



OUR VISION & VALUES ONE TEAM DELIVERING WITH

PRIDE

Passion | Respect | Innovation | Dedication | Excellence

OUR MISSION TO BE EASY TO DO BUSINESS WITH

ATTACHMENTS

ENCLOSURES

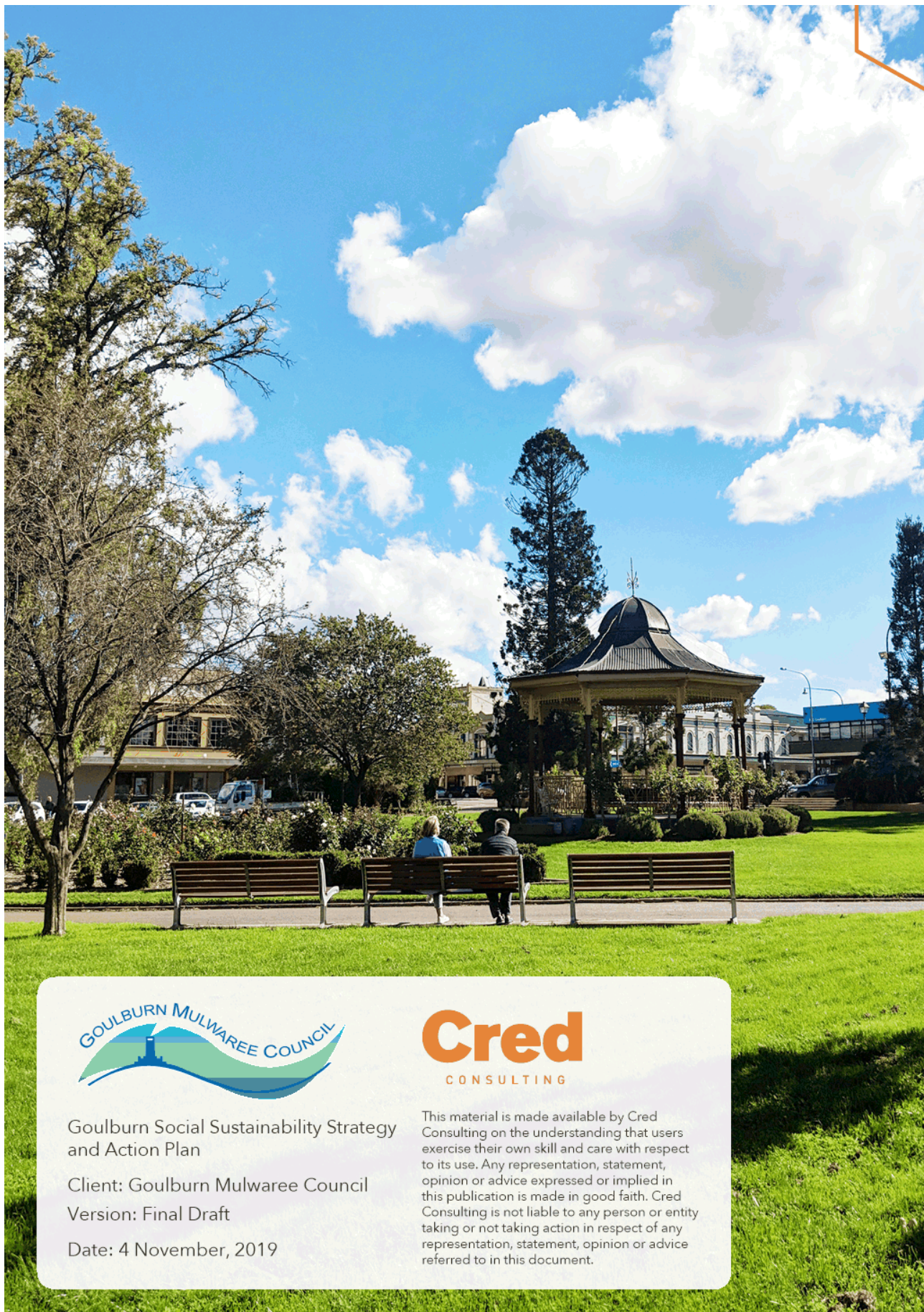
Ordinary Council Meeting

19 November 2019

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Goulburn Social Sustainability Strategy
and Action Plan

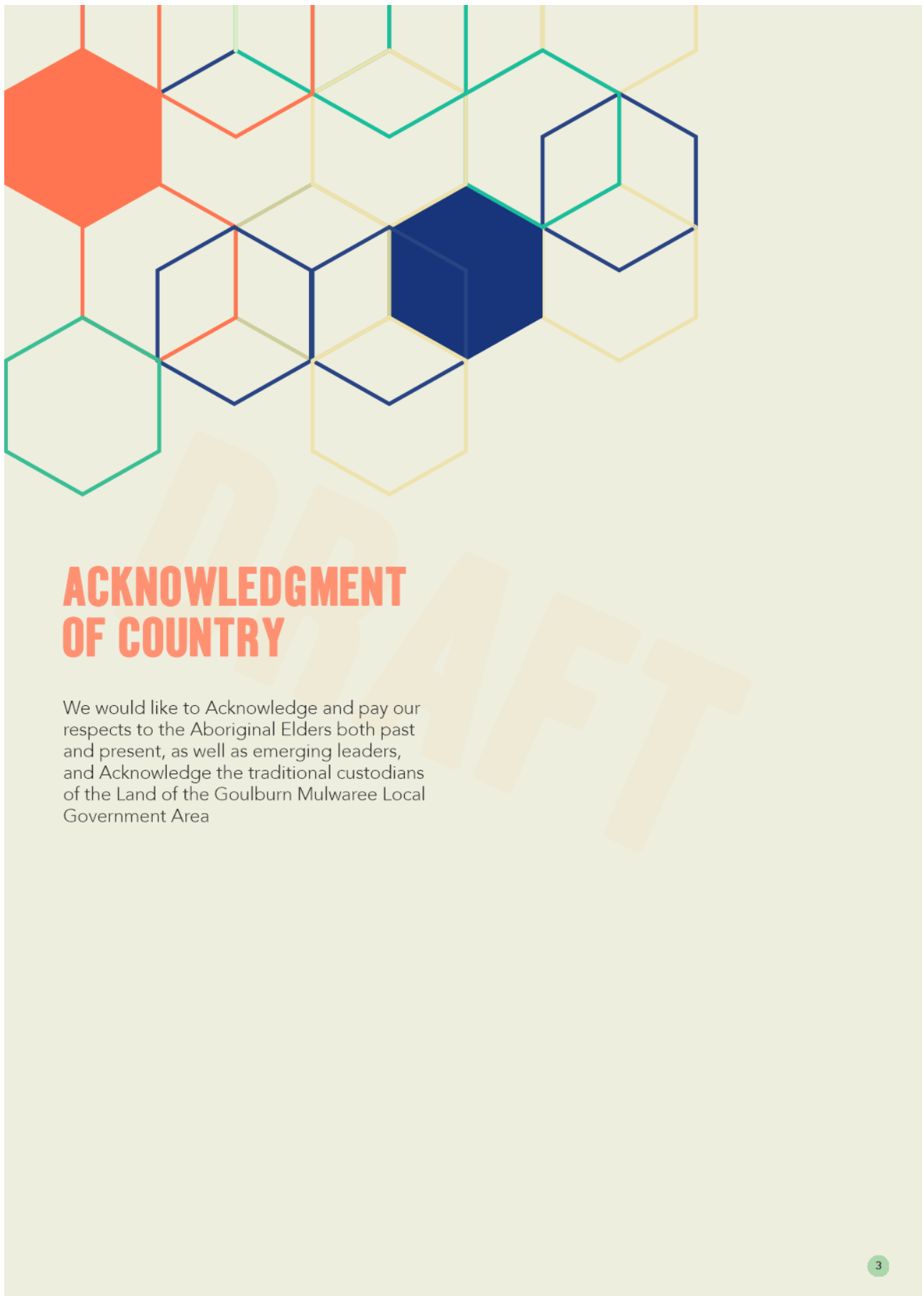
Client: Goulburn Mulwaree Council

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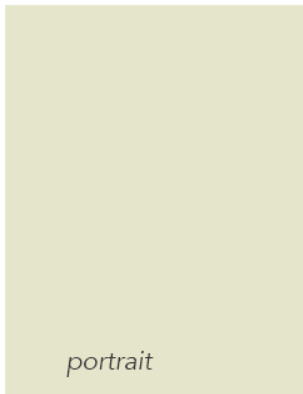
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ACKNOWLEDGMENT OF COUNTRY

We would like to Acknowledge and pay our respects to the Aboriginal Elders both past and present, as well as emerging leaders, and Acknowledge the traditional custodians of the Land of the Goulburn Mulwaree Local Government Area

3



MESSAGE FROM THE MAYOR

PLACEHOLDER TEXT - to be supplied by Council

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INTRODUCTION

What is social sustainability?

Social sustainability is about building a socially just and resilient community. Being a socially sustainable Goulburn can provide a framework through which our community and place can thrive, taking into account the unique social, cultural, economic and environmental spheres that influence our quality of life.

Social sustainability is underpinned by the idea that understanding and addressing the needs of the most disadvantaged in our community benefits everyone. By placing peoples' wellbeing at the heart of our planning and decision making, we can work to support and create a community that is informed, confident and able to 'participate' in civic life and has a strong sense of hope for future generations.

Social sustainability can mean different things to different people. Our community told us that a socially sustainable Goulburn is:

"Inclusive of all people"

"Supportive to progression of regional towns as well as Goulburn and caters for all age groups not just the elderly"

"Joins people together for fun and happiness"

"Inviting and accepting, affordable and enjoyable"

"Inclusive, welcoming, supportive, safe, progressive, innovative, people take pride in making all aspects of the community the best they can be"

"Inclusive, non-judgmental, open to new opportunities, supports local business, values it's heritage, values open spaces and good quality housing. Provides a wide range of retail and foods options in the CBD"

"Inclusive of all cultures and views. Considers the needs of people now and into the near future..."

"Being more transparent with citizens about the local government's plans for the future of the region. More communication about the job, education, development, sporting opportunities, etc."

"Having a more inclusive decision-making process that involves more extensive consultation with the general public, local business, community/ representative groups on the decisions made for the region"

Welcoming, People, Inclusion, and Opportunity were some of the most commonly used words to discuss social sustainability within the context of our regional and rural community.

About this Strategy

Why do we need a social sustainability strategy?



This Strategy provides a road-map for Council to achieve social sustainability.

- Helping us to understand who our community is and what they need through demographic analysis, best practice research and community engagement
- Furthering our role in responding to our community's social needs by considering actions and strategies to help Council and our partners address these.



What value does a social sustainability strategy bring to our community and organisation?

We can learn about ourselves, identify our aspirations and needs and all head in the same direction.

- Enabling Council to align our funding and resources with emerging and changing social needs to improve our community's wellbeing
- Helping Council to build community capacity so that we can work together to make Goulburn Mulwaree an even greater place to live, work and visit.

What value does a social sustainability strategy bring to other organisations?



We can achieve more, and have a greater impact when working together.

- Empowering Council, service providers and community groups to work together to address our identified community needs and service gaps
- Providing an advocacy resource for Council and local organisations to fight for the things that matter to our community.

HOW CAN WE DELIVER THIS STRATEGY?

Council's role in delivering social sustainability

Local government is central to enabling people to participate in community and civic life.

Planning for social sustainability outcomes at the local government level is about identifying and leveraging the local social and community assets and resources, strengthening the management of those assets and resources, and integrating them with the rest of Council's planning activity. The main ways Council can deliver social sustainability (as illustrated on the right) is through:

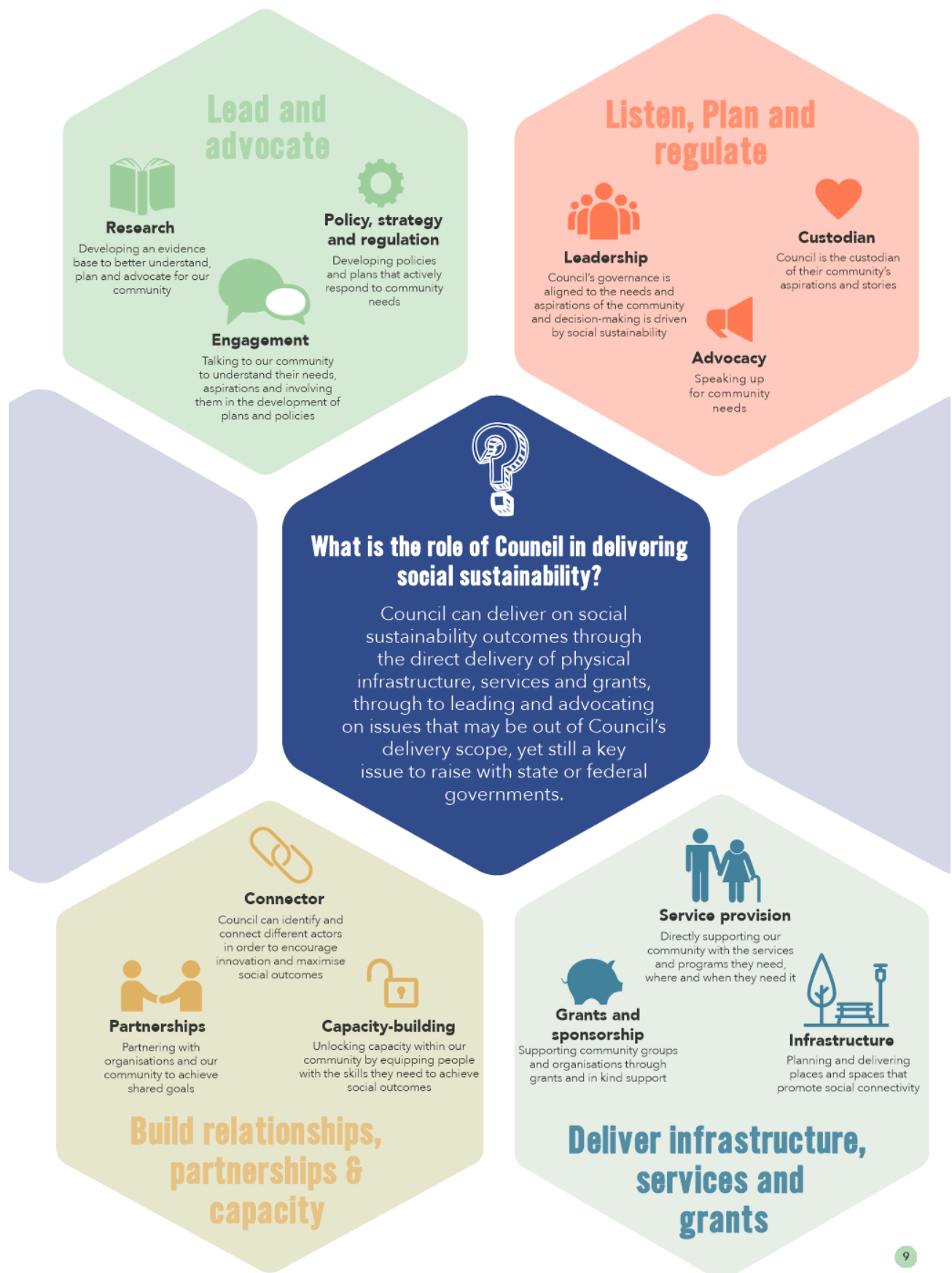
- Leading and advocating
- Listening, planning and regulating
- Building relationships, partnerships and capacity
- Delivering infrastructure, services and grants

Working collaboratively

Achieving social sustainability requires shared responsibility.

Some of the challenges facing our community are difficult to tackle, including access to safe and secure housing; jobs and education; and the impacts of our climate. These are direct challenges for our community, however responsibility and funding to address these issues also sits with our State and Federal government, as well as other community service providers who may specialise in mental health, employment, youth or housing services.

This is why we need to work in partnership with our community, service providers, businesses, not for profits and State and Federal governments on shared issues, to coordinate resources and maximise our positive social impact.



Goulburn Mulwaree’s Social Sustainability Framework

This Strategy provides a strong framework to deliver a socially sustainable Goulburn Mulwaree.

It provides a roadmap for Council, community and partners, and outlines the processes, systems, structures and relationships that will support our current community and future generations to live healthy and happy lives.

We want to create an even more liveable and connected community and place with a strong social network of trust, sharing and support. Recognising that individual and community wellbeing are linked, we will work to address the needs of the most disadvantaged in our community, knowing that everyone will benefit.

The following pages outline the Social Sustainability Framework that drives this Strategy consisting of three pillars that will guide Council decision-making when it comes to social wellbeing and sustainability.

1 FUNDING PROGRAMS AND SERVICES BASED ON COMMUNITY BENEFIT & CRITERIA

Council currently funds a range of programs and services, including through subsidised venue hire or community leases and community grants. Future applications for Council funding will be assessed based on their ability to deliver on the objectives of this Strategy.

We will assess future funding requests using the following criteria:

A. Respond to one of the three objectives of this Strategy:

- Create strong bonds between community members and community groups
- Improve health and wellbeing outcomes for all in our community, or
- Increase the skills and capacity of our community.

B. Demonstrate that it is not duplicating existing services and programs

C. Deliver services, programs or events that respond to the following high priority needs:

- Mental health (particularly mens) and wellbeing
- Youth engagement (recreation, employment, and education)
- Ageing and social isolation
- Intergenerational mentoring
- Improved transport and connectivity
- Access to technology and digital inclusion
- Access to housing for people at risk
- Connecting our diverse community, or
- First Nations visibility.

D. Be locally focused. Preference will be given to non-profit community groups providing identified programs/services to residents of Goulburn-Mulwarree only.

2

GIVING OUR COMMUNITY A VOICE IN DECISION MAKING

Council is committed to strengthening our relationship with our community through civic participation that generates social trust and cooperation. We know that to create a socially sustainable place, we need to work together toward a common vision through the active participation and genuine engagement of residents, government, business and community groups.

Council is committed to working collaboratively with our community for future planning or policy decisions that affect them.

We will give our community a voice by:

- Keeping our community Informed of what is happening in our community through online, hard copy and placed based communications from the beginning to the end of a planning or policy process.
- Consulting with our community to inform the development of a plan or policy. Our community are local experts and we know we can learn a lot by talking with you.
- Providing a range of opportunities for our community to engage and collaborate in decision making including: online surveys and polls; pop ups in our centres, shops, streets and villages; workshops and forums; and other engagement events.
- Delivering engagement opportunities not just in our CBD but in our village centres in accessible locations.
- Involving people of all ages in engagement processes from children and young people to our seniors.
- Constantly challenging and evaluating our engagement processes through feedback opportunities.
- Increasing the capacity of our community groups by providing opportunities for them to share knowledge and resources by new and emerging groups.

3

FACILITATING DELIVERY OF ACCESSIBLE AND CONNECTED SOCIAL PLACES AND SPACES

Getting around without a car or bus connection can make accessing community facilities, services or programs and connecting with our community difficult - particularly within our rural areas. For many transport disadvantaged people, in particular young people and seniors who may not have access to a car or a driver's license, this can cause social isolation and reduced educational an employment outcomes.

Council will deliver future community facilities and public places that are:

- Located within town or village centres
- Accessible by public transport
- Linked by walking and cycle paths with good wayfinding
- Multipurpose and adaptable to changing community needs
- Places with access to technology, and
- Co-located with other services, shops and facilities.

BUILDING ON OUR STRENGTHS, WHILE ACKNOWLEDGING OUR CHALLENGES

The strategies and actions of this plan build on our strengths, while also acknowledging the needs and challenges in our community.

Goulburn Mulwaree has a strong and collaborative social services sector and a strong sense of community. It's the kind of community where you know your neighbours, and say "hi" to people in the street. However there are also some challenges in our area. Access to services, jobs, education, activities and safe places to hang out (especially for young people), misunderstanding mental health, the impacts of climate including drought can all impact our community's sense of wellbeing.

Through our consultation with our community, community and stakeholders were asked what they see as the key strengths and challenges for social sustainability in Goulburn Mulwaree. Findings are summarised below:

THE COMMUNITY SEES GOULBURN MULWAREE'S KEY SOCIAL STRENGTHS AS...



THE COMMUNITY SEES GOULBURN MULWAREE'S KEY SOCIAL CHALLENGES AS...

The impacts of climate, including drought, flooding and fires impact on our community's social wellbeing particularly those living in rural areas.



While there is a wide range of community services available in Goulburn Mulwaree, these are not always accessible to everyone in the community with access to transport, limited opening hours, cost of service and lack of awareness being some barriers.

While Goulburn Mulwaree was seen to be a relatively affordable place to live compared to major cities, cost of living is still a struggle for many in our community and a lack of affordable housing was seen to be a challenge.

While there are many community groups in Goulburn Mulwaree, some said that there are opportunities for these groups to actively welcome new residents and the valuable ideas and skills they bring to the community.

There are people in the Goulburn Mulwaree community experiencing significant challenges, including people at risk of homelessness or couch surfing and people experiencing domestic violence. However, there is also a sense amongst that these issues can be hidden away under the surface.



Our population is ageing, and opportunities for older residents to access appropriate services and maintain social connections are a priority for community wellbeing.

While our residents are highly engaged, volunteers are ageing with limited succession planning.

Community engagement participants said that there are limited activities for young people in Goulburn Mulwaree, and also a lack of places and spaces to hang out.

Supporting mental health is an ongoing challenge for our community, however people told us that there is still some stigma and lack of awareness around this issue, particularly amongst men, boys and rural communities.

There are limited tertiary education and employment opportunities for young people after they leave school, causing many to leave the area.



While Goulburn Mulwaree's location in proximity to Canberra and Sydney was seen to be a strength, there is a strong desire for improved public transport connections to support the community to access services, employment and education without having to move out of the area.

WHO ARE WE NOW?

Summary of community profile.

Today there are over 29,600 people live in Goulburn Mulwaree

According to the 2016 census , Goulburn Mulwaree was home to 29,609 people. This population predominantly lives within Goulburn (23,320 people, 76% of the total population), with a further 16% (4,897 people) living in the Rural North and 8% (2,545 people) living in the Rural South.

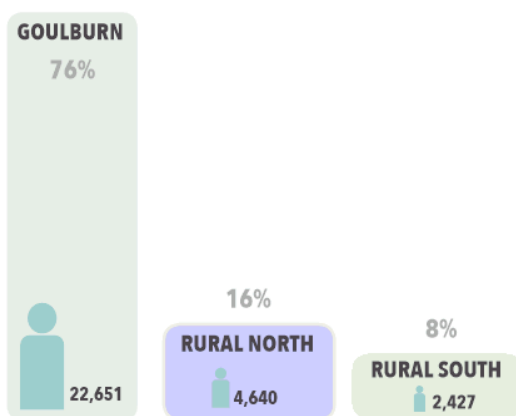
Population Increase between 2011-2016

From 2011 to 2016, Goulburn Mulwaree Council area’s population increased from 27,469 to 29,609 people (9%). This represents an average annual population change of 1.8% per year over the 5 year period.

A predominantly low density rural area

Goulburn Mulwaree is a predominantly rural, low density area. The township of Goulburn has the highest population density within the LGA (17 persons per hectare).

Figure 1 - Population distribution in Goulburn Mulwaree



IF THERE WERE 100 PEOPLE IN GOULBURN MULWAREE, THERE WOULD BE...



See Appendix 1 for a detailed summary of our community profile.

WHAT ARE OUR COMMUNITY’S ASSETS?

A snapshot of social services and places in Goulburn Mulwaree

The social connectors in Goulburn Mulwaree Council area include:

COMMUNITY AND CULTURAL FACILITIES:

- 1 LIBRARY
- 14 COMMUNITY CENTRES, HALLS AND MEETING SPACES
- 15 MUSEUMS, GALLERIES AND MEMORIALS

PARKS AND RECREATION FACILITIES:

- 1 AQUATIC CENTRE
- 4 MAJOR WATER BODIES AND ACCESS TO NATIONAL PARKS / CONSERVATION AREAS
- 10 SPORTING FIELDS
- 80+ PARKS AND OPEN SPACE AREAS
- 2 1 SKATE PARK AND 1 ADVENTURE PLAY GROUND

STREETS, PLAZAS AND INCIDENTAL MEETING SPACES:

- 8 TOWNS AND VILLAGES
- 12 REGULAR MARKETS

SHARING SPACES AND PLACES:

- 2 CO-WORKING HUBS

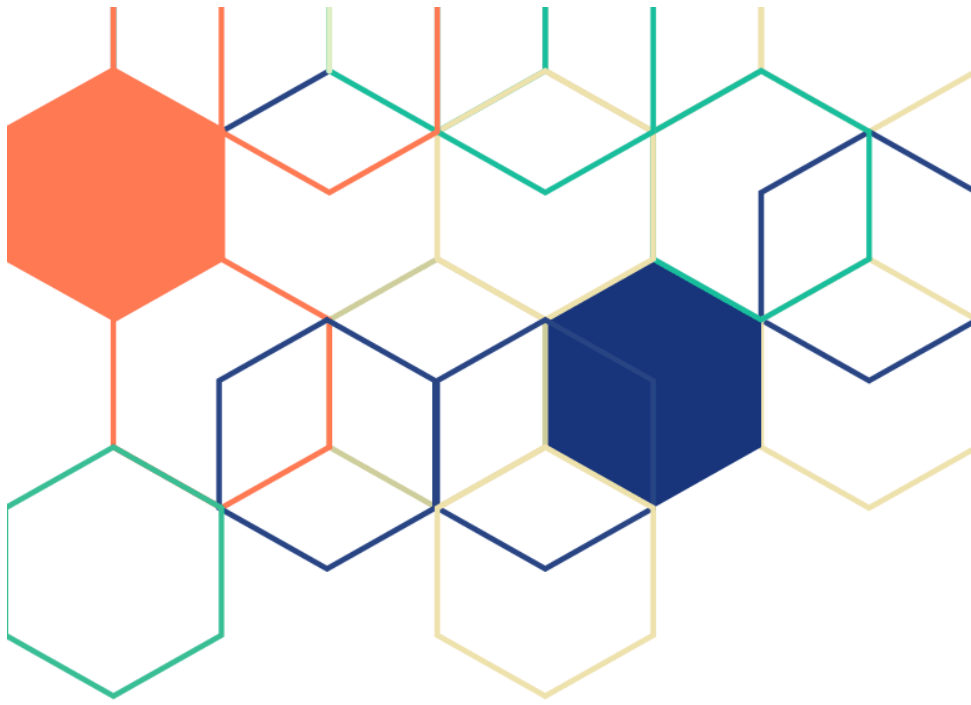
EDUCATION AND LEARNING FACILITIES:

- 1 TAFE CAMPUS
- 21 3 SECONDARY SCHOOLS & 17 PRIMARY SCHOOLS
- 16 EARLY EDUCATION AND CARE CENTRES
- 3 OUT OF SCHOOL HOURS CARE

COMMUNITY GROUPS AND SERVICES, EVENTS AND PROGRAMS:

- 45+ COMMUNITY SERVICE PROVIDERS
- 69+ COMMUNITY GROUPS
- 45+ COUNCIL AND COMMUNITY EVENTS AND PROGRAMS (PER ANNUM)
- 1 YOUTH COUNCIL
- 6 NOT FOR PROFIT ORGANISATIONS

See Appendix 2 for a detailed summary of our social services, groups, programs and other assets "Servicing the Community"



STRATEGIES & ACTIONS

for social sustainability

This section outlines the strategies and actions that Council will aim toward achieving, with our partners, over the next 10 years. This strategies and actions are supported by the evidence which can be viewed in the Social Sustainability Strategy Background Paper, and Social Sustainability Strategy Engagement Outcomes Report.

The three strategies are:

1 We will continue to build the skills and capacity of our community

2 We will strengthen bonds between community members and community groups

3 We will improve health and wellbeing for all in our community





STRATEGIC OUTCOME 1

We will continue to build the skills and capacity of our community

Many Goulburn Mulwaree residents are hands-on people, who are eager to learn and be active and engaged in community life. With an existing range of local social, cultural, environmental and sporting community groups and organisations, we already have strong foundations to build community skills and capacity.

However, like all regional areas, accessing education and other learning opportunities can sometimes be difficult. Especially for young people who face transport, internet, affordability challenges that may prevent them from developing the knowledge and skills they will need to support them throughout their adult life and enter the job market. The same could be said for older people who want to stay mentally and socially fit and active.

By building on the many skilled groups and services already running in Goulburn Mulwaree, from our Men’s Sheds to museums operated by many skilled volunteers, as well as innovative government programs such as the Goulburn Place plan, there are many opportunities to connect skills and knowledge with those who want to take part.

These skills can also be channeled to add character to the streets of Goulburn and villages, and build a lively place that attracts jobs and innovation to the region.

Building on social connectors that bring our community together through shared interest and experiences, can strengthen community resilience and provide mutual support. It’s also important that the community can connect with Council, throughout all of the strategies, planning and events we do.

To facilitate this strategic outcome the following objectives have been identified:

- 1.1 All in our community will have access to learning opportunities and pathways
- 1.2 We will build mutual respect by sharing skills and knowledge across our generations
- 1.3 We will engage more with our community to inform better decision making and build strong and trusted relationships with the community
- 1.4 We are a lively place that retains and attracts jobs and innovation to our region

OBJECTIVE 1.1

All in our community will have access to learning opportunities and pathways

What we heard

We heard that living in regional areas can sometimes be a challenge, especially for young people who often faced with less education and job opportunities than urban counterparts, poor internet connection (30% of households don't have internet connection) and limited public transport. We also heard from services about great existing programs including the Paperback Cafe and SPARK, that aim to equip young people with the skills they need to get a foot in the door.

Why is this important for social sustainability?

Living in a community that provides opportunities to access learning and development helps people to understand how they can contribute and what their aspirations for the future are. Learning also helps people better understand themselves, each-other and the world they live in, promoting a socially just community where people know that they have something to offer, make informed decisions about their lives and give back to their communities.

ACTION	RESPONSIBLE	RESOURCING	TIMING	PRIORITY
Advocate to the Federal Government for improved NBN, mobile phone coverage and Internet services across the LGA	- Council - Department of Education - Goulburn & Marulan Business Chambers	- Council	Ongoing	1
Advocate for a better and more flexible transport timetable including the need to support students and commuters.	- Council - NSW Transport	- Communications (ED) - Community Services	Ongoing	2
Investigate lending mobile Wi-Fi hotspot devices through our library services	- Council	- Marketing, Events & Culture - IT		3
Further create opportunities for Council internship programs (e.g. in administration, parks and gardens, Council's Art Gallery etc.)	- Council	- Community Services (lead) - Human Resources	Ongoing	4
Actively promote relevant programs, training and job opportunities eg. SPARK program	- Council - Employment Agencies	- Communications (ED) - Community Services	Medium	5
Increase social enterprise programs including in our villages.	- Council	- Community Services - Grants/Sponsorships	Ongoing	6

OBJECTIVE 1.2

We will build mutual respect by sharing skills and knowledge across our generations

What we heard

Goulburn Mulwaree has a significant number of skilled older people who are either pre-retirees or retirees who are already members of community groups or are looking for opportunities to share their knowledge and skills. There are so many skills that older people can share with younger generations – whether it be around bee keeping, to sustainable agriculture, or building and repairs.

When engaging with the community we also heard that there can be limited opportunities for young people to engage in community life. Bringing generations together was seen as one way to foster mutual respect and pass skills across generations.

Why this is important for social sustainability?

Respect is foundational to reaching a social sustainable community. Just as older people have a lot to pass on to younger generations, young people have a lot to offer in return. Providing opportunities to learn from each other, and to realise their ideas and initiatives can support a stronger sense of community and achieve community- led outcomes.

ACTION	RESPONSIBLE	RESOURCING	TIMING	PRIORITY
Continue to deliver and promote a 'listen to the locals' series – led by local community groups to share their knowledge and skills.	- Council	- Marketing, Events & Culture (Library, Gallery& Museums)	Ongoing	1
Continue a program of intergenerational IT mentoring in the library, where young people and older people can connect, and share skills in setting up tablets, computers and phone plans.	- Council - U3A	- Marketing, Events & Culture (Library) - Community Services	Ongoing	2
Investigate setting up a repair café in a vacant shop front in the town centre, or in rural village town halls, by collaborating with the existing network of NSW repair cafes, and utilising the skills of local community groups.	- Council - Men's Sheds - CWA's - U3A	- Communications (ED)	Medium	3

OBJECTIVE 1.3

We will engage more with our community to inform better decision making and build strong and trusted relationships with the community

What we heard

During community engagement it was clear that improved communication channels between residents and Council, as well as other community groups and services were needed. Residents expressed that it can be difficult to find out how to get involved in community groups, events and programs.

Through the engagement process to inform the social sustainability strategy and action plan, it was clear that the community enjoyed the opportunity to get involved and share their ideas. Continuing this relationship between the community and Council will be key to successful delivery of this strategy.

Why this is important for social sustainability?

An important step to building community capacity, is enabling the community to come together, and to also connect with Council.

Strong and trusted relationships developed over time mean that community members can stay informed and empowered in the decision making processes of Council. This is an essential building block to achieving social sustainability.

ACTION	RESPONSIBLE	RESOURCING	TIMING	PRIORITY
Develop a Community Participation Plan.	Council	<ul style="list-style-type: none"> - Strategic Planning - Community Services - Communications 	Short	1
Better promote and utilise Council's Your Say Goulburn page to improve engagement to inform local plans and strategies.	Communications	<ul style="list-style-type: none"> - All Directorates 	Ongoing	2
Seek funding to appoint a dedicated Community Development Officer within Council to build cross-sector collaboration and support the community to connect and engage, as per the actions in the Strategy.	Council	<ul style="list-style-type: none"> - Executive - Community services - Grants 	Medium term	3

OBJECTIVE 1.4

We are a lively place that retains and attracts jobs and innovation to our region

What we heard

We heard that community engagement participants would like to see more jobs and employment opportunities available in Goulburn Mulwaree so that people do not have to travel outside the area for work. This was seen as a priority to retain young people in the area and to attract more people to the area to live.

Community engagement participants told us that the look, feel and accessibility of our town and villages contributes to a strong sense of community and place, and can play an important role in attracting people to live and work in Goulburn Mulwaree.

Why this is important for social sustainability?

Economic growth and development is also important to achieving social sustainability. Through improved training opportunities and better access to high quality employment or work closer to home, people can spend more time with their families and be able to participate more in community life. Inclusive economic growth also lifts the whole community. Places with smaller income inequality are also more cohesive - community life is stronger, levels of trust are higher and there are lower levels of crime. Everyone benefits from a place where more people have access to safe and secure employment.

ACTION	RESPONSIBLE	RESOURCING	TIMING	PRIORITY
Identify and encourage emerging employment industries (e.g. renewable energy projects) to upskill and train local residents for future employment opportunities.	Council to advocate.	- Communications (ED)	Long	1
Create ownership and pride and a sense of local identity in the CBD through community place-making actions such as locally-made street furniture and sustainable food planter boxes built by locals.	Council	- Community Facilities - Marketing, Events & Culture - Works - Strategic Planning - Community organisations such as Men's Sheds and Goulburn Woodworkers Club	Ongoing	2
a) Support the Goulburn Region Innovation Network to encourage and foster start-ups in the region. b) Investigate the feasibility of a Regional Innovation Hub in Goulburn.	- Goulburn Region Innovation Network - Chamber of Commerce - Council - Regional Development Australia Southern Inland	- Economic Development	Ongoing	3



STRATEGIC OUTCOME 2

Strengthening the bonds between community members and community groups

Goulburn Mulwaree is already home to a network of strong community groups that facilitate strong social bonds, many of which rely on passionate and active volunteers.

However, community research and engagement has found that there may be perceived divisions within the Goulburn Mulwaree community. This can be between newcomers and lifelong residents of Goulburn, as well as the 'haves' and the 'have nots' of the community, people who based on a person's postcode, income or ability are at more of a disadvantage than others.

Investing in social capital is therefore key for Goulburn Mulwaree to strengthen community bonds and bridge social connections across the community.

Objectives that sit underneath this strategic outcome include:

- 2.1 We acknowledge and embed local Aboriginal culture and stories within our community
- 2.2 That there's an even playing field for everyone in Goulburn Mulwaree
- 2.3 We increase social connectedness across the wider community

OBJECTIVE 2.1

We acknowledge and embed local Aboriginal culture and stories within our community

What we heard

Engagement with local Aboriginal people and the Pejar Local Aboriginal Land Council found that there is a lack of visibility around the Aboriginal past, present and future in Goulburn Mulwaree. This is true of both marking significant places and sites (where appropriate as per the Aboriginal Heritage Study), as well as storytelling through public art projects of local Aboriginal dreamtime stories such as the story of the Wollondilly River.

Why this is important for social sustainability?

Aboriginal people have lived in Goulburn Mulwaree for tens of thousands of years. The Goulburn region was known as a meeting place for many Aboriginal Nations and groups. This means that the Goulburn area wasn't inhabited by just one group of people it had many.

Increasing visibility is important to strengthen local Aboriginal pride. There are opportunities to embed representations of Goulburn Mulwaree's Aboriginal past, present and future through upgrades to infrastructure - such as bus stops or paths and the public domain - as well as reviewing signage at current heritage sites to ensure they are appropriate and acknowledge Aboriginal heritage in a respectful way.

ACTION	RESPONSIBLE	RESOURCING	TIMING	PRIORITY
Acknowledge traditional owners in Council processes.	- Council & Executive leadership	- IT & Communications - Event staff	Short	1
Engage with local aboriginal people and the Pejar lalc to increase visibility around the aboriginal past present and future in GM, to provide input to council on local indigenous inclusion and decision making.	- Council	- Executive leadership & Business Managers	Ongoing	2
Proceed with development of a Reconciliation Action Plan.	- Council	- Executive leadership	Short – medium	3

OBJECTIVE 2.2

There’s an even playing field for everyone in Goulburn Mulwaree

What we heard

Throughout the community engagement process we heard that there can be perceptions around the ‘haves’ and the ‘have nots’ of the community, people who based on a person’s postcode, income or ability are at more of a disadvantage than others. With this acknowledgment, came a strong desire from the community to do something about it. Community members and service providers indicated a need to support our most vulnerable community members and ensure the provision of appropriate and adequate services.

Why this is important for social sustainability?

Who you are and where you’re from shouldn’t be a barrier to participating in community life. To achieve social sustainability, it’s important for Council to strive to ‘even the playing field’ for everyone in Goulburn Mulwaree.

Actions that ensure easy access to facilities and services, especially for people who experience accessibility and mobility issues is important, as well as cross-collaboration across the community services centre to ensure that everyone is working together to achieve maximum impact for the community.

ACTION	RESPONSIBLE	RESOURCING	TIMING	PRIORITY
Investigate cross-sector resource sharing opportunities around community transport, including shared use of local community buses.	- Council in collaboration with relevant service providers stakeholders & government agencies	- Grant funding opportunities - Community Services - State Government	Short	1
Consider the location of future community facilities to ensure that they are located within walking distance of public transport, services, and major housing clusters.	- Council	- Planning and Environment - Community Facilities and Community Services	Ongoing	2
Provide a forum for cross-sector collaboration, to ensure effective delivery of community support services.	- Council in collaboration with relevant agency stakeholders & government agencies	- Executive - Business Managers - State Government - Grant funding opportunities - Community Services	Ongoing	3
Develop an equitable Council Community Resourcing Policy to guide the allocation of grants and venue subsidies that is based on the community organisation’s contribution to local community benefits and outcomes.	- Council	- Executive and Community Services	Short	4
Work in partnership with local sporting clubs to develop programs that increase participation in team sports participation by local disadvantaged communities	- Community Services - Community Facilities - Relevant Government agencies - Sporting organisations	- Grant funding opportunities - State Government - Club fund raising	Ongoing	5

OBJECTIVE 2.3

We increase social connectedness across the wider community

What we heard

Community engagement participants indicated that they experience a high quality of life living in Goulburn Mulwaree (96% survey respondents). Some of the things that make this a good place to live include friendly people, a strong sense of community and plenty of opportunities to get involved in the community. Despite the existing strong sense of community, we also heard that it can sometimes be a challenge for newcomers to Goulburn to connect with the community, with a desire for increased opportunities to come together and get to know each other.

Why this is important for social sustainability?

Feeling connected to, and a part of the community is key to achieving social sustainability. However, increasing social connectedness doesn't always happen by accident. Ongoing opportunities to build trust, facilitate social networks and develop a deep connection to place is important to achieving this objective.

As the community grows and changes, it's important that Goulburn Mulwaree will still be a place where people trust each other and are more than willing to help each other out, neighbours know each other and welcome new residents to feel at home.

