
Financial assistance – local roads component	2	91	553	–	–
Payment in advance - future year allocation					
Financial assistance – general component	2	3,820	4,226	–	–
Financial assistance – local roads component	2	2,010	2,260	–	–
Amount recognised as income during current year		6,169	8,103	–	–
Special purpose grants and non-developer contributions (tied)					
Cash contributions					
Previously specific grants:					
Water supplies	2	–	42	227	345
Sewerage services	2	–	–	188	2,021
Aged care		201	72	–	–
Bushfire and emergency services	2	645	601	–	6
Community care	2	310	335	746	624
Economic development		14	325	–	–
Employment and training programs	2	–	7	–	–
Environmental programs	1	44	26	542	458
Floodplain management		(4)	51	52	–
Heritage and cultural	2	8	102	–	5
Library – per capita	2	255	270	–	–
LIRS subsidy	2	72	11	–	–
Noxious weeds	2	215	113	53	–
NSW rural fire services		–	–	9	19
Recreation and culture	1	193	99	6,382	3,647
Storm/flood damage	2	2,861	3,169	–	–
Road safety initiatives	2	68	55	24	190
Street lighting	2	161	157	–	–
Traffic route subsidy		2	–	–	–
Transport (roads to recovery)	2	1,566	996	–	–
Transport (other roads and bridges funding)	1	3,390	3,342	3,676	2,448
Other specific grants	1	–	–	253	267
Previously contributions:					
Bushfire services	2	299	747	–	–
Community services	2	23	88	80	35
Drainage		16	–	–	–
Other councils – joint works/services	2	26	30	–	–
Recreation and culture	2	–	–	168	732
Roads and bridges	2	2	4	3,557	3,442
Transport for NSW contributions (regional roads, block grant)	2	31	335	15	330
Sewerage (excl. section 64 contributions)	2	–	–	22	63
Water supplies (excl. section 64 contributions)	2	–	–	–	(52)
Other contributions	2	39	47	–	–
Veolia host fee	2	775	864	–	–
ESL Subsidy	2	–	225	–	–
Total special purpose grants and non-developer contributions – cash		11,212	12,113	15,994	14,580
Non-cash contributions					
Other		–	–	–	414

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B2-4 Grants and contributions (continued)

\$ '000	Timing	Operating 2024	Operating 2023	Capital 2024	Capital 2023
Total other contributions – non-cash		–	–	–	414
Total special purpose grants and non-developer contributions (tied)		11,212	12,113	15,994	14,994
Total grants and non-developer contributions		17,381	20,216	15,994	14,994
Comprising:					
– Other funding		4,605	1,544	(498)	1,551
– Commonwealth funding		14	10,003	316	3,628
– State funding		12,762	8,669	16,176	9,815
		17,381	20,216	15,994	14,994

Developer contributions

\$ '000	Notes	Timing	Operating 2024	Operating 2023	Capital 2024	Capital 2023
Developer contributions: (s7.4 & s7.11 - EP&A Act, s64 of the LGA):	G3					
Cash contributions						
S 7.11 – contributions towards amenities/services		2	591	448	2,403	2,593
S 64 – water supply contributions		2	–	–	652	502
S 64 – sewerage service contributions		2	–	–	807	1,080
S 64 – stormwater contributions		2	–	–	193	351
Other developer contributions		2	2	4	–	–
Total developer contributions – cash			593	452	4,055	4,526
Non-cash contributions						
S 7.11 – contributions towards amenities/services		2	–	–	584	451
S 64 – water supply contributions		2	–	–	380	113
S 64 – sewerage service contributions		2	–	–	24	238
S 64 – stormwater contributions		2	–	–	360	840
Total developer contributions non-cash			–	–	1,348	1,642
Total developer contributions			593	452	5,403	6,168
Total contributions			593	452	5,403	6,168
Total grants and contributions			17,974	20,668	21,397	21,162
Timing of revenue recognition for grants and contributions						
Grants and contributions recognised over time (1)			3,627	3,467	10,853	6,820
Grants and contributions recognised at a point in time (2)			14,347	17,201	10,544	14,342
Total grants and contributions			17,974	20,668	21,397	21,162

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B2-4 Grants and contributions (continued)

Unspent grants and contributions

Certain grants and contributions are obtained by Council on the condition they be spent in a specified manner or in a future period but which are not yet spent in accordance with those conditions are as follows:

\$ '000	Operating 2024	Operating 2023	Capital 2024	Capital 2023
Unspent grants and contributions				
Unspent funds at 1 July	906	239	20,664	5,872
Add: Operating adjustment	98	-	-	-
Less: Capital adjustment	-	-	(98)	-
Add: Funds recognised as revenue in the reporting year but not yet spent in accordance with the conditions	3,274	759	-	18,785
Add: Funds received and not recognised as revenue in the current year	168	-	2,629	-
Less: Funds recognised as revenue in previous years that have been spent during the reporting year	(2,334)	-	-	-
Less: Funds received in prior year but revenue recognised and funds spent in current year	(696)	(92)	(3,440)	(3,993)
< Enter Description >	-	-	-	-
Unspent funds at 30 June	1,416	906	19,755	20,664
Contributions				
Unspent funds at 1 July	-	-	23,631	24,841
Add: Contributions adjustment	-	-	873	-
Add: contributions recognised as revenue in the reporting year but not yet spent in accordance with the conditions	-	-	5,775	4,886
Add: contributions received and not recognised as revenue in the current year	-	-	-	-
Add: contributions recognised as income in the current period obtained in respect of a future rating identified by Council for the purpose of establishing a rate	-	-	-	900
Less: contributions recognised as revenue in previous years that have been spent during the reporting year	-	-	(1,558)	(6,996)
Unspent contributions at 30 June	-	-	28,721	23,631

Material accounting policy information

Grants and contributions - enforceable agreement with sufficiently specific performance obligations

Where grant and contribution revenue arises from an agreement which is enforceable and contains sufficiently specific performance obligations then the revenue are recognised when control of each performance obligations is transferred.

Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Each performance obligation is considered to ensure that the revenue recognition reflects the transfer of control and within grant agreements there may be some performance obligations where control transfers at a point in time and others which have continuous transfer of control over the life of the contract.

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

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B2-4 Grants and contributions (continued)

Other grants and contributions

Assets arising from grants in the scope of AASB 1058 is recognised at the assets fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

Capital grants

Capital grants received to enable Council to acquire or construct an item of infrastructure, property, plant and equipment to identified specifications which will be under Council's control and which is enforceable are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project as there is no profit margin.

For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by the Council.

Developer Contributions

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979*.

While Council generally incorporates these amounts as part of a Development Consent Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required, but the Council may apply contributions according to the priorities established in work schedules.

B2-5 Interest and investment income

\$ '000	2024	2023
Interest on financial assets measured at amortised cost		
– Overdue rates and annual charges (incl. special purpose rates)	137	88
– Cash and investments	6,179	3,462
Total interest and investment income (losses)	6,316	3,550

B2-6 Other income

\$ '000	Notes	2024	2023
Fair value increment on investment properties			
Fair value increment on investment properties		250	1,100
Total fair value increment on investment properties	C1-8	250	1,100
Rental income			
Investment properties			
Lease income (excluding variable lease payments not dependent on an index or rate)		389	360
Total investment properties		389	360
Total rental income	C2-2	389	360
Total other income		639	1,460

B3 Costs of providing services

B3-1 Employee benefits and on-costs

\$ '000	2024	2023
Salaries and wages	23,940	22,411
Employee leave entitlements (ELE)	5,262	4,304
Superannuation	3,077	2,769
Workers' compensation insurance	537	470
Fringe benefit tax (FBT)	121	33
Payroll tax	106	124
Protective clothing	133	161
Total employee costs	33,176	30,272
Less: capitalised costs	(1,427)	(1,673)
Total employee costs expended	31,749	28,599

Material accounting policy information

Employee benefit expenses are recorded when the service has been provided by the employee.

Retirement benefit obligations

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

Superannuation plans

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Council participates in a defined benefit plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note E3-1 for more information.

B3-2 Materials and services

\$ '000	Notes	2024	2023
Raw materials and consumables		5,488	4,962
Contractor costs		15,228	14,088
Audit Fees	F2-1	152	183
Councillor and Mayoral fees and associated expenses	F1-2	278	275
Advertising		298	386
Bank charges		240	238
Electricity and heating		3,014	2,214
Insurance		2,157	1,705
Postage		159	121
Printing and stationery		170	203
Street lighting		719	602
Subscriptions and publications		277	262
Telephone and communications		273	257
Valuation fees		152	143
Training costs (other than salaries and wages)		422	322
Other expenses		99	160
Legal expenses: planning and development		299	189
Legal expenses: debt recovery		135	118
Legal expenses: other		157	257
Total materials and services		29,717	26,685

B3-3 Borrowing costs

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B3-3 Borrowing costs (continued)

\$ '000	Notes	2024	2023
(i) Interest bearing liability costs			
Interest on leases		29	1
Interest on loans		1,589	1,686
Total interest bearing liability costs		1,618	1,687
Total interest bearing liability costs expensed		1,618	1,687
(ii) Other borrowing costs			
Discount adjustments relating to movements in provisions (other than ELE)			
– Remediation liabilities	C3-5	278	240
Total other borrowing costs		278	240
Total borrowing costs expensed		1,896	1,927

B3-4 Depreciation, amortisation and impairment of non-financial assets

\$ '000	Notes	2024	2023
Depreciation and amortisation			
Plant and equipment		1,696	2,334
Office equipment		804	785
Furniture and fittings		89	79
Land improvements (depreciable)		67	63
Infrastructure:	C1-7		
– Buildings – non-specialised		3,036	2,489
– Other structures		558	288
– Roads		10,220	9,657
– Bridges		1,299	1,215
– Footpaths		1,233	1,163
– Stormwater drainage		1,758	1,765
– Water supply network		4,118	3,596
– Sewerage network		2,980	2,734
– Swimming pools		394	78
– Other open space/recreational assets		1,227	1,310
Right of use assets	C2-1	144	136
Other assets:			
– Library books		157	187
– Other		158	188
Reinstatement, rehabilitation and restoration assets:			
– Tip assets	C3-5,C1-7	619	619
– Quarry assets	C3-5,C1-7	14	14
Total gross depreciation and amortisation costs		30,571	28,700
Total depreciation and amortisation costs		30,571	28,700
Impairment / revaluation decrement of IPPE			
Infrastructure:	C1-7		
– Roads		–	244
– Stormwater drainage		–	25
Total gross IPPE impairment / revaluation decrement costs		–	269
Total IPPE impairment / revaluation decrement costs charged to Income Statement		–	269
Total depreciation, amortisation and impairment for non-financial assets		30,571	28,969

Material accounting policy information

Depreciation and amortisation

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives.

Impairment of non-financial assets

Council assets held at fair value that are not held primarily for their ability to generate net cash flow, and that are deemed to be specialised, are not tested for impairment since these assets are assessed on an annual basis to ensure that the carrying amount is not materially different from fair value and therefore an impairment loss would be captured during this assessment.

Intangible assets not yet available for use, are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.

Other non-financial assets that do not meet the criteria above are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units).

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B3-4 Depreciation, amortisation and impairment of non-financial assets (continued)

Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

B3-5 Other expenses

\$ '000	Notes	2024	2023
Impairment of receivables			
Rates and annual charges		89	–
User charges and fees		(41)	–
Other		79	–
Total impairment of receivables	C1-4	127	–
Other			
Contributions/levies to other levels of government			
– Emergency services levy (includes FRNSW, SES, and RFS levies)		147	85
– NSW fire brigade levy		167	141
– NSW rural fire service levy		526	526
Donations, contributions and assistance to other organisations (Section 356)		175	187
Total other expenses		1,142	939

B4 Gains or losses

B4-1 Gain or loss from the disposal, replacement and de-recognition of assets

\$ '000	Notes	2024	2023
Gain (or loss) on disposal of property (excl. investment property)			
Less: carrying amount of property assets sold/written off		-	(93)
Gain (or loss) on disposal		-	(93)
Gain (or loss) on disposal of plant and equipment			
Proceeds from disposal – plant and equipment	C1-7	324	272
Less: carrying amount of plant and equipment assets sold/written off		(222)	(360)
Gain (or loss) on disposal		102	(88)
Gain (or loss) on disposal of infrastructure			
Proceeds from disposal – infrastructure	C1-7	-	3,493
Less: carrying amount of infrastructure assets sold/written off		(329)	(8,962)
Gain (or loss) on disposal		(329)	(5,469)
Proceeds from disposal/redemptions/maturities – term deposits		96,500	90,500
Less: carrying amount of term deposits sold/redeemed/matured		(96,500)	(90,500)
Net gain (or loss) from disposal of assets		(227)	(5,650)

B5 Performance against budget

B5-1 Material budget variations

Council's original budget was adopted by the Council on 20 June 2023 and is not required to be audited. The original projections on which the budget was based have been affected by a number of factors. These include state and federal government decisions, including new grant programs, changing economic activity, environmental factors, and by decisions made by Council.

While these General Purpose Financial Statements include the original budget adopted by Council, the Act requires Council to review its financial budget on a quarterly basis, so it is able to manage the variation between actuals and budget that invariably occur during the year.

Material variations of more than 10% between original budget and actual results or where the variance is considered material by nature are explained below.

Variation Key: **F** = Favourable budget variation, **U** = Unfavourable budget variation.

\$ '000	2024 Budget	2024 Actual	2024 ----- Variance -----	
Revenues				
Rates and annual charges	42,641	42,871	230	1% F
User charges and fees	19,085	21,338	2,253	12% F
Planning and development fees remained at 2023 levels but were budgeted to decrease and an increase across most fees and charges compared to 2023FY resulted in this variance.				
Other revenues	1,373	1,977	604	44% F
Favourable result is due to higher than anticipated operational returns across a number of business units. Examples include Legal Fees Recovery (Rates and Charges) (\$135), Merchandise revenues (\$150), GPAC Bar Sales (\$80), Insurance claim recoveries (\$120) and Fuel Tax Credits higher than expected (\$148).				
Operating grants and contributions	10,426	17,974	7,548	72% F
This favourable result is due to a couple of grants awarded above budgeted figures during the year. These include Special Purpose grants for storm/flood damage (\$2,861), Pothole repair (\$3,274) and local and rural road grants (\$1,682).				
Capital grants and contributions	41,172	21,397	(19,775)	(48)% U
This result is due to delays in the completion of a number grant funded projects including Carr Confoy Pavilion (\$4,000), Mayfield Road Bridge replacement (\$2,170), Waste Water Treatment Extension (\$10,962), South Goulburn Shared Pathway (\$2,692).				
Interest and investment revenue	2,965	6,316	3,351	113% F
The sustained high interest rates throughout this financial year have resulted in this year's actual returns being significantly higher than anticipated.				
Net gains from disposal of assets	640	-	(640)	(100)% U
Anticipated disposal and replacement of Plant and Fleet was not required during the year at the level budgeted.				
Other income	475	639	164	35% F
This increase is due to the increase in investment property valuation (\$250)				
Expenses				
Employee benefits and on-costs	32,399	31,749	650	2% F
Materials and services	25,836	29,717	(3,881)	(15)% U
Storm/flood damage costs (\$3,602), which were grant funded, accounted for the majority of this variance to budget. Additionally, the variance was the result of the continued high inflationary forces throughout much of the 2023/24 year which impacted many of Council's project costs.				
Borrowing costs	1,594	1,896	(302)	(19)% U

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B5-1 Material budget variations (continued)

\$ '000	2024 Budget	2024 Actual	2024 ----- Variance -----	
<p>This result was due to the unwinding discount relating to Goulburn Tip provision. This was in line with previous years and current rates, however budget was not projected for this expense.</p>				
Depreciation, amortisation and impairment of non-financial assets	22,681	30,571	(7,890)	(35)% U
<p>Variance is due to higher than anticipated depreciation costs as a result of the other structures valuation in 2023/24 and index rates required for all other assets held by Council.</p>				
Other expenses	983	1,142	(159)	(16)% U
<p>This is due to the inclusion of impairment of receivables (\$127) and higher than anticipated increase in ESL.</p>				
Net losses from disposal of assets	-	227	(227)	∞ U
Statement of cash flows				
Cash flows from operating activities	57,325	44,720	(12,605)	(22)% U
<p>This variance is due to unfavourable cash outflows from operating and other expenditure as outline above</p>				
Cash flows from investing activities	(98,515)	(38,281)	60,234	(61)% F
<p>This result is primarily due to the deferral of a number of grant funded projects including the Carr-Confoy Pavilion, North Goulburn Employment Precinct and WWTP and WTP projects.</p>				
Cash flows from financing activities	1,744	(2,415)	(4,159)	(238)% U
<p>This result is primarily due to the deferral of a number of loan funded projects including Carr-Confoy Pavilion. Due to the deferral of these projects, the borrowings were not taken up.</p>				

C Financial position

C1 Assets we manage

C1-1 Cash and cash equivalents

\$ '000	2024	2023
Cash on hand and at bank	453	745
Cash equivalent assets		
– Deposits at call	37,199	32,883
Total cash and cash equivalents	37,652	33,628

Reconciliation of cash and cash equivalents

Total cash and cash equivalents per Statement of Financial Position	37,652	33,628
Balance as per the Statement of Cash Flows	37,652	33,628

C1-2 Financial investments

\$ '000	2024 Current	2024 Non-current	2023 Current	2023 Non-current
Debt securities at amortised cost				
Long term deposits	97,000	2,000	96,500	–
Total	97,000	2,000	96,500	–
Total financial investments	97,000	2,000	96,500	–
Total cash assets, cash equivalents and investments	134,652	2,000	130,128	–

Material accounting policy information

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification

On initial recognition, Council classifies its financial assets into the following categories – those measured at:

- amortised cost

Financial assets are not reclassified subsequent to their initial recognition.

Amortised cost

Council's financial assets measured at amortised cost comprise trade and other receivables, term deposits and cash and cash equivalents in the Statement of Financial Position. Term deposits with an initial term of more than 3 months are classified as investments rather than cash and cash equivalents.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

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C1-3 Restricted and allocated cash, cash equivalents and investments

\$ '000	2024	2023
(a) Externally restricted cash, cash equivalents and investments		
Total cash, cash equivalents and investments	136,652	130,128
Less: Externally restricted cash, cash equivalents and investments	<u>(121,590)</u>	<u>(106,938)</u>
Cash, cash equivalents and investments not subject to external restrictions	15,062	23,190
External restrictions		
External restrictions – included in liabilities		
External restrictions included in cash, cash equivalents and investments above comprise:		
Specific purpose unexpended loans – general	99	248
Specific purpose unexpended loans – water	122	137
Employee leave entitlements – domestic waste	244	229
Employee leave entitlements – sewerage	368	346
Employee leave entitlements – water	670	632
Specific purpose unexpended grants – general fund	5,374	8,929
Specific purpose unexpended grants – water fund	37	–
Specific purpose unexpended grants – sewer fund	<u>12,486</u>	<u>12,641</u>
External restrictions – included in liabilities	19,400	23,162
External restrictions – other		
External restrictions included in cash, cash equivalents and investments above comprise:		
Developer contributions – general	7,278	4,239
Developer contributions – water fund	10,560	9,486
Developer contributions – sewer fund	10,883	9,906
Specific purpose unexpended grants (recognised as revenue) – general fund	3,274	–
Water fund	12,475	17,803
Water supplies – incomplete works	10,925	3,969
Sewerage services – incomplete works	24,874	24,142
Domestic waste management	3,129	2,871
Sewer fund	18,607	11,243
Domestic Waste Management - Incomplete Works	<u>185</u>	<u>117</u>
External restrictions – other	102,190	83,776
Total external restrictions	121,590	106,938

Cash, cash equivalents and investments subject to external restrictions are those which are only available for specific use by Council due to a restriction placed by legislation or third-party contractual agreement.

C1-3 Restricted and allocated cash, cash equivalents and investments (continued)

\$ '000	2024	2023
(b) Internal allocations		
Cash, cash equivalents and investments not subject to external restrictions	15,062	23,190
Less: Internally restricted cash, cash equivalents and investments	<u>(14,818)</u>	<u>(19,298)</u>
Unrestricted and unallocated cash, cash equivalents and investments	244	3,892
Internal allocations		
At 30 June, Council has internally allocated funds to the following:		
Plant and vehicle replacement	1,903	1,926
Employees leave entitlement	1,066	1,066
Bridges	14	14
Buildings	182	97
Collex/Veolia host fee	1,017	987
Community assistance scheme	168	278
Election reserve	141	78
Energy efficiency	5	5
Environment	-	2,755
Financial Assistance Grant	5,830	6,487
Gallery	99	23
Insurance rebates	133	110
Library development	20	10
Local roads/infrastructure	159	701
Marulan hall	138	138
Museums	184	148
Outdoor pool renewal	-	7
Performing arts	252	2
Other Rec & Culture	484	697
Risk management	281	281
Social plan	33	33
Special projects	919	1,565
Strategic planning	513	511
Technology	408	487
Tip replacement	-	131
Tourism	88	72
Training	100	100
Printers	120	120
Landscaped Areas	138	138
Other	423	331
Total internal allocations	14,818	19,298

Cash, cash equivalents and investments not subject to external restrictions may be internally allocated by resolution or policy of the elected Council.

C1-4 Receivables

\$ '000	2024		2023	2023
	Current	Non-current	Current	Non-current
Rates and annual charges	1,447	63	1,297	42
Interest and extra charges	61	-	57	-
User charges and fees	2,669	-	2,046	-
Accrued revenues				
- Interest on investments	1,712	-	1,208	-
- Other income accruals	2,527	-	1,647	-
Net GST receivable	-	-	827	-
Other debtors	1	-	23	-
Total	8,417	63	7,105	42
Less: provision for impairment				
Rates and annual charges	(122)	-	(34)	-
User charges and fees	(6)	-	(47)	-
Other debtors	(85)	-	(6)	-
Total provision for impairment – receivables	(213)	-	(87)	-
Total net receivables	8,204	63	7,018	42

\$ '000	2024	2023
Movement in provision for impairment of receivables		
Balance at the beginning of the year (calculated in accordance with AASB 9)	139	87
+ new provisions recognised during the year	74	52
Balance at the end of the year	213	139

Material accounting policy information

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

Impairment

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition, and when estimating ECL, the Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

When considering the ECL for rates debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold. For non-rates debtors, Council uses the presumption that an asset which is more than 30 days past due has seen a significant increase in credit risk.

The Council uses the presentation that a financial asset is in default when:

- the other party is unlikely to pay its credit obligations to the Council in full, without recourse by the Council to actions such as realising security (if any is held) or
- the financial assets (for non-rates debtors) are more than 90 days past due.

Credit losses are measured as the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

On initial recognition of the asset, an estimate of the expected credit losses for the next 12 months is recognised. Where the asset has experienced significant increase in credit risk then the lifetime losses are estimated and recognised.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

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C1-4 Receivables (continued)

The Council writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, or when the receivables are over 1 year past due, whichever occurs first. None of the receivables that have been written off are subject to enforcement activity.

Where the Council renegotiates the terms of receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

Rates and annual charges outstanding are secured against the property.

C1-5 Inventories

\$ '000	2024 Current	2024 Non-current	2023 Current	2023 Non-current
(i) Inventories at cost				
Stores and materials	410	-	487	-
Total inventories	410	-	487	-

C1-6 Contract assets and Contract cost assets

\$ '000	2024 Current	2024 Non-current	2023 Current	2023 Non-current
Contract assets	4,372	-	6,797	-
Total contract assets and contract cost assets	4,372	-	6,797	-

Contract assets

Work relating to infrastructure grants	2,236	-	3,034	-
Construction of Transport assets	1,971	-	2,935	-
Construction of Open space assets	165	-	828	-
Total contract assets	4,372	-	6,797	-

C1-7 Infrastructure, property, plant and equipment

By aggregated asset class	At 1 July 2023			Asset movements during the reporting period						At 30 June 2024		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Adjustments and transfers	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
\$ '000												
Capital work in progress	53,124	–	53,124	35,655	–	–	(24,771)	(27)	–	63,981	–	63,981
Plant and equipment	24,687	(14,199)	10,488	–	(222)	(1,696)	2,035	400	–	26,084	(15,079)	11,005
Office equipment	5,758	(4,571)	1,187	–	–	(804)	–	–	–	5,757	(5,374)	383
Furniture and fittings	1,380	(886)	494	–	–	(89)	–	–	–	1,380	(975)	405
Land:												
– Operational land	39,163	–	39,163	–	–	–	–	171	1,774	41,108	–	41,108
– Community land	34,034	–	34,034	–	–	–	–	(171)	1,528	35,391	–	35,391
– Land under roads (post 30/6/08)	105	–	105	5	–	–	–	–	176	286	–	286
Land improvements – depreciable	2,601	(837)	1,764	–	–	(67)	–	25	76	2,757	(959)	1,798
Infrastructure:												
– Buildings – non-specialised	139,749	(51,726)	88,023	–	–	(3,036)	3,228	55	4,543	150,535	(57,722)	92,813
– Other structures	15,960	(3,406)	12,554	–	–	(558)	839	–	1,492	17,388	(3,061)	14,327
– Roads	775,461	(242,737)	532,724	521	(329)	(10,220)	9,283	451	26,911	824,933	(265,592)	559,341
– Bridges	171,613	(44,502)	127,111	63	–	(1,299)	621	(1)	6,398	181,021	(48,128)	132,893
– Footpaths	56,286	(12,181)	44,105	–	–	(1,233)	2,692	(15)	2,174	61,848	(14,125)	47,723
– Stormwater drainage	179,964	(53,727)	126,237	360	–	(1,758)	464	143	6,326	190,085	(58,313)	131,772
– Water supply network	355,694	(113,845)	241,849	380	–	(4,118)	513	–	12,075	374,642	(123,943)	250,699
– Sewerage network	228,038	(60,510)	167,528	24	–	(2,980)	1,159	–	8,347	240,786	(66,708)	174,078
– Swimming pools	14,547	(1,016)	13,531	–	–	(394)	1	–	(1,044)	13,636	(1,542)	12,094
– Other open space/recreational assets	24,153	(4,971)	19,182	–	–	(1,227)	3,926	(665)	(738)	24,869	(4,391)	20,478
Other assets:												
– Library books	1,431	(1,274)	157	–	–	(157)	–	–	–	1,431	(1,431)	–
– Other	2,091	(508)	1,583	–	–	(158)	10	7	1,512	3,203	(249)	2,954
Reinstatement, rehabilitation and restoration assets (refer Note C3-5):												
– Quarry assets	246	(131)	115	–	–	(14)	–	–	–	246	(145)	101
– Tip assets	11,486	(3,660)	7,826	–	–	(619)	–	764	–	12,250	(4,279)	7,971
Total infrastructure, property, plant and equipment	2,137,571	(614,687)	1,522,884	37,008	(551)	(30,427)	–	1,137	71,550	2,273,617	(672,016)	1,601,601

C1-7 Infrastructure, property, plant and equipment (continued)

By aggregated asset class	At 1 July 2022			Asset movements during the reporting period								At 30 June 2023		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals ¹	Additions new assets	Carrying value of disposals	Depreciation expense	Impairment loss / revaluation decrements (recognised in P/L)	WIP transfers	Adjustments and transfers	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
\$ '000														
Capital work in progress	69,745	–	69,745	19,660	21,440	–	–	–	(57,500)	(221)	–	53,124	–	53,124
Plant and equipment	23,541	(12,655)	10,886	–	–	(360)	(2,334)	–	2,296	–	–	24,687	(14,199)	10,488
Office equipment	5,335	(3,786)	1,549	–	–	–	(785)	–	423	–	–	5,758	(4,571)	1,187
Furniture and fittings	1,343	(807)	536	–	–	–	(79)	–	37	–	–	1,380	(886)	494
Land:														
– Operational land	24,475	–	24,475	–	–	–	–	–	–	–	14,688	39,163	–	39,163
– Community land	24,917	–	24,917	–	414	(81)	–	–	81	279	8,424	34,034	–	34,034
– Land under roads (post 30/6/08)	104	–	104	–	1	–	–	–	–	–	–	105	–	105
Land improvements – depreciable	2,271	(727)	1,544	–	–	–	(63)	–	185	–	98	2,601	(837)	1,764
Infrastructure:														
– Buildings – non-specialised	119,872	(50,323)	69,549	–	–	–	(2,489)	–	17,535	–	3,428	139,749	(51,726)	88,023
– Other structures	8,296	(2,870)	5,426	–	–	–	(288)	–	6,537	–	879	15,960	(3,406)	12,554
– Roads	731,469	(225,659)	505,810	–	3,853	(5,960)	(9,657)	(244)	9,490	222	29,210	775,461	(242,737)	532,724
– Bridges	160,756	(41,844)	118,912	–	–	(2,701)	(1,215)	–	5,311	–	6,804	171,613	(44,502)	127,111
– Footpaths	52,025	(10,398)	41,627	–	–	(172)	(1,163)	–	1,309	64	2,440	56,286	(12,181)	44,105
– Stormwater drainage	165,149	(48,095)	117,054	–	841	–	(1,765)	(25)	1,211	10	8,911	179,964	(53,727)	126,237
– Water supply network	330,130	(102,099)	228,031	–	113	–	(3,596)	–	–	–	17,301	355,694	(113,845)	241,849
– Sewerage network	211,497	(53,445)	158,052	–	237	–	(2,734)	–	–	–	11,973	228,038	(60,510)	167,528
– Swimming pools	1,724	(861)	863	–	–	–	(78)	–	12,684	–	62	14,547	(1,016)	13,531
– Other open space/recreational assets	23,606	(3,303)	20,303	–	–	(130)	(1,310)	–	360	(1,423)	1,382	24,153	(4,971)	19,182
Other assets:														
– Library books	1,432	(1,087)	345	–	–	–	(187)	–	–	(1)	–	1,431	(1,274)	157
– Other	906	(320)	586	–	–	–	(188)	–	41	1,144	–	2,091	(508)	1,583
Reinstatement, rehabilitation and restoration assets (refer Note C3-5):														
– Tip assets	11,485	(3,041)	8,444	–	–	–	(619)	–	–	1	–	11,486	(3,660)	7,826
– Quarry assets	246	(118)	128	–	–	–	(14)	–	–	1	–	246	(131)	115
Total infrastructure, property, plant and equipment	1,970,324	(561,438)	1,408,886	19,660	26,899	(9,404)	(28,564)	(269)	–	76	105,600	2,137,571	(614,687)	1,522,884

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

C1-7 Infrastructure, property, plant and equipment (continued)

Material accounting policy information

Infrastructure, property, plant and equipment are held at fair value. Independent valuations are performed at least every five years, however the carrying amount of assets is assessed at each reporting date to confirm that it is not materially different from current fair value.