ACTION	RESPONSIBLE	RESOURCING	TIMING	PRIORITY
Update the New Resident Welcome Pack with more information on how to join local community groups, upcoming 'come and try' days and information on where to access up to date online information about community activities.	- Council in conjunction with local clubs and service organisations	- Communications - Marketing, Events & Culture - Customer Service	Short - Medium	1
Promote Neighbourhood Day and community get togethers across Goulburn's local parks and rural villages (following the success of the Goulburn Place Plan's Neighbourhood BBQs).	- Relevant agency stakeholders & government agencies	- Communications - Executive - Marketing, Events & Culture	Medium	2
Build on the success of Council's annual volunteers' day to deliver a series of community showcases for people to get together and learn about opportunities to connect (e.g. sporting showcase, community group showcase, creative arts showcase).	- Council in conjunction with local clubs, U3A, and service organisations	- Community Services - Marketing, Events & Culture - Communications	Medium - Long	3



STRATEGIC OUTCOME 3

Improve health and wellbeing outcomes for all in our community

When people feel happy and healthy they can lead more engaged and meaningful lives. Having access to services that help with both physical and mental health, as well as opportunities to be active and connected to the community supports positive health and wellbeing outcomes.

Research and community engagement points to the following specific challenges that regional communities like Goulburn Mulwaree often face around mental health, stigma and access to services, the need for safe and suitable shelter and the particular stresses a changing climate can place on the community.

Objectives that sit underneath this strategic outcome include:

- 3.1 We have a supportive environment around our mental health
- 3.2 We have access to safe and suitable shelter and services that meet our needs
- 3.3 Our community is resilient to climate impacts
- 3.4 We are healthy and active

OBJECTIVE 3.1

We have a supportive environment around our mental health

What we heard

Community engagement identified two main challenges around managing mental health within Goulburn Mulwaree, largely around perceptions of stigma, as well as barriers to access services. Barriers include both the physical difficulties in accessing a service, as well as the limited affordable options in town, long waiting lists and need to travel outside of the LGA to get specialised and appropriate care.

Why this is important for social sustainability?

Mental health has a profound impact of the overall health and wellbeing of the Goulburn Mulwaree community. While mental health treatment is not a service that Council generally provides, advocacy and representation are important avenues for Council to help break down stigma.

ACTION	RESPONSIBLE	RESOURCING	TIMING	PRIORITY
Ensure that there is an elected Council representative at community health and wellbeing promotion days, such as White Ribbon Day, and other community events.	- Council	- Council	Ongoing	1
Continue to contribute resources to training programs for community mental health mentors.	- NSW Health and relevant support agencies and support organisations such as Head Space, Goulburn Suicide Network	- Council to advocate/lobby	Ongoing	2
Advocate for additional funding for mental health programs to address the high rates of suicide and domestic violence in the region.	- NSW Health and relevant support agencies and support organisations	- Council to advocate/lobby	Ongoing	3
Advocate for a cross-service collaborative mental health forum to address improve mental health outcomes for the community.	- NSW Health and relevant support agencies and support organisations - Councillors	- Council to advocate/lobby	Short/ Ongoing	4
Partner with local community, schools and sports groups to continue to deliver and promote mental health awareness days and increase understanding of what mental health means.	- Council and Community Services - Sporting and community groups - State government - Local businesses	- Councils to advocate/lobby	Short/ Ongoing	5

OBJECTIVE 3.2

We have access to safe and suitable shelter and services that meet our needs

What we heard

Housing and access to services were reoccurring themes throughout community engagement. Community engagement participants highlighted a need to ensure services are accessible for everyone in the community, including at an affordable cost, at times that are appropriate to community lifestyles, and for those living in rural areas.

Community members and service providers also indicated a need to support our most vulnerable community members through the provision of appropriate and adequate services. A lack of women’s and men’s shelters, and social housing that does not meet the local demand in terms of volume and dwelling variety, were seen as key service gaps in the Goulburn Mulwaree area.

Why this is important for social sustainability?

Access to affordable, quality and secure shelter is crucial to our wellbeing and sense of dignity. It is also fundamental to the productivity and liveability of a great regional town. When shelter is available across the spectrum of housing needs in our community, the whole City benefits.

In terms of advocacy and planning for increased affordable housing, the right to housing is about more than shelter. It is also about having a safe place to go, a place to access to amenities and ability to connect to services - particularly for those who may be fleeing violence, or experiencing homelessness.

ACTION	RESPONSIBLE	RESOURCING	TIMING	PRIORITY
Advocate for funding for an emergency housing service for at risk residents, including women, children and families, located within the Goulburn Mulwaree LGA.	<ul style="list-style-type: none"> - Councils - State/Federal Members - Land & Housing Corporation - Charitable/not for profit organisations 	<ul style="list-style-type: none"> - Councils to advocate/lobby 	Short	1
Advocate for increased affordable housing and social housing provision in the region.	<ul style="list-style-type: none"> - Council - Not-for-profit organisations (i.e. Argyle Housing) - Land & Housing Corporation - DPIE 	<ul style="list-style-type: none"> - Council to advocate/ lobby - Strategic Planning 	Ongoing	2
Plan for accessible shower facilities in future community facilities or amenities blocks for people at risk and communicate this to appropriate services.	<ul style="list-style-type: none"> - Transport NSW - Council - Community groups - Business 	<ul style="list-style-type: none"> - Council to advocate/ lobby - Marketing, Events & Culture - Community Services - Road Safety 	Ongoing	3
Maintain a centrally accessible and updated community service directory annually.	<ul style="list-style-type: none"> - Council 	<ul style="list-style-type: none"> - Communications - Community Services - Customer Service 	Ongoing	4

OBJECTIVE 3.3

Our community is resilient to climate impacts

What we heard

Community engagement participants told us that Goulburn Mulwaree, as a regional community, is particularly vulnerable to the impacts of climate including heatwaves, drought, flooding and fires. This is because many in our community work in industries that are climate dependent, including farmers. While there is a sense that our community is strong, supportive and resilient, natural disasters and climate change are seen as a significant challenge to our community's social wellbeing, with potential to impact on mental health and place additional stress on families and households.

Why this is important for social sustainability?

Extreme weather events isn't just an environmental problem, it is also a health and wellbeing challenge. In Australia, heatwaves cost more lives than all other natural hazards combined. Research also finds that they have a significant impact on people experiencing social isolation and social inequality.

This strategy is the first step for Council in thinking holistically about how social connectivity, well-being, mobility, and the affordability and sustainability of infrastructure, housing and services may be improved with a changing, and more extreme climate. Further work will be done to ensure the community can be resilient and bounce back from the stresses of climate change.

ACTION	RESPONSIBLE	RESOURCING	TIMING	PRIORITY
Aligning with Council's other strategies, deliver tree canopy planting days in areas with low canopy.	- Council	- Strategic Planning - Community environmental groups	Ongoing	1
In partnership with local sustainability groups, promote ways to build and keep housing cooler during extreme heat periods.	- Council - DPIE - Land and Housing Corporation	- Strategic Planning, - Communications - Community environmental groups - Sustainability Committee - Development Assessment	Short	2
Council to advocate with community groups to ensure mechanism/process for checking on your neighbours during extreme weather events.	- Council - Service organisations - Not-for-profit organisations	- Communications - Community Services - Strategic Planning	Short – climate action plan Medium – progress mechanism to check on neighbours	3
Work toward community facilities that are all air conditioned, have drinking water available (both indoor and outdoor) and are accessible (winter and summer).	- Council	- Community Facilities	Long	4

OBJECTIVE 3.4

We are healthy and active

What we heard

Across community engagement we heard about the strong sporting community in Goulburn Mulwaree, with local sporting clubs cited as being a focal point for social connection; we also heard that Goulburn Mulwaree’s parks, open spaces and natural trails are an important asset for our community, with many people accessing them daily for recreation, relaxation and social connection.

Why this is important for social sustainability?

A healthy and active life underpins our ability to participate within our community. Generally, healthy people are happier and more capable of achieving their goals. Supporting the health and wellbeing of Goulburn-Mulwaree residents plays an important role in maintaining a socially sustainable community and place.

ACTION	RESPONSIBLE	RESOURCING	TIMING	PRIORITY
Promote social/informal sports opportunities such as ‘have a kick arvo’ during lunch time, or after work, in partnership with local community groups and services.	<ul style="list-style-type: none"> - NSW Health - NSW Sport & Rec - Sporting Clubs 	<ul style="list-style-type: none"> - Community Services 	Short	1
Investigate lighting improvements in older suburbs and parks to encourage safe walking and exercise into the evening.	<ul style="list-style-type: none"> - Council - Essential Energy 	<ul style="list-style-type: none"> - Works - Community Facilities 	Short	2
Promote better utilisations of outdoor exercise fitness equipment.	<ul style="list-style-type: none"> - Council (Community Facilities, Strategic Planning)) - NSW Health - NSW Sport & Rec - PCYC 	<ul style="list-style-type: none"> - Grant opportunities - Developer contributions - VPA’s - Sponsorships 	Medium	3
Advocate and plan for a rail trail to provide a community and family-focused place to be active and together.	<ul style="list-style-type: none"> - Council - NSW Health - NSW Sport & Rec - NSW Transport - State & Federal MP’s - ULSC 	<ul style="list-style-type: none"> - Grant opportunities - Developer contributions - VPA’s - Sponsorships 	Ongoing	4

HOW WILL WE MEASURE OUR SUCCESS?

Measuring the outcomes and implementation of this plan through actions and initiatives is important to achieving our vision for social sustainability. Implementation of the Social Sustainability Strategy and Action Plan will be through Council’s existing Delivery Program and Operational Plans, and embedded in existing projects, activities and programs.

New programs and initiatives will be developed to further drive the outcomes and strategic directions of the Social Plan. These programs and initiatives will be developed annually through Councils business planning and budgeting processes and will be integrated into the delivery plan.

Monitoring and evaluation will be through the Community Strategic Plan outcomes and tools will be used and developed to ensure robust measurement. The table below provides measurable milestones to keep track of our progress.

The Social Plan will be reviewed regularly and a full review, evaluation and update will occur at the completion of the ten year term

STRATEGY	WHAT DOES SUCCESS LOOK LIKE?	HOW CAN WE MEASURE IT?
Increase the skills and capacity of our community	<ul style="list-style-type: none"> - Increased access to technology including Wi-Fi in our homes and villages - Improved access to employment and education opportunities - Improved public transport options - Increased volunteers across a range of age groups - Retention of our young people - Increased community social groups in our villages. 	<ul style="list-style-type: none"> - Program participant feedback and data - Train timetables - ABS Census including Wi-Fi connectivity and employment industries
Create stronger bonds between community members and community groups	<ul style="list-style-type: none"> - Accessible community facilities and spaces in our centres and villages - Collaboration with our community on decision making - Higher visibility of First Nations people - Improved information on community services, programs, and groups - Increased community events and public spaces for communities to gather and meet - Increased programs and events for people to connect. 	<ul style="list-style-type: none"> - BOSCAR data - Council website and social - Number of community or Council events - Number of participants at events
Improve health and wellbeing for all in our community	<ul style="list-style-type: none"> - Increased support for people with mental health issues - Improved perceptions of safety - Reduced homelessness - Reduced rates of suicide - Reduced rates of domestic violence - Increased housing for people at risk - Service affordability and diversity - More leisure opportunities for our young people. 	<ul style="list-style-type: none"> - NSW Health data - BOSCAR data - ABS Census - Number of services

DEMOGRAPHIC ANALYSIS

This chapter analyses demographic data from a variety of sources including 2016 ABS Census data from a variety of sources including 2016 ABS Census data sourced via profile.id, as well as NSW Health and NSW Bureau of Crime Statistics and Research. These data sources give insight into demographic information at different scales of geography.

Profile.id for example, splits Goulburn Mulwaree into several geographical areas, as illustrated by Figure 3, that combine different suburbs due to the relatively low population density of regional council areas.

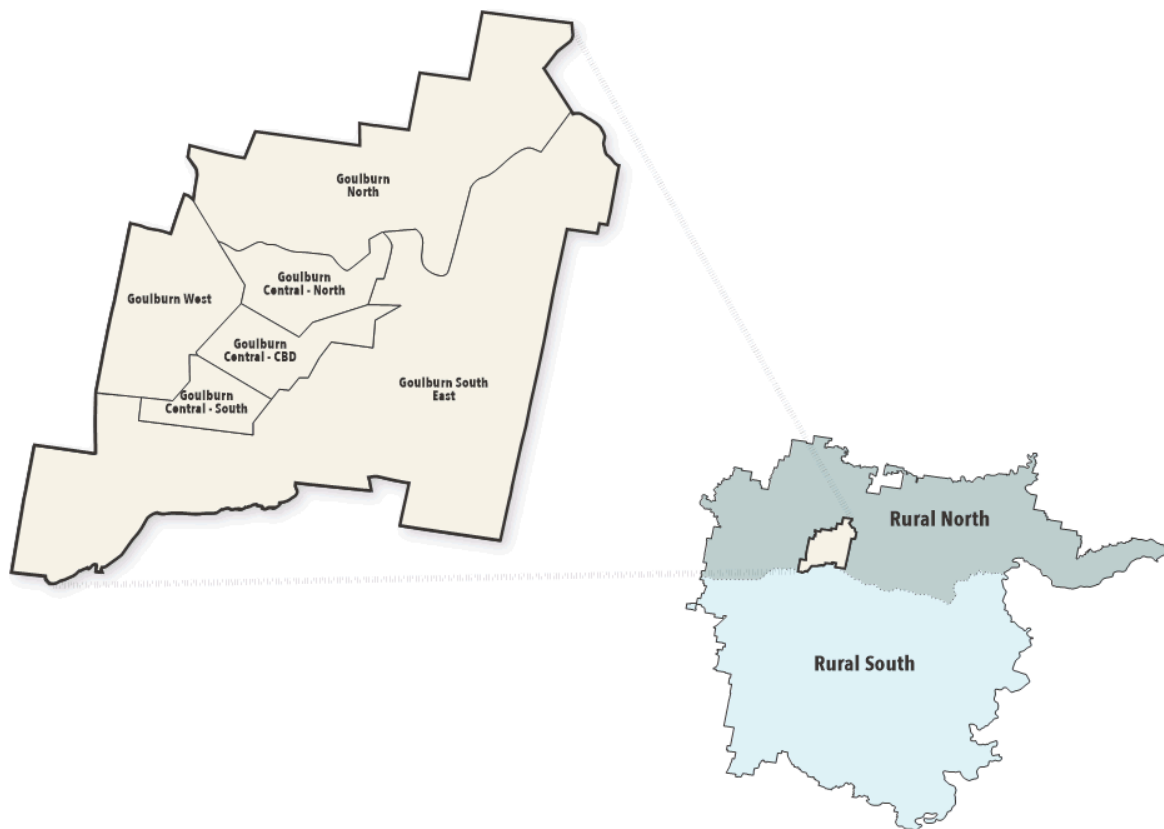


Figure 2 - Profile.id demographic areas

GOULBURN MULWAREE'S PEOPLE NOW

Age Profile

A similar age structure compared to Regional NSW, with a lower proportion of people aged 65+ years and a higher proportion aged 25 to 34 years

As shown by Table 1 Goulburn Mulwaree LGA has a similar age structure to Regional NSW. However, the LGA has a slightly lower proportion of people in the older age groups (65+ years) (19.4% vs 20.6%)

The LGA also has a slightly higher proportion of people aged 25 to 34 (12% vs 11%). This age group also saw the largest increase between 2011 and 2016 (+597 people).

Table 1 - Goulburn Mulwaree Age Profile 2016, Source: Profile.id

Service age group (years)	Number	%	Regional NSW %	Change 2011-2016
Babies and pre-schoolers (0 to 4)	1,742	5.9	5.8	+65
Primary schoolers (5 to 11)	2,612	8.8	8.9	+194
Secondary schoolers (12 to 17)	2,134	7.2	7.3	-81
Tertiary education and independence (18 to 24)	2,302	7.8	7.9	+188
Young workforce (25 to 34)	3,567	12.0	11.0	+597
Parents and homebuilders (35 to 49)	5,507	18.6	18.0	-108
Older workers and pre-retirees (50 to 59)	4,084	13.8	13.8	+299
Empty nesters and retirees (60 to 69)	3,738	12.6	13.1	+416
Seniors (70 to 84)	3,192	10.8	11.4	+443
Elderly aged (85 and over)	738	2.5	2.7	+132
Total	29,616	100.0	100.0	+2,138

'Young workforce' or people aged 25 to 34 increased the most in Goulburn Mulwaree between 2011 and 2016, reflective of net migration patterns.

Parents and homebuilders aged 35 to 49 are the largest current aged group in Goulburn Mulwaree (18.6%)

Goulburn Mulwaree's population is ageing with an increasing proportion of people aged over 60 years since 2011

A higher proportion of retirees in the Rural North and Rural South, however lower proportion of people aged over 85 years

As Goulburn Mulwaree is a large local government area, there are key differences in age profile between Goulburn Township, and the rural north and south that influence social sustainability.

As Figure 3 overpage shows, the Rural North and Rural South have a significantly higher proportion of ‘empty nesters and retirees aged 60 to 69, however a much lower proportion of people aged over 85 than Goulburn LGA. This suggests that people are not able to age in place in these rural areas. Additionally, the over 60 category will continue to age over the next 20 years, indicating a need for services to respond to the needs of older people in rural areas into the future.

A high proportion of young people in the Rural North and Rural South

It is also important to note that young people make up above LGA proportions within both the Rural North and Rural South. The Rural South has the highest proportion of Secondary Schoolers aged 12 to 17 in the LGA (8.7%). This has implications for young people having to travel to reach the only high school in the LGA, which is in Goulburn township, as well as having activities and opportunities for them near their homes such as recreation infrastructure as well as the provision of job readiness programs.

The Rural North also has the second highest proportion of primary school aged children (9.9%), again indicating need for recreation and play equipment, as well as access to children’s play and learning programs outside of Goulburn township.

A high proportion of young people in

Goulburn North

Figure 3 shows, there are also significant differences in age profile within Goulburn township itself.

The ‘Goulburn North’ area, which includes suburbs such as Marys Mount, has significantly high proportions of babies and pre-schoolers (8.2% compared to 5.9% LGA-wide), primary schoolers (10.8% compared to 8.8% LGA-wide) and secondary schoolers (8% compared to 7.2% LGA-wide). This distinct cluster of young people could have implications on social infrastructure and services provision particularly for young people.

A high proportion of older people in Goulburn Central and Goulburn West

Figure 3 also shows that a large proportion of people aged 70 years and older live in Goulburn CBD, Central and West, most likely due to existing aged care, social housing and medical services close by.



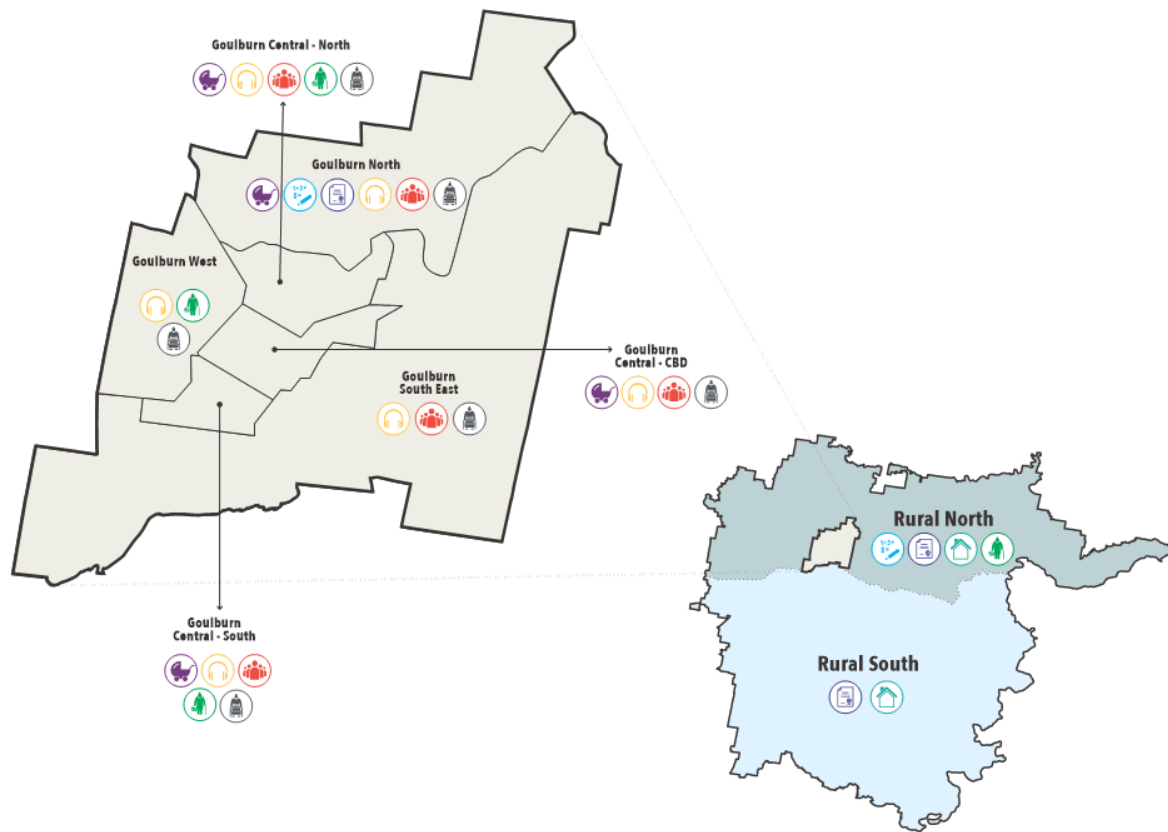










Figure 3 - Age comparison to Goulburn LGA averages

Comparison to Goulburn LGA averages

-  More than 5.9% of population are aged 0 to 4 years old
-  More than 8.8% of population are aged 5 to 11 years old (primary school)
-  More than 7.2% of population are aged 12 to 17 years old (high school)
-  More than 15% of people aged 18 to 24 years old
-  More than 12% of people aged 25 to 34 (young workforce)
-  More than 12.6% of people aged 60 to 69 (empty nesters and retirees)
-  More than 10.8% of people aged 70 to 84 years old (seniors)
-  More than 2.5% of people aged over 85 years old (elderly)

Income

A similar median household income compared to Regional NSW

Goulburn Mulwaree LGA has a slightly higher median income compared to Regional NSW (\$1,195 vs \$1,166), with a lower median income in Goulburn (\$1,150) and a higher median income in the Rural North (\$1,369) and the Rural South (\$1,361).

One in five households earn less than \$650 a week, a similar proportion compared to Regional NSW

Goulburn Mulwaree LGA has a similar proportion of low income households (earning less than \$650 a week) compared to regional NSW (22.6% to 22% respectively), with a higher proportion in Goulburn (23.5%) and a lower proportion in the Rural North (16.5%) and the Rural South (18.9%).

Within Goulburn, the areas with the highest proportion of low-income households were:

- Goulburn (South East) (27.5%)
- Goulburn (Central - CBD) (27.2%)
- Goulburn (Central - South) (26.6%), and
- Goulburn (Central - North) (26.4%).

Household types

Goulburn Mulwaree has a similar distribution of household types compared to Regional NSW. The main household type in Goulburn Mulwaree LGA is couples without children (26.4%), which is slightly lower compared to Regional NSW (27%). There is a lower proportion of couples without children in Goulburn (24.3%) and a higher proportion in the Rural North (35%) and the Rural South (31.7%).

While Goulburn Mulwaree LGA has the same proportion of couple families with children as Regional NSW (25.4%), with a lower proportion in Goulburn, the same proportion in the Rural South (25.4%) and a much higher proportion in the Rural North (32%).

A higher proportion of lone person households compared to Regional NSW

Goulburn Mulwaree has a higher proportion of lone person households (27.6%) compared to Regional NSW (25.5%), with a higher proportion in Goulburn (30%) and a lower proportion in the Rural North (17.2%) and the Rural South (21.7%).

Within Goulburn, the highest proportion of lone person households is in Goulburn CBD with 39% of households home to only single occupants, followed by Goulburn Central North (37.6%) and Goulburn Central South (31.4%).

The majority of households own or are buying their home

The Goulburn Mulwaree LGA has a similar housing tenure structure compared to Regional NSW, however a slightly lower proportion of households that fully own their property (33.6% vs. 35.5%) and a slightly higher proportion with a mortgage (30.6% vs 28.6%).

A slightly higher proportion of households renting social housing compared to Regional NSW

Goulburn Mulwaree has a slightly higher proportion of households renting social housing (5.2%) compared to Regional NSW (4.2%), with a higher proportion of social housing in the Goulburn city area (6.7%) and no social housing in the Rural North or Rural South.

Goulburn (North) had the highest proportion (9.9%), followed by Goulburn (West) (7.2%) and Goulburn (South East) (7.2%).

Estimating homelessness

Data from ABS Census 2016 indicates that there were 93 homeless people living within the Goulburn Mulwaree LGA, a slight decrease from 101 in 2011.

What does income and housing mean for social sustainability?

A high proportion of lone person households

Goulburn township has a high number of lone person households due to a combination of factors such as a high proportion of older residents, transient population such as mining industries, Police Academy, or the location of the Hospital. One key need group within this category however are lone, older households who also are renting. Research by UTS has shown that older private renters are at high risk of loneliness and anxiety due to factors including little disposable income due the cost of housing that uses up much of their income, and the constant risk that they may be asked to vacate their accommodation.¹ To cater for this group, there is a need for suitable and affordable rental housing options, as well as free activities for seniors to socialise and attend events.

¹ UTS 2019, Loneliness looms for rising numbers of older private renters, accessed online at <https://www.uts.edu.au/research-and-teaching/our-research/institute-public-policy-and-governance/news/loneliness-looms>

A higher proportion of social housing

Community engagement highlighted that at times, Goulburn Mulwaree can seem like a community of ‘haves’ and ‘have nots’ based on which street you live on. Resident’s perceived opportunities shouldn’t be limited because of the area they grew up in, a key focus of the Social Sustainability Strategy will be to ensure equal access to recreation, infrastructure and programs targeting residents who may need assistance. Research by UTS has also shown that social housing has a positive effect on older lone person households, as there is less need to worry about rent, and a higher chance of knowing and being able to interact with neighbours, particularly if they’ve been part of the community for a long time.

High proportion of households with a mortgage and renting

Housing has a significant impact on people’s mental health and sense of security. Research has shown that despite the relative affordability of housing in Goulburn Mulwaree, there is still a high proportion of households under housing stress. A Social Sustainability Strategy can assist by offering affordable events and places for family programs, as well as through Council’s Local Housing Strategy.

Employment

Most resident workers are employed in health care and social assistance, followed by construction and public administration

The top three industries in which residents workers are employed are:

- Health Care and Social Assistance (1,908 jobs, 15%)
- Public administration and safety (1,383 jobs, 11.1%) and
- Retail trade (1,364 jobs, 11.1%)

Compared to Regional NSW Goulburn Mulwaree has a slightly higher proportion of people employed in health care and social assistance and retail trade (15% compared to 14.4% and 10.7% to 10.3% respectively), however has a significantly higher proportion of people employed in public administration and safety (10.9% compared to 7.2%). This is potentially due to Goulburn’s role as a regional hub servicing surrounding rural communities.

The top three occupations of resident workers are:

- Community and personal service workers (15.3%)
- Technicians and trades workers (14.5%) and
- Professionals (14.5%).

While 77.5% of resident workers live and work in the Goulburn Mulwaree LGA, 17.9% of residents workers work outside the LGA with 6.9% working in ACT and 3% working in Wingecarribee.

A similar unemployment rate, and a lower youth unemployment rate, compared to Regional NSW

Goulburn Mulwaree has a similar unemployment rate (6.3%, 855 people) compared to Regional NSW (6.6%), with 6.9% unemployment in Goulburn and lower rates in the Rural North (4.4%) and the Rural South (5.6%).

Within Goulburn, the areas with the highest

proportion / number of unemployed population were:

- Goulburn (North) 195 people, 6.8%, and
- Goulburn (Central - North) 170 people, 7.9%.

Goulburn Mulwaree has a lower proportion of youth unemployment (11.6%) compared to Regional NSW (11.6%), with a higher proportion in Goulburn (12.5%) and a lower proportion in the Rural North (5.1%) and the Rural South (8.6%).

What does employment mean for social sustainability in Goulburn Mulwaree?

Social services play is a key booster of Goulburn Mulwaree’s economy

Social services play a significant role in Goulburn Mulwaree’s economy, being the highest industry of employment with 15% of total workers, or 1,908 jobs. It is important that Goulburn Mulwaree continues to be a place that attracts talent, including health and social workers to service the local community, which also has flow on effects to jobs in the retail sector (equal 2nd employer).

A challenge for young people finding employment

While the unemployment rate in Goulburn Mulwaree is lower than regional NSW overall, young unemployment is a challenge, particularly in Goulburn township at 12.5% - more than double the NSW unemployment rate. There are opportunities through programs to support job readiness and provide stepping stones for young people into employment.

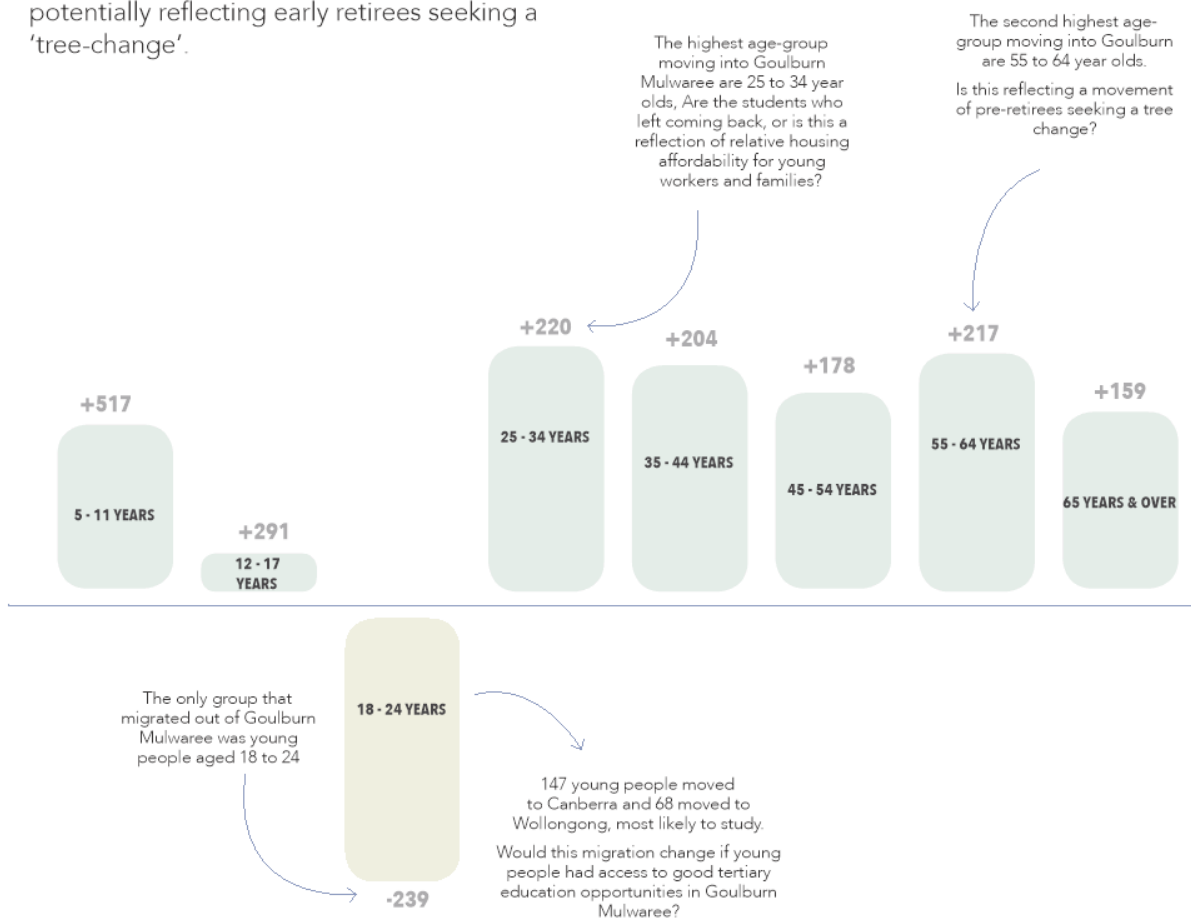
Migration in and out of the LGA

Between 2011 and 2016, a higher number of people migrated in to Goulburn Mulwaree (4,636 people) than out of the LGA (3,842 people) (total increase of 794 people).

Across all age groups, the only net loss was in the 18 to 24 years age group (-239 people), with young people leaving the area for the ACT (147 young people) and Wollongong (68 young people), likely to pursue education and employment opportunities.

However, the largest net increase due to migration was in the 25 to 34 years age group (+220 people), suggesting that young people may be moving back to the area.

The second largest increase due to migration was in the 55 to 64 years age group (+217 people), potentially reflecting early retirees seeking a 'tree-change'.



What do Goulburn Mulwaree's migration patterns mean for social sustainability?

A sharp decrease in 18 to 24 year olds

The only net migration out of Goulburn Mulwaree is in the 18 to 24 year old category, corresponding with high school leavers seeking tertiary opportunities or seeking jobs outside of town. For young people who want to stay local it is important that there are a range of job and study opportunities in town. Community engagement found that choosing to stay after high school is difficult due to the perceived lack of opportunities, which can also impact on self-esteem.

Continuing to attract a young workforce

Despite the 18-24 year olds category migrating out, the highest age group migrating into Goulburn Mulwaree is the 25 to 34 year age group, potentially signalling a return to the LGA post study, or a new group of young workforce or young families who are moving to Goulburn Mulwaree for the relatively affordable housing. If Goulburn Mulwaree seeks to continue attracting a younger age group, it is important that there are a range of recreation and leisure opportunities young professionals and young families.

An increase in skilled, retiree tree-changers

The second highest age group to migrate into Goulburn Mulwaree was the 55 to 64 year old age group, potentially aligned with a trend of retired or pre-retiree 'tree changers'. It is important that there are a range of activities and social events to welcome new residents and make them feel part of the community, as well as to allow people to share their skills and expertise to build the community up together.

How Culturally diverse is goulburn mulwaree?

1,185 Aboriginal and/or Torres Strait Islander people live in Goulburn - Mulwaree

In 2018, Goulburn Mulwaree was home to 1,185 Aboriginal and/or Torres Strait Islander people, representing a lower proportion of the total population (4%) compared to Regional NSW (5.5%), however double the NSW proportion of 2%.

A low proportion of people who are born overseas compared to Regional NSW

A lower proportion of the Goulburn Mulwaree community was born overseas (10%), compared to Regional NSW (11.2%), with a lower proportion in Goulburn (9.5%) and a higher proportion in the Rural North (11.9%) and the Rural South (12.2%). Between 2011 and 2016, the number of people born overseas increased by 604 or 25.8%.

Those born overseas were most likely to have moved here from the United Kingdom (2.8%) or New Zealand (1.1%), with emerging birthplaces including the Philippines (0.5% or 152 people, increase of 86 people between 2011 and 2016) and India (0.5% or 145 people, increase of 68 people between 2011 and 2016).

The majority of people speak only English at home

4.7% of the Goulburn Mulwaree community speak a language other than English at home, slightly lower compared to 5.7% in Regional NSW. Filipino/Tagalog (0.3%), Greek (0.3%) and Mandarin (0.3%) were the most common non-English languages spoken at home.

452 people living in Goulburn Mulwaree arrived to Australia from overseas within 5 years prior to 2016

452 people or 15.3% of Goulburn Mulwaree's overseas-born population arrived to Australia between 2011 and 2016, a similar proportion to Regional NSW (14.8%). In 2016, the majority of new arrivals were living in Goulburn (376 people).

What does Goulburn-Mulwaree's cultural diversity mean for social sustainability?

A strong Aboriginal community

The Goulburn Mulwaree region was traditionally a meeting place for different first nations to meet on another. Today Goulburn Mulwaree is home to 1,185 Aboriginal and/or Torres Strait Islanders. Community engagement highlighted the need to celebrate Aboriginal culture and increase the visibility of Aboriginal culture throughout Goulburn Mulwaree. This is an important step in healing, reconciliation and pride for the Aboriginal and wider community.

An increasing number of people born overseas

While overall, Goulburn has a lower proportion of culturally and linguistically diverse communities than Regional NSW, over the last census period there was an increase in the number of people arriving from overseas, with most people settling in Goulburn township. This trend may continue due to Federal migration policies that encourage new migrants to locate within regional areas. Access to employment, as well as services and housing are key to successful settlement.

Education

A lower proportion of persons with formal qualifications compared to Regional NSW

Compared to Regional NSW, Goulburn Mulwaree has a lower proportion of persons with a Bachelor or higher degree (11.5% vs 14.5%) and a similar proportion of persons with a Vocational degree (24% vs 23.6%) or an advanced diploma or diploma (8.5% vs 8.2%).

The LGA has a similar proportion of persons with no formal qualification (41.5%) compared to Regional NSW (41.7%).

Despite this, as Table 3 shows, there is a higher proportion of university level qualifications in the rural north and south, potentially correlating with an increase in retirees in these areas, or people who live in Goulburn but commute to Canberra for work.

A lower proportion of persons attending Uni and a similar proportion of persons attending TAFE compared to Regional NSW

Goulburn Mulwaree has a lower proportion of persons attending University (2%) compared to Regional NSW (3.1%), and a similar proportion of persons attending TAFE (2.1%) compared to Regional NSW (1.9%). This corresponds to community engagement feedback that there was a lack of tertiary education opportunities for young people.

A higher proportion of persons who left school early compared to Regional NSW

Goulburn Mulwaree has a lower proportion of persons who completed Year 12 or equivalent (35.1%) compared to Regional NSW (38%), with a higher proportion finishing Year 12 in the Rural North (36.4%) and the Rural South (36.9%) and a lower proportion in Goulburn (34.6%).

A similar proportion of disengaged young people compared to Regional NSW

Goulburn Mulwaree has a similar proportion of young people aged 15 to 24 not employed or in education (11.7%, 400 young people) compared to Regional NSW (11.8%) with a higher rate in Goulburn (11.6%) and a lower rate in the Rural North (9.5%) and the Rural South (3.4%).

Within Goulburn, the areas with the highest proportion / number of disengaged young people were:

- Goulburn (North) 100 young people, 12.9%, and
- Goulburn (Central - South) 93 young people, 16.4%.

Table 2 - Qualification by area. Source: Profile.id

Area	University Qualifications		Trade Qualifications		No Qualifications	
	#	%	#	%	#	%
Rural North	507	13.5	1,023	27.4	1,429	38.2
Rural South	271	13.6	506	25.4	771	38.8
Goulburn	2,121	11.4	4,348	23.3	7,767	41.6
Goulburn-Mulwaree LGA	2,783	11.5	5,807	24.0	10,066	41.5
Regional NSW	316,064	14.6	508,465	23.5	901,527	41.7

What does education and connectivity in Goulburn-Mulwaree mean for social sustainability?

A high proportion of disengaged young people

In the 2016 census there were 400 young people aged 15 to 24 both unemployed and not attending an education institution. It is important that this Social Sustainability Strategy supports this group of young people by increasing opportunities to get involved, and learn new things that offer chances to increase confidence, skills and employability.

A high proportion of people who travel to work by car

The high proportion of car ownership and those traveling to work by car, confirms engagement findings that it's difficult to get around Goulburn Mulwaree without a car. This means that for older people who may no longer be able to drive, or younger people who may not yet have their license, it can be quite challenging to access services, programs and events.

Connectivity

A higher proportion of persons who travel to work by car compared to Regional NSW

Goulburn Mulwaree has a higher proportion of persons who travel to work by car (76%) compared to Regional NSW (73.3%), with a lower proportion traveling by public transport (1% vs 1.8%).

Goulburn Mulwaree has a lower proportion of households without a car (7%) compared to Regional NSW (5.8%), with a higher proportion in Goulburn (8.9%) and a much lower proportion in the Rural North (1.9%) and the Rural South (1.8%).

A lower proportion of households with an internet connection compared to Regional NSW

Goulburn-Mulwaree has a higher proportion of households without an internet connection (29.9%) compared to Regional NSW (26.9%), with an even higher proportion of households without an internet connection in Goulburn township (30.7%) and the Rural South (31.9% - almost 1/3 of households), and a lower proportion in the Rural North (24.3%).

Through engagement with the community, access to the internet was highlighted as a barrier to children and young people completing their studies. With some households in blackspots, and others not able to afford internet connectivity.

In particular, as shown by Table 4 the following areas have high proportions of children and young people but lower than LGA connectivity to the internet:

- Rural South (31.9%) has a significant proportion of households without an internet connection, yet had the highest proportion of young people aged 12 to 17 years in the LGA.
- Goulburn (Central – CBD) (33.9%) also has a significant proportion of households without an internet connection, and a higher proportion of young people aged 12 to 17 years (6.7%).
- Goulburn (Central-North) (34.6%) has lowest proportion of households with an internet connectivity, and a higher proportion of children aged 5 to 11 years (8.7%). This also corresponds with a high proportion of low income households (over ¼ of households earning less than \$650 a week).

Table 3 - Internet Connection and educational outcomes. Source: Profile.id

Area	Internet Connection		5 to 11 years olds		12 to 17 years	
	#	%	#	%	#	%
Rural North	1,344	75.7	476	10.3	377	8.1
Rural South	671	68.1	204	8.4	206	8.5
Goulburn	6,147	69.3	1,956	8.7	1,514	6.7
Goulburn-Mulwaree Council area	8,159	70.1	2,607	8.8	2,115	7.1
Regional NSW	771,036	73.1	235,635	8.9	194,070	7.3

A high proportion of households with no internet connection

Living in the 21st century requires people to be able to get online. Accessing the internet is becoming more and more central to learning, accessing services and information, finding out about jobs and events as well as an important social connector. There are high proportion of households with no internet connection meaning that it can be difficult for these people to connect in with the world, as well as become a barrier to learning and inclusion. There are opportunities for Council to increase the provision of public wifi, as well as advocacy to the federal government around internet accessibility and affordability in regional areas.

Wellbeing

A relatively higher level of socio-economic disadvantage compared to Regional NSW

The Index of Relative Socio-Economic Disadvantage has "been constructed so that relatively disadvantaged areas have low index values."

With a SEIFA score of 960, the Goulburn Mulwaree LGA is relatively more disadvantaged compared to Regional NSW (971), with lower levels of relative disadvantage in the Rural South (1,006.5) and the Rural North (1,004.2) and higher levels of relative disadvantage in Goulburn (945.4).

Within Goulburn, the area with the highest levels of relative disadvantage was Goulburn (Central - South) (909.4)

A similar proportion of people in need of assistance due to disability compared to Regional NSW

Goulburn-Mulwaree has a similar proportion of people in need of assistance due to disability (6.4%, 1,908 people) compared to Regional NSW (6.3%), with a higher proportion in Goulburn (6.8%) and a lower proportion in the Rural North (5.2%) and the Rural South (4.8%).

Health

The Goulburn Mulwaree LGA is located within the Southern NSW Local Health District (SLHD), which also includes Bega Valley, Bombala, Cooma-Monaro, Eurobodalla, Palerang, Queanbeyan, Snowy River, Upper Lachlan, and Yass Valley.

The following health statistics sourced from HealthStats NSW (online tool) give insight into the SLHD compared to the average across NSW, this is because comparison to 'regional NSW' is not available.

Much higher rates of overweight and obese persons

The SLHD has a much higher rate of overweight and obese persons (63%) compared to the average across NSW (53.5%) (2017).

Much higher rates of risky alcohol consumption

The SLHD has a higher rate of alcohol consumption at levels posing long-term risk to health amongst persons aged 16 years and over (34.9%) compared to the average across NSW (31.1%) (2017).

Similar rates of smoking

The SLHD has a similar rate of adults smoking (15.6%) compared to the average across NSW (15.2%), and a similar rate of smoking in secondary students (6.7% vs (6.4%) (2017).

The second highest rate of suicide across all LHDs in NSW

The SLHD has the second highest rate of suicide of all LHDs in NSW (19.9 per 100,000 population), followed by Murrumbidgee (19.8) and Northern NSW (17.8) (2016).

Higher rates of hospitalisation due to intentional self-harm

The SLHD has a higher rate of intentional

self-harm hospitalisations (227.1 per 100,000 population) compared to the average across NSW (149) (2017).

Lower rates of psychological distress

Compared to the average across NSW, the SLHD has a lower rate of high or very high psychological distress in adults (12.8% vs 15.1%) (2017).

Lower rates of meth-related hospitalisations

The SLHD has a lower rate of methamphetamine-related hospitalisations (95.3 per 100,000 population) compared to the average across NSW (136.3) (2016/2017)

Higher rates of teenage pregnancy

The SLHD has a higher rate of teenage pregnancy (mother aged under 19) (3.6%) compared to the average across NSW (2%) (2017).

What does health and wellbeing in Goulburn Mulwaree mean for social sustainability?

Mental health is a significant issue in Goulburn Mulwaree

Despite the SLHD having the second highest rate of suicide in NSW and higher rates of hospitalisation due to intentional self-harm, there are also lower rates of psychological distress. This points to community challenges around feeling like they can speak up and get help for their mental health before it becomes a life-threatening issue. There is also a mental health service gap in Goulburn Mulwaree, with people often faced with long waiting lists, financial barriers, and a lack of appropriate level services for their needs. Mental health has a significant impact on the community, and there are opportunities for the Social Sustainability Strategy to help to address stigma in the community.

Much higher rates of overweight and obese persons

The SLHD has a much higher rate of overweight and obese persons (63%) compared to the average across NSW (53.5%) (2017), this is potentially correlated with lower incomes and social isolation, and travel by car.

Much higher rates of risky alcohol consumption but lower rates of meth-related hospitalisations

With higher rates of risky alcohol consumption is common in regional areas, there are opportunities to have awareness campaigns and education around the issue, especially for young people, to communicate the risks and start to change behaviour.

Community safety

A lower rate of non-domestic assault than surrounding councils but a higher rate of domestic assault

As Table 4 shows, Goulburn Mulwaree is generally a safe place to be with low rates of non-domestic assault compared to surrounding areas, and a slightly lower rate than NSW (381.4 per 100,000 compared to 382.1 per 100,000 in NSW). However Table 5 shows that this isn't the same in the home environment, with a higher rate of reported domestic violence cases compared to NSW and surrounding Council's (424.5 per 100,000 compared to 409.6 per 100,000 in NSW), and an increase from the previous year.

There is a need to connect people experiencing domestic violence to services, as well as provide alternate affordable housing choices through Council's housing strategy.

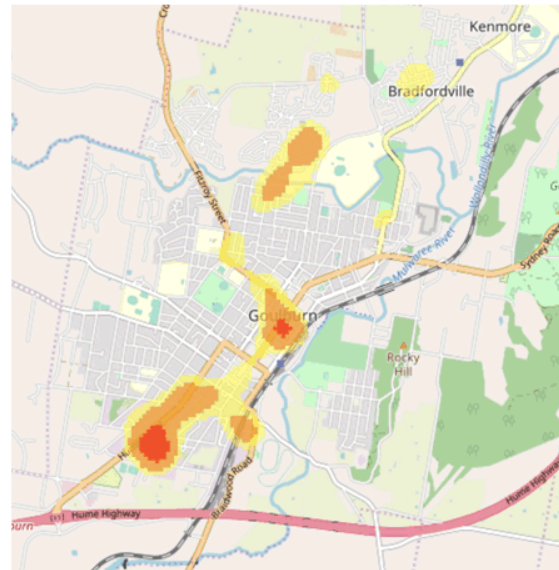


Figure 4 - Domestic assault "hotspots" in Goulburn

Table 4 - Rates of non-domestic assault in Goulburn Mulwaree and surrounding Council areas (Source: BOCSAR NSW Crime Tool)

LGA	To December 2018	Year to December 2017		Year to December 2018	
	Trend: 2 year	Count	Rate	Count	Rate
New South Wales	Stable	28461	367.7	29572	382.1
Shoalhaven	Up 26.9% per year	338	332.1	429	421.5
Goulburn Mulwaree	Stable	127	421.2	115	381.4
Queanbeyan-Palerang Regional	Stable	132	227.1	135	232.2
Wingecarribee	Stable	103	209.9	94	191.6
Yass Valley	Stable	26	156.4	34	204.5
Upper Lachlan Shire	n.c.	8	102	8	102

Table 5 - Rates of domestic assault in Goulburn-Mulwaree and surrounding Council areas (Source: BOCSAR NSW Crime Tool)

LGA	To December 2018	Year to December 2017		Year to December 2018	
	Trend: 2 year	Count	Rate	Count	Rate
New South Wales	Stable	32207	416.2	31698	409.6
Goulburn Mulwaree	Stable	123	408	128	424.5
Queanbeyan-Palerang Regional	Stable	173	297.6	171	294.2
Shoalhaven	Stable	393	386.1	419	411.7
Yass Valley	Stable	26	156.4	33	198.5
Wingecarribee	Down 8.1% per year	111	226.2	102	207.9
Upper Lachlan Shire	n.c.	13	165.8	9	114.8

Volunteering and unpaid care

Nearly 1 in 5 people volunteer in Goulburn Mulwaree

Goulburn Mulwaree has a lower rate of volunteering (18.4%) compared to Regional NSW (20.8%), however this is much higher in the Rural North (22%) and the Rural South (23.6%) and lower in Goulburn (17.1%).

A similar proportion of unpaid child carers compared to Regional NSW

Goulburn Mulwaree has a similar proportion of unpaid child carers (26.6%) compared to Regional NSW (27.1%) with a similar rate in Goulburn (26.7%) and a slightly higher rate in the Rural North (27.9%) and a lower proportion in the Rural South (23.8%).

A similar proportion of unpaid aged and disability carers compared to Regional NSW

Goulburn Mulwaree has a similar proportion of people providing unpaid aged and disability care (12.4%) compared to Regional NSW (12.6%), with a similar proportion in Goulburn (12.2%) and the Rural South (12.5%) and a slightly higher proportion in the Rural North (13.6%).



APPENDIX 2 - OUR COMMUNITY ASSETS

COUNCIL'S SOCIAL INFRASTRUCTURE, SERVICES AND PROGRAMS

Council's social services

Goulburn Mulwaree takes a hands on approach to social service delivery running a significant amount of services and programs for particular groups including:

Neighbour Aid Services

Council coordinates volunteers through Neighbour Aid Services to provide social and practical support and assistance to frail aged people, people with a disability and their carers.

The community centre based programs service approximately 80 older people daily including morning tea, lunch and activities.

Activities include card, craft and support groups, and cooking programs with clients (also provided at Brewer Centre at Marulan)

Leisure Link Services

Leisure Link offers a variety of social and recreational activities for people with physical or intellectual disabilities. It aims to provide opportunities to experience a wide range and level of activities; Leisure Link can provide a one-to-one link for people and group activities. All programs operate with the assistance of volunteers. The program offers:

- Centre based peer support and community participation programs for approximately 113 regular clients with a mild to moderate intellectual or physical disability (funded through participant's NDIS plans and auspice by Council);

- Many activities are often held after hours and on weekends and include dining out, holidays, attending sporting events and concerts and other peer support programs;
- This program works collaboratively with the aged care and youth services that Council also operates from the Community Centre sharing common spaces, equipment and resources and is also supported by a small team of volunteers.

Youth Services

- Holiday programs utilising a large youth room, kitchen and meeting rooms. Activities range from cooking, playing table tennis, pool, movie nights, games nights etc;
- Cooking classes held every Tuesday night from 4-6pm;
- Drop-in space for youth to get support and help with anything ranging from schooling, Centreline jobs etc;
- Hospitality program/ social enterprise cafe run at the library;
- Programs run at the PCYC to support kids getting active and have breakfast before school.

Council's social community infrastructure

Goulburn Mulwaree has several community facilities that offer social services and programs to the public including:

Goulburn Neighbourhood Centre

Goulburn Neighbourhood Centre is a converted shopfront, currently located in the centre of town at 155 Auburn St. It includes the following facilities:

- 6 public computers are made available for community use;
- Regular users of meeting rooms day and night, particularly McDermott Room located in the front area of the centre;
- Kitchen facilities enable cooking programs for clients;
- The facility is a temporary community centre, and due to building restrictions is limited in its capacity.

Goulburn Mulwaree Library and the Big Read Bus

Goulburn Mulwaree Library is co-located with Council's Civic Centre and the Goulburn Regional Art Gallery. It offers typical library services including internet access, book lending, as well as comfortable places to read or study.

The Library is passionate about providing free and equal access to information, assisting with independent learning and promoting the joys of reading in our diverse community.

In addition to the physical building, the library also has a 'big read bus' that travels to different corners of the LGA to allow people to access resources remotely.

Goulburn Art Gallery

The Goulburn Regional Art Gallery is the region's hub for presenting, exhibiting and collecting contemporary art. They host a big, bold program each year that is full of ideas that provoke conversation and connection to the work of the artists. In addition to curating art works, the gallery runs several community programs that supports social life in Goulburn Mulwaree.

Goulburn Mulwaree Museums

Goulburn Mulwaree Council Museums play an important role in showcasing the unique heritage of the region. Council run three museums including the:

- Goulburn Historic Waterworks Museum;
- Rocky Hill War Memorial & Museum; and
- St Clair Villa Museum & Archives.

Managed by Council staff, with long-term and substantial support from a dedicated team of volunteers and History Goulburn, the Museums are dedicated to the ongoing preservation and management of historic buildings and grounds, collections and archives.

Council is currently managing construction of a new museum building at Rocky Hill and much need conservation works at St Clair Villa to secure the future of these remarkable heritage sites.

Goulburn Recreation Area

The Recreation Area occupies 45 hectares of land alongside the Mulwaree River. It is a Crown Reserve with Council as Trustee managing the complex. Council is assisted by a "Committee of Management" consisting of representatives from each of the main Recreation users.

The main users of the Recreation Area consists of:

- Greyhound Racing
- Harness Racing and Training
- AP&H Society (Show Society)
- Basketball
- Poultry Fanciers
- Rodeo
- Dressage
- Goulburn Dog Training & Kennel Club

The Recreation Area (including the Veolia Arena and Grace Millsom Centre) may be booked for use by the community. Over the 2018/2019 financial year, the recreation area had a total of 131,185 attendees, highlighting its importance as a social meeting place within Goulburn Mulwaree.

Over the 2018/19 Financial year there were a total of 173 major and irregular events held in the Goulburn Recreation Area.



Figure 5 - Council's leisure link program provides a variety of social and recreational activities for people with disability

Goulburn Aquatic and Leisure Centre

The Goulburn Aquatic and Leisure Centre is a year round facility catering for all ages and swimming abilities. The Centre offers a range of programs and services, from learn to swim classes to aqua aerobics.

Facilities include a heated indoor 25 metre pool with ramp access, heated indoor baby and toddler pool (with disabled access), seasonal outdoor 50 metre Olympic pool, seasonal UV covered outdoor toddler pool, half sized basketball courts, children's playground and a Health and Fitness centre.

- During the 18/19 financial year the aquatic centre had a total of 82,632 visits.
- Of the casual visits, the concession entries accounted for 56% of visits (26,777), followed by Adults (14,201; 30%). 6 month upfront aquatic concession entry passes were also the most popular (1,814; 54%) followed by adults (1,349; 40%).
- The high count of concession entries to the pool indicates that it is a popular and accessible place for concession card holders.

Council & Community-Run Programs, Events and Festivals

Council, in collaboration with the community and local partners, delivers and facilitates a number of programs that support social wellbeing, including:

- Programs and events at the library for adults - 153 programs run annually (attendance of 2,483).
- Programs and events at the library for children and young adults - 262 programs run annually (attendance of 9,011).
- Major community events at the library attracting up to 5,000 people annually - Goulburn Comic Con and the Goulburn Reader Writer Festival (now called BookFest).
- Programs at the art gallery (211 education programs run in 2018 with 3,331 people attending, and 273 outreach programs with 2,940 people attending).
- Programs and events as part of Youth Week, NAIDOC Week, NSW National Trust Heritage Festival and the Seniors Festival
- Big Read Bus (Mobile Library Service) - visiting 19 institutions every 3 weeks. This is a mixture of retirement homes, pre-schools and primary schools in the LGA.
- Other regular library run programs including Computer Basics Training Courses and Monday Meditation.

In addition, Council collaborates with partners, including community service providers and local businesses, to facilitate a number of social wellbeing programs, markets, events and festivals locally including:

Library Programs

- Story Time
- Code Club
- Rhyme Time
- LEGO Club
- Giggle and Wiggle
- Yarn n Tea Time
- Colouring in
- Big READ bus (mobile library van)
- Paperback Café @ Goulburn Mulwaree Library

Events and festivals

- Lilac City Festival
- Pictures and popcorn in the Park
- Victoriana Steampunk Festival
- Goulburn/Marulan Australia Day
- ANZAC Day Ceremonies
- 2018 Holcim Pty Ltd Mayoral Charity Golf Day
- Australian Blues Music Festival
- Goulburn Multicultural Festival
- Harmony Day in the Park
- Goulburn Comic Con
- Goulburn Rose Festival
- Goulburn Show
- Marulan Kite Festival
- Tallong Apple Day Festival
- Willowglen 4x4 challenge
- Our Living History
- Bookfest (formerly Reader Writer Festival)
- Community Bike Ride

- Hockey NSW Indoor State Championships
- International Day of People with Disabilities
- Cancer Council Relay for Life
- Convoy for Kids
- *Other various sporting events*

Playgroup

- Bradfordville Supported Playgroup
- Goulburn Little Aussies Playgroup
- Mudpie Playgroup
- Tallong Playgroup

Markets

- Lilac City Country Markets
- St Saviours Community Craft & Garage Sale
- Parkside Community Markets (hosted by rotary)
- Riversdale Quarterly Car Boot Sale
- Marulan Exchange: Books, CDs, DVDs
- Windellama Country Markets
- Markets on Bourke
- Bungonia Village Markets
- Tarago Blue Moon Markets
- Laggan Village Markets
- Goulburn Swap Meet

Regional Gallery Programs

- Outreach
- Art Teenies (5 yrs and under)
- Afternoon Art Club

COMMUNITY SERVICE PROVIDERS

Service overview

Services were audited through searching community directory, council's existing knowledge, and reviewing service provider's web pages.

A total of 44 services were audited in Goulburn Mulwaree. These include:

- 9 services focused on children, youth and families (only 1 dedicated service for young people -PCYC)
- 8 Employment and training services
- 6 Social support services (offer programs and services for multiple groups)
- 5 Housing and accommodation services
- 4 Health services
- 3 Disability and older people focused services
- 2 Mental health services
- 3 Arts, culture and education services
- 2 Multicultural services
- 1 Aboriginal service
- 1 Emergency service (SES)

Goulburn Mulwaree has a large number of services for a regional area and population size of the LGA. This is also because services based in Goulburn may also service surrounding regional council areas.

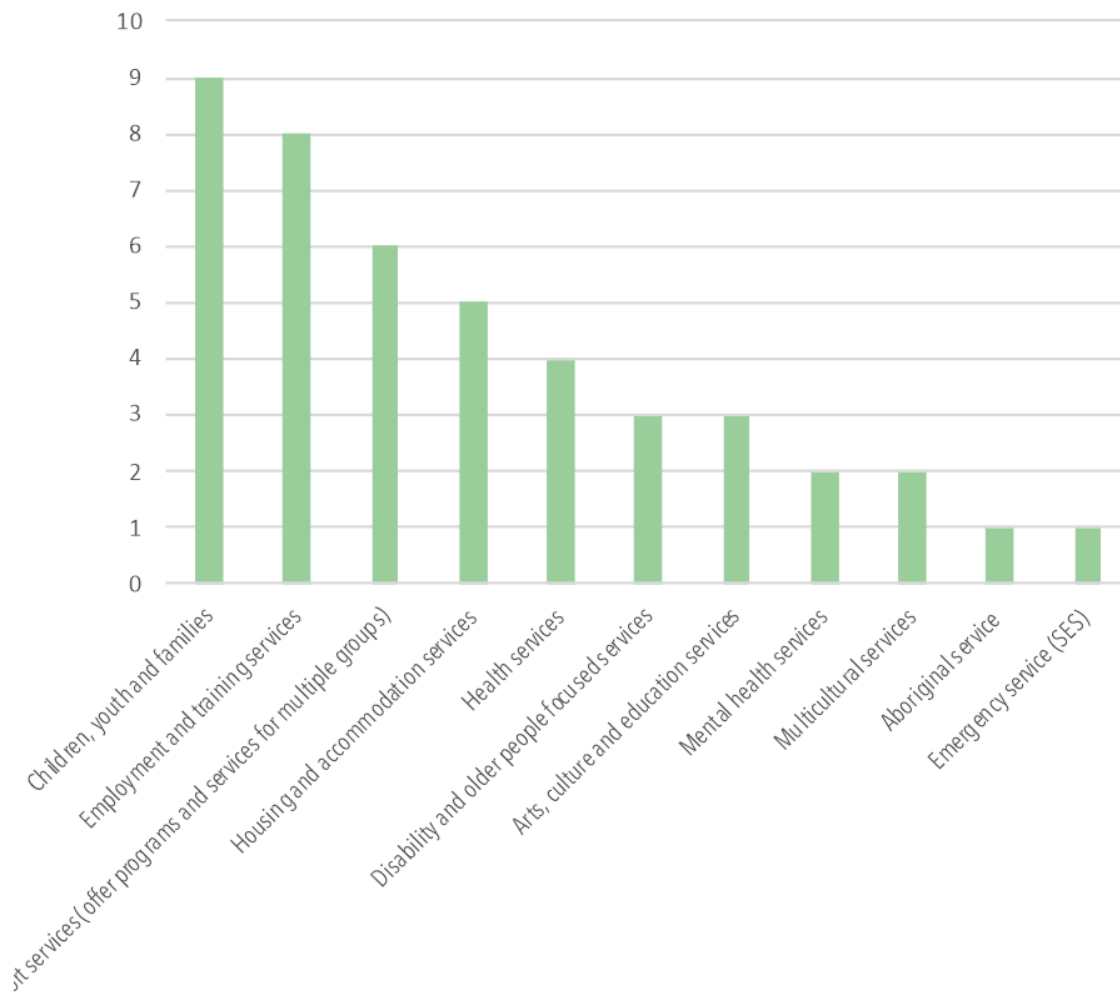
Through community and stakeholder engagement it was clear that the services in Goulburn Mulwaree come together to actively and innovatively respond to community needs. This is most evident through the Goulburn Place Plan coordinated by FACS, where different organisations (including Council) pitch in to deliver real policy outcomes through wrap around services (such as the fit for life program).

Key service gaps

Despite the high number of services in town there are a number of critical gaps including:

- Mental health services are a key need across the community. There are currently only two dedicated public mental health services in Goulburn Mulwaree. Moving forward Council's role can potentially be to engage with community groups and seek to de-stigmatise the issue and encourage people to access support;
- There is a low number of youth-focused services. Council youth services, Headspace and the PCYC, are currently filling a critical need with often limited funding and within constrained facilities;
- The service audit, as well as community engagement also identified a number of service gaps in the area, including a homelessness shelter / refuge for people who may be leaving family violence situations or who have found themselves homeless for a variety of other reasons;
- Transport services to help ameliorate social isolation and accessibility issues for older people, people with disability as well as young people are also critical in the regional context of Goulburn Mulwaree.

Community service providers (by category)



COMMUNITY GROUPS

The Goulburn Mulwaree Council is home to a range of valued community groups and organisations that play a vital role in creating and supporting social wellbeing in the area. These groups provide services and organise events, programs, workshops, talks and bring people together to share and learn from each others knowledge and skills.

While some of our community groups have been running for decades, there are also a number of groups emerging which reflect new residents moving into the area with different interests and skills. The majority of these groups receiving no or limited funding and relying on volunteers to run.

Analysis based on Council's existing knowledge and desktop research (2019) indicates that there are 68 community groups (including the 15 CWA branches) in the Goulburn Mulwaree Council area.

These groups have been categorised as:

- Sporting and recreation
- Community
- Environment and sustainability
- Arts, culture and heritage
- Social groups
- Support groups
- Advisory groups

The high number of community groups in Goulburn Mulwaree demonstrate there is already a significant level of social capital within the area. While the majority of groups are based in Goulburn, there are mainly local groups in surrounding villages that are supporting their local community in various ways.

The 'Sports and recreation' category has the highest number of community groups, followed by Community, Arts, Culture and Heritage and Environment.

In addition to these groups that meet in person, there are 3 online groups (Goulburn Community Notice Board, The Goulburn Community and Goulburn and Region Health Connections)

Goulburn Mulwaree has a strong sporting culture and tradition. The participation rate within the Goulburn Mulwaree area is high and therefore, these clubs provide opportunities for people - young and old - to connect with others, lead active lifestyles and find support through a common interest. Beyond sport and recreational activities, sporting clubs can provide a place for people, particularly males, to address key social issues, such as mental health, social isolation and inequality.

Community groups, such as the Country Womens Association, Lion Clubs, Rotary Clubs which all have had a longstanding and established presence in rural and regional areas. The CWA continues to have a strong and active presence with fifteen branches across the Goulburn Mulwaree area.

Community led and managed social groups cater for a variety of people, groups and interests within Goulburn Mulwaree. Book clubs, local playgroups and parent groups provide informal opportunities for residents to come together, connect and support one another. The environmental and sustainability groups also are social groups that have a specific interest in landcare, environmental conservation, and sustainability issues.

Support groups are usually run by more formal organisations and are targeting specific social issues. These groups link closely with service providers and offer acute support and treatment for people.

The Goulburn Mulwaree area is home to a number of local annual festivals and events, many which are run by local committees on a voluntary basis. These include the Goulburn

Show (March), Goulburn Rose Festival (March), Talong Apple Festival (May), Marulan Kite Festival (September) and SPYfest (September).

Arts, culture and heritage plays an important role in the health and wellbeing of the community by providing opportunities for the community to share stories, traditions, histories and skills. Within Goulburn Mulwaree there are a number of organisations from local historical societies to film, theatre, music, choirs and craft groups.

The Youth Council and the Goulburn Health Service Community Consultation Committee are two advisory groups. Members come from local government, state government and local services providers with the aim to better coordinate service delivery and respond to social issues within the local area.



Figure 6 - The Goulburn Mulwaree area has a high number of Country Womens Association branches, all who are involved in many activities across the community. (Source: CWA Marulan branch facebook)



Figure 7 - Children participating in team sports (Goulburn Junior Rugby League) (Source: Goulburn Post)



Figure 8 - Goulburn Art Gallery "The Art of Ageing" exhibition 29 March-11 May 2019 (Source: Cred Consulting)

YOUTH ACTIVITIES

Goulburn Council's Youth Council provided a list of youth activities:

Free

- Outdoor gyms
- Walking track
- Library
- Computers
- Wifi
- Vibefest
- Multi-cultural
- Pictures and Popcorn
- Rage Cage Multi-sports
- Skate Park
- Adventure Playground
- Parks
- Community bike ride
- YTTW road safety rallies
- Kate competition
- Youth week
- Laser tag
- Youth Council
- Kite Festival Marulan
- Community Centre
- Youth workers
- Fishing weir
- Chance to express opinions - Youth Voice
- Safe community

Council provided

- Swimming pool
- Gym
- Library holiday programs
- Aussie food vans
- Youth holiday programs
- Sporting fields
- Steam Punk Festival
- Activities at Veolia Centre Sports Pavillion
- Carols in Victoria Park
- SOON - new performing arts centre

Other

- Pony Club
- Goulburn Show
- Australia Day
- Rocky Hill Theatre
- North Goulburn Fireworks
- Motorbike track
- Cheapest movie theatre
- Fit of life PCYC
- Rock Climbing
- Gymnastics
- Boxing
- Youth drop-in discos
- Speedway
- Wakefield Park
- Games Arcade
- Leider Theatre
- Conservatorium
- Rock Con
- Busking opportunities
- Dance schools
- Cheerleading
- Sporting clubs
- Scouts
- Girl Guides
- Cadets
- Karate
- Bands in local clubs
- Flamingo's if over 18
- Bush walking
- Big Merino
- Railway Heritage
- Lilac Time Carnival
- Church groups
- Plus: School activities / choirs / debating etc.



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INTRODUCTION

In early 2019, Goulburn Mulwaree Council (Council) engaged Cred Consulting to work collaboratively with the community and services to develop Council's first Social Sustainability Strategy and Action Plan.

The Strategy and Plan will identify what the social needs and aspirations of the community are, and provide Council with a clear roadmap of how to best respond.

A little bit about Goulburn Mulwaree

Goulburn Mulwaree Local Government Area (LGA) is strategically situated on the Hume Highway approximately 2 hours from Sydney and 1 hour from Canberra.

Goulburn Mulwaree is home to 30,852 residents (ABS ERP 2018), and covers an area of 3,223km².

Almost two thirds of residents live in the township of Goulburn, however there are also a series of villages that service local rural communities including Marulan, Middle Arm, Tarago, Tallong, Bungonia and Lake Bathurst.

Purpose of this background report

The purpose of this report is to provide the background research to inform the development of the Social Sustainability and Action Plan. It includes the following sections:

- Strategic context: Overview of key national, State and local government policy related to social life in regional cities, and Goulburn Mulwaree specifically
- Demographic analysis: Analysis of key demographics and statistics related to the Goulburn Mulwaree community
- Literature review: A review of key research relating to social sustainability in regional contexts
- Needs analysis: A summary of the key needs and aspirations of the Goulburn Mulwaree community based off research and community engagement
- Best practice and trends: A collection of best practice case studies that demonstrate opportunities to deliver social sustainable outcomes in Goulburn Mulwaree

This background report is accompanied by an Engagement report which summarises community and stakeholder engagement conducted in May and June 2019.



Figure 1 - Map of Goulburn Mulwaree Council area, showing key towns and villages

DEFINING SOCIAL SUSTAINABILITY

Social sustainability has a variety of different meanings. In the context of this strategy and action plan, social sustainability is about:

- Putting people’s wellbeing at the heart of our planning and decision making
- Consideration across the social, cultural, economic and environmental issues that influence our quality of life
- Building a socially just and resilient community
- Understanding that by addressing the needs of the most disadvantaged, the whole community benefits
- Supporting the social connectors in the Goulburn-Mulwaree community to build social capital

Why is planning for social sustainability important?

A social plan provides a road-map for Council to achieve social sustainability.

- It allows us to understanding who the community is (demographic analysis, research and community engagement)
- It will identify social needs and desired outcomes
- Develop strategies and actions that provides council with a social sustainability road map
- Will be delivered across Council departments and actioned within the context of Council’s long term Financial Plan and Delivery Plan
- It will include quick wins as well as long term changes to build capacity, partnerships and deliver on the community’s needs and aspirations.

How can Council deliver social sustainable outcomes?

As Figure 2 shows, Council is able to deliver on socially sustainable outcomes from the direct delivery of physical infrastructure, services or grants, through to leading and advocating on issues that may be out of Council’s delivery scope, yet still a key issue to raise with state or federal governments.



Figure 2 - Spectrum of how to deliver social sustainability

THE COMMUNITY SEES GOULBURN MULWAREE'S KEY SOCIAL STRENGTHS AS...

Across all consultation workshops, community and stakeholders were asked what they see as the key strengths and challenges for social sustainability in Goulburn Mulwaree. Findings across workshops are summarised below:

There is a strong sporting community and opportunity in Goulburn Mulwaree, with local sporting clubs cited as being a focal point for social connection

Goulburn is a regional service hub with a wide range of community services available to support local residents

Goulburn Mulwaree's convenient location in proximity to major cities Sydney and Canberra, as well as nearby recreation opportunities at the coast and in the mountains, were seen as a key strength to build upon in the future

Living in Goulburn Mulwaree is a relatively affordable place to live compared to major cities such as Sydney and Canberra

Residents in Goulburn Mulwaree enjoy living here because of the relaxed regional lifestyle and atmosphere



Goulburn Mulwaree is seen to be a relatively safe place to live

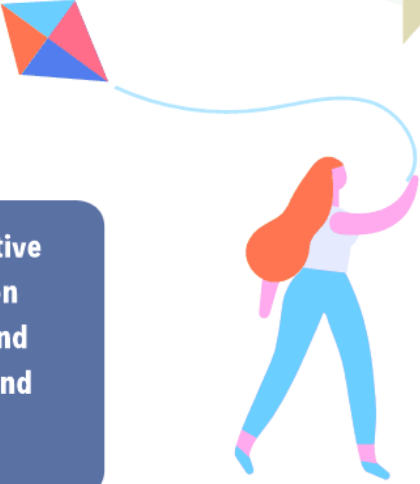


Goulburn Mulwaree draws strength from a town and a network of villages, each with their own distinct character and strengths

Goulburn Mulwaree has a strong heritage character and buildings, with community engagement participants wanting this key strength to be valued and protected.

There is a strong sense of community in Goulburn Mulwaree, people told us that the friendly people in Goulburn Mulwaree are a key strength

Goulburn Mulwaree residents are active and engaged with a high proportion of people volunteering their time and energy to local community groups and organisations



Goulburn Mulwaree's natural environment, parks and open spaces are an important asset for our community, with many people accessing them daily for recreation, relaxation and social connection.

THE COMMUNITY SEES GOULBURN MULWAREE'S KEY SOCIAL CHALLENGES AS...





DEMOGRAPHICS

DEMOGRAPHIC ANALYSIS

This chapter analyses demographic data from a variety of sources including 2016 ABS Census data sourced via profile.id, as well as NSW Health and NSW Bureau of Crime Statistics and Research. These data sources give insight into demographic information at different scales of geography.

Profile.id for example, splits Goulburn Mulwaree into several geographical areas, as illustrated by Figure 3, that combine different suburbs due to the relatively low population density of regional council areas.

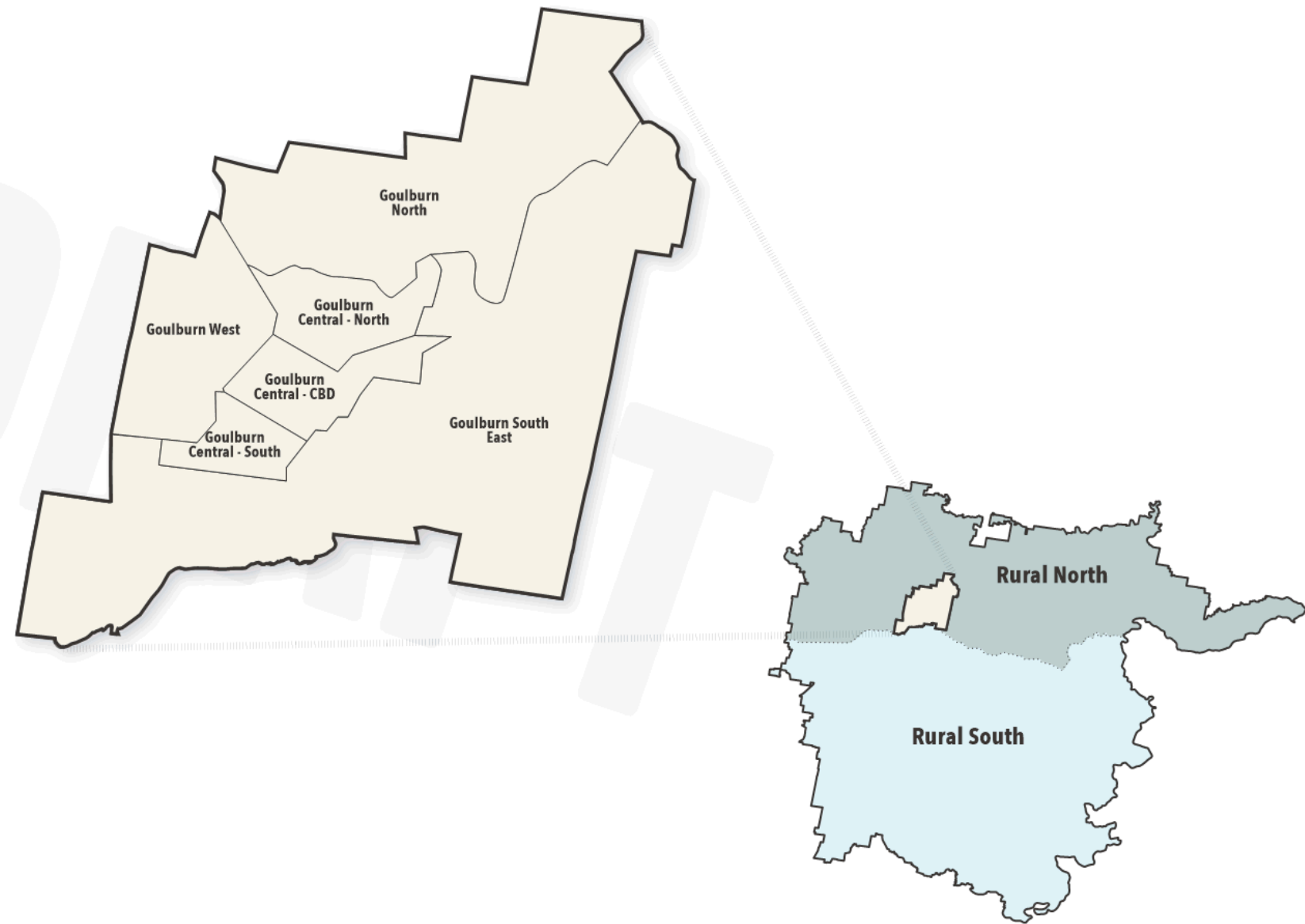


Figure 3 - Profile.id demographic areas

GOULBURN MULWAREE'S PEOPLE NOW

POPULATION & DENSITY

Today there are over 29,600 people live in Goulburn Mulwaree

According to the 2016 census, Goulburn Mulwaree local government area (LGA) was home to 29,609 people (ABS 2016 URP). This population predominantly lives within Goulburn (23,320 people, 76% of the total population), with a further 16% (4,897 people) living in the Rural North and 8% (2,545 people) living in the Rural South.

Population Increase between 2011-2016

From 2011 to 2016, Goulburn Mulwaree Council area's population increased from 27,469 to 29,609 people (9%). This represents an average annual population change of 1.8% per year over the 5 year period.

A predominantly low density rural area

Goulburn Mulwaree is a predominantly rural, low density area (0.09 persons per hectare), however has a higher density compared to Regional NSW (0.03 persons per hectare). The township of Goulburn has the highest population density within the LGA (17 persons per hectare).

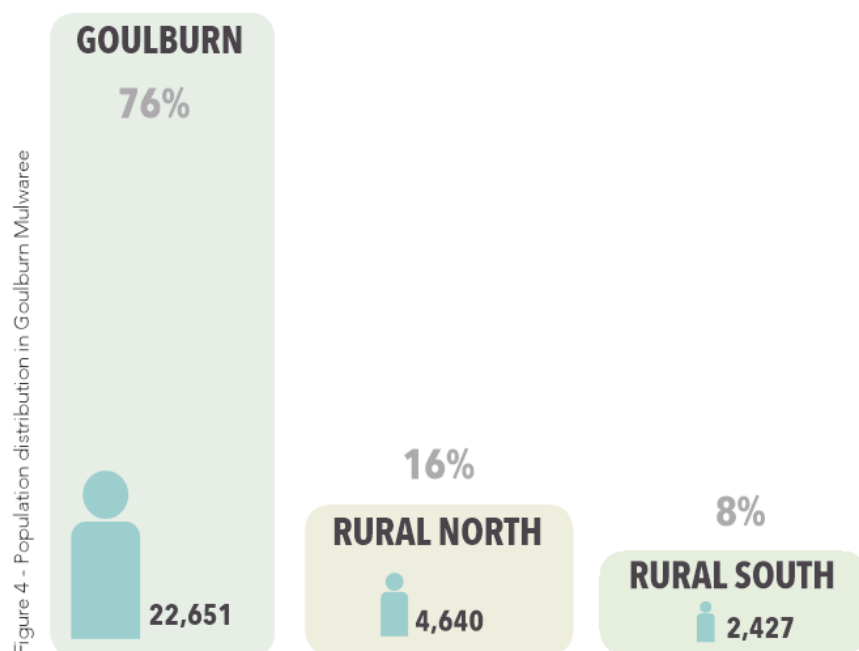


Figure 4 - Population distribution in Goulburn Mulwaree

AGE PROFILE

A similar age structure compared to Regional NSW, with a lower proportion of people aged 65+ years and a higher proportion aged 25 to 34 years

As shown by Table 1 Goulburn Mulwaree LGA has a similar age structure to Regional NSW. However, the LGA has a slightly lower proportion of people in the older age groups (65+ years) (19.4% vs 20.6%)

The LGA also has a slightly higher proportion of people aged 25 to 34 (12% vs 11%). This age group also saw the largest increase between 2011 and 2016 (+597 people).

Service age group (years)	Number	%	Regional NSW %	Change 2011-2016
Babies and pre-schoolers (0 to 4)	1,742	5.9	5.8	+65
Primary schoolers (5 to 11)	2,612	8.8	8.9	+194
Secondary schoolers (12 to 17)	2,134	7.2	7.3	-81
Tertiary education and independence (18 to 24)	2,302	7.8	7.9	+188
Young workforce (25 to 34)	3,567	12.0	11.0	+597
Parents and homebuilders (35 to 49)	5,507	18.6	18.0	-108
Older workers and pre-retirees (50 to 59)	4,084	13.8	13.8	+299
Empty nesters and retirees (60 to 69)	3,738	12.6	13.1	+416
Seniors (70 to 84)	3,192	10.8	11.4	+443
Elderly aged (85 and over)	738	2.5	2.7	+132
Total	29,616	100.0	100.0	+2,138

A higher proportion of retirees in the Rural North and Rural South, however lower proportion of people aged over 85 years

As Goulburn Mulwaree is a large local government area, there are key differences in age profile between Goulburn Township, and the rural north and south that influence social sustainability.