Water and sewerage network assets are indexed at each reporting period in accordance with the Rates Reference Manual issued by Crown Lands and Water (CLAW).

Increases in the carrying amounts arising on revaluation are credited to the revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss relating to that asset class, the increase is first recognised as profit or loss. Decreases that reverse previous increases of assets in the same class are first charged against revaluation reserves directly in equity to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the Income Statement during the financial period in which they are incurred.

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives as follows:

Plant and equipment	Years	Other equipment	Years
Office equipment	5 to 10	Playground equipment	5 to 15
Office furniture	10 to 20	Benches, seats etc.	10 to 20
Computer equipment	4		
Vehicles	5 to 15	Buildings	
Heavy plant/road making equipment	5 to 10	Buildings: masonry	50 to 100
Other plant and equipment	2 to 15	Buildings: other	10 to 50
Water and sewer assets		Stormwater assets	
Dams and reservoirs	80 to 215	Drains	80 to 100
Bores	20 to 40	Culverts	50 to 80
Reticulation pipes: PVC	70 to 208	Flood control structures	50 to 100
Reticulation pipes: other	25 to 75		
Pumps and telemetry	8 to 113	Other infrastructure assets	
Other Instrumentations	2 to 15	Bulk earthworks	200
Transportation assets		Swimming pools	10-50
Sealed roads: surface	20	Unsealed roads	20
Sealed roads: structure	50	Other open space/recreational assets	4 - 110
Unsealed roads	20	Other infrastructure	20 - 106

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C1-7 Infrastructure, property, plant and equipment (continued)

Bridge: concrete	100-107	Land Improvements - Depreciable	5 - 90
Bridge: other	50		
Road pavements - Base	50-70		
Road pavements - Sub Base	70-90		
Kerb, gutter and footpaths	40		

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the Income Statement.

Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

Council has elected not to recognise land under roads acquired before 1 July 2008. Land under roads acquired after 1 July 2008 is recognised in accordance with the IPPE accounting policy.

Crown reserves

Crown reserves under Council's care and control are recognised as assets of the council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

Rural Fire Service assets

Under Section 119 of the *Rural Fire Services Act 1997 (NSW)*, "all firefighting equipment purchased or constructed wholly or from money to the credit of the Fund is to be vested in the council of the area for or on behalf of which the firefighting equipment has been purchased or constructed". Until such time as discussions on this matter have concluded and the legislation changed, Council will recognise rural fire service assets including land and buildings.

C1-8 Investment properties

Owned investment property

\$ '000	2024	2023
At fair value		
Opening balance at 1 July	5,500	4,400
Net gain/(loss) from fair value adjustments	250	1,100
Closing balance at 30 June	5,750	5,500

Material accounting policy information

Investment property, principally comprising freehold office buildings, is held for long-term rental yields and is not occupied by the Council. Changes in fair values are recorded in the Income Statement as part of other income.

C1-9 Other

Other assets

\$ '000	2024 Current	2024 Non-current	2023 Current	2023 Non-current
Prepayments	1,015	-	402	-
Total other assets	1,015	-	402	-

C2 Leasing activities

C2-1 Council as a lessee

Terms and conditions of leases

Buildings

Council currently has a lease over part of a building that it utilises to run a community centre from. This property is located at 155 Auburn Street Goulburn. The original lease term was for a period of 5 years and commenced on 1 July 2018. This lease allows for a renewal option for another 5 year period.

This lease contains an annual pricing mechanism based on either a 3% increase or CPI increase, whichever is greater, at each anniversary of the lease inception.

Extension options

Council included an option in this building lease to provide flexibility and certainty to Council operations and reduce costs of moving premises; and this extension option is at Council's discretion.

At commencement date and each subsequent reporting date, Council assesses where it is reasonably certain that the extension option will be exercised.

There are \$1,601,040 in potential future lease payments which are not included in lease liabilities as Council has assessed that the exercise of the option is not reasonably certain.

The current lease was renewed on 1 July 2023 for a period of 5 years, expiring on 30 June 2028

(a) Right of use assets

\$ '000	Buildings	Total
2024		
Additions to right-of-use assets	720	720
Depreciation charge	(144)	(144)
Balance at 30 June	576	576
2023		
Opening balance at 1 July	126	126
Depreciation charge	(126)	(126)
Balance at 30 June	—	—

(b) Lease liabilities

\$ '000	2024 Current	2024 Non-current	2023 Current	2023 Non-current
Lease liabilities	160	428	—	—
Total lease liabilities	160	428	—	—

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C2-1 Council as a lessee (continued)

(c) (i) The maturity analysis

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

\$ '000	< 1 year	1 – 5 years	> 5 years	Total	Total per Statement of Financial Position
2024					
Cash flows	153	551	–	704	588

(d) Income Statement

The amounts recognised in the Income Statement relating to leases where Council is a lessee are shown below:

\$ '000	2024	2023
Interest on lease liabilities	28	1
Depreciation of right of use assets	144	136
	172	137

(e) Statement of Cash Flows

Total cash outflow for leases	(160)	(141)
	(160)	(141)

Material accounting policy information

Council has elected not to separate non-lease components from lease components for any class of asset and has accounted for payments as a single component.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives. The right-of-use is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

Exceptions to lease accounting

Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

Leases at significantly below market value / concessionary leases

Council has elected to measure the right of use asset arising from the concessionary leases at cost which is based on the associated lease liability at initial recognition.

Council has concluded that the low value exception amount to be applied is \$10,000 and below.

C2-2 Council as a lessor

Operating leases

Council leases out a number of properties. These leases have been classified as operating leases for financial reporting purposes and the assets are included as investment property (refer note C1-8) and/or IPPE.

The amounts recognised in the Income Statement relating to operating leases where Council is a lessor are shown below:

\$ '000	2024	2023
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(i) Assets held as investment property

Investment property operating lease relates to 56 Clinton Street Goulburn NSW 2580 where the bottom floor is leased to NSW Property Services as the anchor tenant. The remainder of the building contains office space leased to smaller organisations, not for profit organisations and casual users (hot desks).

The amounts recognised in the Income Statement relating to operating leases where Council is a lessor are shown below

Lease income (excluding variable lease payments not dependent on an index or rate)	389	360
Total income relating to operating leases for investment property assets	389	360

\$ '000	2024	2023
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(iii) Maturity analysis of undiscounted lease payments to be received after reporting date for all operating leases:

Maturity analysis of future lease income receivable showing the undiscounted lease payments to be received after reporting date for operating leases:

≤ 1 year	317	341
1–2 years	244	263
Total undiscounted lease payments to be received	561	604

C3 Liabilities of Council

C3-1 Payables

\$ '000	2024 Current	2024 Non-current	2023 Current	2023 Non-current
Payables				
Goods and services – operating expenditure	1,825	–	3,663	–
Goods and services – capital expenditure	1,497	–	805	–
Accrued expenses:				
– Borrowings	228	–	238	–
– Salaries and wages	74	–	85	–
– Other expenditure accruals	164	–	329	–
Security bonds, deposits and retentions	1,584	–	1,952	–
Performing Art centre shows	344	–	257	–
Regional Hockey Facility	300	1,500	300	1,800
Other	193	–	33	–
Prepaid rates	1,788	–	1,749	–
Total payables	7,997	1,500	9,411	1,800
Total payables	7,997	1,500	9,411	1,800

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C3-1 Payables (continued)

Current payables not anticipated to be settled within the next twelve months

\$ '000	2024	2023
The following liabilities, even though classified as current, are not expected to be settled in the next 12 months.		
Payables – security bonds, deposits and retentions	667	970
Total payables	667	970

Payables

Payables represent liabilities for goods and services provided to Council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

C3-2 Contract Liabilities

\$ '000	Notes	2024 Current	2024 Non-current	2023 Current	2023 Non-current
Grants and contributions received in advance:					
Unexpended capital grants (to construct Council controlled assets)	(i)	17,455	–	17,916	–
Unexpended operating grants (received prior to performance obligation being satisfied)	(ii)	354	–	904	–
Unexpended capital contributions (to construct Council controlled assets)	(i)	–	–	158	–
Total grants received in advance		17,809	–	18,978	–
User fees and charges received in advance:					
Other	(iii)	383	–	673	–
Total user fees and charges received in advance		383	–	673	–
Total contract liabilities		18,192	–	19,651	–

Notes

(i) Council has received funding to construct assets including sporting facilities, bridges, library and other infrastructure. The funds received are under an enforceable contract which require Council to construct an identified asset which will be under Council's control on completion. The revenue is recognised as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognised as revenue. The revenue is expected to be recognised in the next 12 months.

(ii) The contract liability relates to grants received prior to the revenue recognition criteria in AASB 1058 being satisfied since the performance obligations are ongoing.

(iii) Upfront membership fees for the leisure centre do not meet the definition of a performance obligation and therefore the funds received are recorded as a contract liability on receipt and recognised as revenue over the expected average membership life.

Revenue recognised that was included in the contract liability balance at the beginning of the period

\$ '000	2024	2023
Grants and contributions received in advance:		
Capital grants (to construct Council controlled assets)	3,282	2,947
Operating grants (received prior to performance obligation being satisfied)	686	92
User fees and charges received in advance:		
Other	579	660

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C3-2 Contract Liabilities (continued)

Total revenue recognised that was included in the contract liability balance at the beginning of the period	4,547	3,699
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C3-3 Borrowings

\$ '000	2024		2023	2023
	Current	Non-current	Current	Non-current
Loans – secured ¹	2,290	31,227	2,283	33,517
Total borrowings	2,290	31,227	2,283	33,517

(1) Loans are secured over the general rating income of Council.
Disclosures on liability interest rate risk exposures, fair value disclosures and security can be found in Note E1-1.

(a) Changes in liabilities arising from financing activities

\$ '000	2023		Non-cash movements				2024
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy		Closing balance
					Other non-cash movement		
Loans – secured	35,800	(2,283)	–	–	–	–	33,517
Lease liability (Note C2-1b)	–	(132)	720	–	–	–	588
Total liabilities from financing activities	35,800	(2,415)	720	–	–	–	34,105

\$ '000	2022		Non-cash movements				2023
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy		Closing balance
					Other non-cash movement		
Loans – secured	38,321	(2,521)	–	–	–	–	35,800
Lease liability (Note C2-1b)	103	(103)	–	–	–	–	–
Total liabilities from financing activities	38,424	(2,624)	–	–	–	–	35,800

(b) Financing arrangements

\$ '000	2024	2023
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Total facilities

Total financing facilities available to Council at the reporting date are:

Credit cards/purchase cards	110	110
Total financing arrangements	110	110

Drawn facilities

Financing facilities drawn down at the reporting date are:

Undrawn facilities

Undrawn financing facilities available to Council at the reporting date are:

– Credit cards/purchase cards	110	110
Total undrawn financing arrangements	110	110

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C3-3 Borrowings (continued)

Additional financing arrangements information

Breaches and defaults

During the current and prior year, there were no defaults or breaches on any of the loans.

Security over loans

Loans are secured over future cash flows.

C3-4 Employee benefit provisions

\$ '000	2024		2023	2023
	Current	Non-current	Current	Non-current
Annual leave	2,585	–	2,404	–
Sick leave	38	–	36	–
Long service leave	4,713	935	4,471	887
Other leave	78	–	100	–
Total employee benefit provisions	7,414	935	7,011	887

Current employee benefit provisions not anticipated to be settled within the next twelve months

\$ '000	2024	2023
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	4,869	4,544
	4,869	4,544

Material accounting policy information

Employee benefit provisions are presented as current liabilities in the Statement of Financial Position if Council does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur and therefore all annual leave and vested long service leave (or that which vests within 12 months) is presented as current.

Other long-term employee benefit obligations

The liability for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

C3-5 Provisions

\$ '000	2024		2023	2023
	Current	Non-Current	Current	Non-Current
Asset remediation/restoration:				
Goulburn tip	–	14,991	–	13,957
Gravel pits	–	433	–	425
Sub-total – asset remediation/restoration	–	15,424	–	14,382
Total provisions	–	15,424	–	14,382

Description of and movements in provisions

\$ '000	Other provisions	
	Asset remediation	Total
2024		
At beginning of year	14,382	14,382
Changes to provision:		
– Revised costs	455	455
– Revised discount rate	(5,011)	(5,011)
Unwinding of discount	345	345
Remeasurement effects ¹	5,253	5,253
Total other provisions at end of year	15,424	15,424
2023		
At beginning of year	14,142	14,142
Unwinding of discount	240	240
Total other provisions at end of year	14,382	14,382

(1) Remeasurement effects: Change in Inflation

Nature and purpose of provisions

Asset remediation

Council has a legal/public obligation to make, restore, rehabilitate and reinstate the council tip and quarry.

Material accounting policy information

Provisions are recognised when Council has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as a borrowing cost.

Asset remediation – tips and quarries

Provision for close-down restoration and environmental cleanup costs

	Provision \$000	Years to remediation
Goulburn Tip	\$12,321	17
Marulan Tip	\$2,670	15
Gravel Pits	\$433	10

Restoration

Close-down and restoration costs include the dismantling and demolition of infrastructure, and the removal of residual materials and remediation of disturbed areas. Estimated close-down and restoration costs are provided for in the accounting period

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C3-5 Provisions (continued)

when the obligation arising from the related disturbance occurs, whether this occurs during the development or during the operation phase, based on the net present value of estimated future costs.

Provisions for close-down and restoration costs do not include any additional obligations which are expected to arise from future disturbance. The costs are estimated on the basis of a closure plan. The cost estimates are calculated annually during the life of the operation to reflect known developments, e.g. updated cost estimates and revisions to the estimated lives of operations, and are subject to formal review at regular intervals.

Rehabilitation

Where rehabilitation is conducted systematically over the life of the operation, rather than at the time of closure, provision is made for the estimated outstanding continuous rehabilitation work at each reporting date, and the cost is charged to the Income Statement.

Provision is made for the estimated present value of the costs of environmental clean-up obligations outstanding at the reporting date. These costs are charged to the Income Statement. Movements in the environmental clean-up provisions are presented as an operating cost, except for the unwinding of the discount which is shown as a borrowing cost.

Remediation procedures generally commence soon after the time the damage, remediation process, and estimated remediation costs become known, but may continue for many years depending on the nature of the disturbance and the remediation techniques.

As noted above, the ultimate cost of environmental remediation is uncertain and cost estimates can vary in response to many factors, including changes to the relevant legal requirements, the emergence of new restoration techniques, or experience at other locations. The expected timing of expenditure can also change, for example in response to changes in quarry reserves or production rates. As a result, there could be significant adjustments to the provision for close down and restoration and environmental clean-up, which would affect future financial results.

Other movements in the provisions for close-down and restoration costs, including those resulting from new disturbance, updated cost estimates, changes to the estimated lives of operations, and revisions to discount rates, are capitalised within property, plant and equipment. These costs are then depreciated over the lives of the assets to which they relate.

Close-down and restoration costs are a normal consequence of tip and quarry operations, and the majority of close-down and restoration expenditure is incurred at the end of the life of the operations. Although the ultimate cost to be incurred is uncertain, Council estimates the respective costs based on feasibility and engineering studies using current restoration standards and techniques.

C4 Reserves

C4-1 Nature and purpose of reserves

IPPE Revaluation reserve

The infrastructure, property, plant and equipment (IPPE) revaluation reserve is used to record increments and decrements in the revaluation of infrastructure, property, plant and equipment.

D Council structure

D1 Results by fund

General fund refers to all Council activities other than water and sewer. All amounts disclosed in this note are gross i.e. inclusive of internal charges and recoveries made between the funds. Assets and liabilities shown in the water and sewer columns are restricted for use for these activities.

It should be noted that for this note, General Fund income and expenditure also include income generated by, and expenses incurred by the Domestic Waste management Fund.

D1-1 Income Statement by fund

\$ '000	General 2024	Water 2024	Sewer 2024
Income from continuing operations			
Rates and annual charges	29,215	2,908	10,748
User charges and fees	10,189	8,437	2,712
Interest and investment revenue	2,519	1,335	2,462
Other revenues	1,665	231	81
Grants and contributions provided for operating purposes	17,974	–	–
Grants and contributions provided for capital purposes	18,941	1,259	1,197
Other income	639	–	–
Total income from continuing operations	81,142	14,170	17,200
Expenses from continuing operations			
Employee benefits and on-costs	28,042	1,983	1,724
Materials and services	18,933	5,556	5,228
Borrowing costs	1,147	713	36
Depreciation, amortisation and impairment of non-financial assets	23,337	4,218	3,016
Other expenses	1,142	–	–
Net losses from the disposal of assets	227	–	–
Total expenses from continuing operations	72,828	12,470	10,004
Operating result from continuing operations	8,314	1,700	7,196
Net operating result for the year	8,314	1,700	7,196
Net operating result attributable to each council fund	8,314	1,700	7,196
Net operating result for the year before grants and contributions provided for capital purposes	(10,627)	441	5,999

D1-2 Statement of Financial Position by fund

\$ '000	General 2024	Water 2024	Sewer 2024
ASSETS			
Current assets			
Cash and cash equivalents	23,797	2,680	11,175
Investments	8,848	32,109	56,043
Receivables	4,891	1,910	1,403
Inventories	410	-	-
Contract assets and contract cost assets	4,372	-	-
Other	600	176	239
Total current assets	42,918	36,875	68,860
Non-current assets			
Investments	2,000	-	-
Receivables	63	-	-
Infrastructure, property, plant and equipment	1,133,948	263,641	204,012
Investment property	5,750	-	-
Right of use assets	576	-	-
Other	(5,441)	2,402	3,039
Total non-current assets	1,136,896	266,043	207,051
Total assets	1,179,814	302,918	275,911
LIABILITIES			
Current liabilities			
Payables	7,260	709	28
Contract liabilities	5,706	-	12,486
Lease liabilities	160	-	-
Borrowings	1,402	631	257
Employee benefit provision	6,504	581	329
Total current liabilities	21,032	1,921	13,100
Non-current liabilities			
Payables	1,500	-	-
Lease liabilities	428	-	-
Borrowings	19,333	10,191	1,703
Employee benefit provision	807	89	39
Provisions	15,424	-	-
Total non-current liabilities	37,492	10,280	1,742
Total liabilities	58,524	12,201	14,842
Net assets	1,121,290	290,717	261,069
EQUITY			
Accumulated surplus	282,604	99,463	140,215
Revaluation reserves	838,686	191,254	120,854
Total equity	1,121,290	290,717	261,069

D1-3 Details of internal loans

(in accordance with s410(3) of the *Local Government Act 1993*)

Details of individual internal loans	War Memorial Museum	Goulburn Performing Arts Centre
Borrower (by purpose)	General Fund	General Fund
Lender (by purpose)	Sewer Fund	Sewer & Water Fund
Date of Minister's approval	8 July 2019	8 June 2021
Date raised	30 June 2019	30 June 2021
Term years	15	15
Dates of maturity	30 June 2034	30 June 2036
Rate of interest (%)	2.00%	Variable
Amount originally raised - Sewer (\$'000)	\$1,000	\$3,150
Amount originally raised - Water (\$'000)		\$3,150
Total repaid during year (principal and interest) (\$'000)	\$77	\$513
Principal outstanding at end of year (\$'000)	\$699	\$5,156

E Risks and accounting uncertainties

E1-1 Risks relating to financial instruments held

Council's activities expose it to a variety of financial risks including (1) price risk, (2) credit risk, (3) liquidity risk and (4) interest rate risk.

The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by Council's finance section under policies approved by the Council.

A comparison by category of the carrying amounts and fair values of Council's financial assets and financial liabilities recognised in the financial statements is presented below.

\$ '000	Carrying value 2024	Carrying value 2023	Fair value 2024	Fair value 2023
Financial assets				
Measured at amortised cost				
Cash and cash equivalents	37,652	33,628	37,652	33,628
Receivables	8,267	7,060	8,267	7,060
Investments				
– Debt securities at amortised cost	99,000	96,500	99,000	96,500
Total financial assets	144,919	137,188	144,919	137,188
Financial liabilities				
Payables	9,497	11,211	9,497	11,211
Borrowings	33,517	35,800	33,517	35,800
Total financial liabilities	43,014	47,011	43,014	47,011

Fair value is determined as follows:

- **Cash and cash equivalents, receivables, payables** – are estimated to be the carrying value that approximates market value.
- **Borrowings and investments measured at amortised cost** – are based upon estimated future cash flows discounted by the current market interest rates applicable to assets and liabilities with similar risk profiles, unless quoted market prices are available.

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital.

Council has an investment policy which complies with the Local Government Act 1993 and Minister's investment order 625. This policy is regularly reviewed by Council and its staff and an investment report is tabled before Council on a monthly basis setting out the portfolio breakup and its performance as required by Local Government regulations.

The risks associated with the instruments held are:

- **Price risk** – the risk that the capital value of Investments may fluctuate due to changes in market prices, whether there changes are caused by factors specific to individual financial instruments or their issuers or are caused by factors affecting similar instruments traded in a market.
- **Interest rate risk** – the risk that movements in interest rates could affect returns and income.
- **Liquidity risk** – the risk that Council will not be able to pay its debts as and when they fall due.
- **Credit risk** – the risk that the investment counterparty will not complete their obligations particular to a financial instrument, resulting in a financial loss to Council – be it of a capital or income nature.

Council manages these risks (amongst other measures) by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees.

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E1-1 Risks relating to financial instruments held (continued)

(a) Market risk – interest rate and price risk

\$ '000	2024	2023
<p>The impact on result for the year and equity of a reasonably possible movement in the price of investments held and interest rates is shown below. The reasonably possible movements were determined based on historical movements and economic conditions in place at the reporting date.</p>		
Impact of a 1% movement in interest rates		
– Equity / Income Statement	1,362	1,294

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E1-1 Risks relating to financial instruments held (continued)

(b) Credit risk

Council's major receivables comprise (i) rates and annual charges and (ii) user charges and fees.

Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures. Council also encourages ratepayers to pay their rates by the due date through incentives.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable banks with high quality external credit ratings.

There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

The level of outstanding receivables is reported to Council quarterly and benchmarks are set and monitored for acceptable collection performance.

Council makes suitable provision for doubtful receivables as required and carries out credit checks on most non-rate debtors.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

Credit risk profile

Receivables – rates and annual charges

Credit risk on rates and annual charges is minimised by the ability of Council to recover these debts as a secured charge over the land; that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages payment.

\$ '000	Not yet overdue rates and annual charges			Total
	overdue	< 5 years	≥ 5 years	
2024				
Gross carrying amount	–	1,447	63	1,510
2023				
Gross carrying amount	–	1,313	26	1,339

Receivables - non-rates and annual charges and contract assets

Council applies the simplified approach for non-rates and annual charges debtors and contract assets to provide for expected credit losses, which permits the use of the lifetime expected loss provision at inception. To measure the expected credit losses, non-rates and annual charges debtors and contract assets have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision is determined as follows. The expected credit losses incorporate forward-looking information.

\$ '000	Not yet overdue	Overdue debts				Total
		0 - 30 days	31 - 60 days	61 - 90 days	> 91 days	
2024						
Gross carrying amount	9,452	3	630	220	1,037	11,342
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	8.78%	0.80%
ECL provision	–	–	–	–	91	91
2023						
Gross carrying amount	10,936	26	530	54	1,059	12,605
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	10.00%	0.84%
ECL provision	–	–	–	–	106	106

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E1-1 Risks relating to financial instruments held (continued)

(c) Liquidity risk

Payables, lease liabilities and borrowings are subject to liquidity risk; that is, the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels, and by maintaining an adequate cash buffer. Payment terms can be extended in extenuating circumstances.

Borrowings are also subject to interest rate risk: the risk that movements in interest rates could adversely affect funding costs. Council manages this risk through diversification of borrowing types, maturities and interest rate structures.

The finance team regularly reviews interest rate movements to determine if it would be advantageous to refinance or renegotiate part or all of the loan portfolio.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

The amounts disclosed in the table are the undiscounted contracted cash flows for non-lease liabilities (refer to Note C2-1(b) for lease liabilities) and therefore the balances in the table may not equal the balances in the Statement of Financial Position due to the effect of discounting.

\$ '000	Weighted average interest rate	Subject to no maturity	≤ 1 Year	payable in:		Total cash outflows	Actual carrying values
				1 - 5 Years	> 5 Years		
2024							
Payables	0.00%	1,584	6,413	1,200	300	9,497	9,497
Borrowings	4.56%	-	3,779	13,952	26,970	44,701	33,517
Total financial liabilities		1,584	10,192	15,152	27,270	54,198	43,014
2023							
Payables	0.00%	1,952	7,459	1,200	600	11,211	11,211
Borrowings	4.55%	-	3,877	14,235	30,456	48,568	35,800
Total financial liabilities		1,952	11,336	15,435	31,056	59,779	47,011

E2-1 Fair value measurement

The Council measures the following asset classes at fair value on a recurring basis:

- Infrastructure, property, plant and equipment
- Investment property

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

\$ '000	Notes	Fair value measurement hierarchy				Total	
		Level 2 Significant observable inputs		Level 3 Significant unobservable inputs		2024	2023
		2024	2023	2024	2023	2024	2023
Recurring fair value measurements							
Investment property C1-8							
		5,750	5,500	–	–	5,750	5,500
		5,750	5,500	–	–	5,750	5,500
Infrastructure, property, plant and equipment C1-7							
		–	–	11,005	10,488	11,005	10,488
		–	–	383	1,187	383	1,187
		–	–	405	494	405	494
		41,108	39,163	–	–	41,108	39,163
		–	–	35,391	34,034	35,391	34,034
		–	–	286	105	286	105
		–	–	1,798	1,764	1,798	1,764
		–	–	92,813	88,023	92,813	88,023
		–	–	14,327	12,554	14,327	12,554
		–	–	559,341	532,724	559,341	532,724
		–	–	132,893	127,111	132,893	127,111
		–	–	47,723	44,105	47,723	44,105
		–	–	131,772	126,237	131,772	126,237
		–	–	250,699	241,849	250,699	241,849
		–	–	174,078	167,528	174,078	167,528
		–	–	20,478	19,182	20,478	19,182
		–	–	12,094	13,531	12,094	13,531
		–	–	–	157	–	157
		–	–	2,954	1,583	2,954	1,583
		–	–	7,971	7,826	7,971	7,826
		–	–	101	115	101	115
		41,108	39,163	1,496,512	1,430,597	1,537,620	1,469,760

Valuation techniques

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E2-1 Fair value measurement (continued)

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

Investment property

Council obtains independent valuations of its investment property on an annual basis and at the end of each reporting period to ensure the financial statements reflect the most up-to-date valuation. The best evidence of fair value is the current price in an active market for similar assets. The investment property valuation is included in level 3 of the hierarchy. The fair value of the investment property is determined by an independent, qualified valuer on an annual basis who has experience in the location of the property. Council reviews the valuation report and discusses significant movements with the valuer. As at 30 June 2024 the valuation of the investment property was performed by an external valuer. There has been no change to the valuation process during the reporting period.

Infrastructure, property, plant and equipment (IPPE)

Property, Plant & Equipment and Furniture & Fittings

Plant & Equipment, Office Equipment and Furniture & Fittings are valued at cost but are disclosed at fair value in the notes. The carrying amount of these assets is assumed to approximate fair value due to the nature of the items. Examples of assets within these classes are as follows:

- Plant and Equipment: Trucks, tractors, ride-on mowers, street sweepers, earthmoving equipment and motor vehicles.
- Office Equipment: Refrigerators, electronic whiteboards, flat-screen monitors and computer equipment.
- Furniture & Fittings: Chairs, desks and display systems.

The key unobservable inputs to the valuation are the remaining useful life and residual value. Council reviews the value of these assets against quoted prices for the gross current replacement cost of similar assets and by taking account of the pattern of consumption, estimated remaining useful life and the residual value. There has been no change to the valuation process during the reporting period.

Operational Land

This asset class comprises all of Council's land classified as Operational Land under the NSW Local Government Act 1993. The key unobservable input to the valuation is the price per square metre. The most recent valuation was undertaken at 30 June 2023 and was performed by an external valuer.

Generally, fair value is the most advantageous price reasonably obtainable by the seller and the most advantageous price reasonably obtained by the buyer. This is not necessarily the market selling price of the asset, rather, it is regarded as the maximum value that Council would rationally pay to acquire the asset if it did not hold it, taking into account quoted market price in an active and liquid market, the current market price of the same or similar asset, the cost of replacing the asset, if management intend to replace the asset, the remaining useful life and condition of the asset; and cash flows from the future use and disposal. There has been no change to the valuation process during the reporting period.

Community Land

Valuations of all Council's Community Land and Council managed land are based on either the land values provided by the Valuer-General or an average unit rate based on the land values for similar properties where the Valuer-General did not provide a land value having regard to the highest and best use for this land. As these rates were not considered to be observable market evidence they have been classified as Level 3. While Community Land has been re-valued as at 30 June 2023 in line with the Valuer General, there has been no change to the valuation process during the reporting period.

Land under Roads

Council has elected to recognise Land under Roads where the road was acquired on or after 30/06/2008. 'Land under roads' have been valued using the square metres rates applicable for nearby or adjacent Community Land having regard to the highest and best use for this land. There has been no change to the valuation process during the reporting period.

Land Improvements - Depreciable

This asset class comprises land improvements such as spectator mounds, swales, berms, gardens, mulched areas, streetscaping and landscaping. These assets may be located on parks, reserves and also within road reserves. 'Land Improvements' were valued in-house using the cost approach by experienced Council engineers and asset management staff.

The cost approach has been utilised whereby the replacement cost was estimated for each asset by taking into account a range of factors. Inputs such as estimates of pattern of consumption, residual value, asset condition and useful life required extensive professional judgement and impacted significantly on the final determination of fair value. As such these assets

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E2-1 Fair value measurement (continued)

were all classified as having been valued using Level 3 valuation inputs. There has been no change to the valuation process during the reporting period.

Buildings – Non Specialised

Buildings – Non Specialised were valued by an external valuer, at 30 June 2023 using a combination of sales comparison approach, income capitalisation approach and cost approach. While all buildings were physically inspected inputs such as estimates of residual value and pattern of consumption required extensive professional judgement and impacted significantly on the final determination of fair value. As such these assets were classified as having been valued using Level 3 valuation inputs. There has been no change to the valuation process during the reporting period.