As Figure 5 overpage shows, the Rural North and Rural South have a significantly higher proportion of 'empty nesters and retirees aged 60 to 69, however a much lower proportion of people aged over 85 than Goulburn LGA. This suggests that people are not able to age in place in these rural areas. Additionally, the over 60 category will continue to age over the next 20 years, indicating a need for services to respond to the needs of older people in rural areas into the future.

'Young workforce' or people aged 25 to 34 increased the most in Goulburn Mulwaree between 2011 and 2016, reflective of net migration patterns.

Parents and homebuilders aged 35 to 49 are the largest current aged group in Goulburn Mulwaree (18.6%)

Goulburn Mulwaree's population is ageing with an increasing proportion of people aged over 60 years since 2011



A high proportion of young people in the Rural North and Rural South

It is also important to note that young people make up above LGA proportions within both the Rural North and Rural South. The Rural South has the highest proportion of Secondary Schoolers aged 12 to 17 in the LGA (8.7%). This has implications for young people having to travel to reach the only high school in the LGA, which is in Goulburn township, as well as having activities and opportunities for them near their homes such as recreation infrastructure as well as the provision of job readiness programs.

The Rural North also has the second highest proportion of primary school aged children (9.9%), again indicating need for recreation and play equipment, as well as access to children’s play and learning programs outside of Goulburn township.

A high proportion of young people in Goulburn North

Figure 5 shows, there are also significant differences in age profile within Goulburn township itself.

The ‘Goulburn North’ area, which includes suburbs such as Marys Mount, has significantly high proportions of babies and pre-schoolers (8.2% compared to 5.9% LGA-wide), primary schoolers (10.8% compared to 8.8% LGA-wide) and secondary schoolers (8% compared to 7.2% LGA-wide). This distinct cluster of young people could have implications on social infrastructure and services provision particularly for young people.

A high proportion of older people in Goulburn Central and Goulburn West

Figure 5 also shows that a large proportion of people aged 70 years and older live in Goulburn CBD, Central and West, most likely due to existing aged care, social housing and medical services close by.

Table 2 - Goulburn Mulwaree Age Profile by area. Source: Profile.id

Service age group (years)	Goulburn LGA%	Regional NSW %	CBD %	Central north %	Central south %	Goulburn North %	Goulburn South east %	Goulburn West %	Rural North %	Rural South %
Babies and pre-schoolers (0 to 4)	5.9	5.8	6.0	6.0	6.3	8.2	4.9	5.4	4.6	4.0
Primary schoolers (5 to 11)	8.8	8.9	8.2	8.6	7.3	10.8	6.6	8.5	9.9	8.0
Secondary schoolers (12 to 17)	7.2	7.3	6.8	6.1	6.5	8.0	5.4	6.8	7.9	8.7
Tertiary education and independence (18 to 24)	7.8	7.9	7.9	8.9	8.5	8.1	9.5	8.1	6.3	5.2
Young workforce (25 to 34)	12.0	11.0	14.1	12.8	14.3	13.6	14.9	9.4	8.3	8.1
Parents and homebuilders (35 to 49)	18.6	18.0	17.7	16.9	15.5	19.0	23.0	17.4	19.3	20.2
Older workers and pre-retirees (50 to 59)	13.8	13.8	13.8	13.5	12.3	11.1	13.7	14.9	15.4	17.2
Empty nesters and retirees (60 to 69)	12.6	13.1	12.0	11.8	11.4	10.0	11.9	12.6	16.4	17.5
Seniors (70 to 84)	10.8	11.4	10.2	12.4	12.9	8.8	7.6	14.0	11.0	9.7
Elderly aged (85 and over)	2.5	2.7	3.4	2.9	5.0	2.5	2.6	2.8	0.9	1.3
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

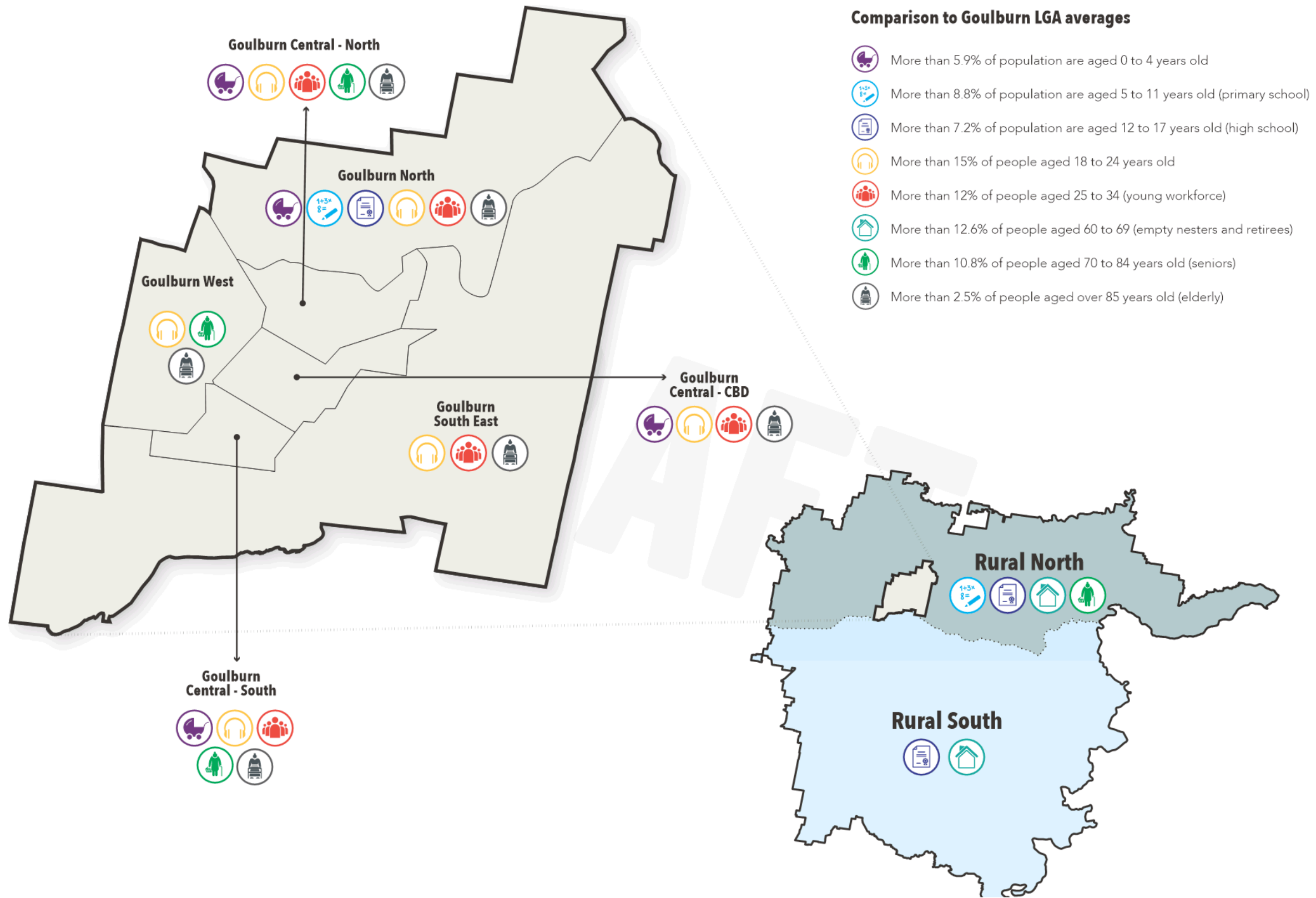
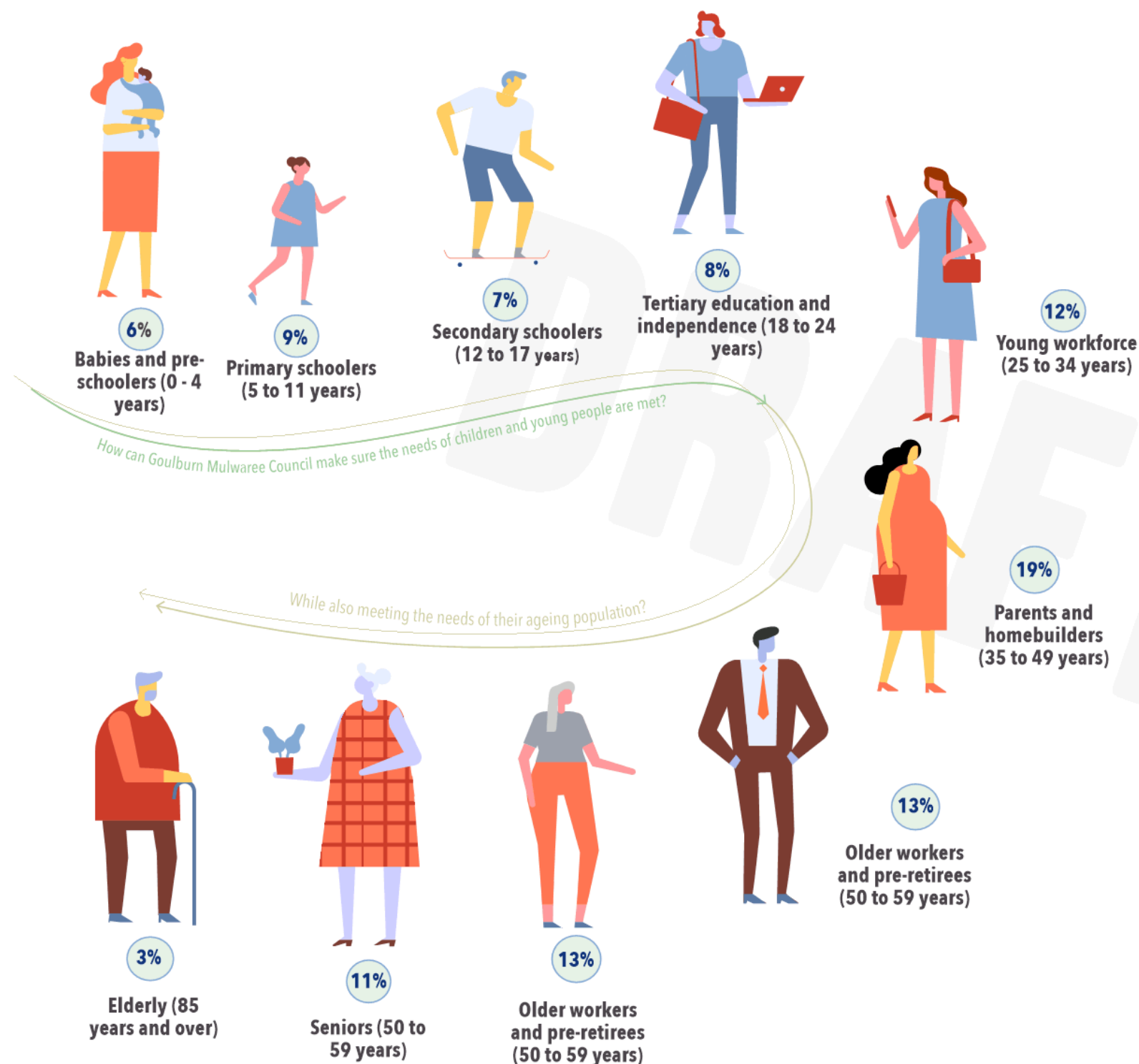


Figure 5 - Age comparison to Goulburn LGA averages

IF THERE WERE 100 PEOPLE IN GOULBURN MULWAREE, THERE WOULD BE...



What does Goulburn Mulwaree's age profile mean for social sustainability?

High proportion of Parents and Homebuilders

The largest age group in Goulburn Mulwaree are parents and homebuilders or people aged 35 to 49. This group of people need access to appropriate, affordable and secure housing as well as access to jobs. They also need places that provide affordable opportunities for family-friendly activities and programs, such as parks, play spaces, and sporting facilities, as well as cultural and learning spaces such as libraries, museums and galleries.

An ageing population

Goulburn Mulwaree is facing a steadily ageing population. In a regional context this also brings the challenges of social isolation, access to medical services and challenges around ageing in place for people who may live in Goulburn North or South. An ageing population requires access to medical services, as well as social life and activities that are affordable and accessible.

An increase in 18 to 24 'young workforce'

'Young workforce' or people aged 25 to 34 increased the most in Goulburn Mulwaree between 2011 and 2016, reflective of net migration patterns. Maintaining and continuing to attract this age group is important for the social sustainability of the town, jobs, things to do and amenity, access to recreation opportunities and places to meet each other.

INCOME

A similar median household income compared to Regional NSW

Goulburn Mulwaree LGA has a slightly higher median income compared to Regional NSW (\$1,195 vs \$1,166), with a lower median income in Goulburn (\$1,150) and a higher median income in the Rural North (\$1,369) and the Rural South (\$1,361).

One in five households earn less than \$650 a week, a similar proportion compared to Regional NSW

Goulburn Mulwaree LGA has a similar proportion of low income households (earning less than \$650 a week) compared to regional NSW (22.6% to 22% respectively), with a higher proportion in Goulburn (23.5%) and a lower proportion in the Rural North (16.5%) and the Rural South (18.9%).

Within Goulburn, the areas with the highest proportion of low-income households were:

- Goulburn (South East) (27.5%)
- Goulburn (Central - CBD) (27.2%)
- Goulburn (Central - South) (26.6%), and
- Goulburn (Central - North) (26.4%).



27.6% are lone person households

Goulburn township - 30%
Rural North - 17%
Rural South - 22%
Regional NSW - 25.5%

HOUSEHOLDS AND HOUSING

Household types

Goulburn Mulwaree has a similar distribution of household types compared to Regional NSW. The main household type in Goulburn Mulwaree LGA is couples without children (26.4%), which is slightly lower compared to Regional NSW (27%). There is a lower proportion of couples without children in Goulburn (24.3%) and a higher proportion in the Rural North (35%) and the Rural South (31.7%).

While Goulburn Mulwaree LGA has the same proportion of couple families with children as Regional NSW (25.4%), with a lower proportion in Goulburn, the same proportion in the Rural South (25.4%) and a much higher proportion in the Rural North (32%).

A higher proportion of lone person households compared to Regional NSW

Goulburn Mulwaree has a higher proportion of lone person households (27.6%) compared to Regional NSW (25.5%), with a higher proportion in Goulburn (30%) and a lower proportion in the Rural North (17.2%) and the Rural South (21.7%).

Within Goulburn, the highest proportion of lone person



26.4% of households are couples without children

Goulburn township - 24%
Rural North - 35%
Rural South - 32%
Regional NSW - 27%



25.4% of households are couples with children

Goulburn township - 25%
Rural North - 32%
Rural South - 25%
Regional NSW - 25.4%



22.6% of households earn less than \$650 a week

Goulburn township - 23.5%
Rural North - 16.5%
Rural South - 18.9%
Regional NSW - 22%

households is in Goulburn CBD with 39% of households home to only single occupants, followed by Goulburn Central North (37.6%) and Goulburn Central South (31.4%).

The majority of households own or are buying their home

The Goulburn Mulwaree LGA has a similar housing tenure structure compared to Regional NSW, however a slightly lower proportion of households that fully own their property (33.6% vs 35.5%) and a slightly higher proportion with a mortgage (30.6% vs 28.6%).

A slightly higher proportion of households renting social housing compared to Regional NSW

Goulburn Mulwaree has a slightly higher proportion of households renting social housing (5.2%) compared to Regional NSW (4.2%), with a higher proportion of social housing in the Goulburn city area (6.7%) and no social housing in the Rural North or Rural South.

Goulburn (North) had the highest proportion (9.9%), followed by Goulburn (West) (7.2%) and Goulburn (South East) (7.2%).

Estimating homelessness

Data from ABS Census 2016 indicates that there were 93 homeless people living within the Goulburn Mulwaree LGA, a slight decrease from 101 in 2011.

What does income and housing mean for social sustainability?

A high proportion of lone person households

Goulburn township has a high number of lone person households due to a combination of factors such as a high proportion of older residents, transient population such as mining industries, Police Academy, or the location of the Hospital. One key need group within this category however are lone, older households who also are renting. Research by UTS has shown that older private renters are at high risk of loneliness and anxiety due to factors including little disposable income due the cost of housing that uses up much of their income, and the constant risk that they may be asked to vacate their accommodation.¹ To cater for this group, there is a need for suitable and affordable rental housing options, as well as free activities for seniors to socialise and attend events.

A higher proportion of social housing

Community engagement highlighted that at times, Goulburn Mulwaree can seem like a community of ‘haves’ and ‘have nots’ based on which street you live on. Resident’s perceived opportunities shouldn’t be limited because of the area they grew up in, a key focus of the Social Sustainability Strategy will be to ensure equal access to recreation, infrastructure and programs targeting residents who may need assistance. Research by UTS has also shown that social housing has a positive effect on older lone person households, as there is less need to worry about rent, and a higher chance of knowing and being able to interact with neighbours, particularly if they’ve been part of the community for a long time.

High proportion of households with a mortgage and renting

Housing has a significant impact on people’s mental health and sense of security. Research has shown that despite the relative affordability of housing in Goulburn Mulwaree, there is still a high proportion of households under housing stress. A Social Sustainability Strategy can assist by offering affordable events and places for family programs, as well as through Council’s Local Housing Strategy.

¹ UTS 2019, Loneliness looms for rising numbers of older private renters, accessed online at <https://www.uts.edu.au/research-and-teaching/our-research/institute-public-policy-and-governance/news/loneliness-looms>

EMPLOYMENT

Most resident workers are employed in health care and social assistance, followed by construction and public administration

The top three industries in which residents workers are employed are:

- Health Care and Social Assistance (1,908 jobs, 15%)
- Public administration and safety (1,383 jobs, 11.1%) and
- Retail trade (1,364 jobs, 11.1%)

Compared to Regional NSW Goulburn Mulwaree has a slightly higher proportion of people employed in health care and social assistance and retail trade (15% compared to 14.4% and 10.7% to 10.3% respectively), however has a significantly higher proportion of people employed in public administration and safety (10.9% compared to 7.2%). This is potentially due to Goulburn’s role as a regional hub servicing surrounding rural communities.

The top three occupations of resident workers are:

- Community and personal service workers (15.3%)
- Technicians and trades workers (14.5%) and
- Professionals (14.5%).

While 77.5% of resident workers live and work in the Goulburn Mulwaree LGA, 17.9% of residents workers work outside the LGA with 6.9% working in ACT and 3% working in Wingecarribee.

A similar unemployment rate, and a lower youth unemployment rate, compared to Regional NSW

Goulburn Mulwaree has a similar unemployment rate (6.3%, 855 people) compared to Regional NSW (6.6%), with 6.9% unemployment in Goulburn and lower rates in the Rural North (4.4%) and the Rural South (5.6%).

Within Goulburn, the areas with the highest proportion / number of unemployed population were:

- Goulburn (North) 195 people, 6.8%, and
- Goulburn (Central - North) 170 people, 7.9%.

Goulburn Mulwaree has a lower proportion of youth unemployment (11.6%) compared to Regional NSW (11.6%), with a higher proportion in Goulburn (12.5%) and a lower proportion in the Rural North (5.1%) and the Rural South (8.6%).

A higher proportion of mothers in the workforce compared to Regional NSW

Goulburn Mulwaree has a higher proportion of mothers in the workforce (71.2%) compared to Regional NSW (69.3%), with a similar proportion in Goulburn (71.2%) and a higher proportion in the Rural North (72.5%) and the Rural South (73.5%).

What does employment mean for social sustainability in Goulburn Mulwaree?

Social services play is a key booster of Goulburn Mulwaree’s economy

Social services play a significant role in Goulburn Mulwaree’s economy, being the highest industry of employment with 15% of total workers, or 1,908 jobs. It is important that Goulburn Mulwaree continues to be a place that attracts talent, including health and social workers to service the local community, which also has flow on effects to jobs in the retail sector (equal 2nd employer).

A challenge for young people finding employment

While the unemployment rate in Goulburn Mulwaree is lower than regional NSW overall, young unemployment is a challenge, particularly in Goulburn township at 12.5% - more than double the NSW unemployment rate. There are opportunities through programs to support job readiness and provide stepping stones for young people into employment.

MIGRATION IN AND OUT OF THE LGA

Between 2011 and 2016, a higher number of people migrated in to Goulburn Mulwaree (4,636 people) than out of the LGA (3,842 people) (total increase of 794 people).

Across all age groups, the only net loss was in the 18 to 24 years age group (-239 people), with young people leaving the area for the ACT (147 young people) and Wollongong (68 young people), likely to pursue education and employment opportunities.

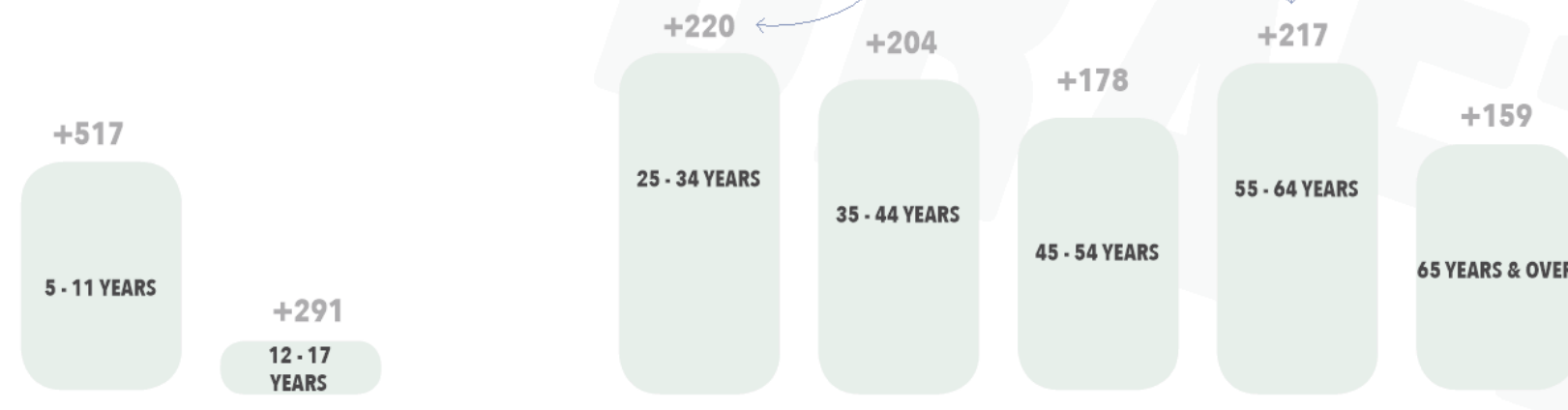
However, the largest net increase due to migration was in the 25 to 34 years age group (+220 people), suggesting that young people may be moving back to the area.

The second largest increase due to migration was in the 55 to 64 years age group (+217 people), potentially reflecting early retirees seeking a 'tree-change'.

The highest age-group moving into Goulburn Mulwaree are 25 to 34 year olds, Are the students who left coming back, or is this a reflection of relative housing affordability for young workers and families?

The second highest age-group moving into Goulburn are 55 to 64 year olds.

Is this reflecting a movement of pre-retirees seeking a tree change?



The only group that migrated out of Goulburn Mulwaree was young people aged 18 to 24



147 young people moved to Canberra and 68 moved to Wollongong, most likely to study. Would this migration change if young people had access to good tertiary education opportunities in Goulburn Mulwaree?

What do Goulburn Mulwaree's migration patterns mean for social sustainability?

A sharp decrease in 18 to 24 year olds

The only net migration out of Goulburn Mulwaree is in the 18 to 24 year old category, corresponding with high school leavers seeking tertiary opportunities or seeking jobs outside of town. For young people who want to stay local it is important that there are a range of job and study opportunities in town. Community engagement found that choosing to stay after high school is difficult due to the perceived lack of opportunities, which can also impact on self-esteem.

Continuing to attract a young workforce

Despite the 18-24 year olds category migrating out, the highest age group migrating into Goulburn Mulwaree is the 25 to 34 year age group, potentially signalling a return to the LGA post study, or a new group of young workforce or young families who are moving to Goulburn Mulwaree for the relatively affordable housing. If Goulburn Mulwaree seeks to continue attracting a younger age group, it is important that there are a range of recreation and leisure opportunities young professionals and young families.

An increase in skilled, retiree tree-changers

The second highest age group to migrate into Goulburn Mulwaree was the 55 to 64 year old age group, potentially aligned with a trend of retired or pre-retiree 'tree changers'. It is important that there are a range of activities and social events to welcome new residents and make them feel part of the community, as well as to allow people to share their skills and expertise to build the community up together.

HOW CULTURALLY DIVERSE IS GOULBURN MULWAREE?

1,185 Aboriginal and/or Torres Strait Islander people live in Goulburn - Mulwaree

In 2018, Goulburn Mulwaree was home to 1,185 Aboriginal and/or Torres Strait Islander people, representing a lower proportion of the total population (4%) compared to Regional NSW (5.5%), however double the NSW proportion of 2%.

A low proportion of people who are born overseas compared to Regional NSW

A lower proportion of the Goulburn Mulwaree community was born overseas (10%), compared to Regional NSW (11.2%), with a lower proportion in Goulburn (9.5%) and a higher proportion in the Rural North (11.9%) and the Rural South (12.2%). Between 2011 and 2016, the number of people born overseas increased by 604 or 25.8%.

Those born overseas were most likely to have moved here from the United Kingdom (2.8%) or New Zealand (1.1%), with emerging birthplaces including the Philippines (0.5% or 152 people, increase of 86 people between 2011 and 2016) and India (0.5% or 145 people, increase of 68 people between 2011 and 2016).

The majority of people speak only English at home

4.7% of the Goulburn Mulwaree community speak a language other than English at home, slightly lower compared to 5.7% in Regional NSW. Filipino/Tagalog (0.3%), Greek (0.3%) and Mandarin (0.3%) were the most common non-English languages spoken at home.

452 people living in Goulburn Mulwaree arrived to Australia from overseas within 5 years prior to 2016

452 people or 15.3% of Goulburn Mulwaree's overseas-born population arrived to Australia between 2011 and 2016, a similar proportion to Regional NSW (14.8%). In 2016, the majority of new arrivals were living in Goulburn (376 people).

What does Goulburn-Mulwaree's cultural diversity mean for social sustainability?

A strong Aboriginal community

The Goulburn Mulwaree region was traditionally a meeting place for different first nations to meet on another. Today Goulburn Mulwaree is home to 1,185 Aboriginal and/or Torres Strait Islanders. Community engagement highlighted the need to celebrate Aboriginal culture and increase the visibility of Aboriginal culture throughout Goulburn Mulwaree. This is an important step in healing, reconciliation and pride for the Aboriginal and wider community.

An increasing number of people born overseas

While overall, Goulburn has a lower proportion of culturally and linguistically diverse communities than Regional NSW, over the last census period there was an increase in the number of people arriving from overseas, with most people settling in Goulburn township. This trend may continue due to Federal migration policies that encourage new migrants to locate within regional areas. Access to employment, as well as services and housing are key to successful settlement.

EDUCATION

A lower proportion of persons with formal qualifications compared to Regional NSW

Compared to Regional NSW, Goulburn Mulwaree has a lower proportion of persons with a Bachelor or higher degree (11.5% vs 14.5%) and a similar proportion of persons with a Vocational degree (24% vs 23.6%) or an advanced diploma or diploma (8.5% vs 8.2%).

The LGA has a similar proportion of persons with no formal qualification (41.5%) compared to Regional NSW (41.7%).

Despite this, as Table 3 shows, there is a higher proportion of university level qualifications in the rural north and south, potentially correlating with an increase in retirees in these areas, or people who live in Goulburn but commute to Canberra for work.

Table 3 - Qualification by area. Source: Profile.id

Area	University Qualifications		Trade Qualifications		No Qualifications	
	#	%	#	%	#	%
Rural North	507	13.5	1,023	27.4	1,429	38.2
Rural South	271	13.6	506	25.4	771	38.8
Goulburn	2,121	11.4	4,348	23.3	7,767	41.6
Goulburn-Mulwaree LGA	2,783	11.5	5,807	24.0	10,066	41.5
Regional NSW	316,064	14.6	508,465	23.5	901,527	41.7

A lower proportion of persons attending Uni and a similar proportion of persons attending TAFE compared to Regional NSW

Goulburn Mulwaree has a lower proportion of persons attending University (2%) compared to Regional NSW (3.1%), and a similar proportion of persons attending TAFE (2.1%) compared to Regional NSW (1.9%). This corresponds to community engagement feedback that there was a lack of tertiary education opportunities for young people.

A higher proportion of persons who left school early compared to Regional NSW

Goulburn Mulwaree has a lower proportion of persons who completed Year 12 or equivalent (35.1%) compared to Regional NSW (38%), with a higher proportion finishing Year 12 in the Rural North (36.4%) and the Rural South (36.9%) and a lower proportion in Goulburn (34.6%).

A similar proportion of disengaged young people compared to Regional NSW

Goulburn Mulwaree has a similar proportion of young people aged 15 to 24 not employed or in education (11.7%, 400 young people) compared to Regional NSW (11.8%) with a higher rate in Goulburn (11.6%) and a lower rate in the Rural North (9.5%) and the Rural South (3.4%).

Within Goulburn, the areas with the highest proportion / number of disengaged young people were:

- Goulburn (North) 100 young people, 12.9%, and
- Goulburn (Central - South) 93 young people, 16.4%.

CONNECTIVITY

A higher proportion of persons who travel to work by car compared to Regional NSW

Goulburn Mulwaree has a higher proportion of persons who travel to work by car (76%) compared to Regional NSW (73.3%), with a lower proportion traveling by public transport (1% vs 1.8%).

Goulburn Mulwaree has a lower proportion of households without a car (7%) compared to Regional NSW (5.8%), with a higher proportion in Goulburn (8.9%) and a much lower proportion in the Rural North (1.9%) and the Rural South (1.8%).

A lower proportion of households with an internet connection compared to Regional NSW

Goulburn-Mulwaree has a higher proportion of households without an internet connection (29.9%) compared to Regional NSW (26.9%), with an even higher proportion of households without an internet connection in Goulburn township (30.7%) and the Rural South (31.9% - almost 1/3 of households), and a lower proportion in the Rural North (24.3%).

Through engagement with the community, access to the internet was highlighted as a barrier to children and young people completing their studies. With some households in blackspots, and others not able to afford internet connectivity.

In particular, as shown by Table 4 the following areas have high proportions of children and young people but lower than LGA connectivity to the internet:

- Rural South (31.9%) has a significant proportion of households without an internet connection, yet had the highest proportion of young people aged 12 to 17 years in the LGA.
- Goulburn (Central – CBD) (33.9%) also has a significant proportion of households without an internet connection, and a higher proportion of young people aged 12 to 17 years (6.7%).
- Goulburn (Central-North) (34.6%) has lowest proportion of households with an internet connectivity, and a higher proportion of children aged 5 to 11 years (8.7%). This also corresponds with a high proportion of low income households (over ¼ of households earning less than \$650 a week).

Table 4 - Internet Connection and educational outcomes. Source: Profile.id

Area	Internet Connection		5 to 11 years olds		12 to 17 years	
	#	%	#	%	#	%
Rural North	1,344	75.7	476	10.3	377	8.1
Rural South	671	68.1	204	8.4	206	8.5
Goulburn	6,147	69.3	1,956	8.7	1,514	6.7
Goulburn-Mulwaree Council area	8,159	70.1	2,607	8.8	2,115	7.1
Regional NSW	771,036	73.1	235,635	8.9	194,070	7.3

What does education and connectivity in Goulburn-Mulwaree mean for social sustainability?

A high proportion of disengaged young people

In the 2016 census there were 400 young people aged 15 to 24 both unemployed and not attending an education institution. It is important that this Social Sustainability Strategy supports this group of young people by increasing opportunities to get involved, and learn new things that offer chances to increase confidence, skills and employability.

A high proportion of people who travel to work by car

The high proportion of car ownership and those traveling to work by car, confirms engagement findings that it's difficult to get around Goulburn Mulwaree without a car. This means that for older people who may no longer be able to drive, or younger people who may not yet have their license, it can be quite challenging to access services, programs and events.

A high proportion of households with no internet connection

Living in the 21st century requires people to be able to get online. Accessing the internet is becoming more and more central to learning, accessing services and information, finding out about jobs and events as well as an important social connector. There are high proportion of households with no internet connection meaning that it can be difficult for these people to connect in with the world, as well as become a barrier to learning and inclusion. There are opportunities for Council to increase the provision of public wifi, as well as advocacy to the federal government around internet accessibility and affordability in regional areas.

WELLBEING

A relatively higher level of socio-economic disadvantage compared to Regional NSW

The Index of Relative Socio-Economic Disadvantage has "been constructed so that relatively disadvantaged areas have low index values."

With a SEIFA score of 960, the Goulburn Mulwaree LGA is relatively more disadvantaged compared to Regional NSW (971), with lower levels of relative disadvantage in the Rural South (1,006.5) and the Rural North (1,004.2) and higher levels of relative disadvantage in Goulburn (945.4).

Within Goulburn, the area with the highest levels of relative disadvantage was Goulburn (Central - South) (909.4)

A similar proportion of people in need of assistance due to disability compared to Regional NSW

Goulburn-Mulwaree has a similar proportion of people in need of assistance due to disability (6.4%, 1,908 people) compared to Regional NSW (6.3%), with a higher proportion in Goulburn (6.8%) and a lower proportion in the Rural North (5.2%) and the Rural South (4.8%).

HEALTH

The Goulburn Mulwaree LGA is located within the Southern NSW Local Health District (SLHD), which also includes Bega Valley, Bombala, Cooma-Monaro, Eurobodalla, Palerang, Queanbeyan, Snowy River, Upper Lachlan, and Yass Valley.

The following health statistics sourced from HealthStats NSW (online tool) give insight into the SLHD compared to the average across NSW, this is because comparison to 'regional NSW' is not available.

Much higher rates of overweight and obese persons

The SLHD has a much higher rate of overweight and obese persons (63%) compared to the average across NSW (53.5%) (2017).

Much higher rates of risky alcohol consumption

The SLHD has a higher rate of alcohol consumption at levels

posing long-term risk to health amongst persons aged 16 years and over (34.9%) compared to the average across NSW (31.1%) (2017).

Similar rates of smoking

The SLHD has a similar rate of adults smoking (15.6%) compared to the average across NSW (15.2%), and a similar rate of smoking in secondary students (6.7% vs (6.4%) (2017).

The second highest rate of suicide across all LHDs in NSW

The SLHD has the second highest rate of suicide of all LHDs in NSW (19.9 per 100,000 population), followed by Murrumbidgee (19.8) and Northern NSW (17.8) (2016).

Higher rates of hospitalisation due to intentional self-harm

The SLHD has a higher rate of intentional self-harm hospitalisations (227.1 per 100,000 population) compared to the average across NSW (149) (2017).

Lower rates of psychological distress

Compared to the average across NSW, the SLHD has a lower rate of high or very high psychological distress in adults (12.8% vs 15.1%) (2017).

Lower rates of meth-related hospitalisations

The SLHD has a lower rate of methamphetamine-related hospitalisations (95.3 per 100,000 population) compared to the average across NSW (136.3) (2016/2017)

Higher rates of teenage pregnancy

The SLHD has a higher rate of teenage pregnancy (mother aged under 19) (3.6%) compared to the average across NSW (2%) (2017).

What does health and wellbeing in Goulburn Mulwaree mean for social sustainability?

Mental health is a significant issue in Goulburn Mulwaree

Despite the SLHD having the second highest rate of suicide in NSW and higher rates of hospitalisation due to intentional self-harm, there are also lower rates of psychological distress. This points to community challenges around feeling like they can speak up and get help for their mental health before it becomes a life-threatening issue. There is also a mental health service gap in Goulburn Mulwaree, with people often faced with long waiting lists, financial barriers, and a lack of appropriate level services for their needs. Mental health has a significant impact on the community, and there are opportunities for the Social Sustainability Strategy to help to address stigma in the community.

Much higher rates of overweight and obese persons

The SLHD has a much higher rate of overweight and obese persons (63%) compared to the average across NSW (53.5%) (2017), this is potentially correlated with lower incomes and social isolation, and travel by car.

Much higher rates of risky alcohol consumption but lower rates of meth-related hospitalisations

With higher rates of risky alcohol consumption is common in regional areas, there are opportunities to have awareness campaigns and education around the issue, especially for young people, to communicate the risks and start to change behaviour.

COMMUNITY SAFETY

A lower rate of non-domestic assault than surrounding councils but a higher rate of domestic assault

As Table 5 shows, Goulburn Mulwaree is generally a safe place to be with low rates of non-domestic assault compared to surrounding areas, and a slightly lower rate than NSW (381.4 per 100,000 compared to 382.1 per 100,000 in NSW). However Table 6 shows that this isn't the same in the home environment, with a higher rate of reported domestic violence cases compared to NSW and surrounding Council's (424.5 per 100,000 compared to 409.6 per 100,000 in NSW), and an increase from the previous year.

There is a need to connect people experiencing domestic violence to services, as well as provide alternate affordable housing choices through Council's housing strategy.

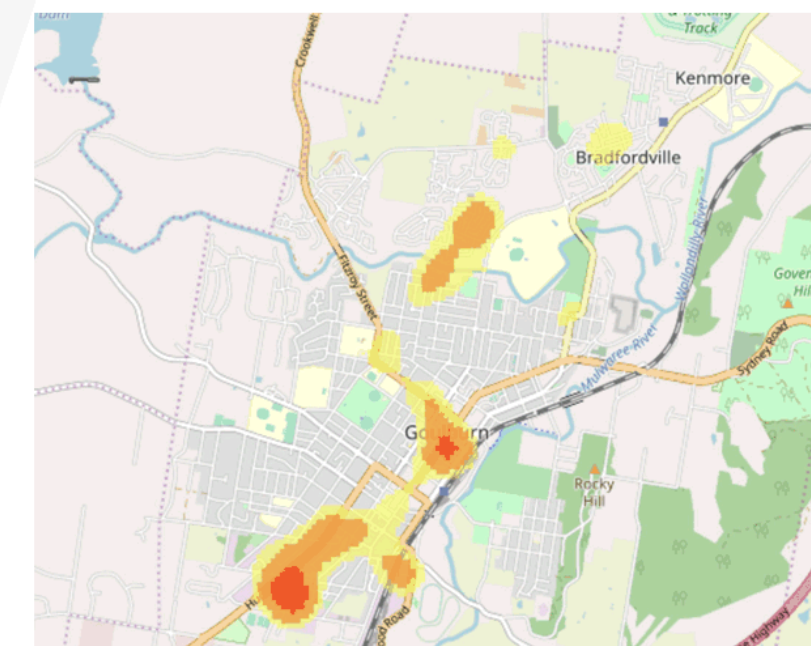
Table 5 - Rates of non-domestic assault in Goulburn Mulwaree and surrounding Council areas (Source: BOCSAR NSW Crime Tool)

LGA	Trend: 2 year	To December 2018		Year to December 2017		Year to December 2018	
		Count	Rate	Count	Rate	Count	Rate
New South Wales	Stable	28461	367.7	29572	382.1		
Shoalhaven	Up 26.9% per year	338	332.1	429	421.5		
Goulburn Mulwaree	Stable	127	421.2	115	381.4		
Queanbeyan-Palerang Regional	Stable	132	227.1	135	232.2		
Wingecarribee	Stable	103	209.9	94	191.6		
Yass Valley	Stable	26	156.4	34	204.5		
Upper Lachlan Shire	n.c.	8	102	8	102		

Table 6 - Rates of domestic assault in Goulburn-Mulwaree and surrounding Council areas (Source: BOCSAR NSW Crime Tool)

LGA	Trend: 2 year	To December 2018		Year to December 2017		Year to December 2018	
		Count	Rate	Count	Rate	Count	Rate
New South Wales	Stable	32207	416.2	31698	409.6		
Goulburn Mulwaree	Stable	123	408	128	424.5		
Queanbeyan-Palerang Regional	Stable	173	297.6	171	294.2		
Shoalhaven	Stable	393	386.1	419	411.7		
Yass Valley	Stable	26	156.4	33	198.5		
Wingecarribee	Down 8.1% per year	111	226.2	102	207.9		
Upper Lachlan Shire	n.c.	13	165.8	9	114.8		

Figure 6 - Domestic assault "hotspots" in Goulburn



VOLUNTEERING AND UNPAID CARE

Nearly 1 in 5 people volunteer in Goulburn Mulwaree

Goulburn Mulwaree has a lower rate of volunteering (18.4%) compared to Regional NSW (20.8%), however this is much higher in the Rural North (22%) and the Rural South (23.6%) and lower in Goulburn (17.1%).

A similar proportion of unpaid child carers compared to Regional NSW

Goulburn Mulwaree has a similar proportion of unpaid child carers (26.6%) compared to Regional NSW (27.1%) with a similar rate in Goulburn (26.7%) and a slightly higher rate in the Rural North (27.9%) and a lower proportion in the Rural South (23.8%).

A similar proportion of unpaid aged and disability carers compared to Regional NSW

Goulburn Mulwaree has a similar proportion of people providing unpaid aged and disability care (12.4%) compared to Regional NSW (12.6%), with a similar proportion in Goulburn (12.2%) and the Rural South (12.5%) and a slightly higher proportion in the Rural North (13.6%).

DRAFT



STRATEGIC POLICY DRIVERS

STRATEGIC POLICY DRIVERS

This section provides a summary of policies and strategic frameworks at the Australian Government, State and local level that may influence and impact on planning for social sustainability in Goulburn Mulwaree

The Goulburn Social Sustainability Strategy covers a wide range of policy areas, ranging from young people, to health and wellbeing, disaster resilience, people with disability and ageing among others. This section seeks to cover a range of related strategies to provide a strategic foundation of the plan.

NATIONAL STRATEGIC CONTEXT

National Strategy for Young Australians, 2010

The National Strategy for Young Australians outlines the following vision: “The Australian Government’s vision is for all young people to grow up safe, healthy, happy and resilient and to have the opportunities and skills they need to learn, work, engage in community life and influence decisions that affect them.”

To achieve this vision, the Strategy focuses on eight priorities for supporting young people to succeed and build lives of their own choosing:

1. Improving the health and wellbeing of all young people.
2. Equipping young Australians to shape their own futures through education.
3. Supporting young Australians within their families.
4. Empowering young Australians to take part and be active in their communities.
5. Equipping young Australians with the skills and personal networks they need to gain, and be successful in, employment.
6. Enabling young Australians to participate confidently and safely online.
7. Strengthening early intervention with young Australians to help prevent any problems getting worse and to help young people get their lives back on track.
8. Establishing clear cut legal consequences for behaviours that endanger the safety of others

National Disability Strategy 2010-2020

The National Disability Strategy outlines a vision for an inclusive Australian society that enables people with disability to fulfill their potential as equal citizens. The Strategy covers six policy areas:

- Inclusive and accessible communities—the physical environment including public transport, parks, buildings and housing; digital information and communications technologies; civic life including social, sporting, recreational and cultural life.
- Rights protection, justice and legislation—statutory

protections such as anti-discrimination measures, complaints mechanisms, advocacy, the electoral and justice systems.

- Economic security—jobs, business opportunities, financial independence, adequate income support for those not able to work, and housing.
- Personal and community support—inclusion and participation in the community, person-centred care and support provided by specialist disability services and mainstream services; informal care and support.
- Learning and skills—early childhood education and care, schools, further education, vocational education; transitions from education to employment; life-long learning.
- Health and wellbeing—health services, health promotion and the interaction between health and disability systems, wellbeing and enjoyment of life.

With regards to rural and regional areas, the Strategy notes:

“Additional stresses are often faced by people living in rural and remote areas. Remote areas are characterised by low population density and a lack of access to larger service centres and transport routes. This can limit equity and access to services, and where services are available, providers sometimes face difficulties in recruiting and retaining an appropriately qualified workforce. The characteristics of rural and remote areas can provide challenges for people with disability that are distinctly different from those for people who live in metropolitan areas.”

National Strategy for Disaster Resilience, 2011

The National Strategy for Disaster Resilience highlights the importance of resilient communities as our nation faces increasing occurrence of and vulnerability to disasters such as bushfires, floods and storms.

Community resilience can be defined in many ways. Rather than define disaster resilience, the Strategy focuses on the common characteristics of disaster resilient communities, individuals and organisations.

These characteristics are:

- functioning well while under stress
- successful adaptation
- self-reliance, and
- social capacity.

Resilient communities also share the importance of social support systems, such as neighbourhoods, family and kinship

networks, social cohesion, mutual interest groups, and mutual self-help groups.

The Strategy outlines priority outcomes under the following themes:

- Leading change and coordinating effort
- Understanding risks
- Communicating with and educating people about risks
- Partnering with those who effect change
- Empowering individuals and communities to exercise choice and take responsibility
- Reducing risks in the built environment, and
- Supporting capabilities for disaster resilience.

National Strategic Framework for Rural and Remote Health, 2011

The National Strategic Framework for Rural and Remote Health promotes a national approach to policy, planning, design and delivery of health services in rural and remote communities. The Framework was prepared by the Australian Health Ministers’ Advisory Council’s Rural Health Standing Committee.

The Framework promotes a national approach to policy, planning, design and delivery of health services in rural and remote communities and is directed at decision and policy makers at the national, state and territory levels. It may also be used by communities and local health service providers to plan services and programs according to local needs. Overall it aims to improve health outcomes and return on investment for rural and remote Australians.

The National Framework for Rural and Remote Health outlines a vision that “people in rural and remote Australia are as healthy as other Australians.” To achieve this Vision, the Framework sets the following goals:

1. Improved access to appropriate and comprehensive health care
2. Effective, appropriate and sustainable health care service delivery
3. An appropriate, skilled and well-supported health workforce
4. Collaborative health service planning and policy development
5. Strong leadership, governance, transparency and accountability.

NSW STRATEGIC CONTEXT

Premier Gladys Berejiklians Fourteen Social Priorities¹

Premier Gladys Berejiklian has published as of June 2019 fourteen social priorities which are set to tackle emerging social issues that will significantly challenge our generation. All areas of government are targeted in these priorities in an effort to lift all citizens quality of life. As part of building community capacity, it is important to acknowledge these priorities so that the social sustainability strategy developed from this engagement will connect with the broader social strategic direction of the state.

Lifting education standards:

- Bumping up education results for children: Increase the proportion of public school students in the top two NAPLAN bands (or equivalent) for literacy and numeracy by 15% by 2023, including through a state-wide roll-out of Bump it Up.
- Increase the number of Aboriginal young people reaching their learning potential: Increase the proportion of Aboriginal students attaining Year 12 by 50% by 2023, while maintaining their cultural identity.

Keeping children safe:

- Protecting our most vulnerable children: Decrease the proportion of children and young people re-reported at risk of significant harm by 20% by 2023.
- Increasing permanency for children in out-of-home care: Double the number of children in safe and permanent homes by 2023 for children in, or at risk of entering, out-of-home care.
- Reducing domestic violence re-offending: Reduce the number of domestic violence re-offenders by 25% by 2023.
- Reducing recidivism in the prison population: Reduce adult re-offending following release from prison by 5% by 2023.
- Reducing homelessness: Reduce street homelessness across NSW by 50% by 2025.

Improving the health system:

- Improving service levels in hospitals: 100% of all triage category 1, 95% of triage category 2 and 85% of triage

¹ NSW Government 2019, *Ambitious targets at the heart of new Premier’s Priorities*, viewed 10 July 2019, <<https://www.nsw.gov.au/your-government/the-premier/media-releases-from-the-premier/ambitious-targets-at-the-heart-of-new-premiers-priorities/>>.

category 3 patients commencing treatment on time by 2023.

- Improving outpatient and community care: Reduce preventable hospital visits by 5% through to 2023 by caring for people in the community.
- Towards zero suicides: Reduce the rate of suicide deaths in NSW by 20% by 2023.

Better environment:

- Greener public spaces: Increase the proportion of homes in urban areas within 10 minutes’ walk of quality green, open and public space by 10% by 2023.
- Greening our city: Increase the tree canopy and green cover across Greater Sydney by planting 1 million trees by 2022.

Better customer service:

- Government made easy: Increase the number of government services where the citizens of NSW only need to “Tell Us Once” by 2023.

World class public service: Implement best practice productivity and digital capability in the NSW public sector; and drive public sector diversity through:

- 50% of senior leadership roles held by women.
- Increase the number of Aboriginal people in senior leadership roles.
- 5.6% of government sector roles held by people with a disability by 2025.

Our Regions - Delivering for NSW, 2018

Our Regions outlines the NSW Government’s approach to regional service delivery and includes the following priorities for the South East & Tablelands region:

- Support young people into training and employment in South East & Tablelands;
- Support student wellbeing in South East & Tablelands schools; and
- Improve connectivity in South East & Tablelands.

Actions in the region include:

- Creating jobs and growing the regional economy;
- Delivering infrastructure;
- Improving education results and growing healthy kids;
- Protecting the vulnerable;
- Reducing youth homelessness;
- Support young people aged between 16-24 years who are at risk of homelessness to gain safe and affordable private rental through the Rent Choice Youth program;
- Assist young people aged between 12-15 years to reconnect with their families, or access long term accommodation through the Homeless Youth Assistance program;
- Rebuilding strength in socially disadvantaged communities;
- Reduce intergenerational disadvantage for social housing estate residents with the A Place Plan in Eden program across 16 areas in the region, including in Eden, Goulburn and Queanbeyan;
- Improve social housing through the Social Housing Community Improvement Fund;
- Supporting the wellbeing and growth of our regional communities; and
- Protecting our environment and managing our land & water.

NSW Ageing Strategy, 2016 - 2020

The NSW Ageing Strategy 2016–2020 is the NSW Government’s commitment to respond to the opportunities and challenges of our ageing population.

The vision is that people in NSW experience the benefits of living longer and enjoy opportunities to participate in, contribute to and be included in their communities.

The Strategy focuses on five priorities that older people across

NSW have said are important to them:

- Health and wellbeing
- Working and retiring
- Housing choices
- Getting around, and
- Inclusive communities.

NSW Disability Inclusion Plan, 2016

The NSW Disability Inclusion Plan focuses on four areas for concentrated action identified by people with disability, the NSW Government and community stakeholders. They are:

- Developing positive community attitudes and behaviours;
- Creating liveable communities;
- Supporting access to meaningful employment;
- Improving access to mainstream services through better systems and processes.

NSW Homelessness Strategy, 2018 - 2023

The NSW Homelessness Strategy sets out the NSW Government’s plan for a comprehensive approach to prevent and improve the way we respond to homelessness. The vision is that by working together the Strategy will:

- Build a mainstream service system that is able to intervene early to prevent homelessness and break disadvantage;
- Increase access to supports, including housing, that prevent homelessness and reentry into homelessness;
- Create an integrated, person centred service system.

The Strategy has established three focus areas for delivering this new approach to homelessness:

- Focus 1: Prevention and early intervention
- Focus 2: Better access to support and services
- Focus 3: An integrated, person-centred system

Regarding Regional and Rural Areas, the Strategy notes: “For people living in regional and rural areas, it can be more difficult to escape homelessness because of limited housing options, education, and employment opportunities. Access to disability, health and other specialist services is constrained in some areas, and many services have difficulties recruiting and retaining staff. People needing to travel long distances for medical or court

appointments may need to secure overnight accommodation without necessarily having the means to do so.

Access to specialist homeless services (SHS) in regional and rural areas is growing faster than the rate for metropolitan areas of NSW, with 75 per cent growth of regional clients accessing SHS between 2013/14 and 2016/17. Two in five people who access SHS are living outside of major cities. Across Australia, the rate of people seeking SHS support with their children is higher in regional and rural areas, and service use in remote/very remote areas was 2.6 times higher than in major cities. Around 40 per cent of people sleeping rough in NSW are outside major cities.

NSW Volunteering Strategy 2016 - 2020

The NSW Volunteering Strategy 2016-2020 focuses on 6 areas:

- Expanding participation in community life through volunteering;
- Creating digital media avenues to support volunteering;
- Developing a mainstream media campaign and local marketing strategies to promote volunteering;
- Designing and developing new volunteering options;
- Building capacity in volunteer organisations to innovate and deliver best-practice volunteer management;
- Enhancing programs to recognise the positive contribution of volunteers.

The Strategy provides a framework to:

- Develop volunteering opportunities across all life stages;
- Recognise and celebrate the outstanding contribution volunteers make to our communities;
- Work with organisations to deliver the best possible volunteer management.

A focus of the Strategy is to attract young people to volunteering and support a lifelong commitment to community service. People who are newly retired, or nearing retirement are also supported to explore volunteering opportunities locally or further afield.

NSW Youth Health Framework, 2017 - 2024

The NSW Youth Health Framework provides guidance to the NSW Health system to provide responsive care to young people. It outlines the following vision: "Young people in NSW are healthy, safe and well," and includes the following goals:

- The health system responds to the needs of young people, including targeted responses for vulnerable young people;
- Health services are accessible and young people are engaged and respected; and
- Young people are supported to optimise their health and wellbeing.

With regards to rural and regional areas, the Framework notes that:

- Rates of overweight and obesity are higher in regional and rural areas; and
- Young men experience the highest rates of hospitalisation due to interpersonal violence of any group, especially in regional and rural areas.

REGIONAL STRATEGIC CONTEXT

The Tablelands Regional Community Strategic Plan, 2016 - 2036

The Tablelands Regional Community Strategic Plan (2016 – 2036) (the CSP) identifies the community's main priorities and aspirations for the future and plans strategies for achieving these goals.

The CSP is the overarching strategic planning framework for the Tablelands region, which is made up of three local government areas including: Goulburn Mulwaree Council, Upper Lachlan Shire Council and Yass Valley Council.

The CSP outlines the following vision for the Tablelands Region: "To build and maintain sustainable communities while retaining the region's natural beauty."

It identifies the aspirations of the community through a clear set of strategic priorities that achieve the region's vision for the future. These strategic priorities are:

- Our Environment: we appreciate our range of rural landscapes and habitats, and act as custodians of the natural environment for future generations;
- Our Economy: We have a strong regional economy experiencing sustainable growth, which provides for a diverse

range of employment opportunities;

- Our Community: We are a network of vibrant, inclusive and diverse communities that value our cooperative spirit, self sufficiency, and rural lifestyle;
- Our Infrastructure: Our community is well serviced and connected to built, social and communications infrastructure;
- Our Civic Leadership: Our leaders operate ethically and implement good governance. We empower our residents with the tools to participate actively in the development of our communities.

Under the strategic direction "Our Community," the CSP includes the following actions:

- Facilitate and encourage equitable access to community infrastructure and services such as healthcare, education and transport;
- Encourage and facilitate active and creative participation in community life;
- Foster and encourage positive social behaviours to maintain our safe, healthy and connected community;
- Recognise and celebrate our diverse cultural identities and protect and maintain our community's natural and built cultural heritage;
- Maintain our rural lifestyle.

Extensive community consultation was undertaken by Goulburn Mulwaree, Yass Valley and Upper Lachlan Shire councils to inform the development of the Tablelands Regional CSP.

Key findings from consultation in Goulburn Mulwaree include:

- Across Council services provided by Council, respondents were most satisfied with Community Services such as the libraries, parks and open space and customer services. All three Councils rated roads, footpath and drainage maintenance and construction as the most important service that Council provides the community;
- Respondents appreciate Goulburn's mix of regional and rural areas, proximity to larger cities, lifestyle and history and heritage;
- Respondents said that some of the main issues and challenges living in Goulburn Mulwaree are concerns about inappropriate planning and development decisions, concerns about Council leadership and lack of transparency,

concerns about economic development and employment opportunities and lack of facilities or services in the area.

Key findings from the Youth Survey to inform the Regional CSP include:

- Young people strongly appreciate the strong sense of community in the region;
- Young people think the main challenges for young people in their area are a lack of recreation and social interaction activities that aren't sport related;
- Young people said that some of the main considerations in choosing to stay living in the region as they get older are internet access and reliability, access to health care, quality of schools and education and mobile coverage;
- Young people's number one priority was improved recreation opportunities (e.g. events and facilities) and improved transport;
- Young people indicated that before they turn 30, they would like to travel overseas (77%), have a family (63%) and get a university degree (56%).

South East & Tablelands Sport and Active Recreation Plan 2018 -2023 (Draft)

The NSW Office of Sport have developed the draft. The aim of the South East & Tablelands Sport and Active Recreation Plan 2018 -2023 is to allow the Office of Sport, the local councils and individual sports to collaborate, plan and deliver sport and active recreation across the state and in the South East & Tablelands.

The draft plan focuses on achieving six outcomes by undertaking a series of region and non-region specific strategies over the next decade. These outcomes are:

1. Increase the participation of adults and children in regular sport and active recreation;
2. Improve access to sport and active recreation for everyone in the region, regardless of participant background or ability;
3. Integrate performance pathways for participants in sport;
4. Deliver fit for purpose facilities in the region;
5. Valued regional sporting events which are valued by the region; and
6. Effective collaboration within the sport and active recreation sector.

Southeast and Tablelands Regional Plan

The Southeast and Tablelands Regional Plan is a State initiative that intends to identify growth opportunities, infrastructure investments and connections within the region. The region includes Goulburn Mulwaree, Yass Valley, Wingecarribee, Hilltops, Upper Lachlan, Queanbeyan-Palerang, Eurobodalla, Snowy Monaro and Bega Valley Local Government Areas, with Metropolitan Canberra at its heart.

South East Tablelands Regional Plan identifies that the Goulburn Mulwaree local government areas is well positioned to use Western Sydney's growth as an impetus to create new jobs. To foster this the Plan identifies that Goulburn Mulwaree will need to foster initiatives to promote the South East and Tablelands as a suitable place for businesses to relocate.

Priorities for Goulburn Mulwaree are:

- Continue to develop Goulburn as an inland transport hub to connect the region to local and global markets;
- Build capacity and self-sufficiency to create a resilient community;
- Create and maintain connected natural areas across the landscape for ecosystem functioning and biodiversity conservation;
- Sustainably manage natural resources using best practices and regional collaboration with key stakeholders.

GOULBURN MULWAREE COUNCIL LOCAL STRATEGIC CONTEXT

Delivery program, 2017 - 2021 and Operational Plan, 2018-2019

The Delivery Program is a four year program which details the activities to be undertaken by the Council to achieve the objectives of the Community Strategic Plan (within the resources available under the Resourcing Strategy).

The Operational Plan details Council activities within a specific financial year to achieve the actions outlined in the Delivery Program.

Relevant major projects outlined in the Delivery Program and Operational Plan include:

- Adventure Playground within Victoria Park (completed);
- Aquatic Centre redevelopment (ongoing);
- Performing Arts Centre, adaptive reuse of the McDermott Centre heritage building (ongoing);
- Extension of the Rocky Hill War Memorial Museum (ongoing);
- Significant investment in public art (ongoing);
- CBD enhancements, including public artwork, tree plantings and laneway works; and
- Citywide Exercise equipment.

Draft Urban and Fringe Housing Strategy

The Urban and Fringe Housing Strategy investigates and identifies areas suitable for the provision of additional housing to assist Council to meet the housing demands generated by expected continued population growth. The Strategy seeks to identify the future housing needs for Goulburn and Marulan and provide recommendations to guide land use decisions and local policy.

Some key findings include:

- Council will need to provide housing choice in the form of multi dwelling housing to assist older people downsize and younger couples and families enter the housing market;
- Feedback from Council indicated more certainty is required about the location of multi-dwelling housing rather than the seemingly ad hoc approach facilitated by the current LEP controls.

- Opportunities for intensification of the existing urban area within close proximity to the Goulburn Town Centre and rail station was preferred however the Heritage Conservation Area is the most significant constraint;
- Opportunities for an additional 3,500 dwellings on the northern and western fringe of Goulburn however, the extension of the urban footprint should be contained to the north and west by the Hume Highway, the Bumana Creek, Wollondilly River and biodiversity corridors;
- In Marulan there is currently sufficient supply of residential land available to accommodate growth, however, the preservation of land to the north and south is important beyond this Strategy. The Hume Highway will continue to operate as a logical containment to growth.

Draft Recreation Needs Strategy

The Recreation Needs Strategy provides a framework for future investment in open space and recreation facilities to address existing and future needs of the community across the Goulburn Mulwaree local government area.

The Strategy includes in-depth strategies around sports grounds, parks and playgrounds, natural areas, specialised facilities and changes to statutory planning requirements (DCP).

The Strategy recognises the benefits of recreation, sport and open space for social wellbeing and health and wellbeing. It notes that especially in regional areas, sport and recreation clubs are the hub of community life and can galvanise communities in times of need, provide a vehicle for inclusion, create positive alternatives to youth offending, foster community pride and contribute to social capital.

Relevant high-level key findings include:

- Goulburn Mulwaree has a wide range of open spaces and recreation facilities catering to numerous sporting and community groups, including servicing needs at a regional, district and local level;
- Population growth in Goulburn Mulwaree has increased demand for and pressure on all urban services including open space and recreation facilities;
- Goulburn Mulwaree is experiencing recreation participation changes consistent with changes in State and National trends, but there is continuing demand for the full spectrum

- of sporting and open space needs;
- GMC has embarked on a range of new recreation projects that represent a major capital investment and boost to the local economy;
- Amendments to existing planning controls is required to ensure adequate provision of new open space and recreation facilities are provided in the new urban growth areas.

COUNCIL MAJOR PROJECTS

Aquatic Centre Redevelopment

The Goulburn Aquatic Centre redevelopment will take place over three stages, with construction expected to commence in the second half of 2019.

Stage one includes the upgrade of the indoor facilities to include:

- 10 lane 25 metre indoor pool
- Refurbishing the existing 25 metre pool
- New leisure pool, warm water pool, sauna and spa
- New plant room and change rooms
- New entrance foyer, reception, administration area and staff office
- Café with connectivity to Victoria Park, and
- Expanded car park and landscaping.

Stage two is for outdoor aquatic and fitness facilities while stage three is the upgrade to the existing outdoor pool, which will remain open while work on stage one is completed.

Goulburn Performing Arts Centre

Council is currently seeking tenders from construction companies to build the Goulburn Performing Arts Centre on a site to the rear of Goulburn Town Hall.

The new theatre building incorporates the original Town Hall building with a new structure located behind to house the auditorium of 420 seats with lower auditorium and upper dress circle, a proscenium stage with flytower and ‘full’ backstage support facilities. The heritage building will be repurposed as a foyer and conference space that can be modified to accommodate smaller events and performances with the upper levels used as ‘Front of House’ support spaces.

Carr Confoy Park Development Plan

Carr Confoy in Eastgrove is the preferred location of a new regional hockey facility. The necessary planning works will include concept design of the fields and amenities, and finalisation of a business plan. The proposed location would see two water-based synthetic turf fields and two multi-use grass fields constructed to the east of the current clubhouse and netball courts at Carr Confoy.



Figure 7 - Plans for the new performing arts centre on Auburn Street



SERVICING THE COMMUNITY

A SNAPSHOT OF SOCIAL SERVICES AND PLACES IN GOULBURN MULWAREE

THE SOCIAL CONNECTORS IN GOULBURN MULWAREE COUNCIL AREA INCLUDE:

COMMUNITY AND CULTURAL FACILITIES:

- 1 LIBRARY
- 14 COMMUNITY CENTRES, HALLS AND MEETING SPACES
- 15 MUSEUMS, GALLERIES AND MEMORIALS

PARKS AND RECREATION FACILITIES:

- 1 AQUATIC CENTRE
- 4 MAJOR WATER BODIES AND ACCESS TO NATIONAL PARKS / CONSERVATION AREAS
- 10 SPORTING FIELDS
- 80+ PARKS AND OPEN SPACE AREAS
- 2 1SKATE PARK AND 1 ADVENTURE PLAY GROUND

COMMUNITY GROUPS AND SERVICES, EVENTS AND PROGRAMS:

- 45+ COMMUNITY SERVICE PROVIDERS
- 69+ COMMUNITY GROUPS
- 45+ COUNCIL AND COMMUNITY EVENTS AND PROGRAMS (PER ANNUM)
- 1 YOUTH COUNCIL
- 6 NOT FOR PROFIT ORGANISATIONS

STREETS, PLAZAS AND INCIDENTAL MEETING SPACES:

- 8 TOWNS AND VILLAGES
- 12 REGULAR MARKETS

SHARING SPACES AND PLACES:

- 2 CO-WORKING HUBS

EDUCATION AND LEARNING FACILITIES:

- 1 TAFE CAMPUS
- 21 3 SECONDARY SCHOOLS & 17 PRIMARY SCHOOLS
- 16 EARLY EDUCATION AND CARE CENTRES
- 3 OUT OF SCHOOL HOURS CARE

COUNCIL'S SOCIAL INFRASTRUCTURE, SERVICES AND PROGRAMS

COUNCIL'S SOCIAL SERVICES

Goulburn Mulwaree takes a hands on approach to social service delivery running a significant amount of services and programs for particular groups including:

Neighbour Aid Services

Council coordinates volunteers through Neighbour Aid Services to provide social and practical support and assistance to frail aged people, people with a disability and their carers.

The community centre based programs service approximately 80 older people daily including morning tea, lunch and activities.

Activities include card, craft and support groups, and cooking programs with clients (also provided at Brewer Centre at Marulan)

Leisure Link Services

Leisure Link offers a variety of social and recreational activities for people with physical or intellectual disabilities. It aims to provide opportunities to experience a wide range and level of activities; Leisure Link can provide a one-to-one link for people and group activities. All programs operate with the assistance of volunteers. The program offers:

- Centre based peer support and community participation programs for approximately 113 regular clients with a mild to moderate intellectual or physical disability (funded through participant's NDIS plans and auspice by Council);
- Many activities are often held after hours and on weekends and include dining out, holidays, attending sporting events and concerts and other peer support programs;
- This program works collaboratively with the aged care and youth services that Council also operates from the Community Centre sharing common spaces, equipment and resources and is also supported by a small team of volunteers.

Youth Services

- Holiday programs utilising a large youth room, kitchen and meeting rooms. Activities range from cooking, playing table tennis, pool, movie nights, games nights etc;
- Cooking classes held every Tuesday night from 4-6pm;

- Drop-in space for youth to get support and help with anything ranging from schooling, Centreline jobs etc;
- Hospitality program/ social enterprise cafe run at the library;
- Programs run at the PCYC to support kids getting active and have breakfast before school.

COUNCIL'S SOCIAL COMMUNITY INFRASTRUCTURE

Goulburn Mulwaree has several community facilities that offer social services and programs to the public including:

Goulburn Neighbourhood Centre

Goulburn Neighbourhood Centre is a converted shopfront, currently located in the centre of town at 155 Auburn St. It includes the following facilities:

- 6 public computers are made available for community use;
- Regular users of meeting rooms day and night, particularly McDermott Room located in the front area of the centre;
- Kitchen facilities enable cooking programs for clients;
- The facility is a temporary community centre, and due to building restrictions is limited in its capacity.

Goulburn Mulwaree Library and the Big Read Bus

Goulburn Mulwaree Library is co-located with Council's Civic Centre and the Goulburn Regional Art Gallery. It offers typical library services including internet access, book lending, as well as comfortable places to read or study.

The Library is passionate about providing free and equal access to information, assisting with independent learning and promoting the joys of reading in our diverse community.

In addition to the physical building, the library also has a 'big read bus' that travels to different corners of the LGA to allow people to access resources remotely.

Goulburn Art Gallery

The Goulburn Regional Art Gallery is the region's hub for presenting, exhibiting and collecting contemporary art. They host a big, bold program each year that is full of ideas that provoke conversation and connection to the work of the



Figure 8 - Council's leisure link program provides a variety of social and recreational activities for people with disability

artists. In addition to curating art works, the gallery runs several community programs that supports social life in Goulburn Mulwaree.

Goulburn Mulwaree Museums

Goulburn Mulwaree Council Museums play an important role in showcasing the unique heritage of the region. Council run three museums including the:

- Goulburn Historic Waterworks Museum;
- Rocky Hill War Memorial & Museum; and
- St Clair Villa Museum & Archives.

Managed by Council staff, with long-term and substantial support from a dedicated team of volunteers and History Goulburn, the Museums are dedicated to the ongoing preservation and management of historic buildings and grounds, collections and archives.

Council is currently managing construction of a new museum building at Rocky Hill and much need conservation works at St Clair Villa to secure the future of these remarkable heritage sites.

Goulburn Recreation Area

The Recreation Area occupies 45 hectares of land alongside the Mulwaree River. It is a Crown Reserve with Council as Trustee managing the complex. Council is assisted by a "Committee of Management" consisting of representatives from each of the main Recreation users.

The main users of the Recreation Area consists of:

- Greyhound Racing
- Harness Racing and Training
- AP&H Society (Show Society)
- Basketball
- Poultry Fanciers
- Rodeo
- Dressage
- Goulburn Dog Training & Kennel Club

The Recreation Area (including the Veolia Arena and Grace Millsom Centre may be booked for use by the community. Over the 2018/2019 financial year, the recreation area had a total of 131,1857 attendees, highlighting it's importance as a social meeting place within Goulburn Mulwaree.

Over the 2018/19 Financial year there were a total of 173 major and irregular events held in the Goulburn Recreation Area.

Goulburn Aquatic and Leisure Centre

The Goulburn Aquatic and Leisure Centre is a year round facility catering for all ages and swimming abilities. The Centre offers a range of programs and services, from learn to swim classes to aqua aerobics.

Facilities include a heated indoor 25 metre pool with ramp access, heated indoor baby and toddler pool (with disabled access), seasonal outdoor 50 metre Olympic pool, seasonal UV covered outdoor toddler pool, half sized basketball courts, children's playground and a Health and Fitness centre.

- During the 18/19 financial year the aquatic centre had a total of 82,632 visits.
- Of the casual visits, the concession entries accounted for 56% of visits (26,777), followed by Adults (14,201; 30%). 6 month upfront aquatic concession entry passes were also the most popular (1,814; 54%) followed by adults (1,349; 40%).
- The high count of concession entries to the pool indicates that it a popular and accessible place for concession card holders.

COUNCIL & COMMUNITY-RUN PROGRAMS, EVENTS AND FESTIVALS

Council, in collaboration with the community and local partners, delivers and facilitates a number of programs that support social wellbeing, including:

- Programs and events at the library for adults - 153 programs run annually (attendance of 2,483).
- Programs and events at the library for children and young adults - 262 programs run annually (attendance of 9,011).
- Major community events at the library attracting up to 5,000 people annually - Goulburn Comic Con and the Goulburn Reader Writer Festival (now called BookFest).
- Programs at the art gallery (211 education programs run in 2018 with 3,331 people attending, and 273 outreach programs with 2,940 people attending).
- Programs and events as part of Youth Week, NAIDOC Week, NSW National Trust Heritage Festival and the Seniors Festival
- Big Read Bus (Mobile Library Service) - visiting 19 institutions every 3 weeks. This is a mixture of retirement homes, pre-schools and primary schools in the LGA.
- Other regular library run programs including Computer Basics Training Courses and Monday Meditation.

In addition, Council collaborates with partners, including community service providers and local businesses, to facilitate a number of social wellbeing programs, markets, events and festivals locally including:

Library Programs

- Story Time
- Code Club
- Rhyme Time
- LEGO Club
- Giggle and Wiggle
- Yarn n Tea Time
- Colouring in
- Big READ bus (mobile library van)
- Paperback Café @ Goulburn Mulwaree Library

Events and festivals

- Lilac City Festival
- Pictures and popcorn in the Park
- Victoriana Steampunk Festival
- Goulburn/Marulan Australia Day
- ANZAC Day Ceremonies
- 2018 Holcim Pty Ltd Mayoral Charity Golf Day
- Australian Blues Music Festival
- Goulburn Multicultural Festival
- Harmony Day in the Park
- Goulburn Comic Con
- Goulburn Rose Festival
- Goulburn Show
- Marulan Kite Festival
- Tallong Apple Day Festival
- Willowglen 4x4 challenge
- Our Living History
- Bookfest (formerly Reader Writer Festival)
- Community Bike Ride
- Hockey NSW Indoor State Championships
- International Day of People with Disabilities
- Cancer Council Relay for Life
- Convoy for Kids
- **Other various sporting events**

Playgroup

- Bradfordville Supported Playgroup
- Goulburn Little Aussies Playgroup
- Mudpie Playgroup
- Tallong Playgroup

Markets

- Lilac City Country Markets
- St Saviours Community Craft & Garage Sale
- Parkside Community Markets (hosted by rotary)
- Riversdale Quarterly Car Boot Sale
- Marulan Exchange: Books, CDs, DVDs
- Windellama Country Markets
- Markets on Bourke
- Bungonia Village Markets
- Tarago Blue Moon Markets
- Laggan Village Markets
- Goulburn Swap Meet

Regional Gallery Programs

- Outreach
- Art Teenies (5 yrs and under)
- Afternoon Art Club



Figure 9 - Pictures and popcorn at the pool (Source: Destination NSW)



Figure 11 - Goulburn Mulwaree Library Programs



Figure 10 - Goulburn Parkside Markets



Figure 12 - Art Teenies Gallery Program

SURROUNDING REGIONAL COUNCIL'S APPROACH TO SUPPORTING SOCIAL OUTCOMES

Figure 13 overpage benchmarks the social planning, grants and services of neighbouring regional council's. In terms of population size, Goulburn Mulwaree is double that of Yass Valley, however half that of Queanbeyan-Palerang and less than a third of neighbouring Shoalhaven.

Taking these key differences into account, compared to other surrounding regional Councils, Goulburn Mulwaree currently lacks a generalist community, or social planning officer that will have a function that is able to coordinate and support community groups, as well as help to run social events and programs in town.

However Goulburn Mulwaree also has a higher proportion of social services staff at the coordinator level compared to surrounding Councils, they also provide more direct services compared to a more strategic/development role.

KEY

- Aboriginal Liaison officer
- Aged and Disability worker
- Grants officer
- Grants program
- Social/community development planner
- Social service worker (delivers programs directly)
- Youth Centre/Hub
- Youth worker
- Outreach worker
- Recreation planner
- Part time officer
- Full time officer
- Senior/coordinator level

YASS VALLEY SHIRE

Population: 16,953
Land area: 399,837ha

- Social-focused staff include:
- 1 community planner (located within strategic planning) directed to have a specific focus on young people, Aboriginal people and people with disability and works on specific projects and action that come out of relevant Advisory Committees
 - 2 community service officers - home living support that also has NDIS funding (operates separately to community planning)
 - Grants:
 - Community grants program

UPPER LACHLAN SHIRE

Population: 7,961
Land area: 712,883ha

- Provides Council grants
- Part time grants officer
- Part time community officer

WINGECARRIBEE SHIRE COUNCIL

Population: 50,493
Land area: 268,88ha

- Social-focused staff include:
- 1 x Community development coordinator (full time)
 - 1 x Aboriginal Community Officer (28 hours, funded by FACS)
 - 1 x Youth officer (full time)
 - 1 x Age and disability officer (Part time, 3 days)
 - Grants:
 - Provides Council grants, administers club grants and other Community Assistance schemes
 - Program spaces:
 - 1 x youth hub, operated external to Council

GOULBURN MULWAREE

Population: 30,852
Land area: 322,314ha

SHOALHAVEN COUNCIL

Population: 104,371
Land area: 453,063ha

- Runs social infrastructure management and community development together. Staff include:
- 1 x Senior Community development officer (Ft)
 - 1 x Social planner (Ft)
 - 3 x Generalist community development officers (Ft - previously had dedicated youth, age and disability and Aboriginal officer)
 - 2 x recreation and community facility officers
 - Grants:
 - Community grants program
 - Program spaces:
 - 1 x youth hub, operated external to Council

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Population: 59,959ha
Land area: 531,901ha

- Social-focused staff include:
- 3 x community development officers (part time, 3 days a week)
 - 1 x Aboriginal Liaison officer (full time)
 - Youth team leader
 - Outreach Worker (4days, focused on early

- intervention, part funded by FACS)
- Grants Officer
- Grants:
 - Annual grants program and facilitates club grants
- Program spaces:
 - s1 x youth drop in centre

Figure 13 - Comparison of social services with surrounding Council areas

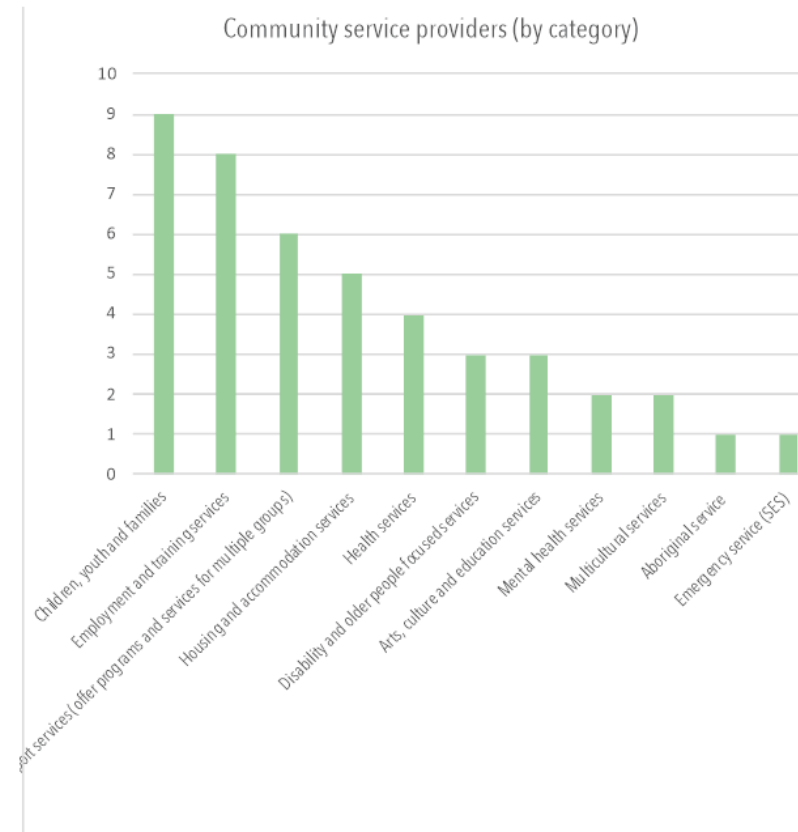
COMMUNITY SERVICE PROVIDERS

SERVICE OVERVIEW

Services were audited through searching community directory, council’s existing knowledge, and reviewing service provider’s web pages.

A total of 44 services were audited in Goulburn Mulwaree. These include:

- 9 services focused on children, youth and families (only 1 dedicated service for young people -PCYC)
- 8 Employment and training services
- 6 Social support services (offer programs and services for multiple groups)
- 5 Housing and accommodation services
- 4 Health services
- 3 Disability and older people focused services
- 2 Mental health services
- 3 Arts, culture and education services
- 2 Multicultural services
- 1 Aboriginal service
- 1 Emergency service (SES)



Goulburn Mulwaree has a large number of services for a regional area and population size of the LGA. This is also because services based in Goulburn may also service surrounding regional council areas.

Through community and stakeholder engagement it was clear that the services in Goulburn Mulwaree come together to actively and innovatively respond to community needs. This is most evident through the Goulburn Place Plan coordinated by FACS, where different organisations (including Council) pitch in to deliver real policy outcomes through wrap around services (such as the fit for life program).

KEY SERVICE GAPS

Despite the high number of services in town there are a number of critical gaps including:

- Mental health services are a key need across the community. There are currently only two dedicated public mental health services in Goulburn Mulwaree. Moving forward Council’s role can potentially be to engage with community groups and seek to de-stigmatise the issue and encourage people to access support;
- There is a low number of youth-focused services. Council youth services, Headspace and the PCYC, are currently filling a critical need with often limited funding and within constrained facilities;
- The service audit, as well as community engagement also identified a number of service gaps in the area, including a homelessness shelter / refuge for people who may be leaving family violence situations or who have found themselves homeless for a variety of other reasons;
- Transport services to help ameliorate social isolation and accessibility issues for older people, people with disability as well as young people are also critical in the regional context of Goulburn Mulwaree.

COMMUNITY GROUPS

The Goulburn Mulwaree Council is home to a range of valued community groups and organisations that play a vital role in creating and supporting social wellbeing in the area. These groups provide services and organise events, programs, workshops, talks and bring people together to share and learn from each others knowledge and skills.

While some of our community groups have been running for decades, there are also a number of groups emerging which reflect new residents moving into the area with different interests and skills. The majority of these groups receiving no or limited funding and relying on volunteers to run.

Analysis based on Council's existing knowledge and desktop research (2019) indicates that there are 68 community groups (including the 15 CWA branches) in the Goulburn Mulwaree Council area. These groups have been categorised as:

- Sporting and recreation
- Community
- Environment and sustainability
- Arts, culture and heritage
- Social groups
- Support groups
- Advisory groups

The high number of community groups in Goulburn Mulwaree demonstrate there is already a significant level of social capital within the area. While the majority of groups are based in Goulburn, there a mainly local groups in surrounding villages that are supporting their local community in various ways.

The 'Sports and recreation' category has the highest number of community groups, followed by Community, Arts, Culture and Heritage and Environment.

In addition to these groups that meet in person, there are 3 online groups (Goulburn Community Notice Board, The Goulburn Community and Goulburn and Region Health Connections)

Goulburn Mulwaree has a strong sporting culture and tradition. The participation rate within the Goulburn Mulwaree area is high and therefore, these clubs provide opportunities for people - young and old - to connect with others, lead active lifestyles and find support through a common interest. Beyond sport and recreational activities, sporting clubs can provide a place for people, particularly males, to address key social issues, such as mental health, social isolation and inequality.