Other Structures

This asset class comprises Boardwalks, Viewing platforms, Floodlighting Systems, Irrigation System, Pedestrian Bridges, Retaining Walls, Monuments, Statues, Fences, Wash bays, Cemetery walls and beams. The cost approach has been utilised. Inputs such as estimates of pattern of consumption, residual value, asset condition and useful life required extensive professional judgement and impacted significantly on the final determination of fair value. As such these assets were all classified as having been valued using Level 3 valuation inputs. There has been no change to the valuation process during the reporting period.

Roads

This asset class comprises the Road Carriageway, Kerb and Gutter, Signs, and Traffic facilities. The road carriageway is defined as the trafficable portion of a road, between but not including the kerb and gutter. Cost Approach using Level 3 inputs was used to value the road carriageway and other road infrastructure assets. Valuations for the road infrastructure assets were carried out by APV Valuers and Asset Management as at 30 June 2020.

The cost approach was utilised with inputs such as estimates pattern of consumption, residual value, asset condition and useful life requiring extensive professional judgement which impacted significantly on the final determination of fair value. Additionally due to limitations in the historical records of very long lived assets there is some uncertainty regarding the actual design, specifications and dimensions of some assets. There has been no change to the valuation process during the reporting period.

Bridges

Bridges were valued by an external valuer as at 30 June 2020, using the cost approach. The approach estimated the replacement cost for each bridge by componentising the bridges into significant parts with different useful lives and taking into account a range of factors. The components included the Bridge Deck/Superstructure, Bridge Abutments/Foundations and Bridge rails/handrails. Inputs such as estimates of residual value and pattern of consumption required extensive professional judgement and impacted significantly on the final determination of fair value. There has been no change to the valuation process during the reporting period.

Footpaths

Footpaths were valued by an external valuer as at 30 June 2020, using the cost approach. Footpaths were segmented to match the adjacent road segment and no further componentisation was undertaken. Footpaths were originally mapped and condition assessed using a combination of video condition assessment and physical inspection. Condition information is updated as changes in the network are observed through regular inspections. There has been no change to the valuation process during the reporting period.

Stormwater Drainage

Stormwater drainage assets were valued by an external valuer as at 30 June 2020, using the cost approach. Assets within this class comprise pits, pipes, open channels, headwalls and various types of water quality devices. The 'Cost Approach' estimated the replacement cost for each asset by componentising the assets into significant parts with different useful lives and taking into account a range of factors. The Level of componentisation adopted by Council is in accordance with DLG Circular 09-09. Inputs such as estimates of the pattern of consumption, residual value, asset condition and useful life required extensive professional judgement and impacted significantly on the final determination of fair value. Additionally due to limitations in the historical records of very long lived assets there is uncertainty regarding the actual design, specifications and dimensions of some assets. There has been no change to the valuation process during the reporting period.

Water Supply Network

Water Supply and Sewerage infrastructure assets were re-valued at fair value as at 30 June 2022. These assets are indexed each year in line with the Reference Rates Manual as published by the NSW Office of Water. All new assets and asset acquisitions made after the respective dates of valuation will be recorded at their initial cost of acquisition and indexed annually. This asset class is categorised as Level 3 as there are inputs used in the valuation of these assets (such as estimates of

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E2-1 Fair value measurement (continued)

pattern of consumption, residual value, asset condition and useful life), that require significant professional judgement and are therefore unobservable. There has been no change to the valuation process during the reporting period.

Recreation and Open Space

This asset class comprises of Playground equipment, BBQ's, Shade shelters and Outdoor fitness facilities. These assets may be located on parks, reserves and also within road reserves. 'Recreation and Open Space' assets were valued in-house using the cost approach by experienced Council engineers and asset management staff. Cost approach has been utilised. Inputs such as estimates of pattern of consumption, residual value, asset condition and useful life required extensive professional judgement and impacted significantly on the final determination of fair value. As such these assets were all classified as having been valued using Level 3 valuation inputs. There has been no change to the valuation process during the reporting period.

Swimming Pool

This asset class comprises of Swimming pools only, it does not include related plant and equipment, buildings other structures and car parks. 'Swimming Pool' assets were valued in-house using the cost approach by experienced Council engineers and asset management staff. Cost approach has been utilised. Inputs such as estimates of pattern of consumption, residual value, asset condition and useful life required extensive professional judgement and impacted significantly on the final determination of fair value. As such these assets were all classified as having been valued using Level 3 valuation inputs. There has been no change to the valuation process during the reporting period.

Library Books

Library Books are valued at cost but are disclosed at fair value in the notes. The carrying amount of these assets is assumed to approximate fair value due to the nature of the items. Council reviews the value of these assets against quoted prices for the gross current replacement cost of similar assets and by taking account of the pattern of consumption, estimated remaining useful life and the residual value. There has been no change to the valuation process during the reporting period.

Other Assets

Assets within this class comprise of all assets not classified elsewhere such as artwork. The carrying amount of these assets is assumed to approximate fair value due to the nature of the items. All new assets and asset acquisitions made after the respective dates of valuation will be recorded at their initial cost of acquisition. No market based evidence (Level 2) inputs are available therefore Level 3 valuation inputs were used for this asset class. There has been no change to the valuation process during the reporting period.

Reinstatement, Rehabilitation & Restoration Assets - Tips & Quarries

Council owns and manages tips and quarries in its local government area, and it has been recognised that there will be significant costs associated with the closure and post closure management of the landfill site. Closure of the landfill will involve a wide range of activities including preparation of a Landfill Closure and Management Plan, final capping of the landfill waste and site re-vegetation, installation of a final landfill gas management system, revision of the surface water management system and leachate management infrastructure to suit post-closure operation, decommissioning and removing infrastructure and equipment that will not be required post-closure, and fencing sensitive infrastructure. The key unobservable inputs are the discount rate, cost escalation rate, actual timing of costs and future environmental management requirements. There has been no change to the valuation process during the reporting period.

E2-1 Fair value measurement (continued)

Fair value measurements using significant unobservable inputs (level 3)

Significant unobservable valuation inputs used (for level 3 asset classes) and their relationship to fair value.

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various level 3 asset class fair values.

	Valuation technique/s	Unobservable inputs
Infrastructure, property, plant and equipment		
Community Land	Values obtained from the NSW Valuer-General	Land value, land area, level of restriction
Land under Roads (post 30/6/08)	Market-based direct comparison	<ul style="list-style-type: none"> • Unimproved capital value (price per square metre)
Land Improvements - depreciable	Market-based direct comparison	Market cost of land per square metre. The market value of land varies significantly depending on location and current market conditions.
Buildings - Non Specialised	Cost approach	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life • Residual value
Other Structures	Cost approach	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life • Residual value
Roads	Cost approach	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life • Residual value
Bridges	Cost approach	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life • Residual value
Footpaths	Cost approach	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life • Residual value
Stormwater Drainage	Cost approach	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life • Residual value
Water Supply Network	Cost approach	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life • Residual value
Sewerage Network	Unit rates per square metre or length	<ul style="list-style-type: none"> • Asset condition • Remaining useful life • Residual value
Recreation and Open Space	Cost approach	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life • Residual value
Swimming Pools	Cost approach	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life • Residual value
Library Books	Cost approach	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life • Residual value
Tip Assets	Cost approach	<ul style="list-style-type: none"> • Discount Rate • CPI
Quarry Assets	Cost approach	<ul style="list-style-type: none"> • Discount Rate • CPI

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E2-1 Fair value measurement (continued)

	Valuation technique/s	Unobservable inputs
Plant and Equipment	Cost approach	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life • Residual value
Office Equipment	Cost approach	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life • Residual value
Furniture and Fittings	Cost approach	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life • Residual value

A reconciliation of the movements in recurring fair value measurements allocated to Level 3 of the hierarchy is provided below:

\$ '000	Plant and equipment		Office equipment		Furniture and fittings		Community Land	
	2024	2023	2024	2023	2024	2023	2024	2023
Opening balance	10,488	10,886	1,187	1,549	494	536	34,034	24,917
Total gains or losses for the period								
Other movements								
Purchases (GBV)	2,035	2,296	-	-	-	-	-	-
Disposals (WDV)	(223)	(360)	-	-	-	-	-	(81)
Depreciation and impairment	(1,696)	(2,334)	(804)	(785)	(89)	(79)	-	-
Revaluation increments to Equity	-	-	-	-	-	-	1,528	8,424
Other movement (Tfr from WIP)	-	-	-	423	-	37	-	81
Other movement	401	-	-	-	-	-	(171)	693
Closing balance	11,005	10,488	383	1,187	405	494	35,391	34,034

\$ '000	Land under Roads		Land improvement		Building non-specialised		Other structures	
	2024	2023	2024	2023	2024	2023	2024	2023
Opening balance	105	104	1,764	1,544	88,023	69,549	12,554	5,426
Total gains or losses for the period								
Other movements								
Depreciation and impairment	-	-	(67)	(63)	(3,036)	(2,489)	(558)	(288)
Revaluation increments to Equity	177	-	77	98	4,542	3,428	1,492	879
Other movement (Tfr from WIP)	-	-	-	185	3,229	17,535	839	6,537
Other movement	4	1	24	-	55	-	-	-
Closing balance	286	105	1,798	1,764	92,813	88,023	14,327	12,554

\$ '000	Roads		Bridges		Footpaths		Stormwater drainage	
	2024	2023	2024	2023	2024	2023	2024	2023
Opening balance	532,724	505,810	127,111	118,912	44,105	41,627	126,237	117,054
Total gains or losses for the period								
Other movements								
Purchases (GBV)	520	-	63	-	-	-	360	-
Disposals (WDV)	(329)	(5,960)	-	(2,701)	-	(172)	-	-
Depreciation and impairment	(10,220)	(10,172)	(1,299)	(1,218)	(1,233)	(1,164)	(1,758)	(1,799)
Revaluation increments to Equity	26,912	29,481	6,397	6,807	2,174	2,441	6,325	8,920

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E2-1 Fair value measurement (continued)

\$ '000	Roads		Bridges		Footpaths		Stormwater drainage	
	2024	2023	2024	2023	2024	2023	2024	2023
Other movement (Tfr from WIP)	9,284	9,490	621	5,311	2,692	1,308	464	1,211
Other movement	450	4,075	-	-	(15)	65	144	851
Closing balance	559,341	532,724	132,893	127,111	47,723	44,105	131,772	126,237

\$ '000	Water supply network		Sewerage network		Recreation and open space		Swimming pools	
	2024	2023	2024	2023	2024	2023	2024	2023
Opening balance	241,849	228,031	167,528	158,052	19,182	20,303	13,531	863
Total gains or losses for the period								
Other movements								
Purchases (GBV)	380	-	24	-	-	-	-	-
Disposals (WDV)	-	-	-	-	-	(130)	-	-
Depreciation and impairment	(4,118)	(3,596)	(2,980)	(2,734)	(1,227)	(1,310)	(394)	(78)
Revaluation increments to Equity	12,075	17,302	8,347	11,974	(737)	1,382	(1,043)	62
Other movement (Tfr from WIP)	513	-	1,159	-	3,926	360	-	12,684
Other movement	-	112	-	236	(666)	(1,423)	-	-
Closing balance	250,699	241,849	174,078	167,528	20,478	19,182	12,094	13,531

\$ '000	Library books		Other assets		Tip assets		Quarry assets	
	2024	2023	2024	2023	2024	2023	2024	2023
Opening balance	157	345	1,583	586	7,826	8,445	115	128
Total gains or losses for the period								
Other movements								
Depreciation and impairment	(157)	(187)	(158)	(188)	(619)	(619)	(14)	(14)
Revaluation increments to Equity	-	-	1,513	-	-	-	-	-
Other movement (Tfr from WIP)	-	-	10	41	-	-	-	-
Other movement	-	(1)	6	1,144	764	-	-	1
Closing balance	-	157	2,954	1,583	7,971	7,826	101	115

\$ '000	Total	
	2024	2023
Opening balance	1,475,260	1,343,541
Purchases (GBV)	3,382	2,296
Disposals (WDV)	(552)	(9,404)
Depreciation and impairment	(30,427)	(29,117)
Revaluation increments to Equity	71,803	106,987
Other movement (Tfr from WIP)	22,737	55,203
Other movement	1,167	5,754
Closing balance	1,543,370	1,475,260

Highest and best use

All of Council's non-financial assets are considered as being utilised for their highest and best use.

E3-1 Contingencies

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council’s financial report.

LIABILITIES NOT RECOGNISED

1. Guarantees

(i) Defined benefit superannuation contribution plans

Council is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named The Local Government Superannuation Scheme – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a ‘multi-employer fund’ for purposes of AASB119 Employee Benefits for the following reasons:

- Assets are not segregated within the sub-group according to the employees of each sponsoring employer.
- The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer.
- Benefits for employees of all sponsoring employers are determined according to the same formulae and without regard to the sponsoring employer.
- The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers, and hence shares in the associated gains and losses (to the extent that they are not borne by members).

Description of the funding arrangements.

Pooled Employers are required to pay future service employer contributions and past service employer contributions to the Fund.

The future service employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current future service employer contribution rates are:

Division B	1.9 times member contributions for non 180 Point Members; Nil for 180 Point Members*
Division C	2.5% salaries
Division D	1.64 times employee contributions

*For 180 Point members, employers are required to contribute 8.5% of salaries for the year ending 30 June 2024 (increasing to 9.0% in line with the increase in the Superannuation Guarantee) to these members’ accumulation accounts, which are paid in addition to members defined benefits.

The past service contribution for each pooled employer is a share of the total past service contributions \$20 million per annum from 1 January 2022 to 31 December 2024, apportioned according to each employer’s share of the accrued liabilities as at 30 June 2023. These past service contributions are used to maintain the adequacy of funding position for the accrued liabilities.

The adequacy of contributions is assessed at each triennial actuarial investigation, the next of which is due effective 30 June 2024, and monitored annually between triennials.

Description of the extent to which Council can be liable to the plan for other Council’s obligations under the terms and conditions of the multi-employer plan

As stated above, each sponsoring employer (Council) is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

However, there is no relief under the Fund’s trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding additional contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the entity.

There are no specific provisions under the Fund’s trust deed dealing with deficits or surplus on wind-up.

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E3-1 Contingencies (continued)

The amount of Council employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense for the year ending 30 June 2024 was \$160,770.35. The last valuation of the Scheme was performed by Mr Richard Boyfield, FIAA as at 30 June 2023.

Council's expected contribution to the plan for the next annual reporting period is \$126,061.57

The estimated employer reserves financial position for the Pooled Employers at 30 June 2024 is:

Employer reserves only *	\$millions	Asset Coverage
Assets	2,237.5	
Past Service Liabilities	2,141.9	104.5%
Vested Benefits	2,159.8	103.6%

* excluding other accumulation accounts and reserves in both assets and liabilities.

Council's share of that deficiency cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils. For this reason, no liability for the deficiency has been recognised in Council's accounts. Council has a possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

The key economic long term assumptions used to calculate the present value of accrued benefits are:

Investment return	6.0% per annum
Salary inflation *	3.5% per annum
Increase in CPI	3.5% for FY23/24 2.5% per annum thereafter

* Plus promotional increases

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the pooled employers group. Please note that the estimated employer reserves financial position above is a preliminary calculation, and once all the relevant information has been received by the Fund Actuary, the final end of year review, which will be a triennial actuarial investigation will be completed by December 2024.

(ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred but not reported to 30 June this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

(iii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

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E3-1 Contingencies (continued)

(iv) Other guarantees

Council has a Bank Guarantee liability of \$10,000. This is to ensure the performance obligations under Crown Land Acquisition for easements at Goulburn for Essential Energy projects.

2. Other liabilities

(i) Third party claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

(ii) Potential land acquisitions due to planning restrictions imposed by Council

Council has classified a number of privately owned land parcels as local open space or bushland.

As a result, where notified in writing by the various owners, Council will be required to purchase these land parcels.

At reporting date, reliable estimates as to the value of any potential liability (and subsequent land asset) from such potential acquisitions has not been possible.

(iii) Upper Lachlan Council asset transfers

In accordance with the proclamation by the Minister for Local Government on 7th September 2006, in the event of the sale of the former Mulwaree Shire Council administration building in Clinton Street, Goulburn, 'Upper Lachlan Council is to be reimbursed 24.22% of the net profit.'

(iv) Legal liabilities

Council was party to a legal proceeding in the Supreme Court (Goulburn Mulwaree Council & Banton Family Trust ats Filetron Pty Limited) which may give rise to a contingent liability. Estimates provided state that this contingent liability may amount to approximately \$100,000.

ASSETS NOT RECOGNISED

(i) Infringement notices/fines

Fines and penalty income, the result of Council issuing infringement notices is followed up and collected by the Infringement Processing Bureau.

Council's revenue recognition policy for such income is to account for it as revenue on receipt.

Accordingly, at year end, there is a potential asset due to Council representing issued but unpaid infringement notices.

Due to the limited information available on the status, value and duration of outstanding notices, Council is unable to determine the value of outstanding income.

F People and relationships

F1 Related party disclosures

F1-1 Key management personnel (KMP)

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly.

The aggregate amount of KMP compensation included in the Income Statement is:

\$ '000	2024	2023
Compensation:		
Short-term benefits	1,293	1,156
Post-employment benefits	128	109
Termination benefits	–	428
Total	1,421	1,693

Other transactions with KMP and their related parties

Council has determined that transactions at arm’s length between KMP and Council as part of KMP using Council services (e.g. access to library or Council swimming pool) will not be disclosed.

Nature of the transaction	Ref	Transactions during the year	Outstanding balances including commitments	Terms and conditions	Impairment provision on outstanding balances	Impairment expense
\$ '000						
2024						
Supply of Recycling Contract	1	707	–	30 days	–	–
Supply of plant and road construction	2	5,595	40	30 days	–	–
Council employee wages	3	379	–	Award wages	–	–
Donation	4	19	–	Donation policy	–	–
Donation – Fee waiver	5	7	–	Donation policy	–	–
Development application fee	6	5	–	30 days	–	–
Tipping Fees	7	81	–	30 days	–	–
Section 94 Contributions	8	8	–	30 days	–	–
Burial and Funeral Applications	9	281	6	30 days	–	–
Council Lessee	10	65	–	30 days	–	–
2023						

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F1-1 Key management personnel (KMP) (continued)

Nature of the transaction			Outstanding balances including commitments	Terms and conditions	Impairment provision on outstanding balances	Impairment expense
\$ '000	Ref	Transactions during the year				
Supply of Recycling Contract	1	650	–	30 days	–	–
Supply of plant and road construction	2	4,530	150	30 days	–	–
Council employee wages	3	376	–	Award wages	–	–
Donation	4	6	–	Donation policy	–	–
Donation – Fee waiver	5	7	–	Donation policy	–	–
Development application fee	6	5	–	30 days	–	–
Tipping Fees	7	144	15	30 days	–	–
Section 94 Contributions	8	8	6	30 days	–	–
Burial and Funeral Applications	9	254	6	30 days	–	–
Council Lessee	10	27	–	30 days	–	–

1 Council has appointed its recycling contract to a company of which a Councillor is a board member, the Councillor has declared their involvement and is excluded from all meetings.

2 Council engages three local companies for various plant hire and road making activities. The company directors are a related party to a Councillor, the Councillor has declared an interest and follows the code of conduct. All contracts are awarded through the tender process.

3 Two members of Council staff are related parties to KMP and Councillors. The interest is declared.

4 Council provided a donation/sponsorship to several community groups where Councillors are related parties. Interest had been declared and payments made through the executive donations procedure.

5 Council provided a donation to a charity group equal to the value of the Council facility hire fee of which a Councillor is a related party. Interest was declared and payment was made through the executive donations procedure.

6 Council has received a development application from a Councillor. Interest has been declared.

7 Council provides a debtor account for the purposes of tipping fees at the Goulburn Waste Management Centre to related parties of Councillors. Interest has been declared and all fees are charged as per the adopted fees and charges. Payment terms are 30 days.

8 Council provides a debtor account to issue section 94 contributions which are required to be paid by businesses who own quarries to maintain their rural haulage routes within the Goulburn Mulwaree Area. Interest has been declared and all fees are charged according to the Goulburn Mulwaree s94 Development Contribution Plan 2009 disclosed in the Councils fees and charges. Payment terms are 30 days.

9 Council provides a debtor account for the purpose of burial and funeral director application fees. Interest has been declared and all fees are charged as per the adopted fees and charges. Payment terms are 30 days.

10 The Council provides a debtor account to issue lease invoices for the Goulburn Hockey Centre to the Goulburn District Hockey Association where a KMP is a Treasurer. Interest has been declared and all fees and charges as per the executed lease agreement.

F1-1 Key management personnel (KMP) (continued)

F1-2 Councillor and Mayoral fees and associated expenses

\$ '000	2024	2023
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The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement are:

Mayoral fee	47	46
Councillors' fees	196	190
Other Councillors' expenses (including Mayor)	35	39
Total	278	275

F2 Other relationships

F2-1 Audit fees

\$ '000	2024	2023
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During the year, the following fees were incurred for services provided by the auditor of Council, related practices and non-related audit firms

Auditors of the Council - NSW Auditor-General:

(i) Audit and other assurance services

Audit of financial statements	152	183
Total audit fees	152	183

G Other matters

G1-1 Statement of Cash Flows information

(a) Reconciliation of Operating Result

\$ '000	2024	2023
Net operating result from Income Statement	17,210	17,375
Add / (less) non-cash items:		
Depreciation and amortisation	30,571	28,700
(Gain) / loss on disposal of assets	227	5,650
Non-cash capital grants and contributions	(1,348)	(2,056)
Losses/(gains) recognised on fair value re-measurements through the P&L:		
– Investment property	(250)	(1,100)
– Revaluation decrements / impairments of IPP&E direct to P&L	–	269
Unwinding of discount rates on reinstatement provisions	(4,666)	240
Movements in operating assets and liabilities and other cash items:		
(Increase) / decrease of receivables	(1,333)	(186)
Increase / (decrease) in provision for impairment of receivables	126	(52)
(Increase) / decrease of inventories	77	37
(Increase) / decrease of other current assets	(613)	(39)
(Increase) / decrease of contract asset	2,425	(1,311)
Increase / (decrease) in payables	(1,838)	(266)
Increase / (decrease) in accrued interest payable	(10)	(14)
Increase / (decrease) in other accrued expenses payable	(176)	179
Increase / (decrease) in other liabilities	(382)	2,478
Increase / (decrease) in contract liabilities	(1,459)	12,604
Increase / (decrease) in employee benefit provision	451	(525)
Increase / (decrease) in other provisions	5,708	–
Net cash flows from operating activities	44,720	61,983

(b) Non-cash investing and financing activities

Developer contributions 'in kind'	–	1,642
Other dedications	–	414
Total non-cash investing and financing activities	–	2,056

G2-1 Commitments

Capital commitments (exclusive of GST)

\$ '000	2024	2023
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Property, plant and equipment		
Buildings	2,009	2,493
Other structures	5,492	1,238
Roads infrastructure	6,769	7,537
Waste water infrastructure	1,385	2,056
Water infrastructure	1,094	678
Total commitments	16,749	14,002
These expenditures are payable as follows:		
Within the next year	16,749	14,002
Total payable	16,749	14,002

Details of capital commitments

Council has a number of capital projects that have been commenced but not completed. The funding for these projects has been allocated and the majority will be completed within the 2024/2025 financial year.

G3 Statement of developer contributions

G3-1 Summary of developer contributions

\$ '000	Opening balance at 1 July 2023	Contributions received during the year				Interest and investment income earned	Amounts expended	Internal Adjustments	Held as restricted asset at 30 June 2024	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash Land	Non-cash Other						
Drainage	1,502	210	-	-	42	(165)	-	1,589	-	
Roads	1,038	329	-	-	64	(72)	1,073	2,432	-	
Traffic facilities	86	102	-	-	2	-	(930)	(740)	-	
Open space	595	139	-	-	3	(600)	-	137	-	
Community facilities	921	565	-	-	61	(98)	863	2,312	-	
Other	53	9	-	-	1	-	(23)	40	-	
Urban and civic improvements	-	-	-	-	-	-	-	-	-	
Rural addressing	-	-	-	-	-	-	-	-	-	
Rural waste	-	-	-	-	-	-	-	-	-	
S7.11 contributions – under a plan	4,195	1,354	-	-	173	(935)	983	5,770	-	
S7.12 levies – under a plan	1,162	70	-	-	4	(84)	(1,005)	147	-	
Total S7.11 and S7.12 revenue under plans	5,357	1,424	-	-	177	(1,019)	(22)	5,917	-	
S7.11 not under plans	(1,118)	1,768	-	-	83	(247)	876	1,361	-	
S64 contributions	19,392	1,459	-	-	861	(269)	-	21,443	-	
Total contributions	23,631	4,651	-	-	1,121	(1,535)	854	28,721	-	

Under the *Environmental Planning and Assessment Act 1979*, Council has significant obligations to provide Section 7.11 (contributions towards provision or improvement of amenities or services) infrastructure in new release areas. It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

G3-2 Developer contributions by plan

\$ '000	Opening balance at 1 July 2023	Contributions received during the year				Interest and investment income earned	Amounts expended	Internal Adjustments	Held as restricted asset at 30 June 2024	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash Land	Non-cash Other						
CONTRIBUTION PLAN - New Mulwaree Plan										
Drainage	171	111	-	-	8	-	-	290	-	
Roads	4	31	-	-	-	-	(35)	-	-	
Other	21	2	-	-	-	-	(23)	-	-	
Total	196	144	-	-	8	-	(58)	290	-	
CONTRIBUTION PLAN - New Goulburn Citywide Plan										
Drainage	1,081	82	-	-	12	(165)	(540)	470	-	
Traffic facilities	18	-	-	-	-	-	(18)	-	-	

G3-2 Developer contributions by plan (continued)

\$ '000	Opening balance at 1 July 2023	Contributions received during the year			Interest and investment income earned	Amounts expended	Internal Adjustments	Held as restricted asset at 30 June 2024	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash Land	Non-cash Other					
Open space	2	-	-	-	-	(2)	-	-	
Community facilities	16	-	-	-	-	(15)	(1)	-	
Total	1,117	82	-	-	12	(180)	(561)	470	
CONTRIBUTION PLAN - Marys Mount									
Drainage	598	17	-	-	17	-	-	632	-
Traffic facilities	(30)	-	-	-	-	-	30	-	-
Open space	174	-	-	-	-	-	(174)	-	-
Total	742	17	-	-	17	-	(144)	632	-
CONTRIBUTION PLAN - Ducks Lane									
Drainage	122	-	-	-	3	-	-	125	-
Traffic facilities	(1,119)	100	-	-	-	-	197	(822)	-
Total	(997)	100	-	-	3	-	197	(697)	-
CONTRIBUTION PLAN - Clyde Street									
Drainage	(540)	-	-	-	-	-	540	-	-
Traffic facilities	1,139	-	-	-	-	-	(1,139)	-	-
Open space	6	-	-	-	-	-	(6)	-	-
Total	605	-	-	-	-	-	(605)	-	-
CONTRIBUTION PLAN - Common Street									
Drainage	70	-	-	-	2	-	-	72	-
Traffic facilities	78	2	-	-	2	-	-	82	-
Open space	10	-	-	-	-	-	-	10	-
Total	158	2	-	-	4	-	-	164	-
CONTRIBUTION PLAN LICP									
Roads	1,034	298	-	-	64	(72)	1,108	2,432	-
Open space	403	139	-	-	3	(600)	182	127	-
Community facilities	905	565	-	-	61	(83)	864	2,312	-
Other	32	7	-	-	1	-	-	40	-
Total	2,374	1,009	-	-	129	(755)	2,154	4,911	-

S7.12 Levies – under a plan

CONTRIBUTION PLAN - S94A Levies

Drainage	283	1	-	-	4	-	(141)	147	-
Roads	879	69	-	-	-	(84)	(864)	-	-

G3-2 Developer contributions by plan (continued)

Total	1,162	70	-	-	4	(84)	(1,005)	147	-
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\$ '000	Opening balance at 1 July 2023	Contributions received during the year				Interest and investment income earned	Amounts expended	Internal Adjustments	Held as restricted asset at 30 June 2024	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash Land	Non-cash Other						

G3-3 Contributions not under plans

S7.11 CONTRIBUTIONS – NOT UNDER A PLAN

Roads	(1,533)	1,768	-	-	83	(247)	1,291	1,361	-
Other	415	-	-	-	-	-	(415)	-	-
Total	(1,118)	1,768	-	-	83	(247)	876	1,361	-

G3-4 S64 contributions

Sewer and Water S.64 Contributions

Sewer & Water	19,391	1,459	-	-	861	(269)	-	21,442	-
Total	19,391	1,459	-	-	861	(269)	-	21,442	-

G4 Statement of performance measures

G4-1 Statement of performance measures – consolidated results

\$ '000	Amounts	Indicator	Indicators		Benchmark
	2024	2024	2023	2022	
1. Operating performance ratio					
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1,2}	(4,083)	(4.49)%	1.17%	6.16%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions ¹	90,865				
2. Own source operating revenue ratio					
Total continuing operating revenue excluding all grants and contributions ¹	72,891	64.93%	61.64%	52.58%	> 60.00%
Total continuing operating revenue ¹	112,262				
3. Unrestricted current ratio					
Current assets less all external restrictions	25,750	2.53x	3.10x	2.69x	> 1.50x
Current liabilities less specific purpose liabilities	10,172				
4. Debt service cover ratio					
Operating result before capital excluding interest and depreciation/impairment/amortisation ¹	28,384	6.58x	6.98x	7.06x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	4,311				
5. Rates and annual charges outstanding percentage					
Rates and annual charges outstanding	1,449	3.26%	3.19%	3.16%	< 10.00%
Rates and annual charges collectable	44,505				
6. Cash expense cover ratio					
Current year's cash and cash equivalents plus all term deposits	136,652	22.06	26.47	22.27	> 3.00
Monthly payments from cash flow of operating and financing activities	6,195	months	months	months	months

(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies

(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets and net loss on share of interests in joint ventures and associates using the equity method

G4-2 Statement of performance measures by fund

\$ '000	General Indicators ³		Water Indicators		Sewer Indicators		Benchmark
	2024	2023	2024	2023	2024	2023	
1. Operating performance ratio							
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1,2}	(16.99)%	(8.48)%	3.42%	3.39%	37.49%	40.03%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions ¹							
2. Own source operating revenue ratio							
Total continuing operating revenue excluding capital grants and contributions ¹	54.37%	52.25%	91.12%	92.11%	93.04%	81.14%	> 60.00%
Total continuing operating revenue ¹							
3. Unrestricted current ratio							
Current assets less all external restrictions	2.53x	3.10x	19.20x	17.97x	5.26x	4.58x	> 1.50x
Current liabilities less specific purpose liabilities							
4. Debt service cover ratio							
Operating result before capital excluding interest and depreciation/impairment/amortisation ¹	5.29x	6.56x	4.00x	3.50x	27.51x	22.43x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)							
5. Rates and annual charges outstanding percentage							
Rates and annual charges outstanding	3.15%	3.11%	3.65%	3.63%	3.45%	3.29%	< 10.00%
Rates and annual charges collectable							
6. Cash expense cover ratio							
Current year's cash and cash equivalents plus all term deposits	7.13	10.74	47.16	46.89	111.11	111.15	> 3.00
Monthly payments from cash flow of operating and financing activities	months	months	months	months	months	months	months

(1) - (2) Refer to Notes at Note G4-1 above.

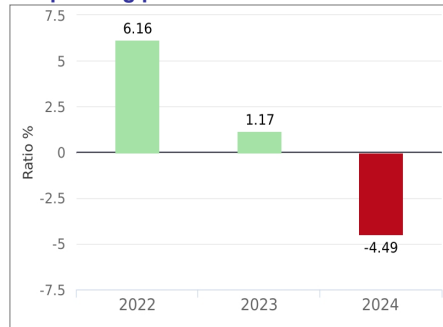
(3) General fund refers to all of Council's activities except for its water and sewer activities which are listed separately.

End of the audited financial statements

H Additional Council disclosures (unaudited)

H1-1 Statement of performance measures – consolidated results (graphs)

1. Operating performance ratio



Purpose of operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Commentary on 2023/24 result

2023/24 ratio (4.49)%

This ratio follows the trend of 2022/23 and has continued to decrease significantly due mainly to an increase in depreciation of new assets and indexation of current assets and a continued increase in costs due to inflation.

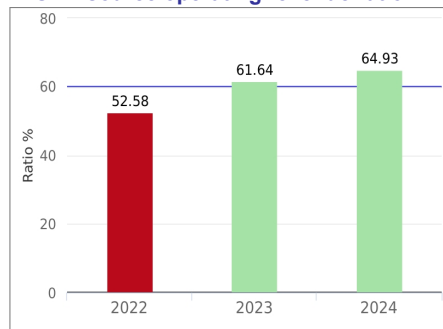
Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

2. Own source operating revenue ratio



Purpose of own source operating revenue ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Commentary on 2023/24 result

2023/24 ratio 64.93%

This ratio has maintained its level above the benchmark this year due to the reduction in large grant funded projects.

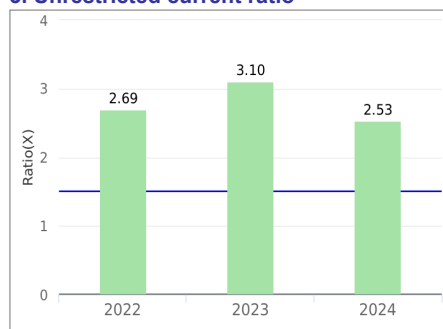
Benchmark: — > 60.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

3. Unrestricted current ratio



Purpose of unrestricted current ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Commentary on 2023/24 result

2023/24 ratio 2.53x

This ratio is at a healthy level to ensure that Council can meet its short term commitments.

Benchmark: — > 1.50x

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

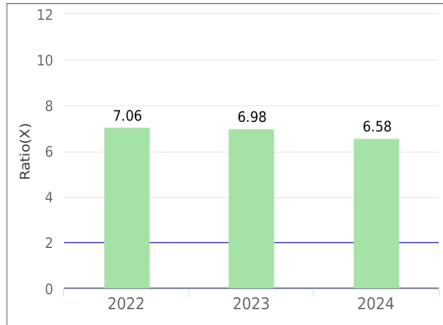
Ratio is outside benchmark

continued on next page ...

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H1-1 Statement of performance measures – consolidated results (graphs) (continued)

4. Debt service cover ratio



Purpose of debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

Commentary on 2023/24 result

2023/24 ratio 6.58x

This ration remains at a healthy level.

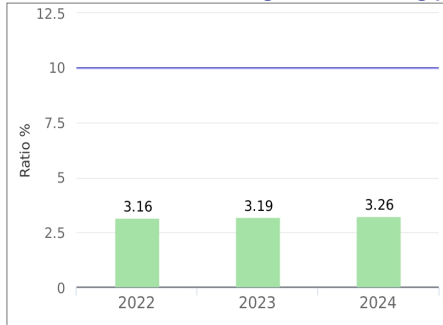
Benchmark: — > 2.00x

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

5. Rates and annual charges outstanding percentage



Purpose of rates and annual charges outstanding percentage

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Commentary on 2023/24 result

2023/24 ratio 3.26%

The Council's outstanding rates and debtors are still at a healthy level and this indicator remains relatively steady.

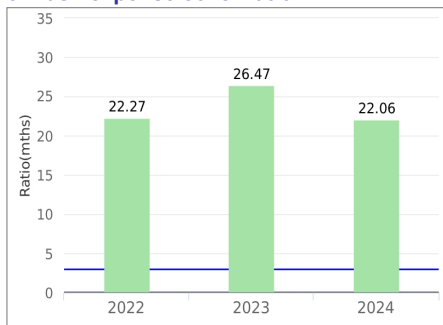
Benchmark: — < 10.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

6. Cash expense cover ratio



Purpose of cash expense cover ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Commentary on 2023/24 result

2023/24 ratio 22.06 months

The number of months has decreased but remains at a healthy level. This is due to no additional borrowings taken out in 2023/24 and a reduction in large infrastructure projects.

Benchmark: — > 3.00months

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

H1-2 Council information and contact details

Principal place of business:

184-194 Bourke Street
Goulburn NSW 2580

Contact details**Mailing Address:**

Locked Bag 22
Goulburn NSW 2580

Telephone: 02 4823 4444

Opening hours:

8:30am - 5:00pm
Monday - Friday

Internet: www.goulburn.nsw.gov.au

Email: council@goulburn.nsw.gov.au

Officers**Chief Executive Officer**

Aaron Johansson

Responsible Accounting Officer

Brendan Hollands

Auditors

Audit Office of NSW
15/1 Margaret Street
Sydney NSW 2000

Elected members**Mayor**

Cr Nina Dillion

Councillors

Cr Caitlin Flint
Cr Bob Kirk
Cr Liz McKeon
Cr Christopher O'Mahony
Cr Michael Prevedello
Cr Jason Shepherd
Cr Keith Smith
Cr Daniel Strickland



INDEPENDENT AUDITOR'S REPORT
Report on the general purpose financial statements
Goulburn Mulwaree Council

To the Councillors of Goulburn Mulwaree Council

Opinion

I have audited the accompanying financial statements of Goulburn Mulwaree Council (the Council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2024, the Statement of Financial Position as at 30 June 2024, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and notes to the financial statements, including material accounting policy information and other explanatory information.

In my opinion:

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
 - have been prepared, in all material respects, in accordance with the requirements of this Division
 - are consistent with the Council's accounting records
 - present fairly, in all material respects, the financial position of the Council as at 30 June 2024, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Other Information

The Council's annual report for the year ended 30 June 2024 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise:

- 'Understanding Council's Financial Statements' section,
- Note H Additional Council Disclosures (unaudited), and
- Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the special purpose financial statements and Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993* and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements.

Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note B5-1 'Material budget variations'
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Nicky Rajani
Delegate of the Auditor-General for New South Wales

31 October 2024
SYDNEY



Ms Nina Dillon
 Mayor
 Goulburn Mulwaree Council
 Locked Bag 22
 GOULBURN NSW 2500

Contact: Nicky Rajani
 Phone no: 02 9275 7292
 Our ref: R008-2124742775-7958

31 October 2024

Dear Mayor

**Report on the Conduct of the Audit
 for the year ended 30 June 2024
 Goulburn Mulwaree Council**

I have audited the general purpose financial statements (GPFS) of Goulburn Mulwaree Council (the Council) for the year ended 30 June 2024 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's GPFS.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2024 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

INCOME STATEMENT

Operating result

	2024	2023*	Variance
	\$m	\$m	%
Rates and annual charges revenue	42.9	41.2	↑ 4.1
Grants and contributions revenue	39.4	41.8	↓ 5.7
Operating result from continuing operations	17.2	17.4	↓ 1.1
Net operating result before capital grants and contributions	(4.2)	(3.8)	↑ 10.5

Rates and annual charges revenue (\$42.9 million) increased by \$1.7 million (4.1 per cent) in 2023–24 due to rate peg increase of 3.7 per cent.

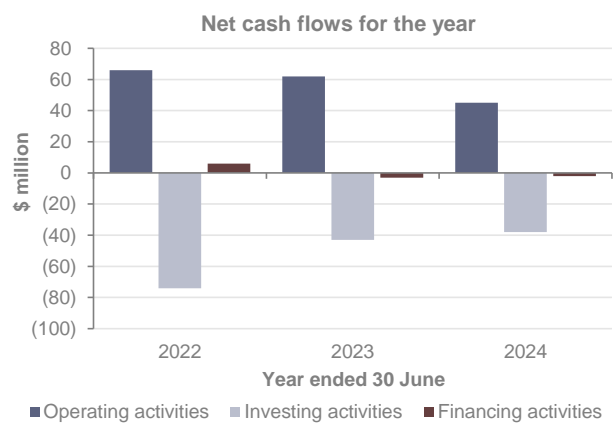
Grants and contributions revenue (\$39.4 million) decreased by \$2.4 million (5.7 per cent) in 2023–24 primarily due to receiving 85 per cent of the financial assistance grants for 2024-25 in advance compared to a higher proportion in FY22-23, which accounted for a decrease of \$1.9 million.

Council's operating result from continuing operations (\$17.2 million including depreciation, amortisation and impairment expense of \$30.6 million) was marginally lower (\$0.2 million) than the 2022–23 result.

The net operating result before capital grants and contributions (\$4.2 million) was marginally lower (\$0.4 million) than the 2022–23 result.

STATEMENT OF CASH FLOWS

The Statement of Cash Flows illustrates the flow of cash and cash equivalents moving in and out of the Council during the year. Cash balances decreased by \$4.1 million to \$37.7 million at the close of the year. The decrease in cash is mainly due to less grants and contributions received in 2023-24.



FINANCIAL POSITION

Cash and investments

Cash and investments	2024	2023	Commentary
	\$m	\$m	
Total cash, cash equivalents and investments	136.7	130.1	Externally restricted balances comprise mainly of developer contributions, water and sewer funds.
Restricted and allocated cash, cash equivalents and investments:			Internal allocations are determined by Council policies or decisions, which are subject to change.
• External restrictions	121.6	106.9	
• Internal allocations	14.8	19.3	

Debt

At 30 June 2024, Council had:

- \$33.5 million in secured loans (\$35.8 million in 2022-23)
- \$0.1 million in credit card facility with Nil used.

PERFORMANCE

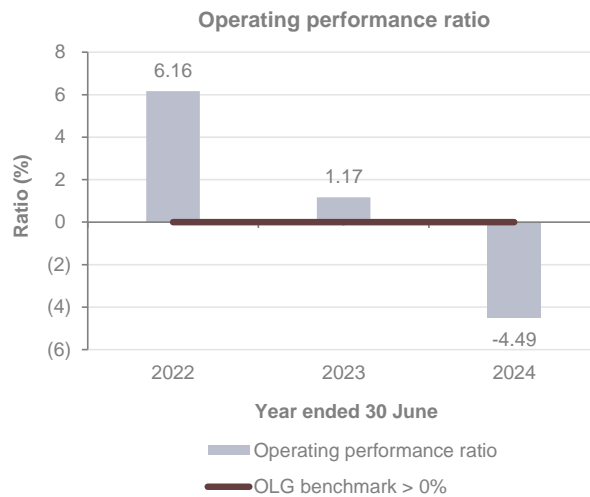
Performance measures

The following section provides an overview of the Council's performance against the performance measures and performance benchmarks set by the Office of Local Government (OLG) within the Department of Planning, Housing and Infrastructure.

Operating performance ratio

Council did not meet the benchmark for the current reporting period.

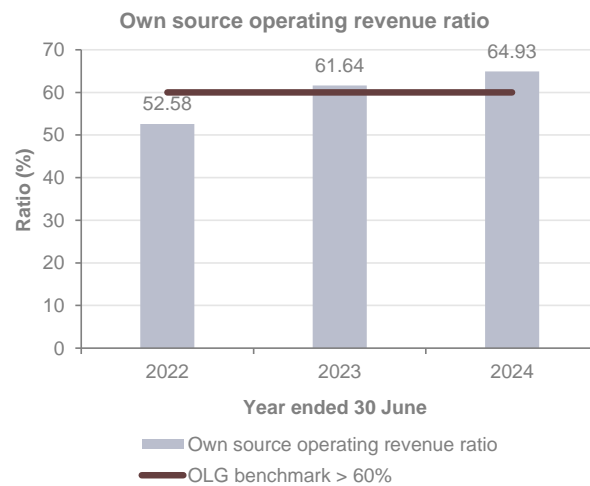
The 'operating performance ratio' measures how well Council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by OLG is greater than zero per cent.



Own source operating revenue ratio

Council met the benchmark for the current reporting period.

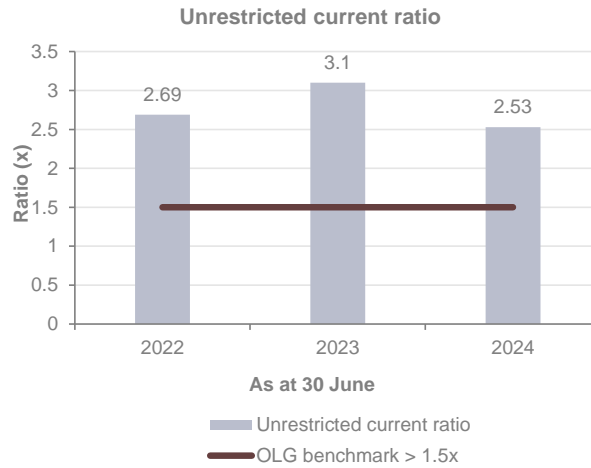
The 'own source operating revenue ratio' measures Council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.



Unrestricted current ratio

Council exceeded the benchmark for the current reporting period.

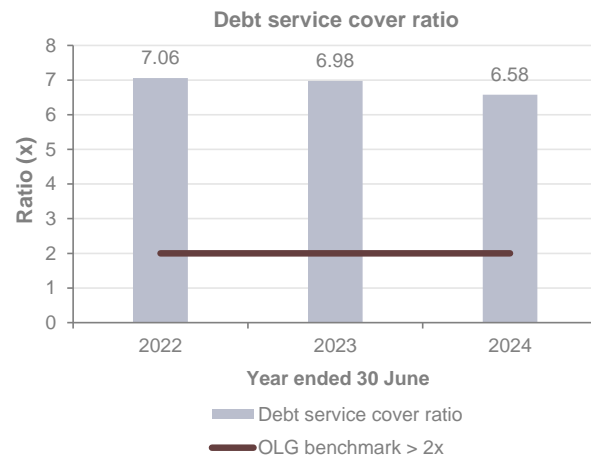
The 'unrestricted current ratio' is specific to local government and represents Council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.



Debt service cover ratio

Council exceeded the benchmark for the current reporting period.

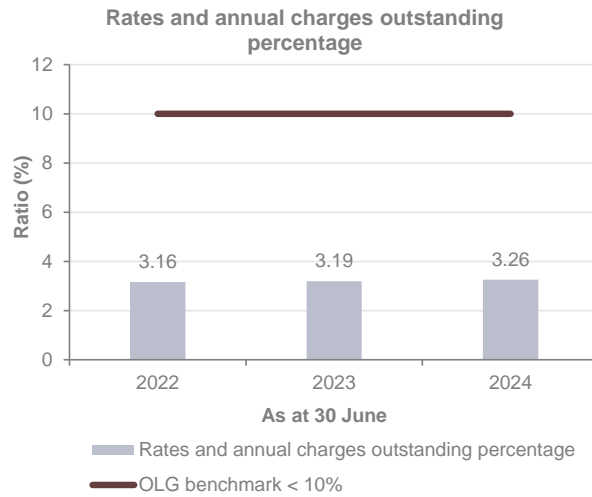
The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.



Rates and annual charges outstanding percentage

Council exceeded the benchmark for the current reporting period.

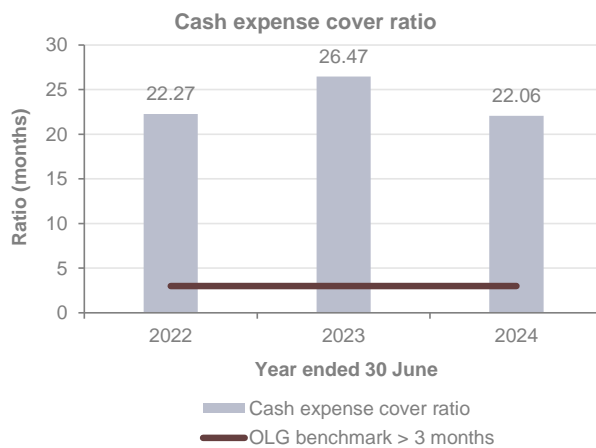
The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 10 per cent for regional and rural councils.



Cash expense cover ratio

Council exceeded the benchmark for the current reporting period.

This liquidity ratio indicates the number of months the Council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.



Infrastructure, property, plant and equipment

Council spent \$37.0 million of infrastructure, property, plant and equipment during the 2023-24 financial year. This was mainly spent on Capital Work in Progress.

OTHER MATTERS

Legislative compliance

My audit procedures did not identify any instances of material non-compliance with the financial reporting requirements in Chapter 13, Part 3, Division 2 of the LG Act and the associated regulation or a material deficiency in the Council's accounting records or financial statements. The Council's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.



Nicky Rajani
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

Goulburn Mulwaree Council

SPECIAL PURPOSE FINANCIAL STATEMENTS

for the year ended 30 June 2024



Goulburn Mulwaree Council
Special Purpose Financial Statements
 for the year ended 30 June 2024

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Background

- i. These Special Purpose Financial Statements have been prepared for the use by both Council and the Office of Local Government in fulfilling their requirements under National Competition Policy.
- ii. The principle of competitive neutrality is based on the concept of a 'level playing field' between persons/entities competing in a market place, particularly between private and public sector competitors.

Essentially, the principle is that government businesses, whether Commonwealth, state or local, should operate without net competitive advantages over other businesses as a result of their public ownership.
- iii. For Council, the principle of competitive neutrality and public reporting applies only to declared business activities.

These include **(a)** those activities classified by the Australian Bureau of Statistics as business activities being water supply, sewerage services, abattoirs, gas production and reticulation, and **(b)** those activities with a turnover of more than \$2 million that Council has formally declared as a business activity (defined as Category 1 activities).
- iv. In preparing these financial statements for Council's self-classified Category 1 businesses and ABS-defined activities, councils must **(a)** adopt a corporatisation model and **(b)** apply full cost attribution including tax-equivalent regime payments and debt guarantee fees (where the business benefits from Council's borrowing position by comparison with commercial rates).

Goulburn Mulwaree Council

Special Purpose Financial Statements

for the year ended 30 June 2024

Statement by Councillors and Management

Statement by Councillors and Management made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

The attached special purpose financial statements have been prepared in accordance with:

- NSW Government Policy Statement, *Application of National Competition Policy to Local Government*
- Division of Local Government Guidelines, *Pricing and Costing for Council Businesses: A Guide to Competitive Neutrality*
- The Local Government Code of Accounting Practice and Financial Reporting
- Sections 3 and 4 of the NSW Department of Climate Change, Energy, the Environment and Water's (DCCEEW) *Regulatory and assurance framework for local water utilities, July 2022*

To the best of our knowledge and belief, these statements:

- present fairly the operating result and financial position for each of Council's declared business activities for the year,
- accord with Council's accounting and other records; and
- present overhead reallocation charges to the water and sewerage businesses as fair and reasonable.

We are not aware of any matter that would render these statements false or misleading in

any way. Signed in accordance with a resolution of Council made on 22 October 2024.



Cr Nina Dillon
Mayor
 29 October 2024



Cr Caitlin Flint
Deputy Mayor
 29 October 2024



Aaron Johansson
Chief Executive Officer
 29 October 2024



Brendan Hollands
Responsible Accounting Officer
 29 October 2024

Goulburn Mulwaree Council | Income Statement of water supply business activity | for the year ended 30 June 2024

Goulburn Mulwaree Council

Income Statement of water supply business activity for the year ended 30 June 2024

\$ '000	2024	2023
Income from continuing operations		
Access charges	2,908	2,748
User charges	8,334	7,713
Fees	103	113
Interest and investment income	1,335	930
Grants and contributions provided for operating purposes	-	36
Other income	231	125
Total income from continuing operations	12,911	11,665
Expenses from continuing operations		
Employee benefits and on-costs	1,983	1,849
Borrowing costs	713	814
Materials and services	5,556	4,909
Depreciation, amortisation and impairment	4,218	3,697
Other expenses *	-	-
Total expenses from continuing operations	12,470	11,269
Surplus (deficit) from continuing operations before capital amounts	441	396
Grants and contributions provided for capital purposes	1,259	960
Surplus (deficit) from continuing operations after capital amounts	1,700	1,356
Surplus (deficit) from all operations before tax	1,700	1,356
Less: corporate taxation equivalent (25%) [based on result before capital]	(110)	(99)
Surplus (deficit) after tax	1,590	1,257
Plus accumulated surplus	97,763	96,407
Plus adjustments for amounts unpaid:		
– Corporate taxation equivalent	110	99
Closing accumulated surplus	99,463	97,763
Return on capital %	0.4%	0.5%
Subsidy from Council	10,183	8,950
Calculation of dividend payable:		
Surplus (deficit) after tax	1,590	1,257
Less: capital grants and contributions (excluding developer contributions)	(1,259)	(960)
Surplus for dividend calculation purposes	331	297
Potential dividend calculated from surplus	165	149

(*) Comparative figures amended to ensure consistency in the categorisation of expenses. Balance transferred to Materials & Services

Goulburn Mulwaree Council | Income Statement of sewerage business activity | for the year ended 30 June 2024

Goulburn Mulwaree Council

Income Statement of sewerage business activity for the year ended 30 June 2024

\$ '000	2024	2023
Income from continuing operations		
Access charges	10,748	10,407
User charges	2,103	2,006
Liquid trade waste charges	593	550
Fees	16	19
Interest and investment income	2,462	1,570
Other income	81	78
Total income from continuing operations	16,003	14,630
Expenses from continuing operations		
Employee benefits and on-costs	1,724	1,606
Borrowing costs	36	114
Materials and services	5,228	4,278
Depreciation, amortisation and impairment	3,016	2,776
Other expenses *	-	-
Total expenses from continuing operations	10,004	8,774
Surplus (deficit) from continuing operations before capital amounts	5,999	5,856
Grants and contributions provided for capital purposes	1,197	3,401
Surplus (deficit) from continuing operations after capital amounts	7,196	9,257
Surplus (deficit) from all operations before tax	7,196	9,257
Less: corporate taxation equivalent (25%) [based on result before capital]	(1,500)	(1,464)
Surplus (deficit) after tax	5,696	7,793
Plus accumulated surplus	133,019	123,762
Plus adjustments for amounts unpaid:		
– Corporate taxation equivalent	1,500	1,464
Closing accumulated surplus	140,215	133,019
Return on capital %	3.0%	3.0%
Subsidy from Council	2,738	1,917
Calculation of dividend payable:		
Surplus (deficit) after tax	5,696	7,793
Less: capital grants and contributions (excluding developer contributions)	(1,197)	(3,401)
Surplus for dividend calculation purposes	4,499	4,392
Potential dividend calculated from surplus	2,250	2,196

(*) Comparative figures amended to ensure consistency in the categorisation of expenses. Balance transferred to Materials & Services

Goulburn Mulwaree Council | Income Statement of Domestic Waste Management | for the year ended 30 June 2024

Goulburn Mulwaree Council

Income Statement of Domestic Waste Management
for the year ended 30 June 2024

\$ '000	2024 Category 1	2023 Category 1
Income from continuing operations		
Annual charges	74	72
User charges	5,085	4,806
Interest and investment income	133	87
Other income	51	58
Total income from continuing operations	5,343	5,023
Expenses from continuing operations		
Employee benefits and on-costs	934	904
Materials and services	4,086	3,703
Total expenses from continuing operations	5,020	4,607
Surplus (deficit) from continuing operations before capital amounts	323	416
Surplus (deficit) from continuing operations after capital amounts	323	416
Surplus (deficit) from all operations before tax	323	416
Less: corporate taxation equivalent (25%) [based on result before capital]	(81)	(104)
Surplus (deficit) after tax	242	312
Plus accumulated surplus	3,191	2,775
Plus adjustments for amounts unpaid:		
– Corporate taxation equivalent	81	104
Closing accumulated surplus	3,514	3,191
Return on capital %	672.9%	671.0%

Goulburn Mulwaree Council | Income Statement of Commercial Waste | for the year ended 30 June 2024

Goulburn Mulwaree Council
Income Statement of Commercial Waste
for the year ended 30 June 2024

\$ '000	2024 Category 2	2023 Category 2
Income from continuing operations		
User charges	1,695	1,663
Total income from continuing operations	1,695	1,663
Expenses from continuing operations		
Employee benefits and on-costs	185	211
Materials and services	1,042	1,001
Depreciation, amortisation and impairment	24	9
Total expenses from continuing operations	1,251	1,221
Surplus (deficit) from continuing operations before capital amounts	444	442
Surplus (deficit) from continuing operations after capital amounts	444	442
Surplus (deficit) from all operations before tax	444	442
Less: corporate taxation equivalent (25%) [based on result before capital]	(111)	(111)
Surplus (deficit) after tax	333	331
Plus accumulated surplus	2,066	1,624
– Corporate taxation equivalent	111	111
Plus adjustments for amounts unpaid:		
Closing accumulated surplus	2,510	2,066
Return on capital %	382.8%	491.1%

Goulburn Mulwaree Council | Statement of Financial Position of water supply business activity | as at 30 June 2024

Goulburn Mulwaree Council

Statement of Financial Position of water supply business activity
as at 30 June 2024

\$ '000	2024	2023
ASSETS		
Current assets		
Contract assets and contract cost assets	-	180
Cash and cash equivalents	2,680	2,680
Investments	32,109	29,347
Receivables	1,910	1,819
Internal Loan Receivable from General Fund	176	176
Total current assets	36,875	34,202
Non-current assets		
Infrastructure, property, plant and equipment	263,641	252,729
Internal Loan Receivable from General Fund	2,402	2,578
Total non-current assets	266,043	255,307
Total assets	302,918	289,509
LIABILITIES		
Current liabilities		
Payables	709	726
Borrowings	631	629
Employee benefit provisions	581	548
Total current liabilities	1,921	1,903
Non-current liabilities		
Borrowings	10,191	10,821
Employee benefit provisions	89	84
Total non-current liabilities	10,280	10,905
Total liabilities	12,201	12,808
Net assets	290,717	276,701
EQUITY		
Accumulated surplus	99,463	97,763
Revaluation reserves	191,254	178,938
Total equity	290,717	276,701

Goulburn Mulwaree Council | Statement of Financial Position of sewerage business activity | as at 30 June 2024

Goulburn Mulwaree Council

Statement of Financial Position of sewerage business activity
as at 30 June 2024

\$ '000	2024	2023
ASSETS		
Current assets		
Cash and cash equivalents	11,175	11,175
Investments	56,043	47,103
Receivables	1,403	1,354
Contract assets and contract cost assets	-	902
Internal Loan Receivable from General Fund	239	239
Total current assets	68,860	60,773
Non-current assets		
Infrastructure, property, plant and equipment	204,012	196,190
Internal Loan Receivable from General Fund	3,039	3,277
Total non-current assets	207,051	199,467
Total assets	275,911	260,240
LIABILITIES		
Current liabilities		
Contract liabilities	12,486	12,641
Payables	28	30
Borrowings	257	293
Employee benefit provisions	329	309
Total current liabilities	13,100	13,273
Non-current liabilities		
Borrowings	1,703	1,960
Employee benefit provisions	39	37
Total non-current liabilities	1,742	1,997
Total liabilities	14,842	15,270
Net assets	261,069	244,970
EQUITY		
Accumulated surplus	140,215	133,019
Revaluation reserves	120,854	111,951
Total equity	261,069	244,970

Goulburn Mulwaree Council | Statement of Financial Position of Domestic Waste Management | as at 30 June 2024

Goulburn Mulwaree Council

Statement of Financial Position of Domestic Waste Management

as at 30 June 2024

\$ '000	2024 Category 1	2023 Category 1
ASSETS		
Current assets		
Cash and cash equivalents	904	904
Investments	2,654	2,313
Receivables	154	142
Total current assets	3,712	3,359
Non-current assets		
Infrastructure, property, plant and equipment	48	62
Total non-current assets	48	62
Total assets	3,760	3,421
LIABILITIES		
Current liabilities		
Payables	2	1
Employee benefit provisions	244	229
Total current liabilities	246	230
Total liabilities	246	230
Net assets	3,514	3,191
EQUITY		
Accumulated surplus	3,514	3,191
Total equity	3,514	3,191

Goulburn Mulwaree Council | Statement of Financial Position of Commercial Waste | as at 30 June 2024

Goulburn Mulwaree Council

Statement of Financial Position of Commercial Waste
as at 30 June 2024

\$ '000	2024	2023
	Category 2	Category 2
ASSETS		
Current assets		
Receivables	2,394	1,976
Total current assets	2,394	1,976
Non-current assets		
Infrastructure, property, plant and equipment	116	90
Total non-current assets	116	90
Total assets	2,510	2,066
Net assets	2,510	2,066
EQUITY		
Accumulated surplus	2,510	2,066
Total equity	2,510	2,066

Note – Material accounting policy information

A statement summarising the supplemental accounting policies adopted in the preparation of the special purpose financial statements (SPFS) for National Competition Policy (NCP) reporting purposes follows.

These financial statements are SPFS prepared for use by Council and the Office of Local Government. For the purposes of these statements, the Council is a non-reporting not-for-profit entity.

The figures presented in these special purpose financial statements have been prepared in accordance with the recognition and measurement criteria of relevant Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and Australian Accounting Interpretations.