Community groups, such as the Country Womens Association, Lion Clubs, Rotary Clubs which all have had a longstanding and established presence in rural and regional areas. The CWA continues to have a strong and active presence with fifteen branches across the Goulburn Mulwaree area.

Community led and managed social groups cater for a variety of people, groups and interests within Goulburn Mulwaree. Book clubs, local playgroups and parent groups provide informal opportunities for residents to come together, connect and support one another. The environmental and sustainability groups also are social groups that have a specific interest in landcare, environmental conservation, and sustainability issues.

Support groups are usually run by more formal organisations and are targeting specific social issues. These groups link closely with service providers and offer acute support and treatment for people.

The Goulburn Mulwaree area is home to a number of local annual festivals and events, many which are run by local committees on a voluntary basis. These include the Goulburn Show (March), Goulburn Rose Festival (March), Talong Apple Festival (May), Marulan Kite Festival (September) and SPYfest (September).

Arts, culture and heritage plays an important role in the health and wellbeing of the community by providing opportunities for the community to share stories, traditions, histories and skills. Within Goulburn Mulwaree there are a number of organisations from local historical societies to film, theatre, music, choirs and craft groups.

The Youth Council and the Goulburn Health Service Community Consultation Committee are two advisory groups. Members come from local government, state government and local services providers with the aim to better coordinate service delivery and respond to social issues within the local area.



Figure 14 - The Goulburn Mulwaree area has a high number of Country Womens Association branches, all who are involved in many activities across the community. (Source: CWA Marulan branch facebook)



Figure 15 - Children participating in team sports (Goulburn Junior Rugby League) (Source: Goulburn Post)



Figure 16 - Goulburn Art Gallery "The Art of Ageing" exhibition 29 March-11 May 2019 (Source: Cred Consulting)

YOUTH ACTIVITIES

Goulburn Council's Youth Council provided a list of youth activities:

YOUTH ACTIVITIES GOULBURN

Free

- Outdoor gyms
- Walking track
- Library
- Computers
- Wifi
- Vibefest
- Multi-cultural
- Pictures and Popcorn
- Rage Cage Multi-sports
- Skate Park
- Adventure Playground
- Parks
- Community bike ride
- YTTW road safety rallies
- Kate competition
- Youth week
- Laser tag
- Youth Council
- Kite Festival Marulan
- Community Centre
- Youth workers
- Fishing weir
- Chance to express opinions - Youth Voice
- Safe community

Council provided

- Swimming pool
- Gym
- Library holiday programs
- Aussie food vans
- Youth holiday programs
- Sporting fields
- Steam Punk Festival
- Activities at Veolia Centre Sports Pavillion
- Carols in Victoria Park
- SOON - new performing arts centre

Other

- Pony Club
- Goulburn Show
- Australia Day
- Rocky Hill Theatre
- North Goulburn Fireworks
- Motorbike track
- Cheapest movie theatre
- Fit of life PCYC
- Rock Climbing
- Gymnastics
- Boxing
- Youth drop-in discos
- Speedway
- Wakefield Park
- Games Arcade
- Leider Theatre
- Conservatorium
- Rock Con
- Busking opportunities
- Dance schools
- Cheerleading
- Sporting clubs
- Scouts
- Girl Guides
- Cadets
- Karate
- Bands in local clubs
- Flamingo's if over 18
- Bush walking
- Big Merino
- Railway Heritage
- Lilac Time Carnival
- Church groups
- Plus: School activities / choirs / debating etc.



EMERGING NEEDS AND OPPORTUNITIES

EMERGING SOCIAL NEEDS AND OPPORTUNITIES IN GOULBURN MULWAREE

Community engagement and research has highlighted key social needs and opportunities that fall under the following three themes:



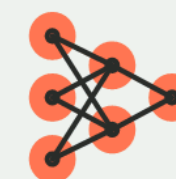
1. STRENGTHENING COMMUNITY BONDS

- Recognising and celebrating Goulburn Mulwaree's Aboriginal past, present and future
- Understanding and addressing social inequality in Goulburn
- Activating our towns and villages



2. IMPROVING HEALTH AND WELLBEING OUTCOMES

- Reducing stigma and increasing access to Mental health services
- Addressing alcohol and drug use in our community
- Understanding the link between health and wellbeing and climate impacts
- Ensuring everyone can feel safe in Goulburn Mulwaree



3. BUILDING COMMUNITY SKILLS AND CAPACITY

- Intergenerational skill sharing
- Increasing job and education opportunities for young workers
- Building a stronger relationship between Council and the Community through community engagement



STRENGTHENING COMMUNITY BONDS

Goulburn Mulwaree is already home to a network of strong community groups that facilitate strong social bonds, many of which rely on passionate and active volunteers.

However, community research and engagement has found that there can be perceived divisions within the Goulburn Mulwaree community. This can be between newcomers and lifelong residents of Goulburn, as well as the 'haves' and the 'have nots' of the community, people who based on a person's postcode, income or ability are at more of a disadvantage than others.

Investing in social capital is therefore key for Goulburn Mulwaree to strengthen community bonds and bridge social connections across the community. Key needs and opportunities include:

- Recognising and celebrating Goulburn Mulwaree's Aboriginal past, present and future
- Understanding and addressing social inequality in Goulburn
- Activating our towns and villages

WHAT IS SOCIAL CAPITAL?

Social capital focuses on our many social connections, and the benefits they can bring to the wellbeing of individuals and communities.

Whether it be chance meetings on the street or at the local cafe, everyday encounters in the communal open space in your apartment building, or your relationships with family and friends, these networks and the norms of reciprocity and trustworthiness that arise from them are what is referred to as social capital.

There are three types of social capital:

- **Bonding connections** refer to those based on a sense of common identity (e.g. neighbours, go to the same school, part of the same sports club, cultural identity). These bonds act as a kind of social superglue;
- **Bridging connections** stretch beyond the shared sense of identity (e.g. cultural events that bring different parts of the community together). These bonds can be thought of as a kind of social WD-40;
- **Linking connections** are between individuals operating at different levels of power or opportunities in a society.

SOCIAL CONNECTORS

Social capital is facilitated by social connectors; places, spaces and networks that can enable meaningful social interactions.

Examples of social connectors can include public spaces, community centres, cafes, schools, workplaces, stations, sports clubs and arts centres, as well as online share networks, Meetups and share economy initiatives such as street libraries.

WHY IS IT IMPORTANT?

Communities with higher levels of social capital tend to have healthier, more highly educated populations that enjoy improved happiness, democratic governance and less crime.

Putting the sharing of social capital at the core of urban design, planning and development can help deliver improved health outcomes as well as significant economic benefits through greater participation in community life and economic diversity.

MEASURING ITS MULTIPLE VALUES

Investing in social connectors brings other social and economic benefits as well:

- Child friendly cities - a UK study called Play England: Economic Evaluation of Play Provision identified that every £1 invested in an adventure playground generates £1.32 in social benefits;
- Quality education and care - Studies from economist James Heckman show that for every \$1 spent on child care in America, \$17 is returned to the community through: better educational outcomes; higher school completion rates; and less expenditure on health, welfare and crime services;
- Inclusive places for older people - AHURI estimates that if 20% of new homes included universal design, the cost savings to the Australian health system would range from \$37 million to \$54.5 million per annum, through reduced hospital stays and health care costs, in-home assistance and residential accommodation;
- Quality libraries and community centres - A study called Enriching Communities: The Value of Public Libraries in New South Wales reported that for every dollar spent on New South Wales public libraries the value back to the community is between \$2.82 and \$4.24;
- Longer life expectancy – people living in more connected suburbs with more diverse incomes and access to social infrastructure and services are living up to 10 years longer than those in lower income, less connected communities.



Cr Alf Walker conducting a smoking ceremony at the opening of the Leggett Park mural with Joseph Chapman-Freeman playing didgeridoo and Luke Heitel-Freeman on clapping sticks. Photo Burney Wong.

NEED: RECOGNISING AND CELEBRATING GOULBURN MULWAREE'S ABORIGINAL PAST, PRESENT AND FUTURE

Aboriginal people have lived in Goulburn Mulwaree for tens of thousands of years. The Goulburn region was known as a meeting place for many Aboriginal Nations and groups. This means that Goulburn wasn't inhabited by just one group of people it had many including:

- Mulwaree
- Wollondilly
- Wiradjuri
- Gundungurra
- Dharrook
- Tharawal
- Tarlo
- Lachlan
- Pajong
- Parramarragoo
- Cookmal
- Burra Burra
- Ngunawal

The ABS Census 2016 reported that Goulburn Mulwaree's population consisted of 30,261 people. From this total 1,185 Aboriginal and Torres Strait Islander people live in Goulburn Mulwaree, which makes up 4.0% of the total population. This is much higher compared to 2.9% in NSW, however lower than Regional NSW (5%).

What we heard

Engagement with local Aboriginal people and the Pejar Local Aboriginal Land Council found that there is a lack of visibility around the Aboriginal past, present and future in Goulburn Mulwaree, this is true of both marking significant places and sites (where appropriate as per the Aboriginal Heritage Study), as well as storytelling through public art projects of local Aboriginal dreamtime stories such as the story of the Wollondilly River.

There are opportunities to embed representations of Goulburn-Mulwaree's Aboriginal past, present and future through upgrades to infrastructure - such as bus stops or amenities blocks - as well as reviewing signage at current heritage sites to ensure they are appropriate and acknowledge Aboriginal heritage in a respectful way.

Why this is important for social sustainability?

Increasing visibility is important to strengthen local Aboriginal

pride. Engagement also found that an Aboriginal cultural centre, or meeting place, other than the Land Council would also be beneficial for the town, providing a place for Aboriginal people to connect with their culture, as well as share and increase understanding with all Goulburn Mulwaree residents. Ultimately, a key action of the Social Sustainability Strategy will be to progress with Council's Reconciliation Action Plan, which will further guide this key policy area.



SOCIAL SUSTAINABILITY CASE STUDY: EORA JOURNEY: RECOGNITION IN THE PUBLIC DOMAIN

The living culture of the Aboriginal and Torres Strait Islander communities in Sydney is celebrated by a project known as the Eora Journey, meaning 'the people's journey'.

Community consultations which took place at Sustainable Sydney 2030 identified the need for better recognition of Aboriginal and Torres Strait Islander culture and heritage. This is what The Eora Journey project addresses with guidance from The City of Sydney's Aboriginal and Torres Strait Islander Advisory Panel, comprised of local community members.

The development of the public art projects commissioned for the Eora Journey project was guided by Eora Journey Curatorial Advisor Hetti Perkins and architect Julie Cracknell who undertook an international review of cultural interpretation in 2010.

Recognition in the public domain is one of the four key components of Eora Journey. It comprises seven major public art projects created by Aboriginal and Torres Strait Islander artists symbolising the Eora Journey.

The three other components of Eora Journey include; an economic plan to address the community's access to education, employment and training opportunities; a signature Aboriginal event; and an Aboriginal Knowledge and Cultural Centre to create opportunities for employment, tourism and sustainable industry and to promote cultural understanding among residents and visitors.

NEED: SOCIAL INEQUALITY IN GOULBURN MULWAREE

Inequality can present individuals and groups with a range of challenges that affect their ability to reach their full potential, including but not limited to income inequality, unemployment, poor health and mental health, stresses at home and at school, language and cultural barriers, income inequality, unemployment and housing insecurity.

Why is inequality a problem?

According to the Australian Council of Social Service (ACOSS), when people with low incomes and wealth are left behind, it is a challenge to reach an acceptable living standard, and most importantly for the purposes of this Social Sustainability Strategy, it can be difficult to participate in society. This causes divisions in the community.¹

Too much inequality is also bad for the economy. When resources, skills and knowledge are concentrated in fewer hands, or people are unable to participate effectively in the paid workforce or attend educational institutions to do so, economic growth is diminished.

1 ACOSS and UNSW Sydney 2018, Inequality in Australia 2018, viewed 8 July 2019, <<https://www.acoss.org.au/wp-content/uploads/2018/07/Inequality-in-Australia-2018.pdf>>.

How do we know that social inequality exists in Goulburn Mulwaree?

The ACOSS and UNSW Sydney *Inequality in Australia* report highlights that Older people, single people and sole parents, and those who mainly rely on social security are more likely to be in the lowest 20% of Australians.

This includes the following demographic markers as represented for Goulburn Mulwaree by Table 7:

- People over 64 years of age
- Sole parent families
- Unemployment
- Youth Disengagement

For people over 64 years of age and sole parent families,

this is due partly due to their lower employment levels and caring responsibilities, and partly to the level of social security payments.

Recent Department of Social Services data from December 2018 shows that in Goulburn Mulwaree 4,028 people are on the Age Pension (13.3% of total population), and 405 households are receiving government single parent payments (3.5% of total households)

The most important influence on incomes is labour force status. People living in households where the household reference person is not in the labour force or is unemployed are much more likely to be in the lowest 20%, along with other households dependant on an income support payment. The Inequality in Australia 2018 report also found that people living in Tasmania and South Australia are also more likely to be in the lowest 20%, along with people living outside capital cities.

Recent Department of Social Services data from December 2018 shows that in Goulburn Mulwaree 1,012 people are currently on Newstart (3.3% of total population), with a low number of people on youth allowance (222 people), most likely because of the

limited study opportunities within Goulburn Mulwaree.

Applying the ACOSS demographic markers for those who are most likely to be within the bottom 20% of income earners (Table 7 below), the demographic areas that fall within the highest markers across all areas are Goulburn (Central – South) and Goulburn (Central North). Interestingly, these areas are outside of the geographic areas with the highest proportions of social housing - Goulburn (North) has the highest proportion of social housing (9.9%), followed by Goulburn (West) (7.2%) and Goulburn (South East) (7.2%).

These findings have implications on the location and accessibility of new social infrastructure investment. As shown by Figure 17 (overpage), Goulburn Central - CBD currently experiences the highest levels of accessibility to community infrastructure (defined in this map as a 400m radius), while the areas demographic analysis indicates are some of the most disadvantaged - Goulburn Central North and Goulburn Central South, have limited accessibility to Council owned facilities. PCYC however is well located within walking distance of Goulburn North and Goulburn Central-North.

Table 7 - Social inequality indicators applied to Goulburn Mulwaree. Source: Profile.id

Area	% People aged 65 years and over	% Single parent households	% Households earning less than \$650 a week	% of unemployment	% of youth disengagement	% of households with no internet connection
Goulburn (Central-CBD)	19.2	11.3	27.2	8.3	5.7	33
Goulburn (Central- North)	22.1	14.3	26.4	7.7	16.4	34
Goulburn (Central-South)	22.8	15.5	26.6	8.4	13.0	34
Goulburn (North)	14.8	14.2	18.0	6.4	12.9	23
Goulburn (South East)	15.5	10.2	27.5	7.5	9.0	37
Goulburn (West)	22.0	9.3	19.7	3.3	7.4	25
Rural North	19.9	8.0	16.5	4.8	9.5	31
Rural South	20.3	7.4	18.9	4.7	3.4	24
Goulburn LGA	19.1	11.5	22.6	6.2	11.7	25
Regional NSW	20.4	11.0	22.0	6.6	11.8	26

= highest three areas for each social inequality indicator within Goulburn Mulwaree Council Area

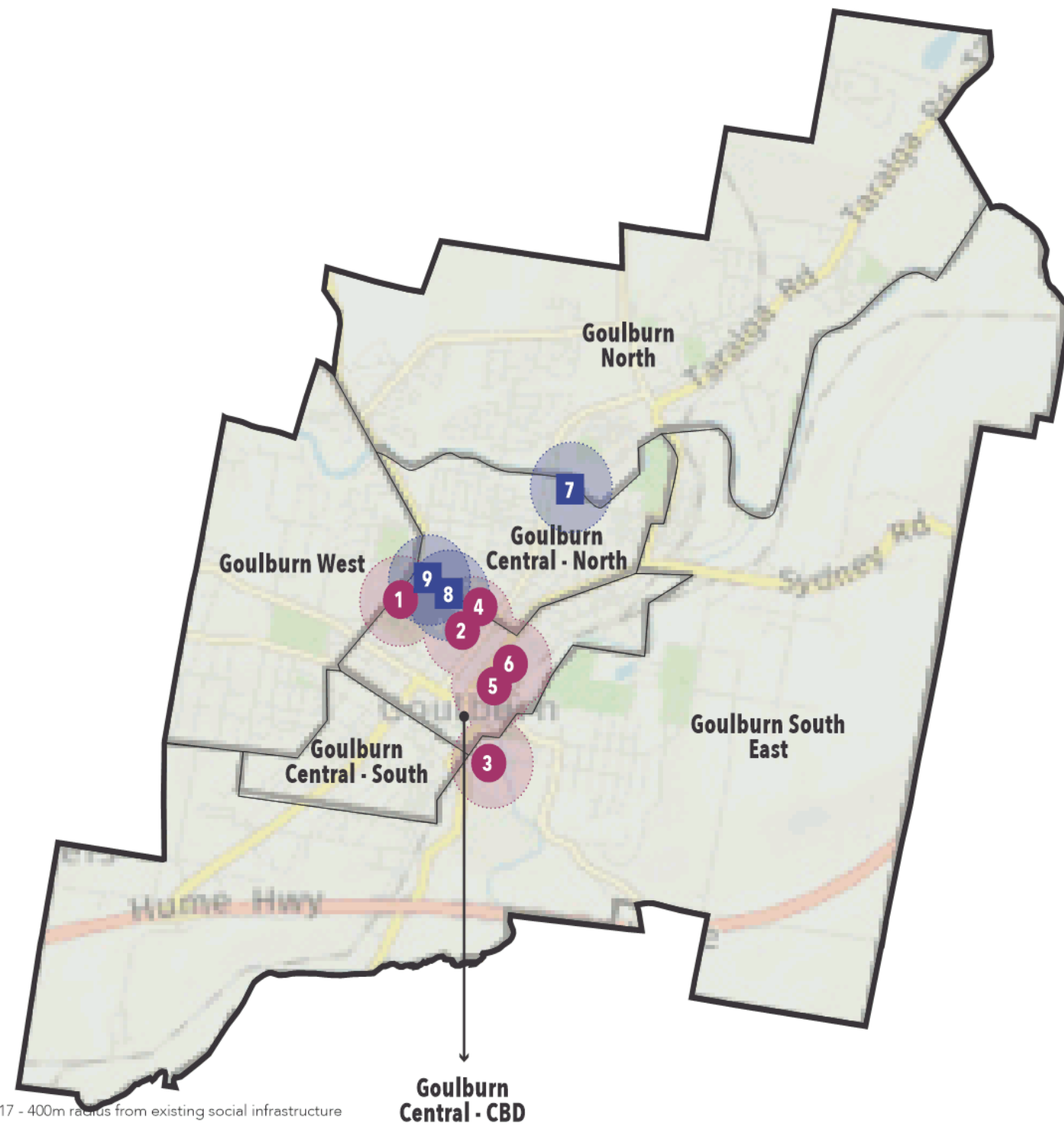


Figure 17 - 400m radius from existing social infrastructure

COMMUNITY FACILITIES

COUNCIL OWNED AND MANAGED

- 1 Goulburn Aquatic and Leisure Centre
- 2 Goulburn Mulwaree Library
- 3 Goulburn Recreation Area - Multi-Function Complex
(including Veolia Arena and Grace Milsom Function Centre)
- 4 Goulburn Art Regional Gallery
- 5 Goulburn Community Centre (155 Auburn Street, Goulburn)
- 6 McDermott Centre (proposed Performing Arts Centre location)
- 400m distance

NON COUNCIL

- 7 PCYC Goulburn
- 8 Goulburn Community Health Centre
- 9 Goulburn Hospital
- 400m distance

NEED: ACTIVATING OUR TOWNS AND VILLAGES

Main streets in regional areas have always been places for incidental connections within the community.

There are opportunities to improve the main streets of towns and key villages in Goulburn Mulwaree to facilitate greater opportunities for social connections and build on the sense of community that already exists within Goulburn Mulwaree.

Through community engagement people spoke about a desire to have a more interesting main-street in Goulburn Township with cafes and shops that reflected the character of their area. One challenge that also arose was young people feeling unwelcome in the main street, often being asked to move along.

Any investment in the main street should happen in partnership with the community, including young people to enhance a sense of ownership over place.

Research has shown that main street revitalisation also has positive economic impacts for the town.



SOCIAL SUSTAINABILITY CASE STUDY: URBAN GARDENING FOR PLACE ACTIVATION AND COMMUNITY CONNECTIONS

This section provides a summary of street gardening trends for revitalizing underused spaces including:

- Community of Chippendale in Sydney utilising verge gardening;
- Ron Finley addressing Los Angeles food desert by guerilla farming;
- Oslo creating multifunctional edible food gardens.

The Sustainable Streets and Community Plan (Chippendale)

Located in Sydney, the Chippendale neighborhood envisioned a street garden sharing fresh fruit, vegetables and herbs to everyone in the community by 2020. Including:

- Introduces 10 native stingless bee hives to road verge gardens to be installed and maintained by the community;
- Ceases pesticide spraying in road verges;
- Vertical gardens on the footpath and road verge gardens and public composting;
- Maintained by Caretakers: Each garden bed has a nominated caretaker, and commitments that go along with it buying, transplanting and ensuring plants are watered, pruned and tidied as appropriate, making sure they are kept planted;
- Partners with local residents and business to fund materials and help manage road gardens.

Goals:

- To spend more time gardening than on meetings, red tape, making rules or otherwise creating barriers to gardening for anyone;
- Provide education, local food, and conversations with strangers and neighbours around food and the growing beauty and comfort of our streets which are to be cool in summer and warm in winter;
- To compost and so create affordable nutrients and soil for our road gardens;
- To implement the workshops goals for community composting set during 2010;
- To promptly respond to resident feedback where received.

- To manage the high demand for composting by using bins which cannot be over-used



Figure 18 - The verge garden features edible vegetables, providing fresh food to the neighborhood

Nablagshager, Oslo

Near the central train station of Oslo, the Department of Environment Transport and the SME Nablo started an innovative project exploring edible city solutions in public spaces. Small urban spaces were developed into sustainable, liveable, and healthy environments. Urban food production in Oslo has demonstrated citizen commitment to maintaining and planting food gardens. An area once known for heavy crime has declined from the regeneration of edible urban landscapes. Local economic growth has also been a positive impact of this initiative encouraging residents to explore and interact with their surroundings.



Ron Finley "Gansta Gardener"

In response to South Central Los Angeles' food desert, Ron Finley has been leading the global movement of community gardening by transforming unused public street spaces into a fruitful oasis. His practice first began guerrilla gardening without the permission of the city of Los Angeles. After it's wide popularity and praise from the local community, the city of Los Angeles established a new ordinance allowing residents to garden alongside sidewalk paths without a permit. Residents are welcomed to grab a shovel, get their hands dirty, and start planting healthy foods right outside their home. These edible gardens open educational opportunities for people of all ages to become involved with their urban environment, unifying communities that lack healthy affordable foods. The "Gangsta Gardener" has developed sustainable communities to embrace the growing, knowing, and sharing of fresh-grown food, revolutionizing the culture of Los Angeles food systems.



Source: Casey Vassallo Broadseet



Source: Ron Finley Media



Source: John Foraker



IMPROVING HEALTH AND WELLBEING

Addressing health and wellbeing is a key need within Goulburn Mulwaree to achieve social sustainability. Research and community engagement points to the following specific challenges that regional communities, including Goulburn Mulwaree often face:

- Reducing stigma and increasing access to mental health services
- Addressing alcohol and drug use in our community
- Understanding the link between health and wellbeing and climate impacts
- Ensuring everyone can feel safe in Goulburn Mulwaree.

NEED: REDUCING STIGMA AND INCREASING ACCESS TO MENTAL HEALTH SERVICES

Mental health has a profound impact of the overall health and wellbeing of the Goulburn Mulwaree community. Community engagement identified two main challenges around managing mental health within Goulburn Mulwaree, largely around perceptions of stigma, as well as barriers to access services - both in terms of the physical difficulties in accessing a service, as well as the limited affordable options in town, long waiting lists and need to travel outside of the LGA to get specialised and appropriate care.

While mental health treatment is not a service that Council generally provides, there are several opportunities demonstrated by best practice that can improve mental health outcomes.

What does the research and data say?

The *State of Regional Australia* Federal report¹ states that mental health outcomes, as measured by the rate of suicide, are worse in regional and remote areas than in major cities.

This statement is supported by Southern Local Health District (SLHD) data, of which Goulburn Mulwaree Council is a part of. Health data shows that the SLHD has the second highest rate of suicide of all LHDs in NSW (19.9 per 100,000 population). Despite the high rate of suicide there is also lower reported rates of high or very high psychological distress in the SLHD (12.8%) compared to the average across NSW (15.1%; 2017 data).

This disconnect between suicide and low reported psychological stress is also represented in the research around mental health and regional communities. The National Rural Health Alliance² points to several challenges that people in regional areas face in their ability to cope with different stressors including:

- Poorer access to specialized care (for example, almost 9 out of 10 psychiatrists are employed in major cities);

¹ Department of Infrastructure, Transport, Cities and Regional Development 2015, *Progress in Australian Regions: State of Regional Australia 2015*, Department of Infrastructure, Transport, Cities and Regional Development, Canberra, viewed 8 July 2019, <<https://www.regional.gov.au/regional/publications/sora/index.aspx>>.

² National Rural Health Alliance 2014, *Fact Sheet August 2014 Mental Health and suicide in rural and remote Australia*, Deakin, viewed 8 July 2019, <https://ruralhealth.org.au/sites/default/files/publications/nrha-factsheet-mental-health_0.pdf>.

- Apprehension around help-seeking and fear of stigma (particularly in smaller communities where individuals are more visible and confidentiality is less assured);
- ‘Rural stoicism’ and resilient attitudes, with the belief that people should be able to pick themselves up, keep it all in and deal with it themselves without having to bother other people;
- Lower educational attainment – affecting people’s ability to obtain information on prevention and mental health services and programs;
- Lower incomes – making it more difficult to afford mental health care, or in the case that a family member is sent to other areas for treatment, making it difficult to travel and stay to support them; and
- Limited or non-existent public transport, physical limiting people’s access to mental health care, and increasing risk of social isolation (particularly a problem for the less mobile, such as those who are frail or living with a disability).

Because of the above factors, diagnosis, treatment and ongoing management of a mental health condition in regional and remote areas are likely to occur later in its progression, or not at all.

Mental health also affects different groups of people differently including:

Farmers

- Association in rural areas between mental health, drought, socio-economic hardship and financial strain among farmers have long been reported¹.
- Farm incomes (which provide livelihoods for many people in rural and remote areas) are influenced by weather conditions, commodity and fuel prices, and exchange rates. The unpredictable nature of these factors can induce psychological distress and subsequent mental illness. For example, in 2008, a study found that among farmers who were in drought, 17 per cent had mental health issues, compared with 8 per cent who had not

¹ Austin, E, Handley, T, Kiem, A, Rich, J, Lewin, T, Askland, H, Askarimani, S, Perkins, D, and Kelly, B 2018, *Drought-related stress among farmers: findings from the Australian Rural Mental Health Study*, *MJA*, vol. 209, no. 4, pp. 159 - 165, viewed 8 July 2019, <https://www.mja.com.au/system/files/issues/209_04/10.5694mja17.01200.pdf>.

experienced drought in the three previous years².

- The rate of suicide for male farmers is significantly higher than for non-farming rural males. In 2008, a study showed that 34 in every 100,000 male farmers die by suicide – significantly more than the 24 per 100,000 among rural men generally (a rate which in itself is significantly higher than the national average)³.
- Recent research has also shown that the incidence of drought related stress was higher among farmers who were younger, living and working on a farm, located in regional areas and experiencing financial hardship. With this specific group of people in mind, it is easier to develop strategies and support that is targeted to a specific group and improve mental health outcomes⁴.

² National Rural Health Alliance 2014, *Fact Sheet August 2014 Mental Health and suicide in rural and remote Australia*, Deakin, viewed 8 July 2019, <https://ruralhealth.org.au/sites/default/files/publications/nrha-factsheet-mental-health_0.pdf>.

³ Ibid.

⁴ Austin, E, Handley, T, Kiem, A, Rich, J, Lewin, T, Askland, H, Askarimarnani, S, Perkins, D, and Kelly, B 2018, *Drought-related stress among farmers: findings from the Australian Rural Mental Health Study*, MJA, vol. 209, no. 4, pp. 159 - 165, viewed 8 July 2019, <https://www.mja.com.au/system/files/issues/209_04/10.5694mja17.01200.pdf>.

Young people

According to the National Rural Health Alliance, there are particular challenges faced by young people in rural and remote areas that impact on their mental health, including:

- Pressure to conform to locally acceptable images or patterns of behaviour (including traditional gender roles);
- Having little privacy because of a small town or village environment;
- Having 'nothing to do' for young people, or feeling as though they aren't welcome in town life e.g. constantly being moved along, or seen as a public nuisance;
- Pessimism about future prospects with existing high rates of unemployment, and limited education/job opportunities;
- Loneliness and the loss of relationships brought about by the drift of many younger rural people to coastal and urban areas;
- LGBTQI identifying people may experience alienation due

to a lack of openness or understanding in some rural communities; and

- Higher rates of use of alcohol and other drugs¹.

Being a close knit community can also be a double edged sword, as the Mission Australia report on Regional Mental Health in young people found, young people love their close-knit communities, but say they can be challenging too. If you are a young person who may be different from the status quo or who stand out in some way, it can feel alienating and isolating. The sense that everyone knows each-other and lack of anonymity can stop them seeking help for mental health problems for fear that word could get around town.

Stakeholder interviews with Goulburn's headspace branch highlighted this as a local issue, with some young people even feeling anxious about being seen walking through the headspace office doors. To counter this, headspace has been doing outreach, along with other services in the area, to other youth events and programs.

ReachOut Australia and Misson Australia's report 'lifting the weight'², highlights that while the prevalence of mental health disorders is similar for people living and outside of a major city, there are significant differences in suicide rates across this areas. There is an established relationship between the risk of suicide increasing, as remoteness from a major city increases. Figures for young Australians indicate that death by suicide in regional and remote communities is almost three times as high as it is in major cities.

In addition, young men aged 15 – 29 who live outside a major city are almost twice as likely to die by suicide than those who live in a major city. The particular mental health challenge for young men can be influenced by firm ideas in regional communities of masculinity, with increased stigma around being seen to be vulnerable or talking about feelings in front of family and friends.

¹ National Rural Health Alliance 2014, *Fact Sheet August 2014 Mental Health and suicide in rural and remote Australia*, Deakin, viewed 8 July 2019, <https://ruralhealth.org.au/sites/default/files/publications/nrha-factsheet-mental-health_0.pdf>.

² Ivancic, L, Cairns, K, Shuttleworth, L, Welland, L, Fildes, J and Nicholas, M 2018, *Lifting the weight: Understanding young people's mental health and service needs in regional and remote Australia*, Sydney: ReachOut Australia and Mission Australia.

This issue has also been picked up in the local community, particularly within the Goulburn Rugby club who run an annual event in memory of Goulburn teen Hugo Cunningham. The event aims to educate people against mental health stigma and arm with the power of conversation and knowledge. In the words of Hugo's mother "It's really important to have an event like this in the community that acknowledges it has a problem, and we have a problem with the young people in our community." (Quoted in the Goulburn post, 2016).

Older People

Nationally, the highest suicide rate is observed in the 85+ age group with a noticeable spike occurring from 75+ years of age (likely to be more prevalent in rural and remote areas where the ageing of Australia's population is more marked). The rate of suicide among men aged 85 years and over who live outside major cities is around double that of those living within them. Older people in rural and remote areas are more likely to be living with a chronic condition, chronic pain and disability. They are also more likely to experience challenges around mobility (which result in the need for in-home visits), social isolation, and access to pain management and palliative care.



SOCIAL SUSTAINABILITY CASE STUDY: MENTAL HEALTH FIRST AID TRAINING

ThriveNYC is a comprehensive mental health plan for New York City that aims to make “mental health everyone’s business”. Two of the six principles are:

- Change the Culture. Stigma stops people from getting the care they need. Thrive NYC is changing the culture by encouraging every New Yorker to be part of the solution (see Mental Health Training Initiative);
- Partner with Communities. We are partnering with communities because New Yorkers are more likely to access services in places they already go to receive care.

Mental Health First Aid (MHFA) is an evidence-driven, free eight-hour training provided every week in every borough. Conducted regularly in English, Mandarin and Spanish, MHFA helps trainees recognise mental health needs, learn how to talk about them, and learn where to direct people in need. MHFA not only helps to reduce stigma associated with mental illness, it also expands the number of people who can help New Yorkers in need.

Mental Health First Aid trainings provide proven practices that will help you recognize the early signs and symptoms of mental illness and substance misuse. You will learn how to listen without judgement, and respond to and help someone in distress until they can get the professional care they may need.

The free eight-hour training is available for all New Yorkers as part of the City’s ThriveNYC Initiative. After completing the training, you receive a three-year certification in Mental Health First Aid. Each course lasts eight hours. There are a variety of courses available with different focuses (some courses may only be available upon request)including: Adults; Youth; Veterans; Older Adults; Higher Education & Public Safety

Thriving Learning Center is an easy-to-use public website featuring free interactive learning opportunities and resources including videos, infographics and modules on self-care and stress management to increase knowledge and awareness of various mental health concerns.

NEED: ADDRESSING ALCOHOL AND DRUG USE IN OUR COMMUNITY

Reports by NSW Health seeking to understand trends in alcohol use and health-related harms in NSW find that people living in regional and remote areas are more likely to drink alcohol at harmful levels. This trend is also represented in SLHD statistics, with a higher rate of alcohol consumption at levels posing long-term risk to health amongst persons aged 16 years and over (34.9%) compared to the average across NSW (31.1%) (2017).

Comparatively, the SLHD has a lower rate of methamphetamine-related hospitalisations (95.3 per 100,000 population) compared to the average across NSW (136.3) (2016/2017).

According to BOCSAR data Goulburn Mulwaree has a higher rate of alcohol related assault (160.4) compared to NSW (129.5), as well as a higher rate of alcohol related domestic assault (111.9) compared to NSW (99.2).

Incidents of drug offences have also significantly increased over the past two years, with a rate of 1060.3 in year prior to March 2019, significantly higher than the NSW average (614.3).

People living in Regional and remote areas of Australia were more likely than people living in Major cities to have consumed alcohol at quantities that placed them at risk of harm from an alcohol-related disease or injury

Results from the 2016 National Drug Strategy Household Survey (NDSHS) showed that¹:

- People aged 14 or older living in Regional and remote areas were significantly more likely than people living in Major cities to: – consume alcohol daily (8.0% compared with 5.0%) – drink in excess of the lifetime risk guideline (21% compared with 15.4%) and of the single occasion risk guideline (at least monthly) (29% compared with 24%). Levels of recent drug use were similar between remoteness areas, however the type of illicit drug used varied;
- People aged 14 or older living in Major cities and in Regional and remote areas had similar levels of drug use in the past 12 months (both 15.6%). However, those in Major cities were significantly more likely than those in Regional and Remote areas to have recently used ecstasy (2.5% compared with 1.5%) and cocaine (3.2% compared with 1.1%).

¹ Australian Government, Australian Institute of Health and Welfare, accessed online at: <https://www.aihw.gov.au/getmedia/78ea0b3d-4478-4a1f-a02a-3e3b5175e5d8/aihw-hse-212.pdf.aspx?inline=true>

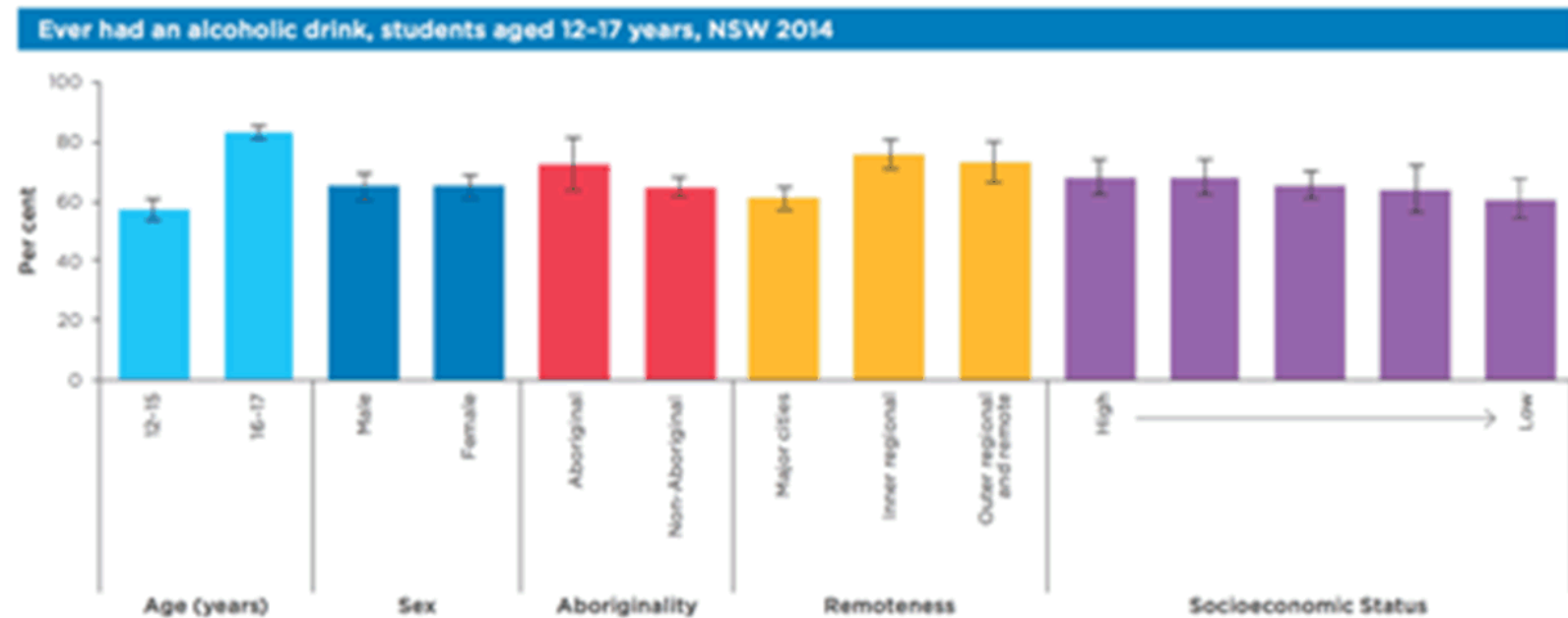


Figure 19 - Trends in Alcohol use and health-related harms in NSW, Report of the Chief Health Officer 2016, Source: NSW Health

NEED: UNDERSTANDING THE LINK BETWEEN HEALTH AND WELLBEING AND CLIMATE IMPACTS

Climate impact isn't just an environmental problem, it is also a health and wellbeing problem. Health Professor Tony Capon notes in the first national report to track Australia's progress on climate impacts and human health that climate impacts are important to health and wellbeing, especially where climates are extreme and particularly variable, as in Australia and Goulburn Mulwaree¹.

Rising temperatures and heat waves

In Australia, heatwaves cost more lives than all other natural hazards combined. They lead to an increase in heat-related illnesses, such as heat exhaustion and heat stroke, and drive up hospital admissions and death rates, particularly among older people and people with chronic illnesses.

Research also finds that they have a significant impact on people experiencing social isolation and social inequality. The social impacts of extreme weather, as captured in Figure 20 are the result of an interaction between socio-cultural and socio-economic indicators (housing and living circumstances) including health and urban planning.

There are opportunities through housing, transport and energy projects that can help to deliver positive health outcomes and includes consideration of how physical design features may be modified to reduce thermal discomfort within the community to a more systematic consideration of how social connectivity, well-being, mobility, and the affordability and sustainability of infrastructure, housing and services may be improved.

Social isolation is a growing public policy issue in Australia with a significant proportion of Australians, particularly the elderly, now living alone. Extreme weather exacerbates social isolation, with vulnerable people tending to remain indoors and avoid outings when the weather gets too hot.² During times of extreme

¹ Capon et al. 2018, 'The MJA-Lancet Countdown on health and climate change: Australian policy inaction threatens lives', *Med J Aust*, vol. 209, no. 11, pp. 1 – 21.

² Fiona Miller, 2014, Department of Environment and Geography, Macquarie University Paper for Turning up the Heat: a symposium for SIA practitioners and researchers, 21 February. Accessed online at: https://www.mq.edu.au/about/about-the-university/faculties-and-departments/faculty-of-arts/departments-and-centres/departments-of-geography-and-planning/documents/sia-too_hot_to_handle_assessing_the_social_impacts_of_extreme_heat_by_fiona_miller.pdf



Figure 20 - The social dimensions of extreme weather

weather visits by friends, neighbours and family, the delivery of social services, such as home and community care and the organisation of social outings for older people and people with disability may be reduced or canceled, worsening the experience of isolation.