The disclosures in these special purpose financial statements have been prepared in accordance with the *Local Government Act 1993* (Act), the *Local Government (General) Regulation 2021* (Regulation) and the Local Government Code of Accounting Practice and Financial Reporting.

The statements are prepared on an accruals basis. They are based on historic costs and do not take into account changing money values or, except where specifically stated, fair value of non-current assets. Certain taxes and other costs, appropriately described, have been imputed for the purposes of the National Competition Policy.

The Statement of Financial Position includes notional assets/liabilities receivable from/payable to Council's general fund. These balances reflect a notional intra-entity funding arrangement with the declared business activities.

National Competition Policy

Council has adopted the principle of 'competitive neutrality' in its business activities as part of the National Competition Policy which is being applied throughout Australia at all levels of government. The framework for its application is set out in the June 1996 NSW Government Policy statement titled 'Application of National Competition Policy to Local Government'. *The Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality* issued by the Office of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard for disclosure requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, and returns on investments (rate of return and dividends paid).

Declared business activities

In accordance with *Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality*, Council has declared that the following are to be considered as business activities:

Category 1

(where gross operating turnover is over \$2 million)

a. Water Supply

Provide potable water for the Local Government Area.

b. Sewerage Services

Provide waste water services for the Local Government Area.

c. Domestic Waste Management

Collection and disposal of domestic waste in accordance with section 504 of the Local Government Act. This service includes kerbside pickup of general household waste, recycling and green waste and their disposal at the Goulburn Waste Management Centre. The Domestic Waste Management service is funded by the Domestic Waste annual charge. Part of the expenditure of the service is for the disposal of the waste via a disposal charge paid to the Goulburn Waste Management Centre which is operated as part of the General Fund's activities. All plant utilised by the Domestic Waste Management service is currently owned by the General Fund with their maintenance, operation and depreciation funded by the Domestic Waste Management service through plant hire charges paid to the General fund.

Category 2

(where gross operating turnover is less than \$2 million)

a. Commercial Waste

Collection and disposal of commercial waste on a user pays basis.

continued on next page ...

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Note – Material accounting policy information (continued)

Taxation equivalent charges

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations just like all other costs.

However, where Council does not pay some taxes which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all Council-nominated business activities and are reflected in Special Purpose Financial Statements.

For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council-nominated business activities (this does not include Council's non-business activities):

Notional rate applied (%)

Corporate income tax rate – **25.0%**

Payroll tax – **5.45%** on the value of taxable salaries and wages in excess of \$1,200,000.

Income tax

An income tax equivalent has been applied on the profits of the business activities.

Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested.

Accordingly, the return on capital invested is set at a pre-tax level - gain/(loss) from ordinary activities before capital amounts, as would be applied by a private sector competitor. That is, it should include a provision equivalent to the corporate income tax rate, currently 25.0%.

Income tax is only applied where a gain/ (loss) from ordinary activities before capital amounts has been achieved.

Since the taxation equivalent is notional – that is, it is payable to Council as the 'owner' of business operations - it represents an internal payment and has no effect on the operations of the Council. Accordingly, there is no need for disclosure of internal charges in the SPFS.

Local government rates and charges

A calculation of the equivalent rates and charges for all Category 1 businesses has been applied to all assets owned, or exclusively used by the business activity.

Loan and debt guarantee fees

The debt guarantee fee is designed to ensure that Council business activities face 'true' commercial borrowing costs in line with private sector competitors. In order to calculate a debt guarantee fee, Council has determined what the differential borrowing rate would have been between the commercial rate and Council's borrowing rate for its business activities.

(i) Subsidies

Government policy requires that subsidies provided to customers, and the funding of those subsidies, must be explicitly disclosed. Subsidies occur where Council provides services on a less than cost recovery basis. This option is exercised on a range of services in order for Council to meet its community service obligations. The overall effect of subsidies is contained within the Income Statements of business activities.

(ii) Return on investments (rate of return)

The NCP policy statement requires that councils with Category 1 businesses 'would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field'.

Funds are subsequently available for meeting commitments or financing future investment strategies. The rate of return is disclosed for each of Council's business activities on the Income Statement.

continued on next page ...

Page 103 of 118

Note – Material accounting policy information (continued)

The rate of return is calculated as follows:

Operating result before capital income + interest expense

Written down value of IPPE as at 30 June

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 4.30% at 30/6/24.

(iii) Dividends

Council is not required to pay dividends to either itself (as owner of a range of businesses) or to any external entities.

Local government water supply and sewerage businesses are permitted to pay an annual dividend from its water supply or sewerage business surplus.

Each dividend must be calculated and approved in accordance with the DCCEEW guidelines and must not exceed:

- 50% of this surplus in any one year, or
- the number of water supply or sewerage assessments at 30 June 2024 multiplied by \$30 (less the payment for tax equivalent charges, not exceeding \$3 per assessment).

In accordance with the DCCEEW guidelines a Dividend Payment form, Statement of Compliance, Unqualified Independent Financial Audit Report and Compliance Audit Report are required to be submitted to the DCCEEW.



INDEPENDENT AUDITOR'S REPORT
Report on the special purpose financial statements
Goulburn Mulwaree Council

To the Councillors of Goulburn Mulwaree Council

Opinion

I have audited the accompanying special purpose financial statements (the financial statements) of Goulburn Mulwaree Council's (the Council) Declared Business Activities, which comprise the Statement by Councillors and Management, the Income Statement of each Declared Business Activity for the year ended 30 June 2024, the Statement of Financial Position of each Declared Business Activity as at 30 June 2024 and the Material accounting policy information note.

The Declared Business Activities of the Council are:

- Water Supply
- Sewerage
- Domestic Waste Management
- Commercial Waste.

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Council's Declared Business Activities as at 30 June 2024, and their financial performance for the year then ended, in accordance with the Australian Accounting Standards described in the Material accounting policy information note and the Local Government Code of Accounting Practice and Financial Reporting 2023–24 (LG Code).

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as the auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the Material accounting policy information note to the financial statements which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the Council's financial reporting responsibilities under the LG Code. As a result, the financial statements may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2024 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and Special Schedule 'Permissible income for general rates'.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements and for determining that the accounting policies, described in the Material accounting policy information note to the financial statements, are appropriate to meet the requirements in the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.

A handwritten signature in black ink, appearing to read 'Nicky Rajani', with a horizontal line underneath it.

Nicky Rajani
Delegate of the Auditor-General for New South Wales

31 October 2024
SYDNEY

Goulburn Mulwaree Council

SPECIAL SCHEDULES
for the year ended 30 June 2024



Goulburn Mulwaree Council

Special Schedules

for the year ended 30 June 2024

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Goulburn Mulwaree Council | Permissible income for general rates | for the year ended 30 June 2024

Goulburn Mulwaree Council

Permissible income for general rates

\$ '000	Notes	Calculation 2023/24	Calculation 2024/25
Notional general income calculation ¹			
Last year notional general income yield	a	22,934	23,869
Plus or minus adjustments ²	b	104	42
Notional general income	c = a + b	23,038	23,911
Permissible income calculation			
Percentage increase	d	3.70%	22.50%
Plus percentage increase amount ³	f = d x (c + e)	852	5,380
Sub-total	g = (c + e + f)	23,890	29,291
Plus (or minus) last year's carry forward total	h	13	34
Sub-total	j = (h + i)	13	34
Total permissible income	k = g + j	23,903	29,325
Less notional general income yield	l	23,869	29,271
Catch-up or (excess) result	m = k - l	34	54
Carry forward to next year ⁴	p = m + n + o	34	54

Notes

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the *Valuation of Land Act 1916 (NSW)*.
- (3) The 'percentage increase' is inclusive of the rate-peg percentage, and/or special variation and/or Crown land adjustment (where applicable).
- (4) Carry-forward amounts which are in excess (an amount that exceeds the permissible income) require Ministerial approval by order published in the *NSW Government Gazette* in accordance with section 512 of the Act. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.

Goulburn Mulwaree Council | Permissible income for general rates | for the year ended 30 June 2024



INDEPENDENT AUDITOR'S REPORT

Special Schedule – Permissible income for general rates

Goulburn Mulwaree Council

To the Councillors of Goulburn Mulwaree Council

Opinion

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of Goulburn Mulwaree Council (the Council) for the year ending 30 June 2025.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting 2023–24 (LG Code) and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2024 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements, special purpose financial statements and Special Schedule 'Report on infrastructure assets as at 30 June 2024'.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and the special purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar8.pdf. The description forms part of my auditor's report.

Goulburn Mulwaree Council | Permissible income for general rates | for the year ended 30 June 2024

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.

A handwritten signature in black ink, appearing to read 'Nicky Rajani', with a horizontal line underneath it.

Nicky Rajani
Delegate of the Auditor-General for New South Wales

31 October 2024
SYDNEY

Goulburn Mulwaree Council

Report on infrastructure assets as at 30 June 2024

Asset Class	Asset Category	Estimated cost to bring assets to satisfactory standard \$ '000	Estimated cost to bring to the agreed level of service set by Council \$ '000	2023/24 Required maintenance ^a \$ '000	2023/24 Actual maintenance \$ '000	Net carrying amount \$ '000	Gross replacement cost (GRC) \$ '000	Assets in condition as a percentage of gross replacement cost				
								1	2	3	4	5
Buildings	Buildings – non-specialised	10,619	30,347	3,036	377	92,813	150,535	39.0%	6.0%	21.0%	26.0%	8.0%
	Buildings	–	–	–	–	–	–	0.0%	0.0%	0.0%	0.0%	0.0%
	Sub-total	10,619	30,347	3,036	377	92,813	150,535	39.0%	6.0%	21.0%	26.0%	8.0%
Other structures	Other structures	105	611	558	309	14,327	17,388	61.0%	29.0%	7.0%	2.0%	1.0%
	Sub-total	105	611	558	309	14,327	17,388	61.0%	29.0%	7.0%	2.0%	1.0%
Roads	Roads	229	652	1,714	170	86,538	120,434	13.0%	6.0%	80.0%	1.0%	0.0%
	Sealed roads	44,276	83,273	7,712	3,501	431,141	655,657	32.0%	8.0%	41.0%	6.0%	13.0%
	Unsealed roads	19	44	413	2,625	35,216	37,891	63.0%	36.0%	1.0%	0.0%	0.0%
	Bridges	122	925	1,299	12	132,892	181,021	26.0%	0.0%	72.0%	1.0%	1.0%
	Footpaths	81	308	1,233	352	47,723	61,848	17.0%	28.0%	54.0%	1.0%	0.0%
	Other road assets	720	1,781	381	–	6,447	10,951	8.0%	16.0%	43.0%	15.0%	18.0%
	Other road assets (incl. bulk earth works)	–	–	–	–	–	–	0.0%	0.0%	0.0%	0.0%	0.0%
	Sub-total	45,447	86,983	12,752	6,660	739,957	1,067,802	28.8%	8.7%	50.0%	4.2%	8.3%
Water supply network	Water supply network	18,763	60,875	4,118	1,611	250,699	374,642	42.0%	13.0%	19.0%	19.0%	7.0%
	Sub-total	18,763	60,875	4,118	1,611	250,699	374,642	42.0%	13.0%	19.0%	19.0%	7.0%
Sewerage network	Sewerage network	9,152	28,803	2,980	1,044	174,078	240,786	35.0%	22.0%	24.0%	12.0%	7.0%
	Sub-total	9,152	28,803	2,980	1,044	174,078	240,786	35.0%	22.0%	24.0%	12.0%	7.0%
Stormwater drainage	Stormwater drainage	4,163	11,123	1,758	424	131,771	190,086	19.0%	28.0%	41.0%	9.0%	3.0%
	Sub-total	4,163	11,123	1,758	424	131,772	190,086	19.0%	28.0%	41.0%	9.0%	3.0%
Open space / recreational assets	Swimming pools	–	–	394	–	12,094	13,636	57.0%	43.0%	0.0%	0.0%	0.0%
	Open space and recreation	46	524	1,227	1,652	20,478	24,869	51.0%	42.0%	6.0%	1.0%	0.0%
	Sub-total	46	524	1,621	1,652	32,572	38,505	53.1%	42.4%	3.9%	0.6%	0.0%
Total – all assets		88,295	219,266	26,823	12,077	1,436,218	2,079,744	32.5%	13.4%	37.3%	9.7%	7.1%

(a) Required maintenance is the amount identified in Council's asset management plans.

Goulburn Mulwaree Council

Report on infrastructure assets as at 30 June 2024 (continued)

Infrastructure asset condition assessment 'key'

#	Condition	Integrated planning and reporting (IP&R) description
1	Excellent/very good	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required
4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required

Goulburn Mulwaree Council | Report on infrastructure assets as at 30 June 2024

Goulburn Mulwaree Council

Report on infrastructure assets as at 30 June 2024

Infrastructure asset performance indicators (consolidated) *

\$ '000	Amounts	Indicator	Indicators		Benchmark
	2024	2024	2023	2022	
Buildings and infrastructure renewals ratio					
Asset renewals ¹	<u>17,290</u>	64.46%	90.26%	77.65%	> 100.00%
Depreciation, amortisation and impairment	<u>26,823</u>				
Infrastructure backlog ratio					
Estimated cost to bring assets to a satisfactory standard	<u>88,295</u>	5.89%	5.92%	2.11%	< 2.00%
Net carrying amount of infrastructure assets	<u>1,500,199</u>				
Asset maintenance ratio					
Actual asset maintenance	<u>12,077</u>	45.02%	49.21%	96.55%	> 100.00%
Required asset maintenance	<u>26,823</u>				
Cost to bring assets to agreed service level					
Estimated cost to bring assets to an agreed service level set by Council	<u>219,266</u>	10.54%	10.45%	1.46%	
Gross replacement cost	<u>2,079,744</u>				

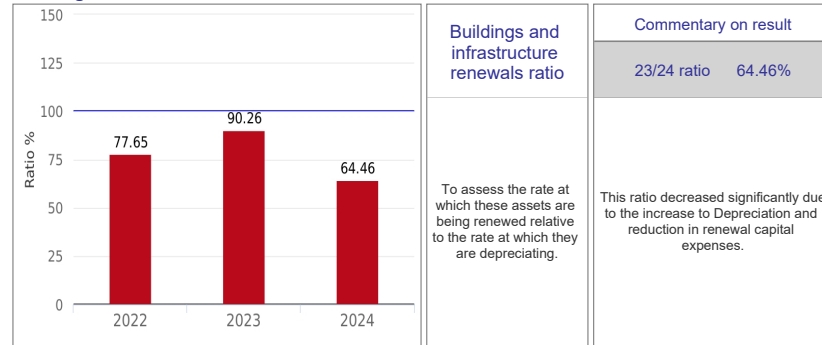
(* All asset performance indicators are calculated using classes identified in the previous table.

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

Goulburn Mulwaree Council

Report on infrastructure assets as at 30 June 2024

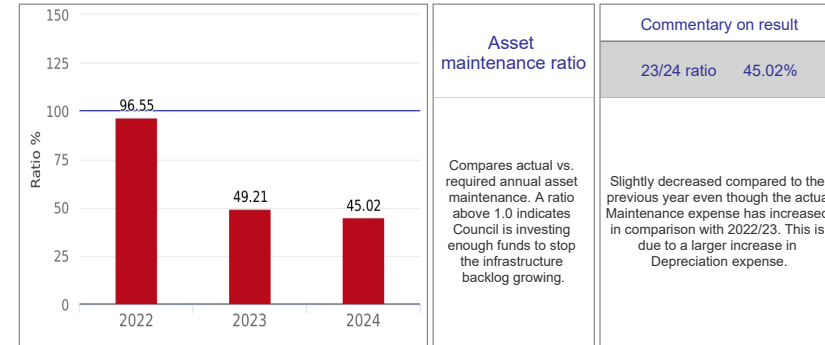
Buildings and infrastructure renewals ratio



Benchmark: — > 100.00% ■ Ratio achieves benchmark
■ Ratio is outside benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

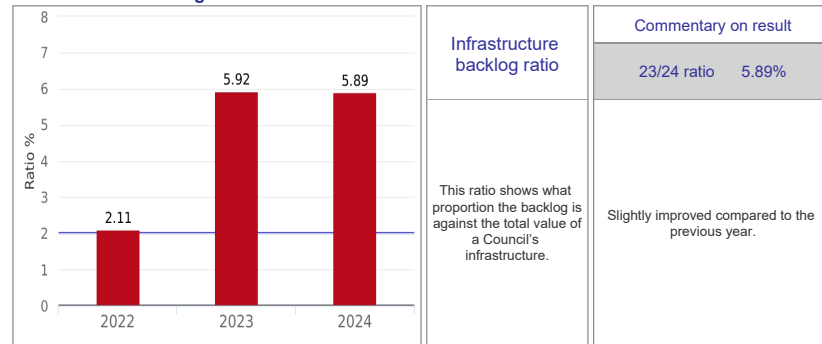
Asset maintenance ratio



Benchmark: — > 100.00% ■ Ratio achieves benchmark
■ Ratio is outside benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Infrastructure backlog ratio



Benchmark: — < 2.00% ■ Ratio achieves benchmark
■ Ratio is outside benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Cost to bring assets to agreed service level



■ Ratio achieves benchmark

Goulburn Mulwaree Council

Report on infrastructure assets as at 30 June 2024

Infrastructure asset performance indicators (by fund)

\$ '000	General fund		Water fund		Sewer fund		Benchmark
	2024	2023	2024	2023	2024	2023	
Buildings and infrastructure renewals ratio							
Asset renewals ¹	69.64%	98.98%	57.24%	69.88%	40.13%	58.92%	> 100.00%
Depreciation, amortisation and impairment							
Infrastructure backlog ratio							
Estimated cost to bring assets to a satisfactory standard	5.61%	5.70%	7.48%	6.82%	5.26%	5.96%	< 2.00%
Net carrying amount of infrastructure assets							
Asset maintenance ratio							
Actual asset maintenance	47.77%	53.50%	39.12%	44.86%	35.03%	26.74%	> 100.00%
Required asset maintenance							
Cost to bring assets to agreed service level							
Estimated cost to bring assets to an agreed service level set by Council	8.85%	8.95%	16.25%	15.61%	11.96%	11.49%	
Gross replacement cost							

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.



Goulburn Mulwaree Council

Annual Report

2024

PRIDE
PASSION | RESPECT | INNOVATION | DEDICATION | EXCELLENCE

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Acknowledgement of Country

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

Foreword

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

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

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

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

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

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

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

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

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

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

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

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

Goulburn Mulwaree Council Annual Report 2023-2024

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



Chief Executive Officer
Aaron Johansson



Former Mayor
Cr Peter Walker
(2022 – 2024)



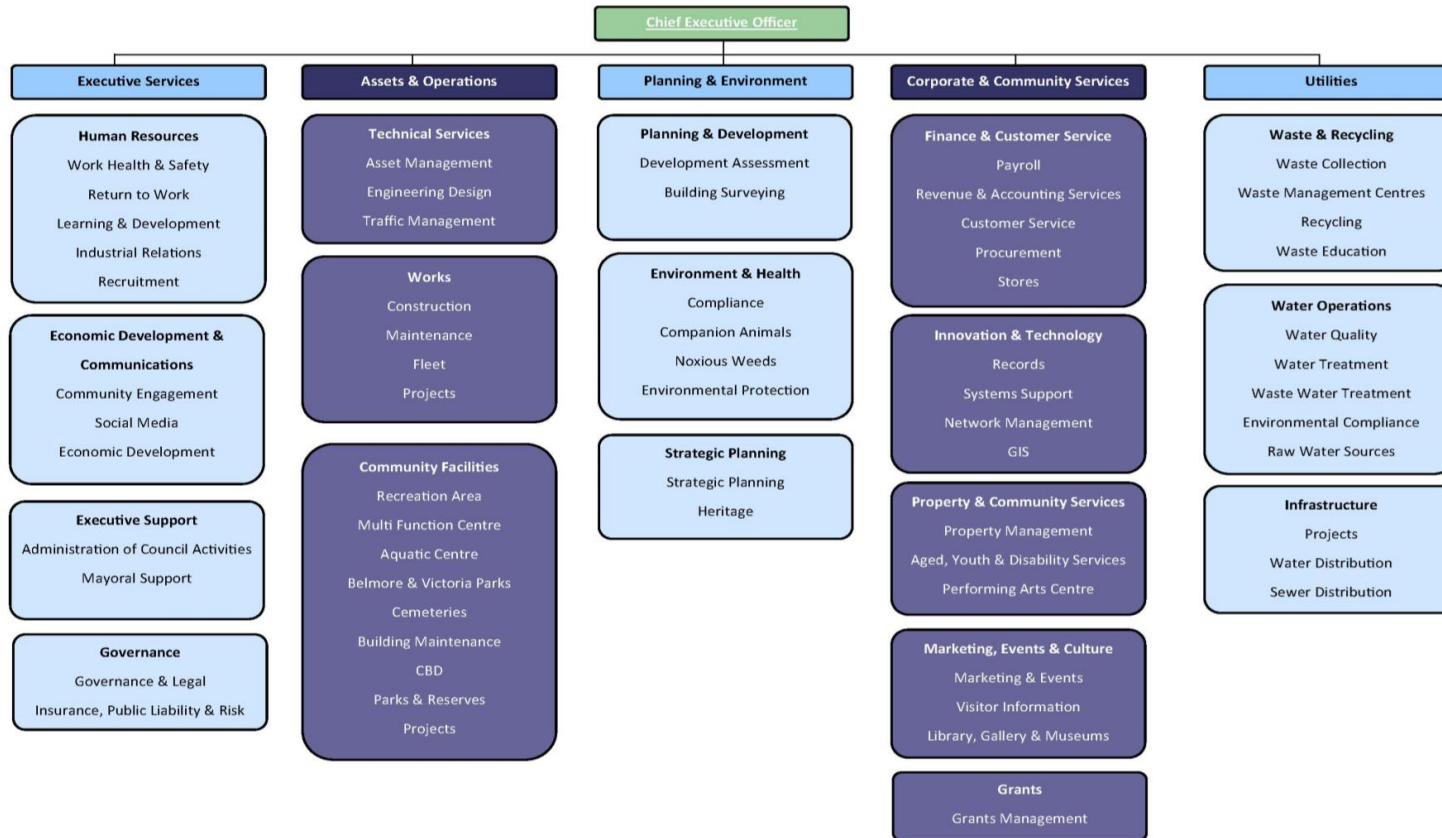
The newly completed Resource Recovery Centre disposal area



The newly completed Carr Confoy Netball Courts

Our Organisation

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



Councillors 2023 – 2024

Goulburn Mulwaree Council Annual Report 2023-2024



Cr Peter Walker

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



Cr Andy Wood

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



Cr Carol James

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



Cr Daniel Strickland

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



Cr Andrew Banfield

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



Cr Jason Shepherd

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



Cr Michael Prevedello

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



Cr Bob Kirk

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

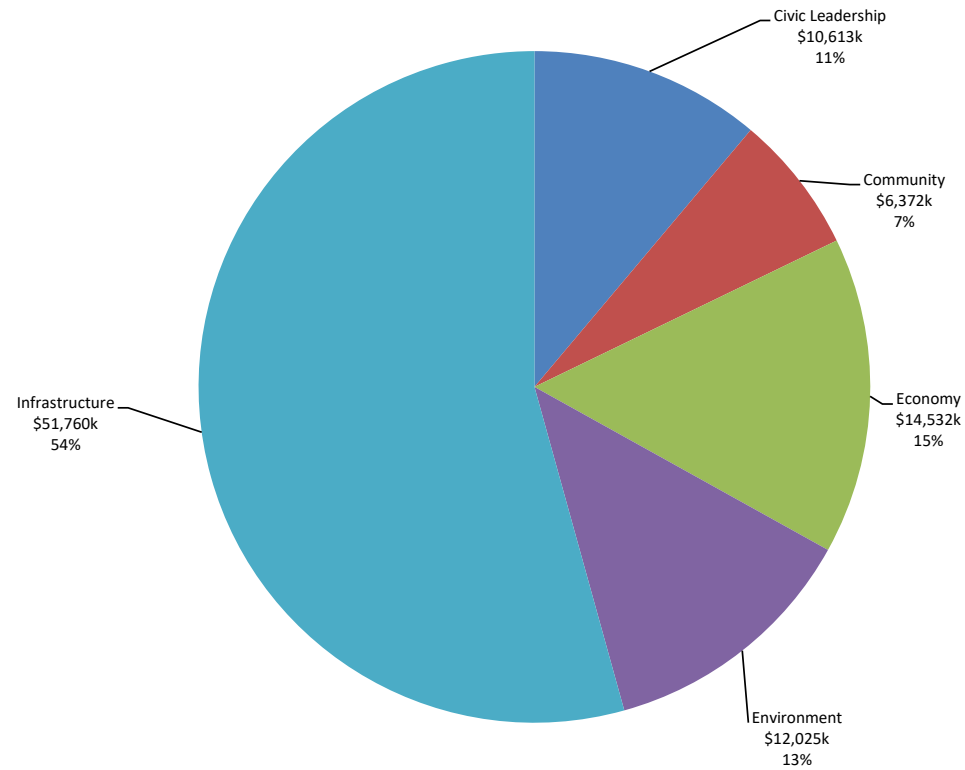


Cr Steve Ruddell

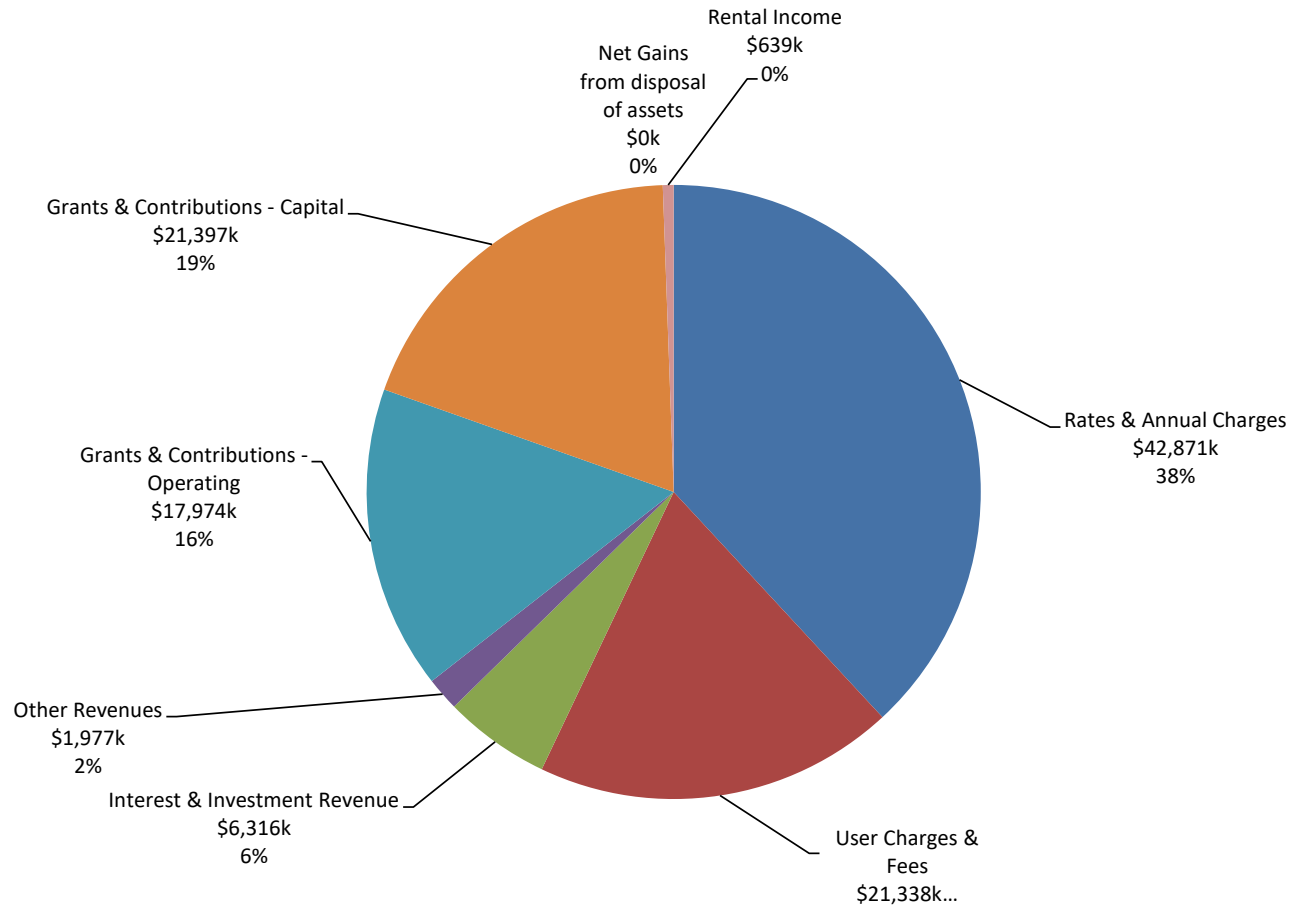
Cr Steve Ruddell was elected to Goulburn Mulwaree Council in December 2021. Cr Ruddell was elected Deputy Mayor in 2022 and served until 2024.

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

Operating Expenditure



Income



Capital Works

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

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

Goulburn Mulwaree Council Annual Report 2023-2024

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

Water Services Capital Projects

Water Main Renewals \$1,956,992.57

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



Sewer Rehabilitation \$563,846.55

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



A. Our Community

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

Strategic Objectives:

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

A.1 - Advocate and facilitate discussions with relevant authorities and funding bodies to improve access to services and facilities for youth, older adults and people with disabilities.				
Activity		Measure	Status	Comment
A.1.1	Provision of Council's Neighbour Aid, Centre based Respite and Leisure Link NDIS Program.	All CHSP requirements met, NDIS service provision status maintained.	On-Track	CHSP Neighbour Aid program rebranded in January – now known as Seniors Social Support Service. This program continues to meet all funding outputs and performance expectations. The Leisure Link program only returned to service delivery in February with a new Leisure Link Coordinator and Leisure Link Client Support Officer now in place. This program continues to regain its excellent reputation in the NDIS sector.

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

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

A.3 - Promote physical and mental health and partner to ensure our community has access to appropriate information and support services to improve health outcomes.				
Activity		Measure	Status	Comment
A.3.1	Provide innovative Library, Museum and Gallery programs, services, exhibitions, and workshops that address community needs for education, creative expression and recreation for children, youth, adults, and seniors.	Variety of regular social and cultural programs, special events, and workshops delivered.	Complete	<p>Museums:</p> <p>Rocky Hill War Memorial & Museum: * In collaboration with King Street Gallery On William, a very successful exhibition of drawings and photographs, by Guy Wilkie Warren, during his time in Bougainville, PNG during WWII * Goulburn Historic Waterworks - Regular Steaming open days have been placed on hold as Ken Ainsworth, our current engine-driver, has retired.</p> <p>Library: * 456 programs and events held, with 12,594 attendees across all demographics.</p> <p>Gallery: * The Gallery worked with 2301 young people in 2023/24 through its Education Program, (505 with school visits and 1796 in workshops) * The Gallery and offered 44 workshop sessions for 277 adult participants, with 177 people attending talks and book launches at the Gallery in 23/24.</p>

A.4 - Events celebrate the identity of our towns, our heritage and our culture.				
Activity		Measure	Status	Comment
A.4.1.1	Event Strategy implementation	Short term strategy actions implemented, and medium term actions underway.	Complete	Short term actions completed, with medium-term actions completed and ongoing.
A.4.1.2	Event Strategy implementation	Events supported through Event Development Fund and Financial Assistance Grants programs.	Complete	Numerous events supported including Goulburn Farmers Market, AOF GK, Tag20 ANZAC Cup, Judo Canberra International Open, Goulburn Physie Interclub, Geek Markets, Goulburn 2Day Tour and the Merino Cup. Also, in-kind support to the 100th Anniversary of the Australian Motorcycle GP in Goulburn.

A.4.2	Develop and deliver cultural and community events across all cultural services.	Cultural and community events delivered with the combined efforts of various departments.	Complete	<ul style="list-style-type: none"> * Mighty Playwrights 2024 underway. Expected completion October 2024. * BookFest 2024 planning underway. Expected completion September 2024. * Library programs and events YTD - 456 programs and events held, with 12,594 attendees across all demographics. * Archibald Prize 2023, an Art Gallery of NSW touring exhibition held 19 January to 3 March, attracting over 4,700 people to the Gallery, many of which were visitors to Goulburn. * Planning underway for other major events in the coming month including Local Government NSW Water Conference, 100th Anniversary Motorcycle Grand Prix, Hockey Australia Country Championships and Steampunk Victoriana Fair
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Goulburn Mulwaree Council Annual Report 2023-2024

<p>A.4.3</p>	<p>Sports tourism events secured and key cultural events attracted to grow year-round visitor economy.</p>	<p>Economic impact of sports tourism events and cultural events measured and reported.</p>	<p>Complete</p>	<p>12+ events supported through event related funding from the Marketing & Events budget. The economic benefit isn't measured for all events; however the below events are measured against participant numbers, length of stay and the Tourism Research Australia sports tourism rate to generate the economic benefit of each event: * Tag20 ANZAC Cup - \$527,917.50 * Canberra Judo International in Goulburn - \$1,048,725.00 * Merino Cup - \$355,500.00 * Hockey NSW Indoor Masters & State Championships - \$3,500,000. This totals \$5,432,142.50 economic benefit to Goulburn Mulwaree across these events alone.</p>
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A.5 - Develop compelling public spaces and experiences for the community across the region.				
Activity		Measure	Status	Comment
A.5.1.1	Ensure Library collections and spaces are maintained and updated to remain relevant and meet community needs.	Physical and electronic collections updated.	Complete	Implemented new online platforms, Hoopla and Indyreads - providing access to movies, documentaries, online learning, TV, music, comics, eBooks & eAudio. Commenced management of BorrowBox eMagazines on behalf of the SE Zone. Library circulation (physical and digital borrowing + renewing) - 137,744 items Library acquisitions (physical and digital) - 18,858 items listed in Library catalogue + additional content in digital platforms.
A.5.1.2	Ensure Library collections and spaces are maintained and updated to remain relevant and meet community needs.	Library spaces and facilities maintained.	Complete	Weeding of collection ongoing, maintenance issues addresses as they arise and adjustments made to furniture and shelving as required to accommodate different event/program formats.

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

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

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

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

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

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

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

A.9 - Support local initiatives that welcome new residents.				
Activity		Measure	Status	Comment
A.9.1.2	Continue to implement Goulburn Australia marketing activities targeting new residents, new industry, and investment.	Data collected and reported to Council.	Complete	<p>Latest data from Tourism Research Australia indicates that Visitor numbers to Goulburn Mulwaree, both overnight visitors and day trippers have all but returned to pre-covid levels.</p> <p>As a summary:</p> <ul style="list-style-type: none"> • At 729,317 Domestic day trips are at their second highest level since this reporting period began in 2010/11. • At 740,028 Visitor nights are also at their second highest level since this reporting period began in 2010/11. <p>This is a strong indication of the strength of the visitor economy to Goulburn Mulwaree, and the associated flow on effects for community.</p>

A.10 - Encourage community pride through the beautification and maintenance of our villages and towns.				
Activity		Measure	Status	Comment
A.10.1	Grants sought where opportunities arise for civic beautification.	Successful grant applications and delivery of projects.	Complete	Completion of successful grant projects such as Streets as Shared Spaces. Grant opportunities continue to be sought and applications submitted where appropriate.
A.10.2.1	Review of villages and towns maintenance programs to ensure appropriate budget and staffing for maintenance.	Review completed.	On-Track	Ongoing, currently reviewing budget and staffing
A.10.2.2	Review of villages and towns maintenance programs to ensure appropriate budget and staffing for maintenance.	Community feedback received.	Complete	Maintenance carried out as needed.
A.10.3	Development of Village Plans to identify priority projects for grant opportunities.	Completion of additional plans.	Not scheduled to commence	Awaiting completion of supporting/data/plans to inform the process. Additional work on matter such as biodiversity and flooding will be required in order to gain State endorsement of any Village strategies where rezoning is proposed to facilitate residential growth. The Strategic Bushfire Study was a first step and has been completed.

A.11 - Advocate for funding to increase access to safe and suitable shelter and services that support people at risk or in need.				
Activity		Measure	Status	Comment
A.11.1	Advocacy opportunities taken up when identified with relevant Government Agencies or non-government organisations (NGOs) sought.	Advocacy Advisory Committee established and the development of a rolling Advocacy Plan for issues affecting the region.	Complete	Advocacy is undertaken regularly including meeting with Ministers, regular panel meetings at NSW Parliament house through our memberships with Regional Cities NSW and the Canberra Region Joint Organisation. Council has also recently joined Regional Capitals Australia to strengthen our Federal Government Advocacy.

Road Safety

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

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

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

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

Young Drivers

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

Speed

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

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

Cyclists

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

Fatigue

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

Drink Driving Prevention

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

Heavy Vehicles

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

Children

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

Older drivers

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

Pedestrians

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

Motorcyclist

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

Schools

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

Road Safety Inspection and Audits

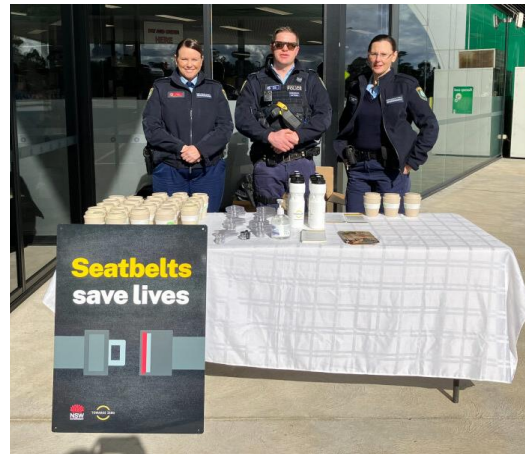
- Road Safety Audits when requested by RMS
- Safe Systems Assessments
- Sign inspections on rural roads
- Traffic Committee
- Rural Bus Stop inspections
- Road works completion inspection

Others

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



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



“Coffee with a Cop” – Snow Safe Campaign



Goulburn Mulwaree Library

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

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

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

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

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



Services for Adults

Library services, programs, and events for adults are undertaken to provide support for and enhance the lives of Goulburn Mulwaree residents in the areas of literacy and lifelong learning, digital inclusion, personal development and wellbeing, and informed, connected, and more creative citizens.

- Author talks, showcasing high profile Australian authors and debut and local authors, including Robyn Cadwallader, Judy Nunn, Chris Hammer, Anne Ring, Ashley Kalagian Blunt, Richard Glover, Trisha Dixon, Wendy Harmer, Karen Viggers, Jack Heath, Pamela Cook, Penelope Janu, Andrew Skeoch, Tania Blanchard, Jaemin Frazer, Jelena Dokic, Susan Ackroyd, and Tessa Morrison.
- Large community events, including A Night of Crime with authors Tim Alyiffe, Michelle Prak, Rae Cairns, Sulari Gentill, and James Phelps, a Murder Mystery party, spring fling clothes swap and fashion expo, community hobbies expo, Council volunteer expo, and Australia’s Biggest Morning Tea.
- Local history and genealogy talks and workshops, including research Indigenous family history, researching military family history, Lake Bathurst history files, DNA basics, Museums of History NSW, and Friends of Goulburn’s Historic Cemeteries.
- A range of community programs, workshops, and training courses, including our daily Justice of the Peace community desk, digital mentoring and technology tutorials, lunchtime language learning, craft canapes, Mindful Mondays, Batchin’ with Baz cooking demonstration, and Beers and Braids workshop for Dads, rose pruning workshop, new parents meetup and early childhood

development sessions, Tender Funerals talk, Law Week legal sessions, Knit and Natter craft group, and a Pride Picnic.

- Our annual Summer Reading Challenge for adults, monthly genre book club, and provision of kits and administration for 26 local book clubs.
- Programs and workshops run in association with local community groups and organisations, including the Country Universities Centre, Service NSW, NBN, Right to Work, Lieder Theatre Company, History Goulburn, Museums of History NSW, Fellowship of Australian Writers, and Queerly There.
- Provided Home Library Services to 46 housebound Library members and 13 community groups and associations.



Services for Young People

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

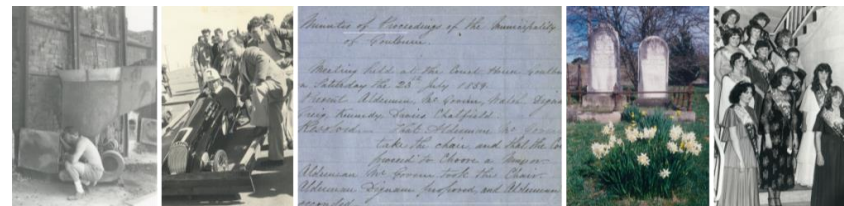
- Regular literacy and STEAM programs for early childhood and primary students including, Baby Time and Rhyme Time, Toddler Time, Giggle & Wiggle, Story Time, Tell Me a Story, Peer Reading, Jedi Academy, Book Worms, STEAM Punks, and Crafternoons.
- School holiday activities and workshops, including World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

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

Outreach and Education

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

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



Library Collections and Local Studies

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

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

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

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

Mighty Playwrights

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

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

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

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

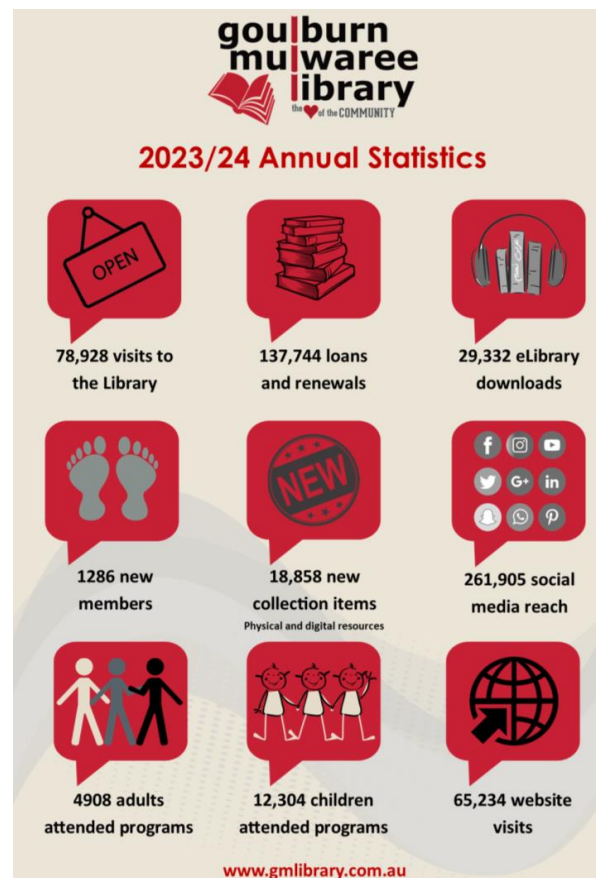


Looking Forward

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

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

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



Goulburn Regional Art Gallery

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

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

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

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

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

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

Artist Support

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

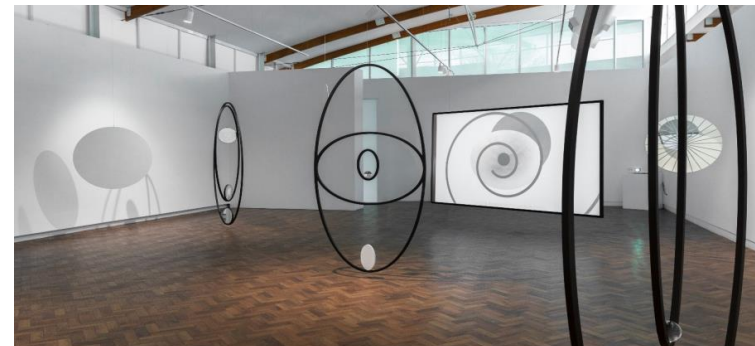


Image caption: Installation view Lisa Sammut, *Radial Sign*, 2023, Goulburn Regional Art Gallery. Photograph: Silversalt Photography

Exhibitions

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

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

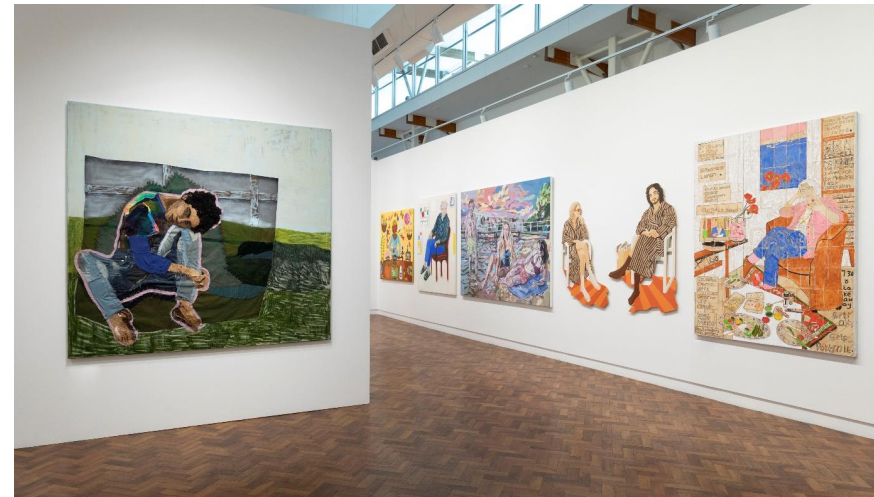
was a one-off opportunity that provided support to Australian women artists working at the nexus of performance and installation.

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



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

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



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

Sector Engagement

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

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

Awards

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

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

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

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

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

Grants and funding

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

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

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

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

Acquisitions

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

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

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

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

- Rodney Pople, *Golden Age* (submitted 22/23 financial year, official approval in 23/24 financial year)
- Ildiko Kovacs, *Hooked Up and In a line* (submitted 22/23 financial year, officially approved in the 23/34 financial year)
- Arlo Mountford, *for the people of Reichstag*, (submitted 22/23 financial year, officially approved in 23/24 financial year)
- Maria Fernanda Cardoso, *Male and Female spiders Maratus splendens -Unrecognized artists* (submitted 22/23 financial year, officially approved in 23/24 financial year)
- Zoe Young, *Abord the Hurrica V* (submitted 23/24 financial year, awaiting official approval 24/25 financial year)
- Brenda Croft, *Home Sydney; Mum, Dot, 21, Thredbo; Joe – Tathra – N.S.W., April 1960 and On Eucumbene Dam (Pop, Dot, Marg) – Jan 1961.* (submitted 23/24 financial year, awaiting official approval 24/25 financial year)

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

Public Art

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

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

Education Programs

Young People

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

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

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

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

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

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

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



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

Adults

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

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

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

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

Outreach

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

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



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

Access and Equity of Services to All

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

Goulburn Leisure Link

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

Goulburn Seniors Social Support Service – Aged Care

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

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

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

Goulburn Youth Services

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

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

Access Committee

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

Goulburn Mulwaree Disability Inclusion Action Plan 2021 - 2026

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

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

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

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

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

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

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

B. Our Economy

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

Strategic Objectives:

- Our location attracts business and industry, boosting our local economy and jobs
- The local and regional tourism offering is expanded, increasing visitation to the region
- Our local established and emerging businesses are supported to thrive

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

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

B.3 - Market the region as a tourist destination, highlighting the regions unique rural character, natural environment, heritage and culture in consideration of the directions of the Tablelands Destination Development Plan 2020 to 2025, Southern Tablelands Bran				
Activity		Measure	Status	Comment
B.3.1	Focussed marketing activity to promote Goulburn Mulwaree area as a desirable destination to visit, live, work and invest.	Relevant tourism data collected and reported to Council.	Complete	<p>Latest data from Tourism Research Australia indicates that Visitor numbers to Goulburn Mulwaree, both overnight visitors and day trippers have all but returned to pre-covid levels.</p> <p>As a summary:</p> <ul style="list-style-type: none"> • At 729,317 Domestic day trips are at their second highest level since this reporting period began in 2010/11. • At 740,028 Visitor nights are also at their second highest level since this reporting period began in 2010/11. <p>This is a strong indication of the strength of the visitor economy to Goulburn Mulwaree, and the associated flow on effects for community.</p>

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

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

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

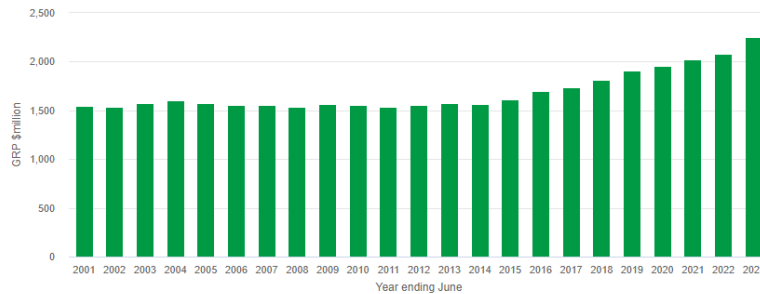
B.7 - Foster a diverse, adaptive and innovative agricultural industry.				
Activity		Measure	Status	Comment
B.7.1	Review as required planning controls to protect rural land and provide flexibility to foster diverse, adaptive, and innovative agricultural industries.	Planning Controls updated where required.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

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

Economic Development

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

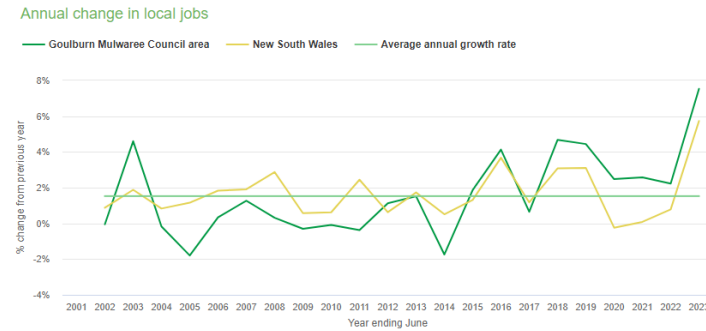
Gross Regional Product
Goulburn Mulwaree Council area



Source: National Institute of Economic and Industry Research (NIEIR) ©2024. Compiled and presented in economy.id by .id (informed decisions).

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

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



Source: National Institute of Economic and Industry Research (NIEIR) ©2024. Compiled and presented in economy.id by .id (informed decisions).

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

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

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

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

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

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

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

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

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

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

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

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

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

C. Our Environment

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

Strategic Objectives:

- Our natural environment is maintained, protected and enhanced in line with community expectations
- Adopt environmental sustainability practices
- Our community is resilient to climate impacts
- Our rural character and natural landscapes are protected and maintained

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

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

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

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

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

C.6 - Work with community, businesses, government and community support services to mitigate and adapt to the impact of climate change and adopt environmentally sustainable practices.				
Activity		Measure	Status	Comment
C.6.1	Facilitation of community and business participation in environmental sustainability programs, including BinTrim and Food Waste Donation programs.	Programs undertaken.	Complete	Food waste program completed with the Joint Organisation and participation in bin trim is ongoing.
C.7 - Improve tree cover in urban areas with low canopy to reduce impacts of heat sinks.				
Activity		Measure	Status	Comment
C.7.1	Undertake tree planting program in line with street tree program and Biodiversity Offset Policy.	Review progress via number of plantings, street tree audit or review of aerial mapping over time.	Complete	Planting program completed for FY24, including native plantings along waterways along sections of waterways that had noxious weeds and willows removed.
C.7.2	Undertake programmed tree inspections within the urban street scape	Tree numbers are increased within road reserves within urban areas.	Complete	Planting program completed for FY24, including sections of Auburn Street, Range Road, national tree planting day (Copford Reach).

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

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

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

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

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

The Future of Waste in Goulburn

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

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

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

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

Recyclables Processing

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

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

Food Organics Garden Organics

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

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

Domestic Waste Collection

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

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

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

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

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

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

Goulburn Waste Management Centre

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

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

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

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

Education Programs

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

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



D. Our Infrastructure

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

Strategic Objectives:

- Safe and quality transport options are available for all residents to access major centres and services
- We are proud of our liveable and accessible local places and spaces
- Our existing community infrastructure is maintained and we plan for and support the development of infrastructure that meets community needs
- Water, waste and sewerage services meet the needs of our community
- Improvements secured to future-proof telecommunications infrastructure

D.1 - We advocate for and support better public and community transport options to enhance access to services for all residents.				
Activity		Measure	Status	Comment
D.1.1	Actively seek Grant funding opportunities related to public and community transport improvements throughout the LGA	Monthly status reporting of Capital Works and Maintenance programs	Complete	Successful grant funding for FY24 includes, Currawang Road and Causeway upgrade, Taralga Road Blackspot funding, Annual grants e.g. Roads to Recovery, Financial Assistance and for the construction of three Raised Pedestrian Crossings on Park Street at Eastgrove Public School, George Street at Marulan Public School and McDermott Drive Goulburn at Mulwaree High School. Projects not due to commence until FY25 under the funding agreement. Staff will continually seek grant funding opportunities for future works.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Road Management

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

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

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

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

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

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

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

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

E. Our Civic Leadership

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

Strategic Objectives:

- Council is effective, financially sustainable and responsible
- Our community is informed and engaged in decision making

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

E.2 - Manage resources in a responsible manner that supports the ongoing viability of Council.				
Activity		Measure	Status	Comment
E.2.1	Report on Council's Financial position and performance.	Monthly Council Reports and unqualified audit.	Complete	Monthly reports provided to Council. Unqualified Audit report received - December 2023
E.2.2	Procurement activities undertaken in accordance with Council procedures and legislative requirements.	Demonstrated compliance to Council's procurement policies and procedures.	Complete	Ongoing
E.2.3.1	Projects undertaken with a strong focus on project management to ensure all projects are completed within allocated budget and agreed timeframe.	Projects meet timeframes	On-Track	Ongoing and reported to Council monthly through monthly financial reporting.
E.2.3.2	Projects undertaken with a strong focus on project management to ensure all projects are completed within allocated budget and agreed timeframe.	Projects within budget	On-Track	Ongoing and reported to Council monthly through the monthly financial report.
E.2.4	Review Council's procurement practices, including review of policy and procedures	Review undertaken	Complete	Review of procurement policy completed July 2022.

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

E.4 - Make doing business with Council easier.				
Activity		Measure	Status	Comment
E.4.1	Provide quality customer service from the Customer Service Business Unit.	Customer Service satisfaction survey responses >85% good/excellent.	Complete	Target being during year based on customer feedback and returned forms.
E.4.2	Develop, maintain and improve Council's Corporate Software/Network systems.	Maintain system availability >95%	On-Track	Network and Software are both well above 95%
E.4.3	Implementation of TechOne Finance System Upgrade	Modules implemented in accordance with required processes and timeframes	On-Track	Project is now progressing as expected. New Document management system is due to go live in early 2025
E.4.4	Support Council's information and communication technology.	Percentage of support requests resolved on time > 80%	Complete	Response to service requests met measure during 2024/25
E.4.5	Implement cyber security provisions to ensure security of Council held data and information.	No security breaches	On-Track	Cyber Security workload continues to increase.

E.5 - Council actively participates in regional bodies such as the Canberra Region of Joint Council's to identify opportunities for our region.				
Activity		Measure	Status	Comment
E.5.1	Actively participate in the CRJO and working groups.	Continued participation	Complete	Council continues to actively participate in CRJO Board meetings and CRJO General Manager meetings as well as working groups.
E.6 - Manage assets in a proactive way across their lifespan.				
Activity		Measure	Status	Comment
E.6.1	Review and update strategic asset management plans and provide recommendations for the following period.	Completion of review process	Complete	Strategic Asset Management Plan completed and adopted by Council December 2023.
E.6.2	Carry out road condition survey for all sealed and unsealed roads	Complete 100% condition survey of the road network.	On-Track	Transportation Assessment Condition Survey will commence October 2024. Due for completion Q3 FY25
E.6.3	Implement Technology One as the single source of truth of all asset data	Complete configuring asset register in Technology One.	On-Track	Implementation is ongoing with consultation with IT.
E.6.4	Develop and adopt Transportation Asset Management Plan	Adoption of the Transportation Asset Management Plan by Council.	Complete	Transportation Asset Management Plan adopted by Council

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

E.8 - Our community is empowered to access engagement opportunities and provide input into the future direction of the region.				
Activity	Measure	Status	Comment	
E.8.1	Council ensures engagement methods are open and inclusive.	Community engagement on key strategic documents is high.	On-Track	Council has partnered with Engagement HQ and has launched "Your Say" on Council's website to allow the community to provide feedback in a more streamlined process. This has allowed strategic documents to be easily accessed by the community and allows more open feedback. Council has recently used "Your Say" for public consultation on the Community Strategic Plan, CBD building Heights, and the 2024-25 operational Plan and budget. Council will continue to use the "Your Say" platform for all future public consultation. Council also uses traditional methods for engagement including having paper version surveys available through customer service or the library, it allows written submissions as well as email submissions.

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

E.10 - We engage 'hard to reach' parts of our community in decisions that affect them and our region.				
Activity		Measure	Status	Comment
E.10.1	Undertake community outreach meetings on a yearly basis.	Information provided is relevant and up to date.	Complete	Various drop-in sessions were held during the year across the region.
E.10.2	Implement innovative engagement tools to reach our youth.	Media releases provided for all relevant projects and events	Complete	Youth services staff continue to work with our youth in a meaningful way. Media releases and call to action campaigns regularly used to promote youth events.
E.11 - Residents from across the community are encouraged and supported to become involved in regional decision making forums.				
Activity		Measure	Status	Comment
E.11.1	Publicise regional decision making forums to community where available.	Community outreach meetings are held.	Complete	Various drop-in sessions were held during the year across the region.

Financial Assistance Summary

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

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

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

CBD Grants Awarded

During 2023 – 2024 the following CBD Grants awarded:

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



New Paintwork at 61 Verner Street, Goulburn

Heritage Grants Awarded

During 2023 – 2024 the following Heritage Grants were awarded:

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



Painting restoration at 19 Marble Hill Road

Grants Received 2023 – 2024

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

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

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

Environmental Planning and Assessment Act 1979 No. 203

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

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

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

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

Partnership, Co-operatives and Joint Ventures

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

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

Development Contributions

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

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

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

Legal Proceedings Section 428 (2)(e)

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

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

Councillor Expenses

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

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

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

Statement of Total Remuneration of Chief Executive Officer

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

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

Statement of Total Remuneration of Senior Staff

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

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

Councillor Meeting Attendance 2023 – 2024

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

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

Councillor Induction & Ongoing Professional Development 2023 – 2024

Local Government (General) Regulation 2021 – Reg cl 186

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

Statement of Total Number of Persons

Section 217 Local Government (General Regulation 2021)

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

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

Private Works

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

Regulations, Rates and Charges Written Off

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

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

Water and Sewer Connections

The number of connections as at 30 June 2024:

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

Swimming Pools

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

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

Stormwater Levy

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

Coastal Protection Services

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

Fisheries Management Act 1994, s220ZT(2)

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

Additional Rate Variation

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

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

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

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

Companion Animal Act 1998 & Regulation

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

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

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

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

- The 2023/24 Pound Data Return was submitted by the due date.
- All dog attacks and orders for 2023/24 were recorded on the Companion Animal Register.
- Council supports the desexing of dogs and cats by only selling desexed animals from the Goulburn Mulwaree Animal Shelter.

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

Equal Employment Opportunity Management Plan

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

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

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

5. Human Resources Policies and Procedures:

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

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

Modern Slavery Compliance

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

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

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

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

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

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

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

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

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

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

Contracts Awarded over \$150,000

Major contracts undertaken 1 July 2023 – 30 June 2024

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

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

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

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

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

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

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

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

During the reporting period, we reviewed this program by:

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

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

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

External Bodies Exercising Council Functions

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

Controlling Interest in Companies

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

Statistical Information About Access Applications

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

Table A: Number of applications by type of applicant and outcome*

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

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

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

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

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

Table D: Conclusive presumption of overriding public interest against disclosure - matters listed in Schedule 1 to GIPA Act	
	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	2
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Privilege generally – Sch 1(5A)	0
Information provided to High Risk Offenders Assessment Committee	0

Table E: Other public interest considerations against disclosure – matters listed in table to Section 14 of GIPA Act	
	Number of occasions when application not successful
Responsible and effective government	4
Law enforcement and security	2
Individual rights, judicial processes and natural justice	4
Business interests of agencies and other persons	9
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

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

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

Table H: Applications for review under Part 5 of GIPA Act (by type of applicant)	
	Number of applications for review
Applications by access applicants	4
Applications by persons to whom information the subject of access application relates (see Section 54 of GIPA Act)	0

Table G: Number of applications reviewed under Part 5 of GIPA Act (by type of review and outcome)			
	Decision Varied	Decision Upheld	Total
Internal Review	0	0	0
Review by Information Commissioner*	2	0	2
Internal review following recommendation under section 93 of GIPA Act	2	0	2
Review by NCAT	0	0	0
Total	4	0	4

Table I: Applications transferred to other agencies under Division 2 Part 4 of the Act (by type of transfer)	
	Number of applications for review
Agency-initiated transfers	0
Applicant-initiated transfers	0

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

State of the Environment Report

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

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

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

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

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

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

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

General Assessment

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

Atmosphere - Is our air quality good?