Inequality and poor access to affordable cooling options in Australia also exacerbate heat vulnerability, as people are unable (or unwilling) to use their air-conditioners. Research on social practices during times of heat, has also highlighted this issue of affordability and people's capacity to cope.³ Impacts on critical energy and transport infrastructure are also apparent during heatwaves and can have a disproportionate impact on those with mobility constraints, a disability and ill health.

What can Council do to help respond to climate impacts on social needs?

- Increasing tree canopy and greening in new and existing development:
 - Immediate programs that can assist include increasing tree

³ Farbotko, C & G Waitt 2011, 'Residential air-conditioning and climate change: voices of the vulnerable', *Journal of Health Promotion of Australia*, vol. 22, pp.13 - 16.

canopy to provide urban cooling effects, especially in areas of high vulnerability (Goulburn Central North, South and Goulburn North);

- It is also possible to encourage urban tree canopy and increased open space with new development through DCP controls that require new development to plant new trees on verges, private open space requirements etc. as well as through strategic planning for adequate open space and recreation opportunities (see Council's Open space and Recreation strategy).
- There is also scope for Council to advocate to amend the BASIX SEPP to require more resilient dwelling/building stock that can manage the extremes of both heat and cold that Goulburn Mulwaree experiences.
- Council can also advocate that improvements are made to public and affordable housing to ensure that the housing developments are appropriate for the local climate, and do not rely on air-conditioning.
- Increasing access to the leisure centre on extreme weather days: There could be opportunities to increase access to the leisure centre during extreme weather events by providing discounts to entry, or running special community transport

services to help residents with mobility issues to access opportunities to cool down and socialise;

- Leveraging opportunities from the emerging green energy economy: Goulburn Mulwaree Council already has examples of green energy projects that give back to the community, as well as contribute to reducing Co2. A report commissioned by the Clean Energy Council by independent consultants found that at a local level, a typical 50 megawatt (Mw) wind farm:
 - Has an estimated average construction workforce of 48 people with each worker spending \$25,000 per year in the local area. This equates to some \$1.2 million per year flowing into hotels, shops, restaurants, and other local service providers;
 - Employs around five staff for operations and maintenance, equating to an ongoing local annual influx of \$125,000;
 - Provides up to \$250,000 annually in payments to farmers, a proportion of which flows into the local community;
 - Provides a community contribution of up to some \$80,000 per year for the life of the project.

DRAFT



BUILDING COMMUNITY SKILLS AND CAPACITY

Goulburn Mulwaree already has strong foundations to build community skills and capacity. Research and community engagement points to the following specific needs and opportunities to achieve a more socially sustainable community:

- Intergenerational skill sharing
- Increasing education and job opportunities for young people
- Building a stronger relationship between Council and the Community through community engagement

This section of the report presents key statistics, research, and analysis of services and engagement findings to tell a story around what's going on in Goulburn, as well as ideas, opportunities and case studies of how to help address the needs and build a stronger, more resilient community.

NEED: INTERGENERATIONAL SKILL SHARING

Goulburn Mulwaree has a significant number of skilled older people who are either pre-retirees or retirees who are already members of community groups or are looking for opportunities to share their knowledge and skills. There are so many skills that older people can share with the younger generation – whether it be around bee keeping, to sustainable agriculture, or building and repairs.

Demographic analysis and community engagement also found that there a number of 'tree-changers' moving to Goulburn Mulwaree who bring business and other experiences to town, and are also looking for opportunities to get involved and contribute to community life. To quote one community member: "You have to bury yourself in the place to find out what's happening", and "While the location attracts people here - there needs to be the right social life and places to keep people here".

NEED: INCREASING EDUCATION AND JOB OPPORTUNITIES FOR YOUNG PEOPLE

Living in regional areas can sometimes be a challenge for young people, often faced with less education and job opportunities than urban counterparts. However there are opportunities through program and infrastructure investment to increase opportunities for young Goulburn Mulwaree residents.

What we heard - connectivity challenges

Internet access is critical in contemporary society to access essential services ranging from government, centrelink, banking, education, training, searching for jobs as well as socialising. However, engagement and demographic analysis has found that there is a high proportion of households without an internet connection in Goulburn Mulwaree, either due to affordability constraints, or a lack of quality coverage. It is often more expensive to have an internet connection in regional areas as people often layer services (e.g. supplementing a copper landline with fixed wireless or NBN satellite services due to



SOCIAL SUSTAINABILITY IDEA: REPAIR CAFE

Repair cafes are a volunteer run fixed meeting place equipped with tools for local residents to repair household electrical and mechanical devices, clothing, bicycles, computers and more. Conceptually devised by Martine Postma in 2009, Repair Cafes have rapidly emerged across the globe as a means to reduce waste, maintain and share skills, and strengthen social cohesion. The Repair Café Foundation has capitalised on this projects skill share aspect in 2017 by developing the Repair Monitor – a database accessible online for all café locations. The projects significance has been marked by the annual International Repair Day, first run back in October 2017. Four Repair Cafes exist in Australia today in Melbourne, Albury-Wodonga, Marrickville and Mullumbimby.

WHAT COULD THIS LOOK LIKE IN GOULBURN?

There may be opportunities for existing community groups to run a Repair Café in town where old technology could be donated, repaired and bought cheaply. This would contribute to town centre activation, environmental sustainability outcomes, as well as provide more affordable options to accessing technology for members of the community. It could also be a place to share skills with young people - especially for kids who prefer more 'hands on' approaches to learning.

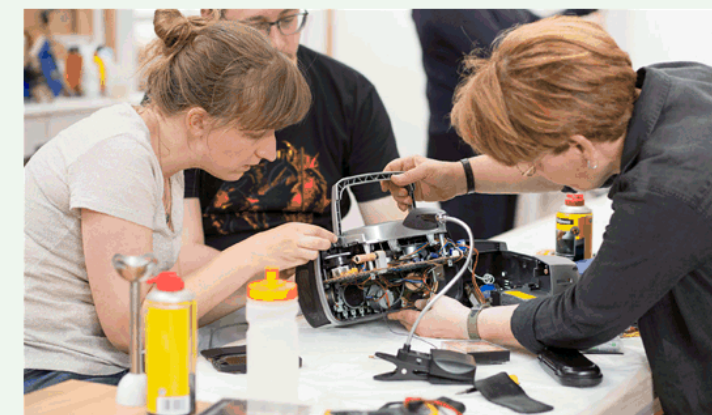


Image source: The Guardian

concerns around reliability. There is a lack of internet access in Goulburn particularly in the rural areas where some young people can't study at night or on weekends as they don't have access. They may also have only one computer in the household with 3 or 4 kids so only one gets to use this, putting others at a disadvantage.

Young people (as well as older people and people with a disability) in Goulburn Mulwaree can also face significant transport disadvantage.

Research into public transport supports community engagement findings that services are infrequent and sparse. To reach Bungonia from Goulburn by public transport for example requires a train trip to Marulan and a taxi to Bungonia village centre. For people living in Tarago, a train booking is required two days prior to travel to ensure the train will stop. These kinds of inconveniences can make it very difficult for young people without a license to get around independently.

In other similar rural contexts across the world, demand responsive transport has been an effective method of increasing accessibility.



SOCIAL SUSTAINABILITY CASE STUDY: LENDING WIFI HOTSPOTS THROUGH LIBRARY SERVICES

In 2015 these The New York Public Libraries received \$1 million in funding from Google and other sources to lend 10,000 wifi hotspots to local residents. The New York Public Library partnered with 24 rural libraries in Kansas and Maine to see how the program might be different in more remote areas.

WHAT COULD THIS LOOK LIKE IN GOULBURN MULWAREE?

Young people who may not be able to access the internet due to affordability issues would benefit greatly from a service like lending Wifi hot-spots. There may be opportunities to partner with telecommunications companies or other companies to start a trial and measure it's effectiveness.



Image source: The Journal



SOCIAL SUSTAINABILITY CASE STUDY: DEMAND RESPONSIVE TRANSPORT (DRT) - MY BUS IN STRATHCLYDE, UK

MyBus is one of the few existing and successful demand-response systems targeted toward rural residents connecting them to the metropolitan areas of Strathclyde in Scotland. As of 2014 it achieved 5.4% growth in 6 months of passenger numbers, with an increase of passengers under 50 by 12% by identifying popular routes and subsidising bus services in off-peak periods. Door-to-door service can also be booked in advance.

DEMAND RESPONSIVE TRANSPORT (DRT) - STIRLING COUNCIL, UK

Stirling Council's Demand Responsive Transport system has been recognised as one of the few long standing and successful DRT systems. In rural areas not serviced by regular bus routes, the nine DRT systems provide residents with a 'taxi-like' transport service at bus prices. Residents pre-book this bus service to arrive at pre-determined locations, even their front doors, to take them to their desired location in rural Stirlingshire. The success of this system has been internationally recognised and Polish officials have travelled to meet with Stirling Council to study their system and potentially apply it back home.



Image source: Optare

Social enterprise opportunities

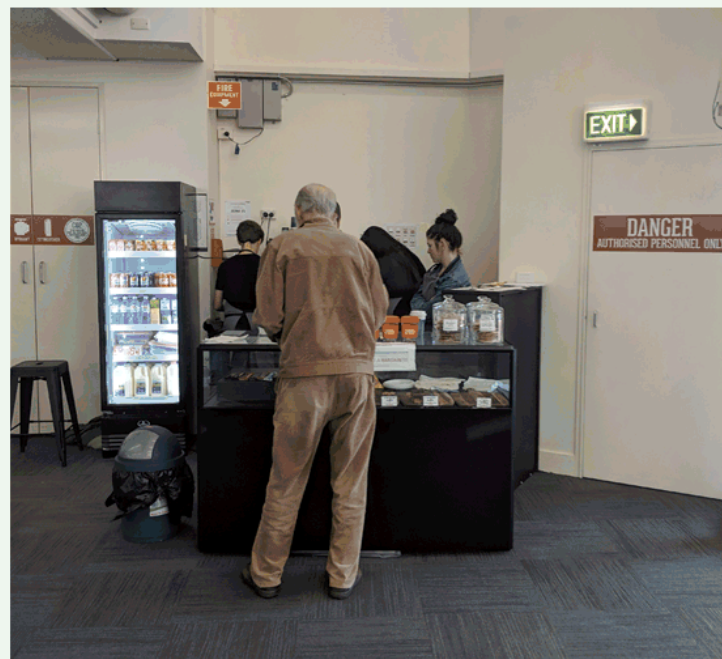
Goulburn Mulwaree Council is already running an important social enterprise - the Paperback cafe run at the Library which gives young people hospitality skills, training and most importantly confidence through serving the public.

There are opportunities for smaller rural communities like Tarago to also benefit from similar concept. Community engagement found that there are limited things for young people to do in Tarago, despite the desire to learn new skills and contribute. The desire to have a community cafe run out of the Hall was also raised.



SOCIAL SUSTAINABILITY CASE STUDY: PAPERBACK CAFE

The Paperback Cafe is a Council-run program which provides formal hospitality training and certification, as well as hands on training in a cafe run within the Library. The Cafe gives young people experience in a cafe environment, and also builds confidence.



Paperback Cafe in action



SOCIAL SUSTAINABILITY CASE STUDY: MARRICKVILLE MAKER SPACE DIY DINNER SERIES

The maker movement has risen from a fringe hobby available to specific groups (e.g. a men's shed) to a prominent lifestyle with important implications for economic development in both city and regional locations. In the past, tools have been available only to those who own them. However in the age of the subscription / membership / share economy (and in cities - high density living), the maker movement is filling a gap in the growing in demand for access to tools, physical space and training.

At Marrickville Maker Space in Sydney, people pay a membership fee to be part of a community and to access space and equipment that they can use to learn, design and make.

This year, the major community building event is based on the idea of a 'DIY Dinner' - where everything used for the dinner is made by members. Students can choose which aspect of the 'feast' to make:

- Screen printed bench seats, table runners and napkins
- Metal knives
- Wooden tables, and
- Ceramic plates and cups.



NEED: BUILDING STRONGER RELATIONSHIPS WITHIN THE COMMUNITY AND WITH COUNCIL

An important step to building community capacity, is enabling the community to come together, and to also connect with Council. Through the engagement process to inform the social sustainability strategy and action plan, it was clear that the community enjoyed the opportunity to get involved and share their ideas. Continuing this relationship between the community and Council will be key to successful delivery.

Encouraging the community to engage with each other

During community engagement it was clear that for some newcomers to the area, it can be difficult to become an active member of the community, and sometimes feel welcome to join long-standing community groups or programs. For others it was also difficult to find out how to get involved, and the extent of what's available. To quote one community member: "You have to bury yourself in the place to find out what's happening".

There are opportunities for Council to play a leading role in making people feel welcome through community events and festivals. In addition to the events that already run, 'Welcome to Goulburn neighbourhood BBQs' can introduce new residents to existing residents, put a face to Council, as well as their elected Councillor representatives. Community groups can also be invited to share more information about themselves and welcome new people to get involved.

Community development within Council


Engagement also found that sometimes it was difficult to find the right person in Council to contact regarding community ideas and initiatives, or to receive information around what's going on and how to get involved. Currently Council's service delivery approach is focused on high needs groups - young people, or people with a disability, which means that there is a gap in service delivery for a general community development role.



SOCIAL SUSTAINABILITY CASE STUDY: CAMPBELLTOWN CITY COUNCIL, SOUTH AUSTRALIA: NEIGHBOURHOOD BBQ'S

Campbelltown City Council has been rallying together local community members during the summer months to connect and enjoy a healthy BBQ since 2012. Community members are notified via letterbox drop to come together on Wednesday nights between 5.30 and 7pm to make new connections, reunite with long lost friends and even discover parts of their neighbourhood they were previously unaware of. Over 35 Neighbourhood BBQ's have been held and almost 2540 people have attended, attesting to the success of the project. Community members are welcome to organise a Neighbourhood BBQ in their own street to perpetuate the sense of safety and connectedness people reap from these events.

Neighbourhood BBQ



You are invited to a Neighbourhood BBQ.

Date: _____

Time: _____


Venue: _____

Please bring _____

We would love you to join us. Feel free to bring along any games - football, cricket, bocce.

We look forward to seeing you there.

From : _____

Proudly encouraged by 

See you at the BBQ

Template for community invitations provided by Council



APPENDIX 1

DEMOGRAPHICS

DEMOGRAPHIC ANALYSIS

This chapter analyses demographic data from a variety of sources including 2016 ABS Census data sourced via profile.id, as well as NSW Health and NSW Bureau of Crime Statistics and Research. These data sources give insight into demographic information at different scales of geography.

Profile.id for example, splits Goulburn Mulwaree into several geographical areas, as illustrated by Figure 3, that combine different suburbs due to the relatively low population density of regional council areas.

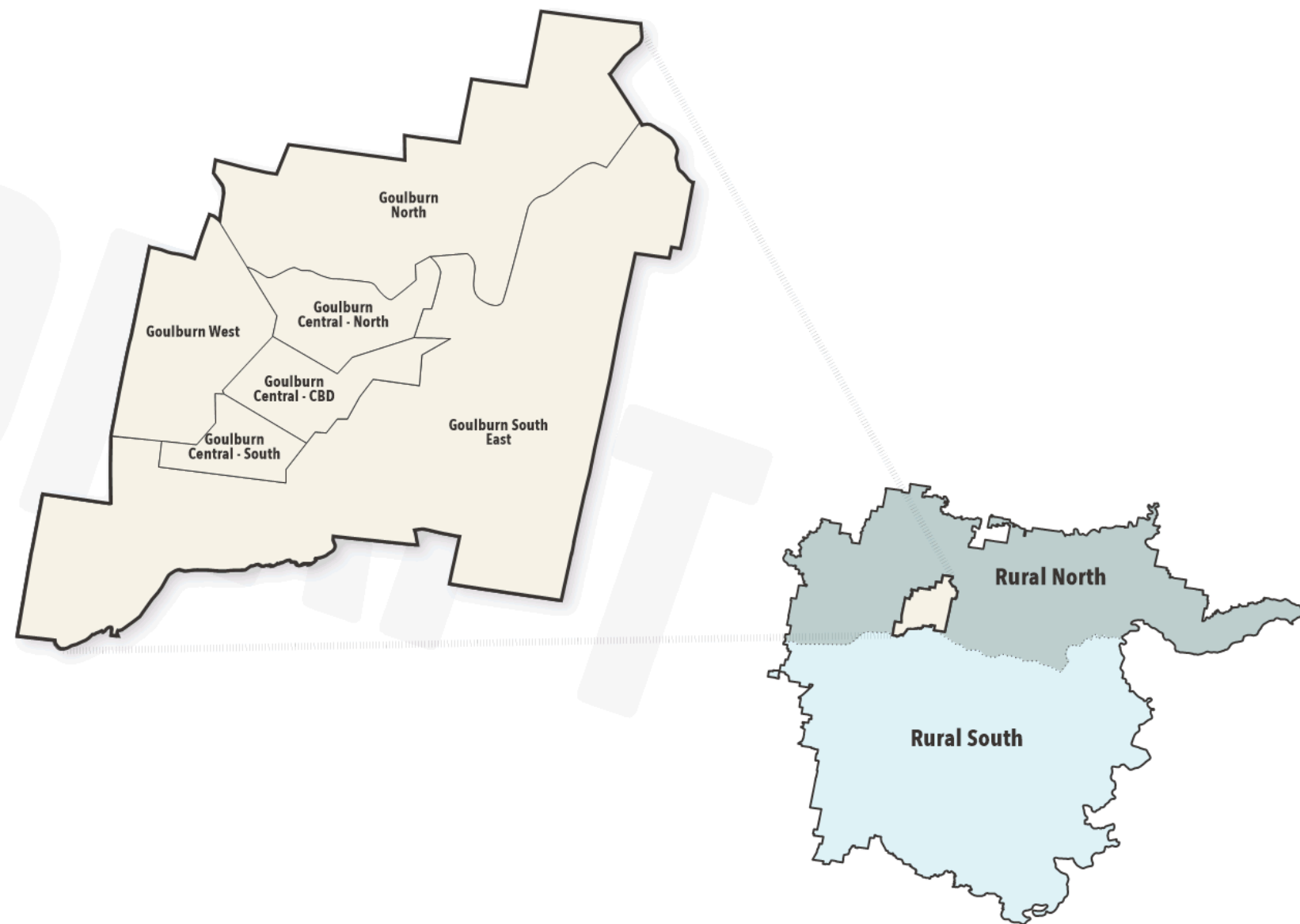


Figure 21 - Profile.id demographic areas

GOULBURN MULWAREE'S PEOPLE NOW

POPULATION & DENSITY

Today there are over 29,500 people live in Goulburn Mulwaree

According to the 2016 census, Goulburn Mulwaree local government area (LGA) was home to 29,609 people (ABS 2016 URP). This population predominantly lives within Goulburn (23,320 people, 76% of the total population), with a further 16% (4,897 people) living in the Rural North and 8% (2,545 people) living in the Rural South.

Population Increase between 2011-2016

From 2011 to 2016, Goulburn Mulwaree Council area's population increased from 27,469 to 29,607 people (9%). This represents an average annual population change of 1.8% per year over the 5 year period.

A predominantly low density rural area

Goulburn Mulwaree is a predominantly rural, low density area (0.09 persons per hectare), however has a higher density compared to Regional NSW (0.03 persons per hectare). The township of Goulburn has the highest population density within the LGA (17 persons per hectare).

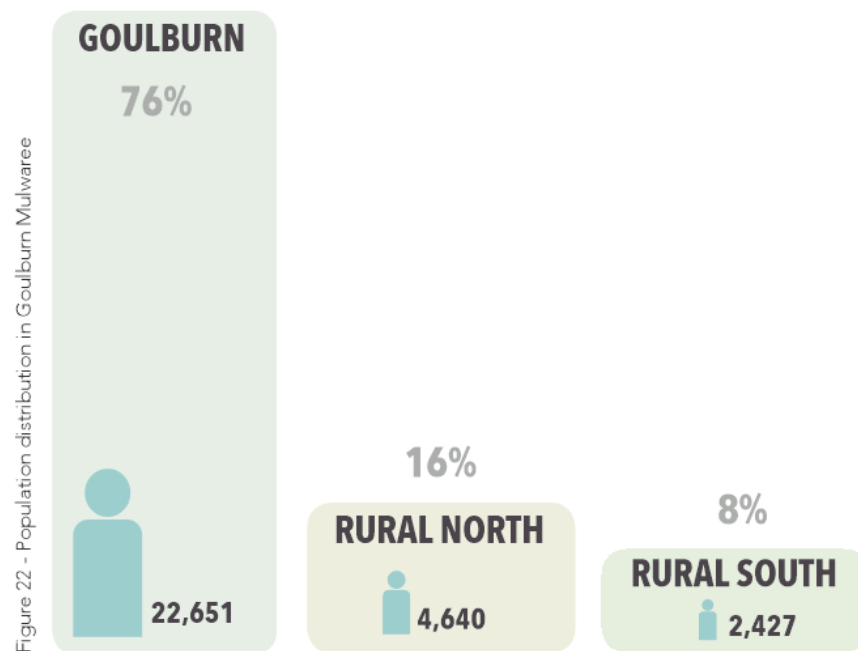


Figure 22 - Population distribution in Goulburn Mulwaree

AGE PROFILE

A similar age structure compared to Regional NSW, with a lower proportion of people aged 65+ years and a higher proportion aged 25 to 34 years

As shown by Table 1 Goulburn Mulwaree LGA has a similar age structure to Regional NSW. However, the LGA has a slightly lower proportion of people in the older age groups (65+ years) (19.4% vs 20.6%)

The LGA also has a slightly higher proportion of people aged 25 to 34 (12% vs 11%). This age group also saw the largest increase between 2011 and 2016 (+597 people).

Table 8 - Goulburn Mulwaree Age Profile 2016, Source: Profile.id

Service age group (years)	Number	%	Regional NSW %	Change 2011-2016
Babies and pre-schoolers (0 to 4)	1,742	5.9	5.8	+65
Primary schoolers (5 to 11)	2,612	8.8	8.9	+194
Secondary schoolers (12 to 17)	2,134	7.2	7.3	-81
Tertiary education and independence (18 to 24)	2,302	7.8	7.9	+188
Young workforce (25 to 34)	3,567	12.0	11.0	+597
Parents and homebuilders (35 to 49)	5,507	18.6	18.0	-108
Older workers and pre-retirees (50 to 59)	4,084	13.8	13.8	+299
Empty nesters and retirees (60 to 69)	3,738	12.6	13.1	+416
Seniors (70 to 84)	3,192	10.8	11.4	+443
Elderly aged (85 and over)	738	2.5	2.7	+132
Total	29,616	100.0	100.0	+2,138

A higher proportion of retirees in the Rural North and Rural South, however lower proportion of people aged over 85 years

As Goulburn Mulwaree is a large local government area, there are key differences in age profile between Goulburn Township, and the rural north and south that influence social sustainability.

As Figure 5 overpage shows, the Rural North and Rural South have a significantly higher proportion of 'empty nesters and retirees aged 60 to 69, however a much lower proportion of people aged over 85 than Goulburn LGA. This suggests that people are not able to age in place in these rural areas. Additionally, the over 60 category will continue to age over the next 20 years, indicating a need for services to respond to the needs of older people in rural areas into the future.

'Young workforce' or people aged 25 to 34 increased the most in Goulburn Mulwaree between 2011 and 2016, reflective of net migration patterns.

Parents and homebuilders aged 35 to 49 are the largest current aged group in Goulburn Mulwaree (18.6%)

Goulburn Mulwaree's population is ageing with an increasing proportion of people aged over 60 years since 2011



A high proportion of young people in the Rural North and Rural South

It is also important to note that young people make up above LGA proportions within both the Rural North and Rural South. The Rural South has the highest proportion of Secondary Schoolers aged 12 to 17 in the LGA (8.7%). This has implications for young people having to travel to reach the only high school in the LGA, which is in Goulburn township, as well as having activities and opportunities for them near their homes such as recreation infrastructure as well as the provision of job readiness programs.

The Rural North also has the second highest proportion of primary school aged children (9.9%), again indicating need for recreation and play equipment, as well as access to children’s play and learning programs outside of Goulburn township.

A high proportion of young people in Goulburn North

Figure 5 shows, there are also significant differences in age profile within Goulburn township itself.

The ‘Goulburn North’ area, which includes suburbs such as Marys Mount, has significantly high proportions of babies and pre-schoolers (8.2% compared to 5.9% LGA-wide), primary schoolers (10.8% compared to 8.8% LGA-wide) and secondary schoolers (8% compared to 7.2% LGA-wide). This distinct cluster of young people could have implications on social infrastructure and services provision particularly for young people.

A high proportion of older people in Goulburn Central and Goulburn West

Figure 5 also shows that a large proportion of people aged 70 years and older live in Goulburn CBD, Central and West, most likely due to existing aged care, social housing and medical services close by.

Table 9 - Goulburn Mulwaree Age Profile by area. Source: Profile.id

Service age group (years)	Goulburn LGA%	Regional NSW %	CBD %	Central north %	Central south %	Goulburn North %	Goulburn South east %	Goulburn West %	Rural North %	Rural South %
Babies and pre-schoolers (0 to 4)	5.9	5.8	6.0	6.0	6.3	8.2	4.9	5.4	4.6	4.0
Primary schoolers (5 to 11)	8.8	8.9	8.2	8.6	7.3	10.8	6.6	8.5	9.9	8.0
Secondary schoolers (12 to 17)	7.2	7.3	6.8	6.1	6.5	8.0	5.4	6.8	7.9	8.7
Tertiary education and independence (18 to 24)	7.8	7.9	7.9	8.9	8.5	8.1	9.5	8.1	6.3	5.2
Young workforce (25 to 34)	12.0	11.0	14.1	12.8	14.3	13.6	14.9	9.4	8.3	8.1
Parents and homebuilders (35 to 49)	18.6	18.0	17.7	16.9	15.5	19.0	23.0	17.4	19.3	20.2
Older workers and pre-retirees (50 to 59)	13.8	13.8	13.8	13.5	12.3	11.1	13.7	14.9	15.4	17.2
Empty nesters and retirees (60 to 69)	12.6	13.1	12.0	11.8	11.4	10.0	11.9	12.6	16.4	17.5
Seniors (70 to 84)	10.8	11.4	10.2	12.4	12.9	8.8	7.6	14.0	11.0	9.7
Elderly aged (85 and over)	2.5	2.7	3.4	2.9	5.0	2.5	2.6	2.8	0.9	1.3
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

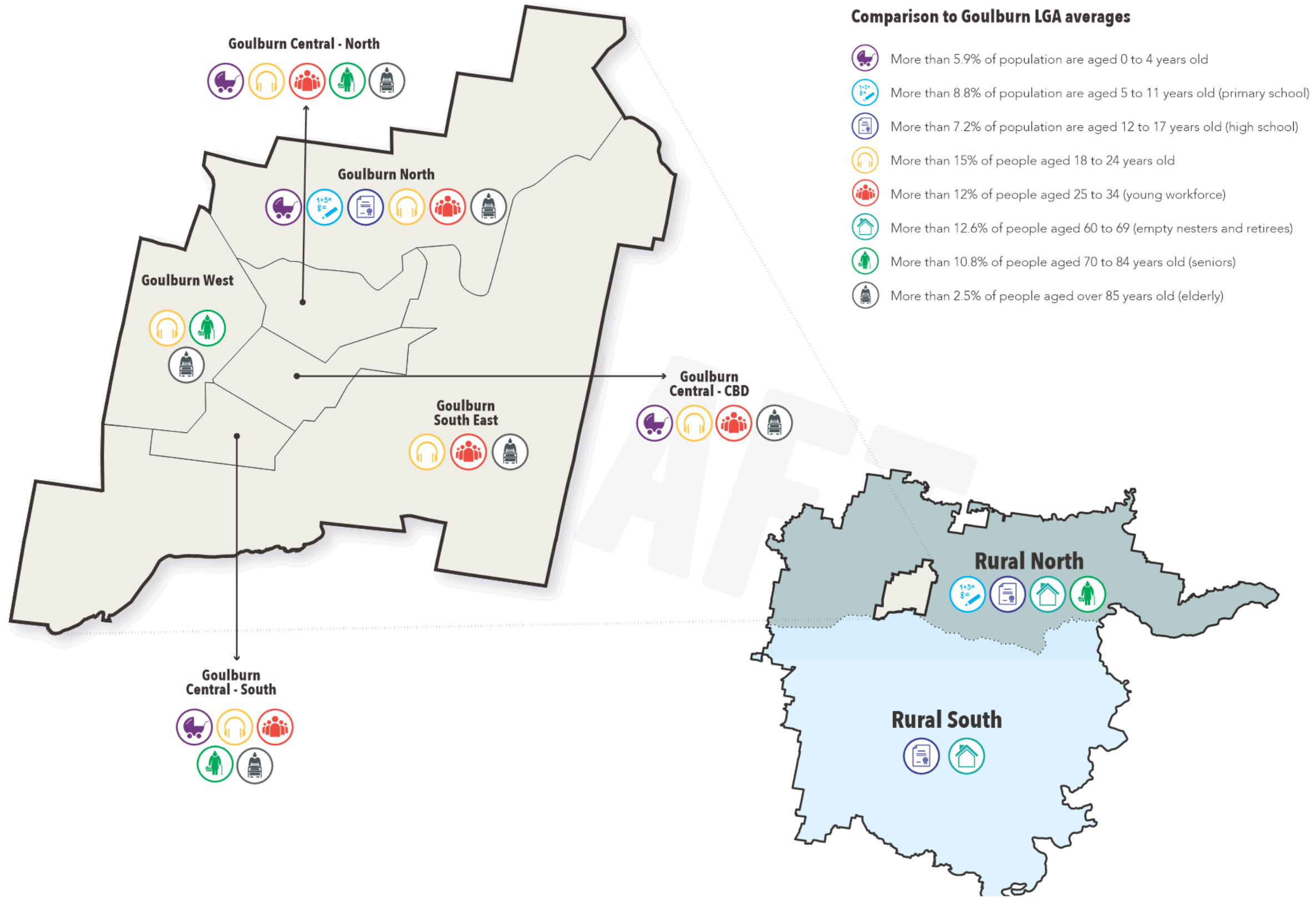
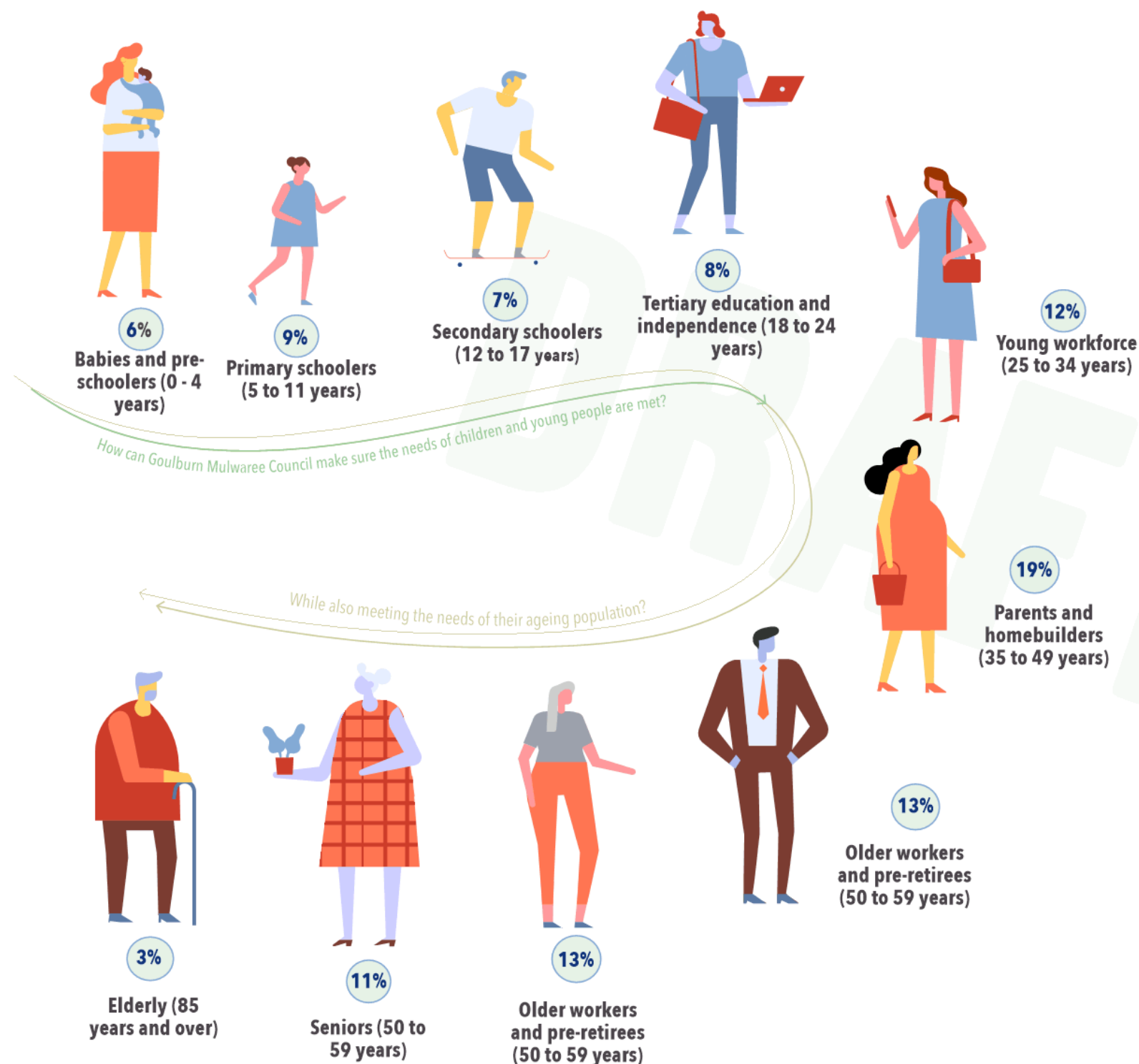


Figure 23 - Age comparison to Goulburn LGA averages

IF THERE WERE 100 PEOPLE IN GOULBURN MULWAREE, THERE WOULD BE...



What does Goulburn Mulwaree's age profile mean for social sustainability?

High proportion of Parents and Homebuilders

The largest age group in Goulburn Mulwaree are parents and homebuilders or people aged 35 to 49. This group of people need access to appropriate, affordable and secure housing as well as access to jobs. They also need places that provide affordable opportunities for family-friendly activities and programs, such as parks, play spaces, and sporting facilities, as well as cultural and learning spaces such as libraries, museums and galleries.

An ageing population

Goulburn Mulwaree is facing a steadily ageing population. In a regional context this also brings the challenges of social isolation, access to medical services and challenges around ageing in place for people who may live in Goulburn North or South. An ageing population requires access to medical services, as well as social life and activities that are affordable and accessible.

An increase in 18 to 24 'young workforce'

'Young workforce' or people aged 25 to 34 increased the most in Goulburn Mulwaree between 2011 and 2016, reflective of net migration patterns. Maintaining and continuing to attract this age group is important for the social sustainability of the town, jobs, things to do and amenity, access to recreation opportunities and places to meet each other.

INCOME

A similar median household income compared to Regional NSW

Goulburn Mulwaree LGA has a slightly higher median income compared to Regional NSW (\$1,195 vs \$1,166), with a lower median income in Goulburn (\$1,150) and a higher median income in the Rural North (\$1,369) and the Rural South (\$1,361).

One in five households earn less than \$650 a week, a similar proportion compared to Regional NSW

Goulburn Mulwaree LGA has a similar proportion of low income households (earning less than \$650 a week) compared to regional NSW (22.6% to 22% respectively), with a higher proportion in Goulburn (23.5%) and a lower proportion in the Rural North (16.5%) and the Rural South (18.9%).

Within Goulburn, the areas with the highest proportion of low-income households were:

- Goulburn (South East) (27.5%)
- Goulburn (Central - CBD) (27.2%)
- Goulburn (Central - South) (26.6%), and
- Goulburn (Central - North) (26.4%).



27.6% are lone person households

Goulburn township - 30%
Rural North - 17%
Rural South - 22%
Regional NSW - 25.5%

HOUSEHOLDS AND HOUSING

Household types

Goulburn Mulwaree has a similar distribution of household types compared to Regional NSW. The main household type in Goulburn Mulwaree LGA is couples without children (26.4%), which is slightly lower compared to Regional NSW (27%). There is a lower proportion of couples without children in Goulburn (24.3%) and a higher proportion in the Rural North (35%) and the Rural South (31.7%).

While Goulburn Mulwaree LGA has the same proportion of couple families with children as Regional NSW (25.4%), with a lower proportion in Goulburn, the same proportion in the Rural South (25.4%) and a much higher proportion in the Rural North (32%).

A higher proportion of lone person households compared to Regional NSW

Goulburn Mulwaree has a higher proportion of lone person households (27.6%) compared to Regional NSW (25.5%), with a higher proportion in Goulburn (30%) and a lower proportion in the Rural North (17.2%) and the Rural South (21.7%).

Within Goulburn, the highest proportion of lone person



26.4% of households are couples without children

Goulburn township - 24%
Rural North - 35%
Rural South - 32%
Regional NSW - 27%



25.4% of households are couples with children

Goulburn township - 25%
Rural North - 32%
Rural South - 25%
Regional NSW - 25.4%



22.6% of households earn less than \$650 a week

Goulburn township - 23.5%
Rural North - 16.5%
Rural South - 18.9%
Regional NSW - 22%

households is in Goulburn CBD with 39% of households home to only single occupants, followed by Goulburn Central North (37.6%) and Goulburn Central South (31.4%).

The majority of households own or are buying their home

The Goulburn Mulwaree LGA has a similar housing tenure structure compared to Regional NSW, however a slightly lower proportion of households that fully own their property (33.6% vs. 35.5%) and a slightly higher proportion with a mortgage (30.6% vs 28.6%).

A slightly higher proportion of households renting social housing compared to Regional NSW

Goulburn Mulwaree has a slightly higher proportion of households renting social housing (5.2%) compared to Regional NSW (4.2%), with a higher proportion of social housing in the Goulburn city area (6.7%) and no social housing in the Rural North or Rural South.

Goulburn (North) had the highest proportion (9.9%), followed by Goulburn (West) (7.2%) and Goulburn (South East) (7.2%).

Estimating homelessness

Data from ABS Census 2016 indicates that there were 93 homeless people living within the Goulburn Mulwaree LGA, a slight decrease from 101 in 2011.

What does income and housing mean for social sustainability?

A high proportion of lone person households

Goulburn township has a high number of lone person households due to a combination of factors such as a high proportion of older residents, transient population such as mining industries, Police Academy, or the location of the Hospital. One key need group within this category however are lone, older households who also are renting. Research by UTS has shown that older private renters are at high risk of loneliness and anxiety due to factors including little disposable income due the cost of housing that uses up much of their income, and the constant risk that they may be asked to vacate their accommodation.¹ To cater for this group, there is a need for suitable and affordable rental housing options, as well as free activities for seniors to socialise and attend events.

A higher proportion of social housing

Community engagement highlighted that at times, Goulburn Mulwaree can seem like a community of ‘haves’ and ‘have nots’ based on which street you live on. Resident’s perceived opportunities shouldn’t be limited because of the area they grew up in, a key focus of the Social Sustainability Strategy will be to ensure equal access to recreation, infrastructure and programs targeting residents who may need assistance. Research by UTS has also shown that social housing has a positive effect on older lone person households, as there is less need to worry about rent, and a higher chance of knowing and being able to interact with neighbours, particularly if they’ve been part of the community for a long time.

High proportion of households with a mortgage and renting

Housing has a significant impact on people’s mental health and sense of security. Research has shown that despite the relative affordability of housing in Goulburn Mulwaree, there is still a high proportion of households under housing stress. A Social Sustainability Strategy can assist by offering affordable events and places for family programs, as well as through Council’s Local Housing Strategy.

¹ UTS 2019, Loneliness looms for rising numbers of older private renters, accessed online at <https://www.uts.edu.au/research-and-teaching/our-research/institute-public-policy-and-governance/news/loneliness-looms>

EMPLOYMENT

Most resident workers are employed in health care and social assistance, followed by construction and public administration

The top three industries in which residents workers are employed are:

- Health Care and Social Assistance (1,908 jobs, 15%)
- Public administration and safety (1,383 jobs, 11.1%) and
- Retail trade (1,364 jobs, 11.1%)

Compared to Regional NSW Goulburn Mulwaree has a slightly higher proportion of people employed in health care and social assistance and retail trade (15% compared to 14.4% and 10.7% to 10.3% respectively), however has a significantly higher proportion of people employed in public administration and safety (10.9% compared to 7.2%). This is potentially due to Goulburn’s role as a regional hub servicing surrounding rural communities.