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

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

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

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

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

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

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

DCCEEW

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

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

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

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

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

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

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

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

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

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

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

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

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

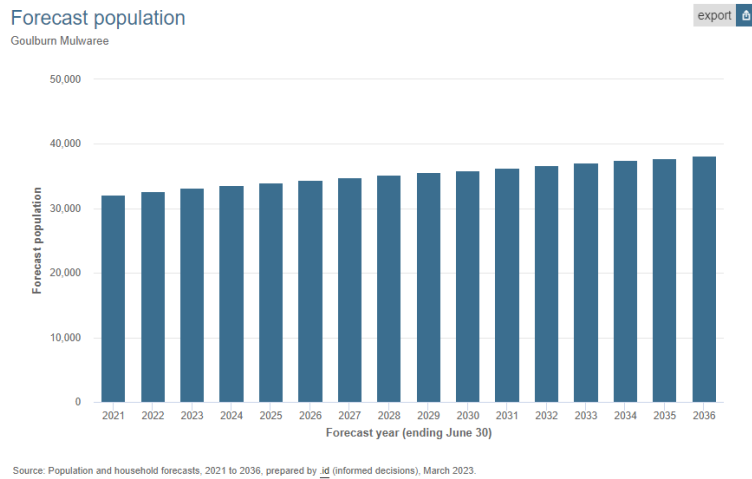
Council's Development Control Plan section 3.9 includes the requirements of Part 3 of the State Environmental Planning Policy (Vegetation in Non-Rural Areas) 2017. This means that Council consent is required prior to removing or pruning vegetation over 3.0m in height or with a canopy greater than 3.0m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

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

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

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

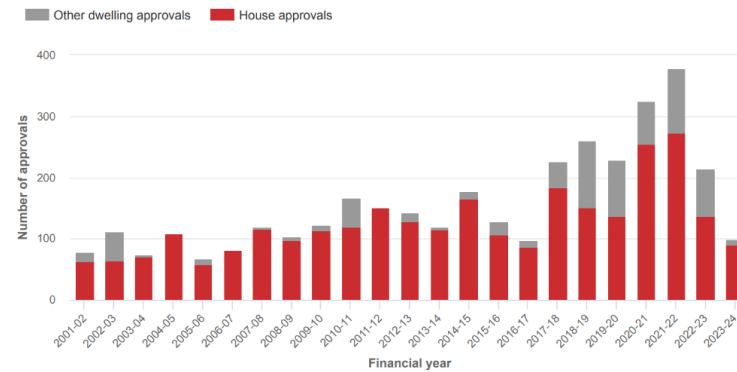
The Australian Bureau of Statistics estimate the population of Goulburn Mulwaree in 2023 as 32,710 people which is an increase over the previous year of 316 people. The residents of Goulburn Mulwaree are distributed between Goulburn city residents (approximately 76%) and residents in the villages and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



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

Residential building approvals

Goulburn Mulwaree



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Progress towards sustainability – Including Water

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

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

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

Council is currently reviewing the Sustainability Action Plan.

Initiatives include;

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

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

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

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

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

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

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

Wastewater Treatment

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

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

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

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

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

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

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

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

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

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

Is our water quality good?

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

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

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

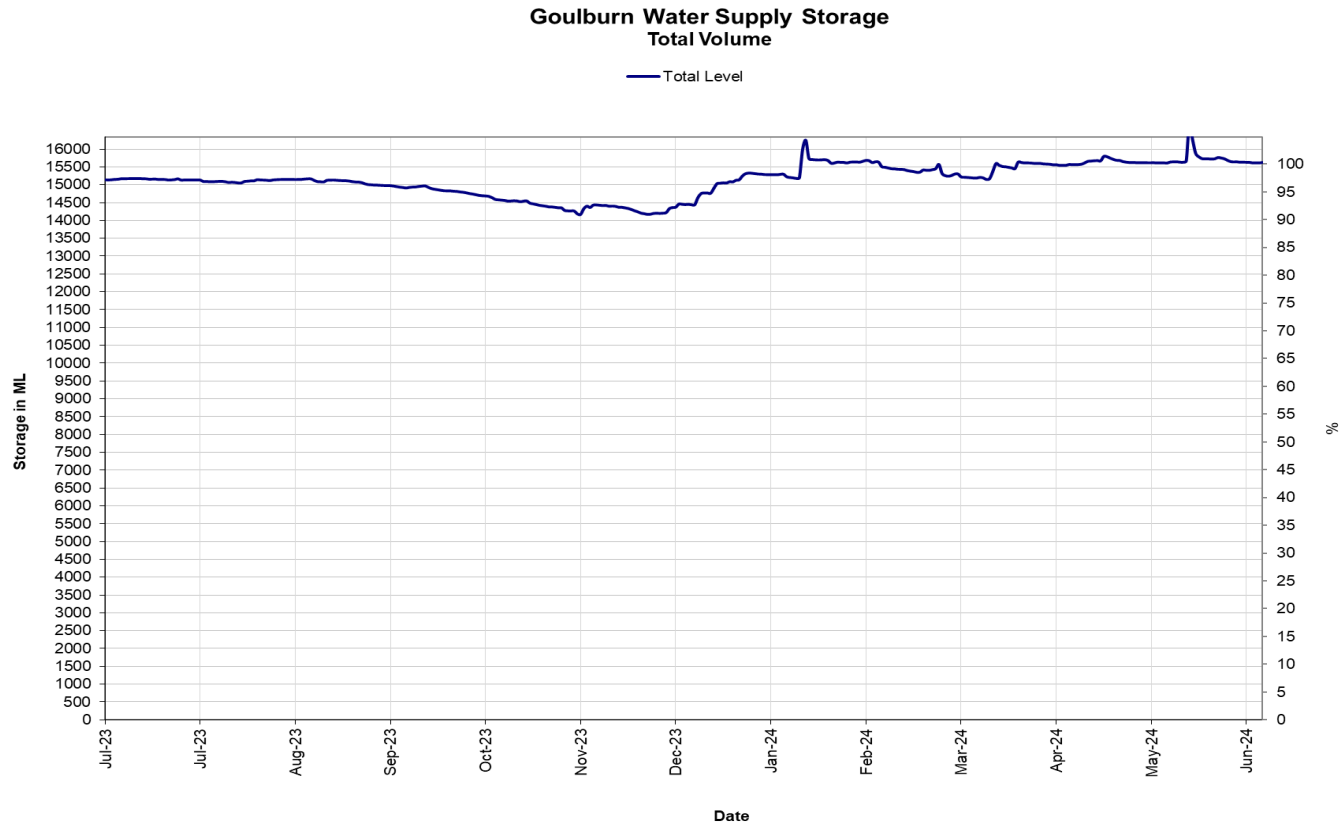
Is water use increasing or decreasing, and are we providing adequately for the future?

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

Did you know?

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

Figure 1 - Goulburn Total Water Storage Capacity.



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

Figure 2 - Goulburn Water Demand Comparison

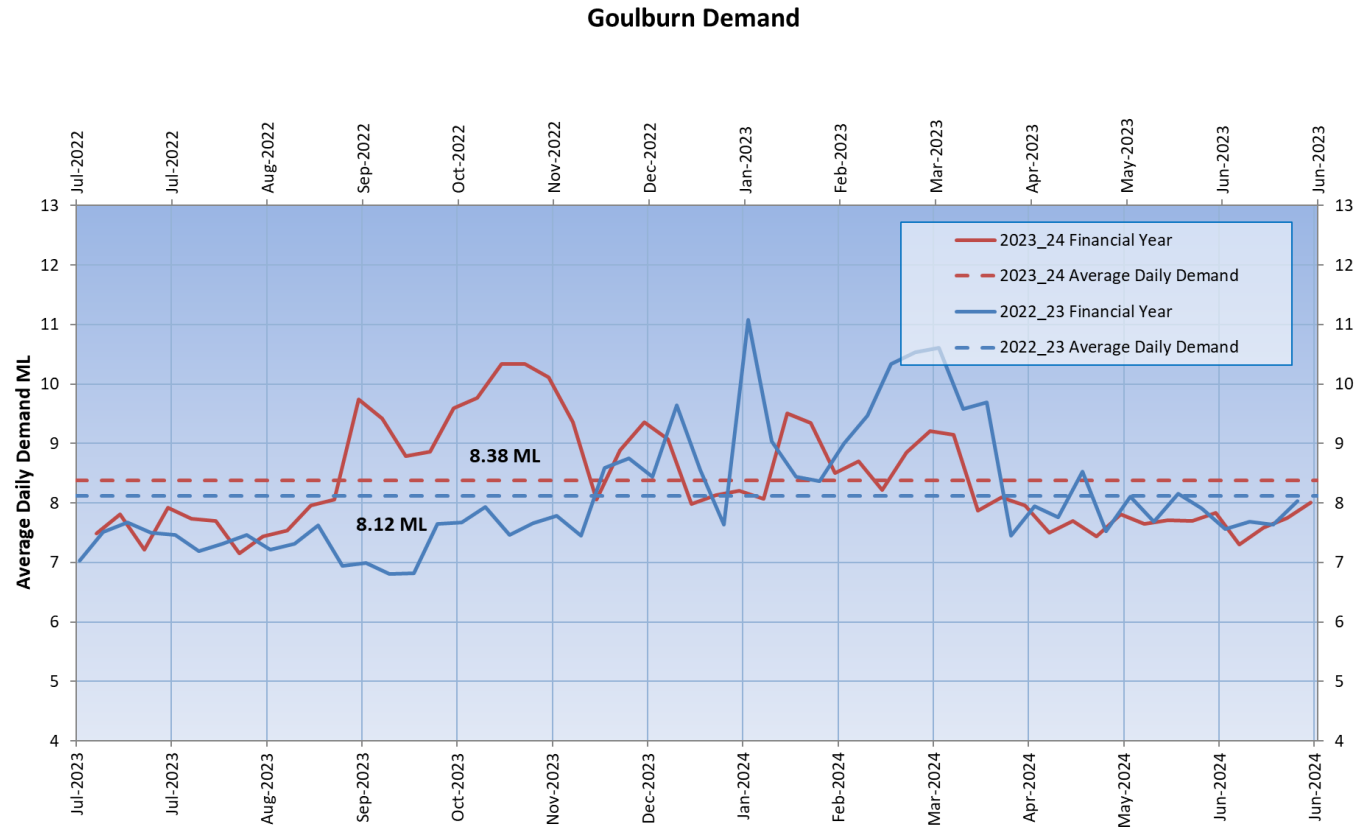
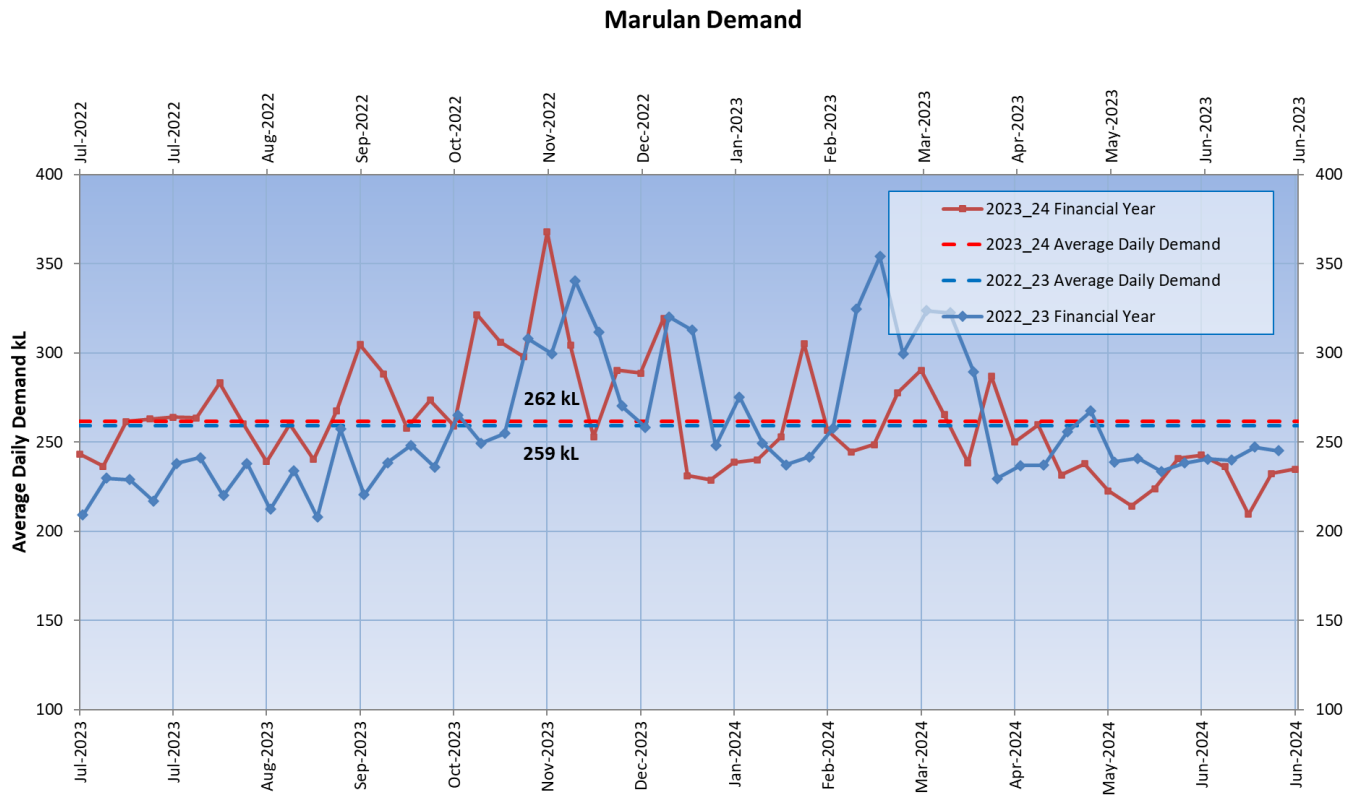


Figure 3 - Marulan Water Demand Comparison





Goulburn Mulwaree Council

State of our Region Report

2021-2024

PRIDE
PASSION | RESPECT | INNOVATION | DEDICATION | EXCELLENCE

August 2024

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Acknowledgement of Country

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

Foreword

Welcome to Goulburn Mulwaree Council's State of our Region Report for 2021-2024.

We are pleased to present the Goulburn Mulwaree Council's State of Our Region Report for 2021-2024.

The Community Strategic Plan (CSP) of the Council outlines several Strategic Goals that will shape our priorities until 2036 across five key pillars: environment, economy, community, infrastructure, and civic leadership. This structure enables us to prioritise capital works projects while maintaining a holistic perspective. Our commitment is to collaborate with the community to achieve outcomes that instil pride in us all. As we prepare our end-of-term report, we are initiating the development of our next Community Strategic Plan, which will serve as a roadmap for the Councillors elected in the 2024 elections.

The Goulburn Performing Arts Centre (GPAC) has had in excess of 50,000 attendees since its opening in March 2022 and received a highly commended award at the Local Government Excellence Awards held in May 2022, in the Asset & Infrastructure category for projects over \$1.5 million.

The Goulburn Regional Art Gallery played host to the Archibald Prize 2023, an Art Gallery of NSW touring exhibition held 19 January to 3 March. This exhibition attracted over 4,700 people to the Gallery, many of which were visitors to Goulburn.

Over the past four years we have undertaken many projects that have had an incredibly positive impact on the Goulburn Mulwaree region. Roadworks on key routes such as Windellama Road, Middle Arm Road and Jerrara Road continue alongside bridge replacement projects that have improved our transport links. We have also continued to improve the liveability of the region with huge lengths of walking and cycling tracks particularly along our rivers, and extensions of footpaths in villages.

Along with the walking and cycling tracks we have built new playgrounds at Tony Onions Park in Marulan, replaced old, unsafe equipment in Bladwell Park with new inclusive playground equipment, built a state of the art Pump Track at Riverside Park and redeveloped the BMX Track at Roberts Park in Goulburn.

We have progressed with the planning phase for the Marulan Water and Wastewater Treatment Plants, as well as the augmentation of the Goulburn wastewater treatment plant to 40,000 equivalent persons. The construction of the reuse scheme and the ReUse Goulburn Recycling Centre has been successfully completed. Additionally, various annual capital and maintenance projects have been finalised. The replacement of the clarifier arms at the Goulburn Water Treatment Plant has been successfully executed, while planning activities for the wash water system at the plant are ongoing.

The Goulburn CBD Transformation Project was initiated to enhance residential density, housing diversity, affordability, and vibrancy while preserving the CBD's heritage significance and character. Collaborative efforts with various State Government agencies, spearheaded by Council, resulted in the development of the Call Before You Clear campaign. This initiative aims to educate the community on biodiversity laws and the necessity of obtaining approvals before clearing native and exotic vegetation. Over the period from 2021 to November 2023, Council successfully executed 8 Planning Agreements valued at over \$2.8 million. These agreements will not only deliver improved environmental and recreational outcomes for the community but also enable Council to manage assets dedicated through development in a more financially sustainable manner.

Goulburn Mulwaree State of our Region Report 2021 – 2024

These successes reflect the hard work of our Councillors, staff, and community support. Together, we've laid a strong foundation for regional growth.

Moving forward, the Council is committed to careful financial management, focusing on efficiency to ensure stability and enhance the liveability of our region.



Chief Executive Officer
Aaron Johansson



Former Mayor
Cr Peter Walker
(2022 – 2024)

About this Report

In accordance with Section 402 of the *Local Government Act 1993* and the requirements of the Integrated Planning and Reporting Legislation and Guidelines (Office of Local Government) a **State of our Region Report** (formerly known as End of Term Report) is required detailing Council's progress in implementing the Community Strategic Plan (CSP) during its term. The focus of this report is on initiatives that Council has direct influence over and utilises a range of performance and assessment methods identified in its Community Strategy Plan and integrated planning documents.

In January 2022 Goulburn Mulwaree Council, Upper Lachlan Shire Council and Yass Valley Council prepared a joint Regional Community Strategic Plan (RCSP) for the tablelands region, this was adopted by Council on 19th April 2022. This report meets the requirements of the Legislation and reports on Council's progress and performance outcomes in implementing the Regional Community Strategic Plan strategies for each of the five Strategic Pillars of Council's operations during the three year Council term 2021-2024 (term reduced by 12 months due to COVID-19).

The Regional Community Strategic Plan is a ten year vision that was developed through close consultation between the community and the three Councils, Goulburn Mulwaree, Upper Lachlan Shire Council and Yass Valley Council. The RCSP identifies our priorities and aspirations as a community. To achieve the priorities identified, the RCSP is supported by the following implementation strategies:

- Delivery Program
- Operational Plan
- Resourcing Strategy

Contained within the Regional Community Strategic Plan and supporting plans are the five themes and strategic objectives undertaken by Council that provide a focus for the development of key strategies, program actions and performance measures. These are as follows:



Our Community – *We are a network of vibrant, inclusive, and diverse communities that value our co-operative spirit, self-sufficiency, and rural lifestyle.*

Strategic Objectives:

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



Our Economy – *To have a strong, growing economy that is resilient and provides for a diverse range of employment opportunities.*

Strategic Objectives:

- Our location attracts business and industry, boosting our local economy and jobs.
- The local and regional tourism offering is expanded, increasing visitation to the region.
- Our local established and emerging business are supported to thrive.



Our Environment – *To appreciate our range of rural landscapes and habitats and act as custodians of the natural environment for future generations.*

Strategic Objectives:

- Our natural environment is maintained, protected and enhanced in line with community expectations.
- Adopt environmental sustainability practices.
- Our community is resilient to climate impacts.
- Our rural character and natural landscapes are protected and maintained.



Our Infrastructure – *Our infrastructure complements our natural surroundings and character while enhancing the lives of our community.*

Strategic Objectives:

- Safe and quality transport options are available for all residents to access major centres and services.
- We are proud of our liveable and accessible local places and spaces.
- Our existing community infrastructure is maintained and we plan for and support the development of infrastructure that meets community need.
- Water, waste and sewerage services meet the needs of our community.
- Improvements secured to future-proof telecommunications infrastructure.



Our Civic Leadership – *Our leaders operate ethically with good governance and empower residents to participate in community development.*

Strategic Objectives:

- Council is effective, financially sustainable and responsible.
- Our community is informed and engaged in decision making.

Councillors 2021 – 2024

Goulburn Mulwaree State of our Region Report 2021 – 2024



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

Cr Peter Walker



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

Cr Andy Wood



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

Cr Carol James



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

Cr Daniel Strickland



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

Cr Andrew Banfield



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

Cr Jason Shepherd



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

Cr Michael Prevedello



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

Cr Bob Kirk



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

Cr Steve Ruddell

Snapshot of Achievements 2021 – 2024

Arts Infrastructure and Programs

- Goulburn Performing Arts Centre
- Festival of Regional Theatre
- Frostival Community Event

Museum upgrades including

- St Clair upgrade
- Rocky Hill Beacon
- The Goulburn Waterworks accessible pathway and pontoon
- Tallong and Belmore Park War Memorial refurbishments

Sport and Recreational Infrastructure

- Goulburn Aquatic and Leisure Centre
- The Regional Hockey Centre
- Cookbundoon and North Park Pavilions
- Carr Confoy Netball Court and Marulan Soccer Field Lighting
- Carr Confoy Netball Court resurfacing
- Carr Confoy and Bladwell Park Cricket pitches
- Water Reuse Scheme



Rocky Hill Beacon Installation



Goulburn Aquatic & Leisure Centre



North Park Pavilion



Goulburn Performing Arts Centre

Road Infrastructure

- Towrang and Carrick Bridges
- Windellama Road Stage 1
- Deccan and Clinton Street rehabilitation
- Roundabouts on Kinghorne and Bourke Streets
- Mountain Ash Road rehabilitation

Children and Youth Facilities

- The Pump Track
- BMX Track
- Marulan play space
- Tallong Skate Park and Basketball Court



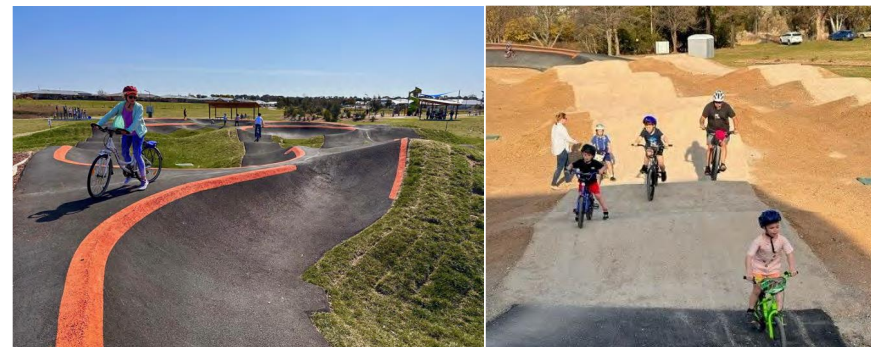
Tallong Path, Basketball Court, Skatepark & Sheltered Picnic Table

Village Enhancements

- Bungonia Village parking, heritage and hall storage/accessibility upgrades
- Tallong Hall kitchen and accessibility improvements and pathway
- Tarago recreation ground shade sails, fencing, BBQ area and pathways
- Towrang Hall car park and fencing
- Marulan pathways

New and Upgraded Amenity Blocks

- Seiffert Oval
- Riverside Park
- Copford Reach
- North Park
- Prell Oval
- Tallong and Goulburn Recreation Areas
- Robert Park



Pump Track & BMX Track

A. Our Community

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

Strategic Objectives:

“Our community’s health and wellbeing are supported”

Strategy		Planned Outcome	Performance Outcomes
A.1	Advocate and facilitate discussions with relevant authorities and funding bodies to improve access to services and facilities for youth, older adults, and people with disabilities.	Continued implementation of Neighbour Aid and Centre based Respite i.e. CHSP (now known as Seniors Social Support Service) and Leisure Link i.e. NDIS programs.	All CHSP requirements have consistently been met. CHSP service passed Aged Care Quality and Safety Commission audit in 2023. NDIS program has been retained and service provision has consistently met the expectations of the NDIS Practice Standards.
		Dedicated youth space/centre appropriately resourced.	Council assisted PCYC prepare a grant application to establish a dedicated Youth Centre behind the existing PCYC building off Avoca Street, Goulburn however PCYS was only successful in obtaining half the required funds to meet BCA requirements. Subsequently, PCYC undertook minor alterations within existing building to deliver limited youth activities for members only.
		Development and implementation of 2021 – 2026 Goulburn Mulwaree Disability Inclusion Action Plan (DIAP).	Goulburn Mulwaree Council 2021--2026 DIAP completed and endorsed by NSW Disability Council. Ongoing implementation of the DIAP in consultation with staff, members of the public and other disability service providers.

Goulburn Mulwaree State of our Region Report 2021 – 2024

		Location and concept of Community Centre defined following community consultation process.	Following a comprehensive review by a staff working party and Council’s Community Centre Working Party, Council resolved to defer any further consideration of a new Community Centre due to the significant cost involved and a lack of funds available.
A.2	Support youth programs that encourage empowerment, resilience, and capacity building.	Deliver a range of youth programs operating year-round to address social, health and educational needs of youth. Network and develop relationships with young people and community services providers to support youth growth in the community.	A range of youth programs and events have been delivered annually including, Vibesfest, Youth Mentoring, Youth Week, School Holiday, term-based and school-based programs. There has been a large increase in youth participant numbers across the 3-year term, representing approx. 60% growth. In 2022 Council hosted a highly successful 3-day NSW Youth Conference. Completion of the Goulburn Mulwaree Council Youth Consultation Report 2024 following 9 months of consultation with local youth, families, and youth service providers.
A.3	Promote physical and mental health and partner to ensure our community has access to appropriate information and support services to improve health outcomes.	Network and develop relationships with service providers to support physical and mental health initiatives in the community.	Council Youth Services has partnered with, or supported: <ul style="list-style-type: none"> • headspace - to deliver Youth Mental Health, and Teen Mental Health First Aid training. • Anglicare - to deliver <i>Love Bites</i> healthy relationship training to local high school students. • headspace, Mission Australia and PCYC - to deliver <i>Save a Mate</i> youth drug & alcohol training to local high school students.

Goulburn Mulwaree State of our Region Report 2021 – 2024

			<ul style="list-style-type: none"> • PCYC - <i>Fit 4 Life</i> and <i>Fit 4 Change</i> programs. • Local youth services for ongoing local high school outreach sessions. <p>CHSP and NDIS social support services have facilitated workshops / information sessions / expos on:</p> <ul style="list-style-type: none"> • Seniors Rights and disability advocacy. • Aging well i.e. seniors' yoga. • Inclusion and connectivity. • Health and wellbeing i.e. mobility, stretching, cognitive exercise.
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“There is active and creative participation in community life”

Strategy		Planned Outcome	Performance Outcomes
A.4	Events celebrate the identity of our towns, our heritage, and our culture.	Attract sports and adventure tourism opportunities and support the development of vibrant cultural and heritage events to grow the year-round visitor economy.	<p>Event Development Funding supported 29 events in 22/23 and 23/24 with funding of approx. \$170,000 provided, plus in-kind support.</p> <p>Financial Assistance and Fee Waivers were provided to a further 36 events in 22/23 and 23/24, plus in-kind support.</p> <p>The economic impact of several of the major events secured indicate:</p> <ul style="list-style-type: none"> • Hockey NSW State Championships - \$3.5M in Dec 2022 and again in 2023. • Judo International - \$1.14M
A.5	Develop compelling public spaces and experiences for the community across the region.	Public areas, parks, open space, and facilities meet the community’s recreational, social, and cultural needs.	<p>Public spaces have been upgraded to enhance community experiences at various parks including Bladwell Park with the addition of a new playground, half-court basketball facility and cricket nets. Tony Onions Park Marulan with the addition of a medium sized adventure playground</p> <p>The continuation of user groups meetings across sports and recreation facilities such as the recreation area.</p> <p>The redevelopment of the Aquatic Centre to provide a broader range of experiences across a larger demographic within the region.</p> <p>The continuation of the walking track across Goulburn to provide a broad range of activities for all levels across the region.</p>

Goulburn Mulwaree State of our Region Report 2021 – 2024

<p>A.5 (cont.)</p>	<p>Develop compelling public spaces and experiences for the community across the region.</p>	<p>Create a cultural environment that contributes socially and economically to the community.</p>	<p>The dynamic programs and exhibitions offered at Goulburn Regional Art Gallery, Goulburn Performing Arts Centre (see summary in section below), Goulburn Mulwaree Library, the Museums and the various community and tourism events continue to develop and provide social and cultural benefits for the community.</p> <p>Activation of spaces through public art, including the very successful PAINT THE TOWN and Tarlo Bridge mural installations continue to add further vibrancy to the region.</p>
		<p>Council continues to provide arts and cultural facilities (Gallery, Library, Museums, Performing Arts Centre, and Events).</p>	<p>Visitor numbers to Marketing, Events & Culture facilities for the periods 22/23 and 23/24 are noted below. Many public programs occurred across the various sites during this period also, as well as online engagement which are not captured in the below figures:</p> <p>Gallery 22/23 – 21,639 visitors; 258 education programs with 3,000 students; 19 exhibitions</p> <p>Gallery 23/24 – 21,688 visitors; 244 education programs with 2,548 students; 17 exhibitions.</p> <p>Library 22/23 – 74,614 visitors; 143,437 loans & renewals; 5,295 adults attended programs; 10,556 children attended programs.</p> <p>Library 23/24 – 80,627 visitors; 167,403 loans & renewals; 4,766 adults attended programs; 11,749 children attended programs.</p> <p>Rocky Hill 22/23 – 46,128 visitors</p> <p>Rocky Hill 23/24 – 43,303 visitors</p> <p>Waterworks 22/23 – 20,754 visitors</p>

Goulburn Mulwaree State of our Region Report 2021 – 2024

<p>A.5 (cont.)</p>	<p>Develop compelling public spaces and experiences for the community across the region.</p>		<p>Waterworks 23/24 – 20,814 visitors</p> <p>The Goulburn Performing Arts Centre (GPAC) has been instrumental in expanding cultural and artistic opportunities and activities in the region, meeting and exceeding the criteria set out by Council in numerous ways:</p> <p>Developing compelling public spaces and experiences: GPAC has been instrumental in transforming the old town hall building into a vibrant hub of activity, hosting a variety of performances and events that cater to diverse audiences. These experiences have fostered a sense of community and enriched the cultural fabric of the region.</p> <p>Meeting community’s recreational, social, and cultural needs: GPAC has catered to the recreational, social, and cultural needs of the community significantly over the past two years. The venue has become a gathering place for people of all ages to engage in meaningful cultural exchanges.</p> <p>Development and delivery of cultural and creative assets: GPAC has been at the forefront of nurturing local talent and showcasing it to the wider community. It has developed and delivered a range of cultural and creative events, from theatre productions by Rocky Hill Musical Theatre Company, Bladwell Productions and The Lieder Theatre, to music concerts and dance</p>
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Goulburn Mulwaree State of our Region Report 2021 – 2024

<p>A.5 (cont.)</p>	<p>Develop compelling public spaces and experiences for the community across the region.</p>		<p>performances from Hume Conservatory and local primary and dance schools.</p> <p>Creating a cultural environment that contributes socially and economically: GPAC has not only enriched the region’s cultural life but also contributed to its economic vitality. It has attracted tourists, created jobs, and stimulated local businesses, demonstrating the power of arts and culture as an economic driver.</p> <p>Allocation of funds for public art commissioning and maintenance: Council’s commitment to the arts is evident in its allocation of funds for GPAC’s annual season shows. These shows provide a wide range of productions across multiple genres that would otherwise not be available to the community due to commercial pressures faced by private companies and individual producers.</p> <p>Provision of arts and cultural facilities: Council continues to provide a range of arts and cultural facilities, including the Art Gallery, Library, Museums, and the Performing Arts Centre. These facilities serve as vital platforms for cultural expression and learning.</p> <p>Visitation to arts and cultural facilities and events: GPAC’s diverse programming and inclusive approach has resulted in high visitation rates. Its events and facilities are enjoyed by locals and visitors alike, making it a popular cultural destination in the region.</p>
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Goulburn Mulwaree State of our Region Report 2021 – 2024

<p>A.5 (cont.)</p>	<p>Develop compelling public spaces and experiences for the community across the region.</p>		<p>In summary, GPAC has played a pivotal role in meeting the Council’s objectives, enriching the community’s cultural life, and contributing to the region’s social and economic development. It stands as a testament to the transformative power of the arts and culture.</p>
<p>A.6</p>	<p>Build partnerships with key arts and cultural bodies and support community participation in arts and culture</p>	<p>Agreements in place with key arts and cultural bodies.</p>	<p>Agreements in place with Southern Tablelands Arts, Hume Conservatorium and Lieder Theatre for various projects, programs, and events.</p>
		<p>Advocate for and continue to support and promote the Arts.</p>	<p>Funding secured for the development and enhancement of cultural programs and infrastructure, including:</p> <ul style="list-style-type: none"> • Goulburn Performing Arts Centre • St Clair Villa Museum & Archives • Rocky Hill War Memorial & Museum • Goulburn Historic Waterworks • Goulburn Regional Art Gallery • Goulburn Mulwaree Library
		<p>Advocate for and support the digitisation of cultural collections across the Local Government Area.</p>	<p>Digitisation of Museum collections underway using in-house resources. Grant funding applications unsuccessful to date.</p>

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

Strategy		Planned Outcome	Performance Outcomes
A.7	We acknowledge and embed local Aboriginal culture and stories within our community.	Consultation with the Aboriginal community to better understand opportunities to embed Aboriginal culture and stories.	Reconciliation Action Plan endorsed and implementation underway.
A.8	Design public spaces and residential developments to support social connection and public safety.	Design standards for development to achieve social connection and public safety in new development.	Design standards are incorporated in the Goulburn Mulwaree Development Control Plan 2009 in relation to “Safer by Design” principles. Additionally, opportunities for social connectivity and active recreational linkages are identified for each development as applicable.
A.9	Support local initiatives that welcome new residents.	Positive promotion of the Goulburn Mulwaree area as a desirable destination to visit, live, work and invest.	Review of Profile ID migration data for the period July 2021 to June 2023 indicates <i>In Migration</i> of 4,216 and <i>Out Migration</i> of 4,147, resulting in a net gain of 69 new residents. Review of Profile ID business data for the same period indicates an increase of 66 new businesses.
A.10	Encourage community pride through the beautification and maintenance of our villages and towns.	Opportunities for beautification and maintenance are sought through grants and allocation of appropriate budgetary funding.	Several Village based programs undertaken through BLERF (Bushfire Local Economic Recovery Fund, Local Roads & Community Infrastructure Program (Streams 1-4), Reconnecting Regional NSW, Regional Housing Program, Stronger Country Communities (Round 5) and Community War Memorial Fund.

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

Strategy		Planned Outcome	Performance Outcomes
A.11	Advocate for funding to increase access to safe and suitable shelter and services that support people at risk or in need.	Opportunities for consultation and/or submissions to relevant Government Agencies or non-government organisations (NGOs) are pursued.	Collaboration agreement entered between Council and NSW Land and Housing Corporation (now Homes NSW) to facilitate the delivery of social housing.

B. Our Economy

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

Strategic Objectives:

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

Strategy		Planned Outcome	Performance Outcomes
B.1	Develop partnerships with the ACT Government and private industry to enable business and industry growth and development.	Opportunities for consultation and/or partnerships with Government Agencies and private industry are sought through active engagement.	Engagement through the Canberra Region Joint Organisation Economic Development Working Group with ACT Government representatives and private industry developed.
B.2	Promote the region as an ideal location for emerging industries and start-ups.	Positive promotion of the Goulburn Mulwaree area as a desirable destination to live, work and invest.	Undertaken advertising campaigns targeting emerging industry and start-ups businesses with an increase reported by Profile ID of 66 businesses during the term. Developed relationships with Investment NSW and Department of Regional NSW to target these markets within the wider NSW community.

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

Strategy		Planned Outcome	Performance Outcomes
B.3	Market the region as a tourist destination, highlighting the regions unique rural character, natural environment, heritage and culture in consideration of the directions of the Tablelands Destination Development Plan 2020 to 2025, Southern Tablelands Brand Strategy and Destination Southern NSW Destination Management Plan 2022 to 2030	Goulburn Australia and Southern Tablelands recognised as consumer brands and desirable destinations.	Review of Profile ID Tourism Value indicates that in 2022/23, the total tourism sales in the Goulburn Mulwaree area were \$281.7 million and the total value added was \$132.6 million. To the end of 2022/23 Domestic Visitor Nights were 740,028 and Domestic Day Trips were 729,317, with both figures returning to pre-Covid visitor levels. This is a positive indicator in the desirability of the region for visitors, with the purpose for visiting continuing to rank highest for Leisure and Visiting, Friends and Relatives, followed closely by Business.
		Funding and support for cultural and creative assets appropriate for ongoing service delivery, including conservation, development and adaptive reuse.	Funding secured for the development and enhancement of cultural programs, events and infrastructure, including: <ul style="list-style-type: none"> • Goulburn Performing Arts Centre • St Clair Villa Museum & Archives • Rocky Hill War Memorial & Museum • Goulburn Historic Waterworks • Goulburn Regional Art Gallery • Goulburn Mulwaree Library

Goulburn Mulwaree State of our Region Report 2021 – 2024

Strategy		Planned Outcome	Performance Outcomes
B.4	Identify opportunities to bid for regional, state and national events that deliver economic outcomes for the community.	Increase of sports tourism, cultural and heritage events delivered for the community.	<p>Successful bids were made for the following events in 22/23 and 23/24:</p> <ul style="list-style-type: none"> • E-Sports League • Triathlon NSW State Duathlon • Swimming NSW Country Regionals • Tag20 ANZAC Cup (x2) • Run with the Wind • Festival of Small Halls (x2) • Boom Clash Rockstar • ACT & Southern NSW Rugby Union • Streamliners • Canberra Judo International • Geek Markets • Hockey NSW State Championships • Hockey NSW Masters • Carnival of Cups • 100th Anniversary Motorcycle Grand Prix

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

Strategy		Planned Outcome	Performance Outcomes
B.5	Support small and home-based businesses to develop through streamlined processes and business support.	Collaborate with Chamber of Commerce to run workshops during Small Business Month.	Workshops were delivered during Small Business Month in conjunction with the Chamber of Commerce. Additional workshops were also presented to support small and home-based businesses in partnership with Regional Development Australia Southern NSW & ACT.

Goulburn Mulwaree State of our Region Report 2021 – 2024

Strategy		Planned Outcome	Performance Outcomes
B.6	Support village development and opportunities for business and growth.	Preparation of Village Strategies to identify opportunities for growth and capital improvements.	Tarago Village Housing Strategy completed. Strategic studies to underpin further village strategies for residential growth undertaken such as the Strategic Residential Settlement Bushfire Study 2024.
B.7	Foster a diverse, adaptive and innovative agricultural industry.	Planning controls developed for rural land to provide flexibility for diverse, adaptive, regenerative and innovative agricultural industry.	Amendments to NSW Planning legislation in relation to agritourism. Employment land zones reforms and LEP amendment 2023 – extension of permissibility of supporting agricultural industries across a wider area by consolidation of the IN1 General Industrial Zone with the IN2 – Light Industrial Zone, now E4 General Industrial.
		Upgrade and maintain supportive local infrastructure to facilitate agricultural development.	Council continues to upgrade and maintain strategic transport routes to support local industry and its community.
B.8	Enhance economic resilience to adapt and respond to shocks like COVID-19 and natural disasters.	Identify grant funding opportunities for the business community.	Grant opportunities that were identified from government and other sources were shared with the business communities via the Chamber of Commerce.
		Support workshops which focus on economic resilience.	Promotion of the SRBEC Workshops and Resilience programs was undertaken with the Goulburn and Marulan Chambers of Commerce.

C. Our Environment

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

Strategic Objectives:

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

Strategy		Planned Outcome	Performance Outcomes
C.1	Protect and enhance the existing natural environment, including flora and fauna native to the region.	Consultation, collaboration and/or submissions to relevant Government Agencies for the protection and enhancement of biodiversity.	<p>Regular and ongoing collaboration with relevant Government Agencies in relation to the protection and enhancement of biodiversity. Particularly with: NSW Department of Primary Industries (Fisheries), NSW Department of Climate Change, Energy, the Environment and Water, Local Land Services. Collaboration with matters such as:</p> <ul style="list-style-type: none"> • Management of critically endangered species such as the Pomaderris delicata and Tallong Midge Orchid. • Education campaigns such as Call Before you Clear to raise awareness in relation to approval processes. • Coordinated enforcement of unauthorised vegetation clearing/earthworks. • Updates to the Bionet Atlas to improve biodiversity mapping for the area. • Review of the South Goulburn Threatened Species Management Plan.

Goulburn Mulwaree State of our Region Report 2021 – 2024

C.1 (cont.)	Protect and enhance the existing natural environment, including flora and fauna native to the region.	Action all complaints regarding illegal clearing and pollution incidents.	All complaints regarding illegal clearing and pollution incidents actioned and appropriate regulatory action taken where required.
		Enhance community understanding on the value of the native environment.	Council’s Environment and Biodiversity Assessment Officer and the Environment and Health Team have participated in a variety of community-based education programs such as Call Before You Clear and Get the Site Right.
		Opportunities for regenerative sites are sought.	This is largely now facilitated through the avoid principle embedded in the NSW Biodiversity Conservation Act and via the identification of significant biodiversity through the assessment of development applications (DAs), Planning Proposals and Reviews of Environmental Factors for Council capital works projects.
C.2	Implement effective integrated weed and pest animal management.	Improved engagement with landholders and management of weeds on private property.	Ongoing participation in the NSW Weeds Action Program which involves a routine weed identification inspection for private properties across the LGA.
		Review of Pesticide Notification Plan	Current version expires in June 2025. Review commenced in preparation for full revision in 2025.

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Strategy		Planned Outcome	Performance Outcomes
C.3	Protect and rehabilitate waterways and catchments.	Identify waterways protection and rehabilitation programs.	Grant funding was secured to rehabilitate a section of the Wollondilly River and Mulwaree Ponds waterways to remove weeds.
		Improved water quality compliance through land management practices.	Council secured a grant to carry out a condition assessment for its water quality improvement devices across the local government area. The condition assessment will inform a future improvement program.

“Adopt environmental sustainability practices”

Strategy		Planned Outcome	Performance Outcomes
C.4	Investigate and implement approaches to reduce our carbon footprint.	Promote recycling, re-use and composting programs.	Council has continued to promote recycling, reuse and composting. Council has built a purpose built waste centre (RUG) to facilitate greater separation of waste for recycling as well as reuse. The centre includes an education room for specific waste management education activities.
		Further use of renewable power across Council sites where possible.	Council has added on site renewable power where possible on sites with building upgrades. Transition to renewable power continues to be investigated for across Council.
		Development of programs to reduce Council’s carbon footprint.	Council was an active participant in the CRJO’s Net Zero working group to reduce Council’s carbon footprint.

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Strategy		Planned Outcome	Performance Outcomes
C.5	Council to investigate and adopt environmentally sustainable practices across the organisation.	Promote environmentally sustainable practices, throughout Council’s operations e.g. waste minimisation and sustainable purchasing.	Sustainable practices are reviewed across Council. Changes have been made to review power usage and optimisation of power use.
C.6	Work with community, businesses, government and community support services to mitigate and adapt to the impact of climate change and adopt environmentally sustainable practices.	Opportunities for consultation and/or partnerships with community, businesses Government and community support services are sought through active engagement to identify environmentally sustainable practices to mitigate and adapt to the impact of climate change.	<p>Council advocated for the improvement of the Building Sustainability Index ratings (BASIX) requirements for new buildings to be more regionally appropriate based on climate. BASIX has been updated to be regionally specific in relation to climate zones.</p> <p>Maintenance of updated natural disaster studies developed with community and Stage agency consultation, such as flood risk management studies and plans. Goulburn Floodplain Risk Management Study and Plan reviewed and adopted in 2022. Marulan Flood Study completed 2023. Strategic Residential Settlement Bushfire Study 2024.</p>

“Our community is resilient to climate impacts”

Strategy		Planned Outcome	Performance Outcomes
C.7	Improve tree cover in urban areas with low canopy to reduce impacts of heat sinks.	Identify tree planting and maintenance opportunities within streetscapes and open parks.	Over 1,000 new trees were planted across the LGA. Council continues to maintain its tree canopy to reduce the environmental impacts caused by climate change.
C.8	Improve community understanding of ways to care for yourself and others during extreme weather events and natural disasters.	Council to advocate with community groups and agencies for the development of resilience programs.	Council was an active participant in the CRJO’s Blue Print for Resilience Project which will assist in informing the next Community Strategic Plan. Council also advocated for the improvement of the Building Sustainability Index ratings (BASIX) requirements for new buildings to be more regionally appropriate based on climate. BASIX has been updated to be regionally specific in relation to climate zones.
C.9	Plan for and maintain climate resilient community facilities that cater to community needs in changing conditions.	Plan for new essential facilities to remain operational during most weather conditions for emergency and disaster responses.	Community facilities are designed to provide access in most weather conditions.
C.10	Plan, respond and recover from natural disasters.	Ensure the currency of Council’s Business Continuity Plan.	Thorough review of Business Continuity Plan about to commence
		Work in conjunction with emergency service agencies and service providers in response and recovery actions resulting from natural disasters.	Council has continued to work collaboratively with emergency services to ensure positive outcomes as a result of natural disaster events.

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

Strategy		Planned Outcome	Performance Outcomes
C.11	Maintain a balance between growth, development, environmental protection and agriculture through sensible planning.	A balance is achieved between growth, development, environmental protection and agriculture.	Implementation of Urban and Fringe Housing Strategy recommendations for greenfield housing. Housing Strategy urban release areas are contiguous to existing residential land to minimise impacts on rural land and environmentally significant land. Areas of high biodiversity significance are avoided.
C.12	Economic growth and development will consider the rural character, local environmental and historical features and community aspirations.	Economic growth and development considers the rural character, local environmental and historical features and community aspirations.	Council submissions to State Significant Developments have highlighted rural values for consideration. Heritage Advisory program maintained to ensure specialist advice and consideration in relation to heritage. Ongoing position for Landscape and Heritage Planner. Updates to DCP to incorporate the Heritage Strategy Review 2018. Community participation as per Community Participation Plan. Additional use of Your Say web page for surveys in relation to CBD and Surrounds Project.
C.13	Implement planning and development policies and plans that protect our built cultural and natural heritage.	Planning and development policies and plans protect our built cultural and natural heritage.	Planning and development policies implemented. LGA-wide update to heritage schedule in the LEP in 2021. Ongoing review of potential heritage items and conservation areas. Resourcing of positions dedicated to built and natural heritage conservation.

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C.14	Consider community feedback, local character and identity, economic factors and social impact in planning decisions.	Community feedback, local character and identity, economic factors and social impact is considered in planning decisions.	Ongoing implementation of the Community Participation Plan has been undertaken. Council is currently reviewing and updating the Community Participation Plan to reflect legislative and procedural changes.
C.15	Encourage positive social and environmental contributions from developers.	Encouraged use of voluntary Planning Agreement where appropriate to achieve positive social and economic outcomes.	Between 2021 – November 2023 Council has executed 8 Planning Agreements with a total value over \$2.8 million. .

D. Our Infrastructure

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

Strategic Objectives:

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

Strategy		Planned Outcome	Performance Outcomes
D.1	We advocate for and support better public and community transport options to enhance access to services for all residents.	Maintain and improve existing road infrastructure.	Annual road infrastructure maintenance and renewal projects have been completed.
		Advocacy undertaken for improved public transport services between our region and Sydney/Canberra.	Advocacy undertaken with TfNSW. Submissions made to South East Tablelands Transport Strategy.
		Liaise with service providers to increase public bus coverage within the LGA.	Council continues to liaise with local bus companies and TfNSW to improve public transport within the LGA.
D.2	Plan for, maintain and improve road networks.	Well-developed 5 year and 10 year forward works plan.	Council will carry out an Asset Condition Assessment to develop a 5 and 10 year works plan.
D.3	Advocate for funding to improve road safety, conditions and connectivity.	Obtain funding to construct and rehabilitate problematic areas within the road network.	Funding secured to improve our road network. Projects include road rehabilitation and road safety improvements.

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Strategy		Planned Outcome	Performance Outcomes
D.4	Support infrastructure that enables active and passive transport.	Construct and maintain active and passive transport routes throughout the LGA.	Council has completed a comprehensive Pedestrian Access and Mobility Plan. To ensure its active and passive transport routes provide connectivity to its villages and CBD.

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

Strategy		Planned Outcome	Performance Outcomes
D.5	Upgrade community facilities to improve service provision and accessibility.	Maintain and upgrade community facilities to expand participation in sporting, social and cultural activities and/or events throughout the LGA.	New pavilions, sporting infrastructure, play spaces, public toilets and lighting upgrades have been carried out to sporting facilities and recreational spaces in the LGA.
D.6	Green spaces are planned for and preserved to balance development and liveability.	Development and review of Plans of Management for Crown Reserves managed by Council and community land owned by Council.	<p>The following Plans of Management (PoM) were adopted by Council in the current term;</p> <ul style="list-style-type: none"> • Goulburn Recreation Area • Goulburn Historic Waterworks • Victoria Park • Carr Confoy Sportsground & Park <p>Council also endorsed the draft Belmore Park PoM and approval was received from Department of Planning, Housing, and Infrastructure – Crown Lands and Public Spaces (DPHI) in late May 2024. This draft PoM is scheduled to be placed on exhibition in July 2024.</p> <p>Preparation of the draft Sportsgrounds PoM (covering Cookbundoon, Hudson Park, North Park, Marulan Soccer Fields & Marulan Sportsground) is nearing completion and will be submitted to Council in October for endorsement</p>

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D.6 (cont.)	Green spaces are planned for and preserved to balance development and liveability.		before sending to DPHI for approval to place on exhibition.
		Future urban development include appropriate provisions for green space.	Council’s <i>Development Control Plan 2009</i> identifies requirements for local open space in proximity to residential development. Typically, these open spaces are negotiated with Planning Agreements and provided with appropriate recreational facilities such as playgrounds. Opportunities taken up as they arise during both the rezoning and development assessment phases. Open space is also identified in new development on land constrained due to flooding and biodiversity.
		All public reserves maintained to an appropriate standard.	Annual maintenance and renewal programs completed.
D.7	Streetscapes and parking are accessible, well designed and maintained.	Development of annual Capital Works and Maintenance programs that incorporates streetscapes and parking improvements.	Annual maintenance and renewal programs completed to improve streetscapes and parking.
D.8	Protection and preservation of historic and heritage buildings.	Natural and built heritage recognised as an integral part of our community. Heritage listings in Council’s LEP are reviewed and updated.	Council’s LEP (via Amendment 22) list was updated and reviewed in late 2021. A list of additional draft items has been prepared and is being presented to July 2024 Council Meeting for consideration.
		Ongoing programs supporting heritage such as Local Heritage Grant Scheme and Heritage Advisory Service.	Local Heritage Grant Scheme and Heritage Advisory Service was maintained.

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D.8 (cont.)	Protection and preservation of historic and heritage buildings.	Preservation of natural and built heritage.	Preservation of built and natural heritage is considered at both a strategic and development assessment level. Compliance action is undertaken as required where natural or built heritage is impacted.
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“Our existing community infrastructure is maintained and we plan for and support the development of infrastructure that meets community need”

Strategy		Planned Outcome	Performance Outcomes
D.9	Advocate to the NSW and Federal Government to provide adequate health and medical facilities in the region.	Opportunities for consultation and/or submissions to relevant Government Agencies or non-government organisations (NGOs) are taken up.	Through continued advocacy the Southern Tableland Health Board was fortunate enough to receive a new health precinct in Goulburn to the value of \$165 Million. The redeveloped health facility also has a new medical imaging department, the latest in digital theatres, a new four-storey clinical services building, new car parking, landscaping and ANU Rural Clinical School.
D.10	Support the development of community health and recreation services and infrastructure that is accessible to those experiencing transport barriers	Opportunities for advocacy to relevant Government Agencies or non-government organisations (NGOs) are taken up.	An increase of over 20 kms of walking tracks across the city of Goulburn which will aid in the increase of the health and wellbeing of the residents.

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Strategy		Planned Outcome	Performance Outcomes
D.11	Ensure adequate and appropriate land is zoned for business and industrial purposes.	Review of Council’s Employment Lands Strategy 2016.	Review of Council’s Employment Lands Strategy 2016 has commenced and will also incorporate a Rural Lands Strategy component. Council has already commissioned and received an Economic Health Check to provide data to inform the next phase of the project.
D.12	New and existing infrastructure is designed and maintained with consideration of climate change impacts.	Planned new infrastructure and upgrades to existing facilities consider environmental sustainability measures.	Wherever possible Council incorporates sustainability measures in its projects.

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

Strategy		Planned Outcome	Performance Outcomes
D.13	Ensure high quality water supply options for the towns in the region.	Delivery of operations, maintenance and upgrade projects to ensure compliance with Drinking Water Management Plan and Australian Drinking Water Guidelines.	Operational and maintenance works completed on an ongoing basis. Annual capital works program established and completed as per the delivery plan. Review of drinking water management plan completed in conjunction with NSW Health. Completion of Dam Safety Management system. Works completed in compliance with Dam Safety Management system.
D.14	Provide safe and efficient sewer collection services across the region.	Delivery of operations, maintenance and upgrade projects to ensure safe and efficient transport and treatment of sewage.	Operational and maintenance works completed on an ongoing basis. Annual capital works program established and completed as per the delivery plan.

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Strategy		Planned Outcome	Performance Outcomes
D.15	Investigate safe and secure water supply and sewer collection options to accommodate regional growth and drought proof our communities.	Delivery of capital works as per Council’s Integrated Water Cycle Management Plan, Strategic Business Plan and Drinking Water Management System.	Addressing Regulatory Assurance Framework compliance has commenced.
D.16	Provide waste collection services that encourage the source separation of organic waste and recycling.	Council meets its obligations under Regional and State Waste Strategies.	Baseline Waste data continues to be collected and reported to all relevant authorities including EPA in order to meet regional and state Waste Reduction & Recycling Targets.
		Provision of waste collection services to maximise source separation.	Council operates a three-bin kerbside collection service with provides residents with a means to source separate and recycle. Waste collected at waste management sites is separated at the various waste management sites. Fogo is processed on site and offered for sale as and when available.
D.17	Provide waste centres that prioritise and encourage recycling and reuse.	Provide waste facilities that enable the separation of reusable materials, recyclables and organic waste for composting.	The newly completed RUG facility will provide greater opportunities for promotion and supervision of source separation. This includes the provision of a Community Recycling Centre, Resource Recovery Centre and Reuse shop that will foster greater recycling rates and promote circular economy initiatives reducing waste to landfill and maximising recycling.
		Continuation of recycling education program within the community.	Councils Education officer has successfully met with local groups to discuss and educate on waste issues and recycling initiatives. Other waste activities have been arranged with the CRJO.

“Improvements secured to future-proof telecommunications infrastructure”

Strategy		Planned Outcome	Performance Outcomes
D.18	Advocate for servicing of telecommunications blackspot areas.	Opportunities for consultation and/or submissions to relevant Government Agencies or non-government organisations (NGOs) are taken up.	Throughout the term of Council there has been continued advocacy to telecommunication providers to ensure increase connectivity across the region. This has resulted in increased mobile phone and data coverage across the Local Government area including the uptake of new technologies that supports the phasing out of the 3G Network.
D.19	Advocate for a more stable telephone and high speed internet communications network.	Opportunities for consultation and/or submissions to relevant Government Agencies or non-government organisations (NGOs) are taken up.	Throughout the term of Council there has been continued advocacy to telecommunication providers to ensure increase connectivity across the region. This has resulted in increased mobile phone and data coverage across the Local Government area including the uptake of new technologies that supports the phasing out of the 3G Network.

E. Our Civic Leadership

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

Strategic Objectives:

“Council is effective, financially sustainable and responsible”

Strategy		Planned Outcome	Performance Outcomes
E.1	Council practices and processes are undertaken in a safe manner that meets legislative requirements.	Council meets its obligations under the relevant legislation.	Council participates in an annual audit process undertaken by the Mutual, State Cover. Council received a score of 96%.
E.2	Manage resources in a responsible manner that supports the ongoing viability of Council.	Council’s finances are managed to ensure ongoing service delivery levels and appropriate asset management can be sustained.	Unqualified audits achieved throughout the reporting period. Sustainability assessment undertaken resulting in application being made for Special Rate Variation
		Council undertakes responsible procurement practices that ensures value for money.	Council has undertaken all procurement in accordance with its policies and procedures that have been developed to ensure compliance with legislative requirements and to ensure best value for money.
		Effective project management to ensure projects meet allocated budget and set timeframes.	Projects are proactively managed to ensure budget, timeframes, resource allocation meet allocated requirements.
		Regular review of services provided and levels of service.	Development of Service Review Framework underway

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Strategy		Planned Outcome	Performance Outcomes
E.3	Governance provides a sound basis for decision making.	Decision making is based on policies and procedures in accordance with legislative requirements.	Policies and procedures reviewed every two years or as required.
E.4	Make doing business with Council easier.	Develop policies and procedures that streamline community interactions with Council whilst maintaining Legislative compliance.	Existing policies and procedures are reviewed every two years or as required to ensure legislative compliance. New policies are developed in accordance with legislative requirements with a strategic focus.
		Quality customer service provision.	Customer Service satisfaction survey responses must be >85% good/excellent. This was achieved.
		Support Council to be compliant, efficient and more effective through use of technology.	Existing IT Strategic Plan identifies projects and outcomes. The results are reviewed by both the IT Risk and Governance Committee and ARIC to ensure compliance and effectiveness.
E.5	Council actively participates in regional bodies such as the Canberra Region of Joint Councils to identify opportunities for our region.	Council be an active participant in the CRJO and all relevant working groups.	This term Council has been actively involved in the CRJO organisation. In addition to this Council has also been involved in regional advocacy groups such Country Mayors, Regional Cities, SEATS and recently admitted to Regional Capitals Australia.
E.6	Manage assets in a proactive way across their lifespan.	Asset management plans are developed and maintained for all classes of infrastructure assets.	Council adopted its Asset Management Strategy and Asset Management Plans.

“Our community is informed and engaged in decision making”

Strategy		Planned Outcome	Performance Outcomes
E.7	Council seeks to understand the aspirations of the community and works collaboratively to solve local issues.	Maintain an up to date Community Participation Plan with use of relevant media to encourage community collaboration and engagement.	Ongoing implementation of the Community Participation Plan has been undertaken. Council is currently reviewing and updating the Community Participation Plan to reflect legislative and procedural changes.
E.8	Our community is empowered to access engagement opportunities and provide input into the future direction of the region.	Community consultation utilises traditional media alongside social media and face to face engagement.	Council uses traditional media, social media and face to face engagement methods through drop-in sessions to engage with our community. Council has also partnered with EngagementHQ to develop a ‘Your Say’ page for Council to seek community feedback on relevant projects, policies and procedures.
E.9	Residents have access to timely, relevant and accurate information about issues that affect them.	Up to date information on Council’s website. Timely media releases and briefing to the media.	Council’s website is continually updated to ensure the most up to date information is provided to our residents. Media releases are written and distributed to media in real time.

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Strategy		Planned Outcome	Performance Outcomes
E.10	We engage ‘hard to reach’ parts of our community in decisions that affect them and our region.	Council conducts an annual program of Community Outreach Meetings.	Council conducted ‘Drop-In’ sessions in all villages within our Local Government Area to speak to our residents and discuss Council’s intention and need to apply for a Special Rate Variation application.
		Utilise innovative engagement tools to reach our youth.	Council uses social media, Engagement HQ, in school small group work, surveys, and Face to Face engagement to reach our Youth.
E.11	Residents from across the community are encouraged and supported to become involved in regional decision making forums.	Publicise regional decision making forums to community through Council’s social media channels.	Relevant regional decision-making information is shared to the community through Council’s social media channels. The most recent example of this was seeking community input on Councils Towards 2024 Community Strategic Plan