The top three occupations of resident workers are:

- Community and personal service workers (15.3%)
- Technicians and trades workers (14.5%) and
- Professionals (14.5%).

While 77.5% of resident workers live and work in the Goulburn Mulwaree LGA, 17.9% of residents workers work outside the LGA with 6.9% working in ACT and 3% working in Wingecarribee.

A similar unemployment rate, and a lower youth unemployment rate, compared to Regional NSW

Goulburn Mulwaree has a similar unemployment rate (6.3%, 855 people) compared to Regional NSW (6.6%), with 6.9% unemployment in Goulburn and lower rates in the Rural North (4.4%) and the Rural South (5.6%).

Within Goulburn, the areas with the highest proportion / number of unemployed population were:

- Goulburn (North) 195 people, 6.8%, and
- Goulburn (Central - North) 170 people, 7.9%.

Goulburn Mulwaree has a lower proportion of youth unemployment (11.6%) compared to Regional NSW (11.6%), with a higher proportion in Goulburn (12.5%) and a lower proportion in the Rural North (5.1%) and the Rural South (8.6%).

A higher proportion of mothers in the workforce compared to Regional NSW

Goulburn Mulwaree has a higher proportion of mothers in the workforce (71.2%) compared to Regional NSW (69.3%), with a similar proportion in Goulburn (71.2%) and a higher proportion in the Rural North (72.5%) and the Rural South (73.5%).

What does employment mean for social sustainability in Goulburn Mulwaree?

Social services play is a key booster of Goulburn Mulwaree’s economy

Social services play a significant role in Goulburn Mulwaree’s economy, being the highest industry of employment with 15% of total workers, or 1,908 jobs. It is important that Goulburn Mulwaree continues to be a place that attracts talent, including health and social workers to service the local community, which also has flow on effects to jobs in the retail sector (equal 2nd employer).

A challenge for young people finding employment

While the unemployment rate in Goulburn Mulwaree is lower than regional NSW overall, young unemployment is a challenge, particularly in Goulburn township at 12.5% - more than double the NSW unemployment rate. There are opportunities through programs to support job readiness and provide stepping stones for young people into employment.

MIGRATION IN AND OUT OF THE LGA

Between 2011 and 2016, a higher number of people migrated in to Goulburn Mulwaree (4,636 people) than out of the LGA (3,842 people) (total increase of 794 people).

Across all age groups, the only net loss was in the 18 to 24 years age group (-239 people), with young people leaving the area for the ACT (147 young people) and Wollongong (68 young people), likely to pursue education and employment opportunities.

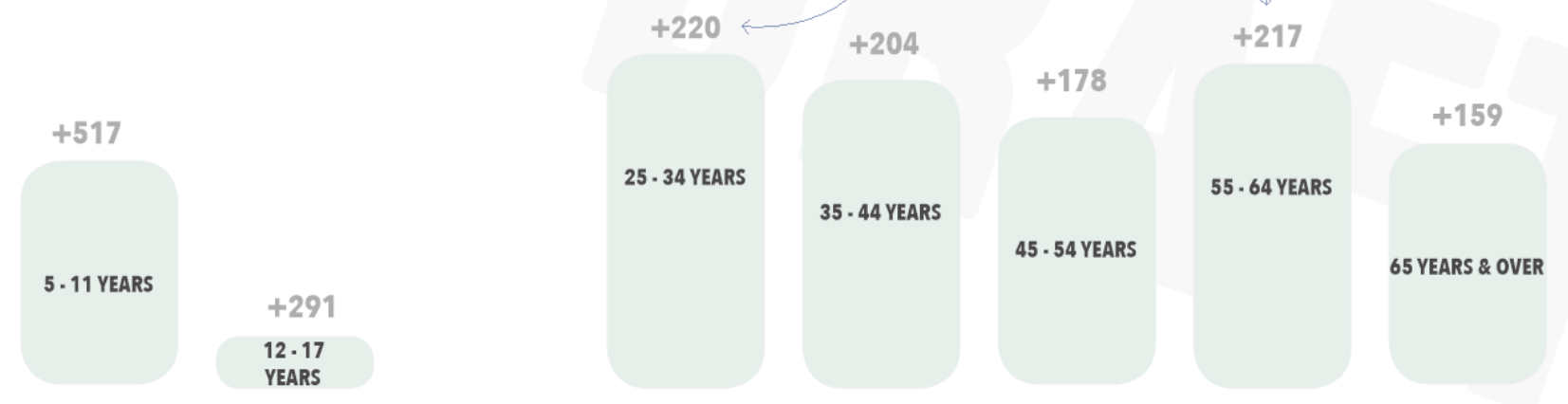
However, the largest net increase due to migration was in the 25 to 34 years age group (+220 people), suggesting that young people may be moving back to the area.

The second largest increase due to migration was in the 55 to 64 years age group (+217 people), potentially reflecting early retirees seeking a 'tree-change'.

The highest age-group moving into Goulburn Mulwaree are 25 to 34 year olds, Are the students who left coming back, or is this a reflection of relative housing affordability for young workers and families?

The second highest age-group moving into Goulburn are 55 to 64 year olds.

Is this reflecting a movement of pre-retirees seeking a tree change?



The only group that migrated out of Goulburn Mulwaree was young people aged 18 to 24



147 young people moved to Canberra and 68 moved to Wollongong, most likely to study. Would this migration change if young people had access to good tertiary education opportunities in Goulburn Mulwaree?

What do Goulburn Mulwaree's migration patterns mean for social sustainability?

A sharp decrease in 18 to 24 year olds

The only net migration out of Goulburn Mulwaree is in the 18 to 24 year old category, corresponding with high school leavers seeking tertiary opportunities or seeking jobs outside of town. For young people who want to stay local it is important that there are a range of job and study opportunities in town. Community engagement found that choosing to stay after high school is difficult due to the perceived lack of opportunities, which can also impact on self-esteem.

Continuing to attract a young workforce

Despite the 18-24 year olds category migrating out, the highest age group migrating into Goulburn Mulwaree is the 25 to 34 year age group, potentially signalling a return to the LGA post study, or a new group of young workforce or young families who are moving to Goulburn Mulwaree for the relatively affordable housing. If Goulburn Mulwaree seeks to continue attracting a younger age group, it is important that there are a range of recreation and leisure opportunities young professionals and young families.

An increase in skilled, retiree tree-changers

The second highest age group to migrate into Goulburn Mulwaree was the 55 to 64 year old age group, potentially aligned with a trend of retired or pre-retiree 'tree changers'. It is important that there are a range of activities and social events to welcome new residents and make them feel part of the community, as well as to allow people to share their skills and expertise to build the community up together.

HOW CULTURALLY DIVERSE IS GOULBURN MULWAREE?

1,185 Aboriginal and/or Torres Strait Islander people live in Goulburn - Mulwaree

In 2018, Goulburn Mulwaree was home to 1,185 Aboriginal and/or Torres Strait Islander people, representing a lower proportion of the total population (4%) compared to Regional NSW (5.5%), however double the NSW proportion of 2%.

A low proportion of people who are born overseas compared to Regional NSW

A lower proportion of the Goulburn Mulwaree community was born overseas (10%), compared to Regional NSW (11.2%), with a lower proportion in Goulburn (9.5%) and a higher proportion in the Rural North (11.9%) and the Rural South (12.2%). Between 2011 and 2016, the number of people born overseas increased by 604 or 25.8%.

Those born overseas were most likely to have moved here from the United Kingdom (2.8%) or New Zealand (1.1%), with emerging birthplaces including the Philippines (0.5% or 152 people, increase of 86 people between 2011 and 2016) and India (0.5% or 145 people, increase of 68 people between 2011 and 2016).

The majority of people speak only English at home

4.7% of the Goulburn Mulwaree community speak a language other than English at home, slightly lower compared to 5.7% in Regional NSW. Filipino/Tagalog (0.3%), Greek (0.3%) and Mandarin (0.3%) were the most common non-English languages spoken at home.

452 people living in Goulburn Mulwaree arrived to Australia from overseas within 5 years prior to 2016

452 people or 15.3% of Goulburn Mulwaree's overseas-born population arrived to Australia between 2011 and 2016, a similar proportion to Regional NSW (14.8%). In 2016, the majority of new arrivals were living in Goulburn (376 people).

What does Goulburn-Mulwaree's cultural diversity mean for social sustainability?

A strong Aboriginal community

The Goulburn Mulwaree region was traditionally a meeting place for different first nations to meet on another. Today Goulburn Mulwaree is home to 1,185 Aboriginal and/or Torres Strait Islanders. Community engagement highlighted the need to celebrate Aboriginal culture and increase the visibility of Aboriginal culture throughout Goulburn Mulwaree. This is an important step in healing, reconciliation and pride for the Aboriginal and wider community.

An increasing number of people born overseas

While overall, Goulburn has a lower proportion of culturally and linguistically diverse communities than Regional NSW, over the last census period there was an increase in the number of people arriving from overseas, with most people settling in Goulburn township. This trend may continue due to Federal migration policies that encourage new migrants to locate within regional areas. Access to employment, as well as services and housing are key to successful settlement.

EDUCATION

A lower proportion of persons with formal qualifications compared to Regional NSW

Compared to Regional NSW, Goulburn Mulwaree has a lower proportion of persons with a Bachelor or higher degree (11.5% vs 14.5%) and a similar proportion of persons with a Vocational degree (24% vs 23.6%) or an advanced diploma or diploma (8.5% vs 8.2%).

The LGA has a similar proportion of persons with no formal qualification (41.5%) compared to Regional NSW (41.7%).

Despite this, as Table 3 shows, there is a higher proportion of university level qualifications in the rural north and south, potentially correlating with an increase in retirees in these areas, or people who live in Goulburn but commute to Canberra for work.

Table 10 - Qualification by area. Source: Profile.id

Area	University Qualifications		Trade Qualifications		No Qualifications	
	#	%	#	%	#	%
Rural North	507	13.5	1,023	27.4	1,429	38.2
Rural South	271	13.6	506	25.4	771	38.8
Goulburn	2,121	11.4	4,348	23.3	7,767	41.6
Goulburn-Mulwaree LGA	2,783	11.5	5,807	24.0	10,066	41.5
Regional NSW	316,064	14.6	508,465	23.5	901,527	41.7

A lower proportion of persons attending Uni and a similar proportion of persons attending TAFE compared to Regional NSW

Goulburn Mulwaree has a lower proportion of persons attending University (2%) compared to Regional NSW (3.1%), and a similar proportion of persons attending TAFE (2.1%) compared to Regional NSW (1.9%). This corresponds to community engagement feedback that there was a lack of tertiary education opportunities for young people.

A higher proportion of persons who left school early compared to Regional NSW

Goulburn Mulwaree has a lower proportion of persons who completed Year 12 or equivalent (35.1%) compared to Regional NSW (38%), with a higher proportion finishing Year 12 in the Rural North (36.4%) and the Rural South (36.9%) and a lower proportion in Goulburn (34.6%).

A similar proportion of disengaged young people compared to Regional NSW

Goulburn Mulwaree has a similar proportion of young people aged 15 to 24 not employed or in education (11.7%, 400 young people) compared to Regional NSW (11.8%) with a higher rate in Goulburn (11.6%) and a lower rate in the Rural North (9.5%) and the Rural South (3.4%).

Within Goulburn, the areas with the highest proportion / number of disengaged young people were:

- Goulburn (North) 100 young people, 12.9%, and
- Goulburn (Central - South) 93 young people, 16.4%.

CONNECTIVITY

A higher proportion of persons who travel to work by car compared to Regional NSW

Goulburn Mulwaree has a higher proportion of persons who travel to work by car (76%) compared to Regional NSW (73.3%), with a lower proportion traveling by public transport (1% vs 1.8%).

Goulburn Mulwaree has a lower proportion of households without a car (7%) compared to Regional NSW (5.8%), with a higher proportion in Goulburn (8.9%) and a much lower proportion in the Rural North (1.9%) and the Rural South (1.8%).

A lower proportion of households with an internet connection compared to Regional NSW

Goulburn-Mulwaree has a higher proportion of households without an internet connection (29.9%) compared to Regional NSW (26.9%), with an even higher proportion of households without an internet connection in Goulburn township (30.7%) and the Rural South (31.9% - almost 1/3 of households), and a lower proportion in the Rural North (24.3%).

Through engagement with the community, access to the internet was highlighted as a barrier to children and young people completing their studies. With some households in blackspots, and others not able to afford internet connectivity.

In particular, as shown by Table 4 the following areas have high proportions of children and young people but lower than LGA connectivity to the internet:

- Rural South (31.9%) has a significant proportion of households without an internet connection, yet had the highest proportion of young people aged 12 to 17 years in the LGA.
- Goulburn (Central – CBD) (33.9%) also has a significant proportion of households without an internet connection, and a higher proportion of young people aged 12 to 17 years (6.7%).
- Goulburn (Central-North) (34.6%) has lowest proportion of households with an internet connectivity, and a higher proportion of children aged 5 to 11 years (8.7%). This also corresponds with a high proportion of low income households (over ¼ of households earning less than \$650 a week).

Table 11 - Internet Connection and educational outcomes. Source: Profile.id

Area	Internet Connection		5 to 11 years olds		12 to 17 years	
	#	%	#	%	#	%
Rural North	1,344	75.7	476	10.3	377	8.1
Rural South	671	68.1	204	8.4	206	8.5
Goulburn	6,147	69.3	1,956	8.7	1,514	6.7
Goulburn-Mulwaree Council area	8,159	70.1	2,607	8.8	2,115	7.1
Regional NSW	771,036	73.1	235,635	8.9	194,070	7.3

What does education and connectivity in Goulburn-Mulwaree mean for social sustainability?

A high proportion of disengaged young people

In the 2016 census there were 400 young people aged 15 to 24 both unemployed and not attending an education institution. It is important that this Social Sustainability Strategy supports this group of young people by increasing opportunities to get involved, and learn new things that offer chances to increase confidence, skills and employability.

A high proportion of people who travel to work by car

The high proportion of car ownership and those traveling to work by car, confirms engagement findings that it's difficult to get around Goulburn Mulwaree without a car. This means that for older people who may no longer be able to drive, or younger people who may not yet have their license, it can be quite challenging to access services, programs and events.

A high proportion of households with no internet connection

Living in the 21st century requires people to be able to get online. Accessing the internet is becoming more and more central to learning, accessing services and information, finding out about jobs and events as well as an important social connector. There are high proportion of households with no internet connection meaning that it can be difficult for these people to connect in with the world, as well as become a barrier to learning and inclusion. There are opportunities for Council to increase the provision of public wifi, as well as advocacy to the federal government around internet accessibility and affordability in regional areas.

WELLBEING

A relatively higher level of socio-economic disadvantage compared to Regional NSW

The Index of Relative Socio-Economic Disadvantage has "been constructed so that relatively disadvantaged areas have low index values."

With a SEIFA score of 960, the Goulburn Mulwaree LGA is relatively more disadvantaged compared to Regional NSW (971), with lower levels of relative disadvantage in the Rural South (1,006.5) and the Rural North (1,004.2) and higher levels of relative disadvantage in Goulburn (945.4).

Within Goulburn, the area with the highest levels of relative disadvantage was Goulburn (Central - South) (909.4)

A similar proportion of people in need of assistance due to disability compared to Regional NSW

Goulburn-Mulwaree has a similar proportion of people in need of assistance due to disability (6.4%, 1,908 people) compared to Regional NSW (6.3%), with a higher proportion in Goulburn (6.8%) and a lower proportion in the Rural North (5.2%) and the Rural South (4.8%).

HEALTH

The Goulburn Mulwaree LGA is located within the Southern NSW Local Health District (SLHD), which also includes Bega Valley, Bombala, Cooma-Monaro, Eurobodalla, Palerang, Queanbeyan, Snowy River, Upper Lachlan, and Yass Valley.

The following health statistics sourced from HealthStats NSW (online tool) give insight into the SLHD compared to the average across NSW, this is because comparison to 'regional NSW' is not available.

Much higher rates of overweight and obese persons

The SLHD has a much higher rate of overweight and obese persons (63%) compared to the average across NSW (53.5%) (2017).

Much higher rates of risky alcohol consumption

The SLHD has a higher rate of alcohol consumption at levels

posing long-term risk to health amongst persons aged 16 years and over (34.9%) compared to the average across NSW (31.1%) (2017).

Similar rates of smoking

The SLHD has a similar rate of adults smoking (15.6%) compared to the average across NSW (15.2%), and a similar rate of smoking in secondary students (6.7% vs (6.4%) (2017).

The second highest rate of suicide across all LHDs in NSW

The SLHD has the second highest rate of suicide of all LHDs in NSW (19.9 per 100,000 population), followed by Murrumbidgee (19.8) and Northern NSW (17.8) (2016).

Higher rates of hospitalisation due to intentional self-harm

The SLHD has a higher rate of intentional self-harm hospitalisations (227.1 per 100,000 population) compared to the average across NSW (149) (2017).

Lower rates of psychological distress

Compared to the average across NSW, the SLHD has a lower rate of high or very high psychological distress in adults (12.8% vs 15.1%) (2017).

Lower rates of meth-related hospitalisations

The SLHD has a lower rate of methamphetamine-related hospitalisations (95.3 per 100,000 population) compared to the average across NSW (136.3) (2016/2017)

Higher rates of teenage pregnancy

The SLHD has a higher rate of teenage pregnancy (mother aged under 19) (3.6%) compared to the average across NSW (2%) (2017).

What does health and wellbeing in Goulburn Mulwaree mean for social sustainability?

Mental health is a significant issue in Goulburn Mulwaree

Despite the SLHD having the second highest rate of suicide in NSW and higher rates of hospitalisation due to intentional self-harm, there are also lower rates of psychological distress. This points to community challenges around feeling like they can speak up and get help for their mental health before it becomes a life-threatening issue. There is also a mental health service gap in Goulburn Mulwaree, with people often faced with long waiting lists, financial barriers, and a lack of appropriate level services for their needs. Mental health has a significant impact on the community, and there are opportunities for the Social Sustainability Strategy to help to address stigma in the community.

Much higher rates of overweight and obese persons

The SLHD has a much higher rate of overweight and obese persons (63%) compared to the average across NSW (53.5%) (2017), this is potentially correlated with lower incomes and social isolation, and travel by car.

Much higher rates of risky alcohol consumption but lower rates of meth-related hospitalisations

With higher rates of risky alcohol consumption is common in regional areas, there are opportunities to have awareness campaigns and education around the issue, especially for young people, to communicate the risks and start to change behaviour.

COMMUNITY SAFETY

A lower rate of non-domestic assault than surrounding councils but a higher rate of domestic assault

As Table 5 shows, Goulburn Mulwaree is generally a safe place to be with low rates of non-domestic assault compared to surrounding areas, and a slightly lower rate than NSW (381.4 per 100,000 compared to 382.1 per 100,000 in NSW). However Table 6 shows that this isn't the same in the home environment, with a higher rate of reported domestic violence cases compared to NSW and surrounding Council's (424.5 per 100,000 compared to 409.6 per 100,000 in NSW), and an increase from the previous year.

There is a need to connect people experiencing domestic violence to services, as well as provide alternate affordable housing choices through Council's housing strategy.

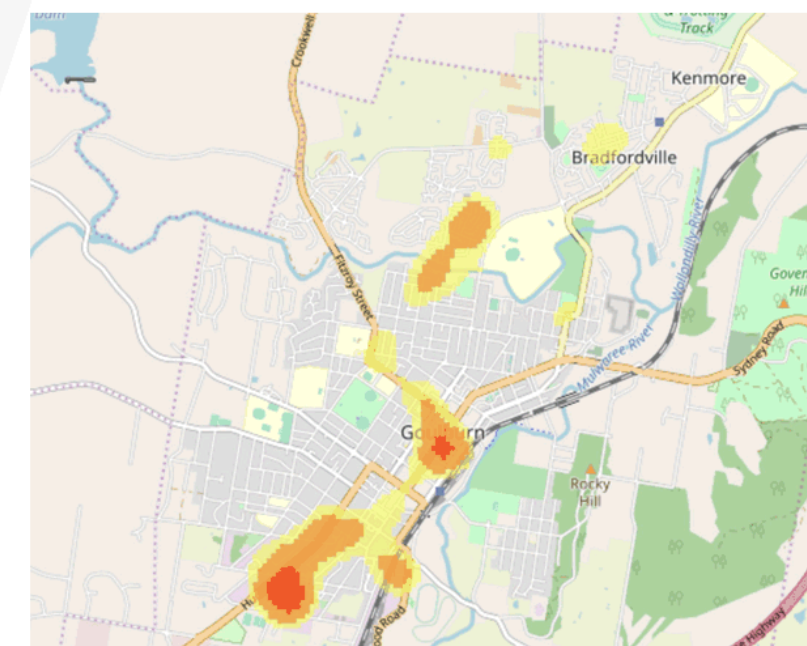
Table 12 - Rates of non-domestic assault in Goulburn Mulwaree and surrounding Council areas (Source: BOCSAR NSW Crime Tool)

LGA	Trend: 2 year	To December 2018		Year to December 2017		Year to December 2018	
		Count	Rate	Count	Rate	Count	Rate
New South Wales	Stable	28461	367.7	29572	382.1		
Shoalhaven	Up 26.9% per year	338	332.1	429	421.5		
Goulburn Mulwaree	Stable	127	421.2	115	381.4		
Queanbeyan-Palerang Regional	Stable	132	227.1	135	232.2		
Wingecarribee	Stable	103	209.9	94	191.6		
Yass Valley	Stable	26	156.4	34	204.5		
Upper Lachlan Shire	n.c.	8	102	8	102		

Table 13 - Rates of domestic assault in Goulburn-Mulwaree and surrounding Council areas (Source: BOCSAR NSW Crime Tool)

LGA	Trend: 2 year	To December 2018		Year to December 2017		Year to December 2018	
		Count	Rate	Count	Rate	Count	Rate
New South Wales	Stable	32207	416.2	31698	409.6		
Goulburn Mulwaree	Stable	123	408	128	424.5		
Queanbeyan-Palerang Regional	Stable	173	297.6	171	294.2		
Shoalhaven	Stable	393	386.1	419	411.7		
Yass Valley	Stable	26	156.4	33	198.5		
Wingecarribee	Down 8.1% per year	111	226.2	102	207.9		
Upper Lachlan Shire	n.c.	13	165.8	9	114.8		

Figure 24 - Domestic assault "hotspots" in Goulburn



VOLUNTEERING AND UNPAID CARE

Nearly 1 in 5 people volunteer in Goulburn Mulwaree

Goulburn Mulwaree has a lower rate of volunteering (18.4%) compared to Regional NSW (20.8%), however this is much higher in the Rural North (22%) and the Rural South (23.6%) and lower in Goulburn (17.1%).

A similar proportion of unpaid child carers compared to Regional NSW

Goulburn Mulwaree has a similar proportion of unpaid child carers (26.6%) compared to Regional NSW (27.1%) with a similar rate in Goulburn (26.7%) and a slightly higher rate in the Rural North (27.9%) and a lower proportion in the Rural South (23.8%).

A similar proportion of unpaid aged and disability carers compared to Regional NSW

Goulburn Mulwaree has a similar proportion of people providing unpaid aged and disability care (12.4%) compared to Regional NSW (12.6%), with a similar proportion in Goulburn (12.2%) and the Rural South (12.5%) and a slightly higher proportion in the Rural North (13.6%).

DRAFT



STRATEGIC POLICY DRIVERS

STRATEGIC POLICY DRIVERS

This section provides a summary of policies and strategic frameworks at the Australian Government, State and local level that may influence and impact on planning for social sustainability in Goulburn Mulwaree

The Goulburn Social Sustainability Strategy covers a wide range of policy areas, ranging from young people, to health and wellbeing, disaster resilience, people with disability and ageing among others. This section seeks to cover a range of related strategies to provide a strategic foundation of the plan.

NATIONAL STRATEGIC CONTEXT

National Strategy for Young Australians, 2010

The National Strategy for Young Australians outlines the following vision: “The Australian Government’s vision is for all young people to grow up safe, healthy, happy and resilient and to have the opportunities and skills they need to learn, work, engage in community life and influence decisions that affect them.”

To achieve this vision, the Strategy focuses on eight priorities for supporting young people to succeed and build lives of their own choosing:

1. Improving the health and wellbeing of all young people.
2. Equipping young Australians to shape their own futures through education.
3. Supporting young Australians within their families.
4. Empowering young Australians to take part and be active in their communities.
5. Equipping young Australians with the skills and personal networks they need to gain, and be successful in, employment.
6. Enabling young Australians to participate confidently and safely online.
7. Strengthening early intervention with young Australians to help prevent any problems getting worse and to help young people get their lives back on track.
8. Establishing clear cut legal consequences for behaviours that endanger the safety of others

National Disability Strategy 2010-2020

The National Disability Strategy outlines a vision for an inclusive Australian society that enables people with disability to fulfill their potential as equal citizens. The Strategy covers six policy areas:

- Inclusive and accessible communities—the physical environment including public transport; parks, buildings and housing; digital information and communications technologies; civic life including social, sporting, recreational and cultural life.
- Rights protection, justice and legislation—statutory

protections such as anti-discrimination measures, complaints mechanisms, advocacy, the electoral and justice systems.

- Economic security—jobs, business opportunities, financial independence, adequate income support for those not able to work, and housing.
- Personal and community support—inclusion and participation in the community, person-centred care and support provided by specialist disability services and mainstream services; informal care and support.
- Learning and skills—early childhood education and care, schools, further education, vocational education; transitions from education to employment; life-long learning.
- Health and wellbeing—health services, health promotion and the interaction between health and disability systems, wellbeing and enjoyment of life.

With regards to rural and regional areas, the Strategy notes:

“Additional stresses are often faced by people living in rural and remote areas. Remote areas are characterised by low population density and a lack of access to larger service centres and transport routes. This can limit equity and access to services, and where services are available, providers sometimes face difficulties in recruiting and retaining an appropriately qualified workforce. The characteristics of rural and remote areas can provide challenges for people with disability that are distinctly different from those for people who live in metropolitan areas.”

National Strategy for Disaster Resilience, 2011

The National Strategy for Disaster Resilience highlights the importance of resilient communities as our nation faces increasing occurrence of and vulnerability to disasters such as bushfires, floods and storms.

Community resilience can be defined in many ways. Rather than define disaster resilience, the Strategy focuses on the common characteristics of disaster resilient communities, individuals and organisations.

These characteristics are:

- functioning well while under stress
- successful adaptation
- self-reliance, and
- social capacity.

Resilient communities also share the importance of social support systems, such as neighbourhoods, family and kinship

networks, social cohesion, mutual interest groups, and mutual self-help groups.

The Strategy outlines priority outcomes under the following themes:

- Leading change and coordinating effort
- Understanding risks
- Communicating with and educating people about risks
- Partnering with those who effect change
- Empowering individuals and communities to exercise choice and take responsibility
- Reducing risks in the built environment, and
- Supporting capabilities for disaster resilience.

National Strategic Framework for Rural and Remote Health, 2011

The National Strategic Framework for Rural and Remote Health promotes a national approach to policy, planning, design and delivery of health services in rural and remote communities. The Framework was prepared by the Australian Health Ministers’ Advisory Council’s Rural Health Standing Committee.

The Framework promotes a national approach to policy, planning, design and delivery of health services in rural and remote communities and is directed at decision and policy makers at the national, state and territory levels. It may also be used by communities and local health service providers to plan services and programs according to local needs. Overall it aims to improve health outcomes and return on investment for rural and remote Australians.

The National Framework for Rural and Remote Health outlines a vision that “people in rural and remote Australia are as healthy as other Australians.” To achieve this Vision, the Framework sets the following goals:

1. Improved access to appropriate and comprehensive health care
2. Effective, appropriate and sustainable health care service delivery
3. An appropriate, skilled and well-supported health workforce
4. Collaborative health service planning and policy development
5. Strong leadership, governance, transparency and accountability.

NSW STRATEGIC CONTEXT

Premier Gladys Berejiklians Fourteen Social Priorities¹

Premier Gladys Berejiklian has published as of June 2019 fourteen social priorities which are set to tackle emerging social issues that will significantly challenge our generation. All areas of government are targeted in these priorities in an effort to lift all citizens quality of life. As part of building community capacity, it is important to acknowledge these priorities so that the social sustainability strategy developed from this engagement will connect with the broader social strategic direction of the state.

Lifting education standards:

- Bumping up education results for children: Increase the proportion of public school students in the top two NAPLAN bands (or equivalent) for literacy and numeracy by 15% by 2023, including through a state-wide roll-out of Bump it Up.
- Increase the number of Aboriginal young people reaching their learning potential: Increase the proportion of Aboriginal students attaining Year 12 by 50% by 2023, while maintaining their cultural identity.

Keeping children safe:

- Protecting our most vulnerable children: Decrease the proportion of children and young people re-reported at risk of significant harm by 20% by 2023.
- Increasing permanency for children in out-of-home care: Double the number of children in safe and permanent homes by 2023 for children in, or at risk of entering, out-of-home care.
- Reducing domestic violence re-offending: Reduce the number of domestic violence re-offenders by 25% by 2023.
- Reducing recidivism in the prison population: Reduce adult re-offending following release from prison by 5% by 2023.
- Reducing homelessness: Reduce street homelessness across NSW by 50% by 2025.

Improving the health system:

- Improving service levels in hospitals: 100% of all triage category 1, 95% of triage category 2 and 85% of triage

category 3 patients commencing treatment on time by 2023.

- Improving outpatient and community care: Reduce preventable hospital visits by 5% through to 2023 by caring for people in the community.
- Towards zero suicides: Reduce the rate of suicide deaths in NSW by 20% by 2023.

Better environment:

- Greener public spaces: Increase the proportion of homes in urban areas within 10 minutes’ walk of quality green, open and public space by 10% by 2023.
- Greening our city: Increase the tree canopy and green cover across Greater Sydney by planting 1 million trees by 2022.

Better customer service:

- Government made easy: Increase the number of government services where the citizens of NSW only need to “Tell Us Once” by 2023.

World class public service: Implement best practice productivity and digital capability in the NSW public sector; and drive public sector diversity through:

- 50% of senior leadership roles held by women.
- Increase the number of Aboriginal people in senior leadership roles.
- 5.6% of government sector roles held by people with a disability by 2025.

¹ NSW Government 2019, *Ambitious targets at the heart of new Premier’s Priorities*, viewed 10 July 2019, <<https://www.nsw.gov.au/your-government/the-premier/media-releases-from-the-premier/ambitious-targets-at-the-heart-of-new-premiers-priorities/>>.

Our Regions - Delivering for NSW, 2018

Our Regions outlines the NSW Government's approach to regional service delivery and includes the following priorities for the South East & Tablelands region:

- Support young people into training and employment in South East & Tablelands;
- Support student wellbeing in South East & Tablelands schools; and
- Improve connectivity in South East & Tablelands.

Actions in the region include:

- Creating jobs and growing the regional economy;
- Delivering infrastructure;
- Improving education results and growing healthy kids;
- Protecting the vulnerable;
- Reducing youth homelessness;
- Support young people aged between 16-24 years who are at risk of homelessness to gain safe and affordable private rental through the Rent Choice Youth program;
- Assist young people aged between 12-15 years to reconnect with their families, or access long term accommodation through the Homeless Youth Assistance program;
- Rebuilding strength in socially disadvantaged communities;
- Reduce intergenerational disadvantage for social housing estate residents with the A Place Plan in Eden program across 16 areas in the region, including in Eden, Goulburn and Queanbeyan;
- Improve social housing through the Social Housing Community Improvement Fund;
- Supporting the wellbeing and growth of our regional communities; and
- Protecting our environment and managing our land & water.

NSW Ageing Strategy, 2016 - 2020

The NSW Ageing Strategy 2016–2020 is the NSW Government's commitment to respond to the opportunities and challenges of our ageing population.

The vision is that people in NSW experience the benefits of living longer and enjoy opportunities to participate in, contribute to and be included in their communities.

The Strategy focuses on five priorities that older people across NSW have said are important to them:

- Health and wellbeing
- Working and retiring
- Housing choices
- Getting around, and
- Inclusive communities.

NSW Disability Inclusion Plan, 2016

The NSW Disability Inclusion Plan focuses on four areas for concentrated action identified by people with disability, the NSW Government and community stakeholders. They are:

- Developing positive community attitudes and behaviours;
- Creating liveable communities;
- Supporting access to meaningful employment;
- Improving access to mainstream services through better systems and processes.

NSW Homelessness Strategy, 2018 - 2023

The NSW Homelessness Strategy sets out the NSW Government's plan for a comprehensive approach to prevent and improve the way we respond to homelessness. The vision is that by working together the Strategy will:

- Build a mainstream service system that is able to intervene early to prevent homelessness and break disadvantage;
- Increase access to supports, including housing, that prevent homelessness and reentry into homelessness;
- Create an integrated, person centred service system.

The Strategy has established three focus areas for delivering this new approach to homelessness:

- Focus 1: Prevention and early intervention
- Focus 2: Better access to support and services
- Focus 3: An integrated, person-centred system

Regarding Regional and Rural Areas, the Strategy notes: "For people living in regional and rural areas, it can be more difficult to escape homelessness because of limited housing options, education, and employment opportunities. Access to disability, health and other specialist services is constrained in some areas, and many services have difficulties recruiting and retaining staff. People needing to travel long distances for medical or court appointments may need to secure overnight accommodation without necessarily having the means to do so.

Access to specialist homeless services (SHS) in regional and rural areas is growing faster than the rate for metropolitan areas of NSW, with 75 per cent growth of regional clients accessing SHS between 2013/14 and 2016/17. Two in five people who access SHS are living outside of major cities. Across Australia, the rate of people seeking SHS support with their children is higher in regional and rural areas, and service use in remote/very remote areas was 2.6 times higher than in major cities. Around 40 per cent of people sleeping rough in NSW are outside major cities.

NSW Volunteering Strategy 2016 - 2020

The NSW Volunteering Strategy 2016-2020 focuses on 6 areas:

- Expanding participation in community life through volunteering;
- Creating digital media avenues to support volunteering;
- Developing a mainstream media campaign and local marketing strategies to promote volunteering;
- Designing and developing new volunteering options;
- Building capacity in volunteer organisations to innovate and deliver best-practice volunteer management;

- Enhancing programs to recognise the positive contribution of volunteers.

The Strategy provides a framework to:

- Develop volunteering opportunities across all life stages;
- Recognise and celebrate the outstanding contribution volunteers make to our communities;
- Work with organisations to deliver the best possible volunteer management.

A focus of the Strategy is to attract young people to volunteering and support a lifelong commitment to community service. People who are newly retired, or nearing retirement are also supported to explore volunteering opportunities locally or further afield.

NSW Youth Health Framework, 2017 - 2024

The NSW Youth Health Framework provides guidance to the NSW Health system to provide responsive care to young people. It outlines the following vision: “Young people in NSW are healthy, safe and well,” and includes the following goals:

- The health system responds to the needs of young people, including targeted responses for vulnerable young people;
- Health services are accessible and young people are engaged and respected; and
- Young people are supported to optimise their health and wellbeing.

With regards to rural and regional areas, the Framework notes that:

- Rates of overweight and obesity are higher in regional and rural areas; and
- Young men experience the highest rates of hospitalisation due to interpersonal violence of any group, especially in regional and rural areas.

REGIONAL STRATEGIC CONTEXT

The Tablelands Regional Community Strategic Plan, 2016 - 2036

The Tablelands Regional Community Strategic Plan (2016 – 2036) (the CSP) identifies the community’s main priorities and aspirations for the future and plans strategies for achieving these goals.

The CSP is the overarching strategic planning framework for the Tablelands region, which is made up of three local government areas including: Goulburn Mulwaree Council, Upper Lachlan Shire Council and Yass Valley Council.

The CSP outlines the following vision for the Tablelands Region: “To build and maintain sustainable communities while retaining the region’s natural beauty.”

It identifies the aspirations of the community through a clear set of strategic priorities that achieve the region’s vision for the future. These strategic priorities are:

- Our Environment: we appreciate our range of rural landscapes and habitats, and act as custodians of the natural environment for future generations;
- Our Economy: We have a strong regional economy experiencing sustainable growth, which provides for a diverse range of employment opportunities;
- Our Community: We are a network of vibrant, inclusive and diverse communities that value our cooperative spirit, self sufficiency, and rural lifestyle;
- Our Infrastructure: Our community is well serviced and connected to built, social and communications infrastructure;
- Our Civic Leadership: Our leaders operate ethically and implement good governance. We empower our residents with the tools to participate actively in the development of our communities.

Under the strategic direction “Our Community,” the CSP includes the following actions:

- Facilitate and encourage equitable access to community infrastructure and services such as healthcare, education and transport;
- Encourage and facilitate active and creative participation in community life;

- Foster and encourage positive social behaviours to maintain our safe, healthy and connected community;
- Recognise and celebrate our diverse cultural identities and protect and maintain our community’s natural and built cultural heritage;
- Maintain our rural lifestyle.

Extensive community consultation was undertaken by Goulburn Mulwaree, Yass Valley and Upper Lachlan Shire councils to inform the development of the Tablelands Regional CSP.

Key findings from consultation in Goulburn Mulwaree include:

- Across Council services provided by Council, respondents were most satisfied with Community Services such as the libraries, parks and open space and customer services. All three Councils rated roads, footpath and drainage maintenance and construction as the most important service that Council provides the community;
- Respondents appreciate Goulburn’s mix of regional and rural areas, proximity to larger cities, lifestyle and history and heritage;
- Respondents said that some of the main issues and challenges living in Goulburn Mulwaree are concerns about inappropriate planning and development decisions, concerns about Council leadership and lack of transparency, concerns about economic development and employment opportunities and lack of facilities or services in the area.

Key findings from the Youth Survey to inform the Regional CSP include:

- Young people strongly appreciate the strong sense of community in the region;
- Young people think the main challenges for young people in their area are a lack of recreation and social interaction activities that aren’t sport related;
- Young people said that some of the main considerations in choosing to stay living in the region as they get older are internet access and reliability, access to health care, quality of schools and education and mobile coverage;
- Young people’s number one priority was improved recreation opportunities (e.g. events and facilities) and improved transport;
- Young people indicated that before they turn 30, they would

like to travel overseas (77%), have a family (63%) and get a university degree (56%).

South East & Tablelands Sport and Active Recreation Plan 2018 -2023 (Draft)

The NSW Office of Sport have developed the draft. The aim of the South East & Tablelands Sport and Active Recreation Plan 2018 -2023 is to allow the Office of Sport, the local councils and individual sports to collaborate, plan and deliver sport and active recreation across the state and in the South East & Tablelands.

The draft plan focuses on achieving six outcomes by undertaking a series of region and non-region specific strategies over the next decade. These outcomes are:

1. Increase the participation of adults and children in regular sport and active recreation;
2. Improve access to sport and active recreation for everyone in the region, regardless of participant background or ability;
3. Integrate performance pathways for participants in sport;
4. Deliver fit for purpose facilities in the region;
5. Valued regional sporting events which are valued by the region; and
6. Effective collaboration within the sport and active recreation sector.

Southeast and Tablelands Regional Plan

The Southeast and Tablelands Regional Plan is a State initiative that intends to identify growth opportunities, infrastructure investments and connections within the region. The region includes Goulburn Mulwaree, Yass Valley, Wingecarribee, Hilltops, Upper Lachlan, Queanbeyan-Palerang, Eurobodalla, Snowy Monaro and Bega Valley Local Government Areas, with Metropolitan Canberra at its heart.

South East Tablelands Regional Plan identifies that the Goulburn Mulwaree local government areas is well positioned to use Western Sydney's growth as an impetus to create new jobs. To foster this the Plan identifies that Goulburn Mulwaree will need to foster initiatives to promote the South East and Tablelands as a suitable place for businesses to relocate.

Priorities for Goulburn Mulwaree are:

- Continue to develop Goulburn as an inland transport hub to

- connect the region to local and global markets;
- Build capacity and self-sufficiency to create a resilient community;
- Create and maintain connected natural areas across the landscape for ecosystem functioning and biodiversity conservation;
- Sustainably manage natural resources using best practices and regional collaboration with key stakeholders.

GOULBURN MULWAREE COUNCIL LOCAL STRATEGIC CONTEXT

Delivery program, 2017 - 2021 and Operational Plan, 2018-2019

The Delivery Program is a four year program which details the activities to be undertaken by the Council to achieve the objectives of the Community Strategic Plan (within the resources available under the Resourcing Strategy).

The Operational Plan details Council activities within a specific financial year to achieve the actions outlined in the Delivery Program.

Relevant major projects outlined in the Delivery Program and Operational Plan include:

- Adventure Playground within Victoria Park (completed);
- Aquatic Centre redevelopment (ongoing);
- Performing Arts Centre, adaptive reuse of the McDermott Centre heritage building (ongoing);
- Extension of the Rocky Hill War Memorial Museum (ongoing);
- Significant investment in public art (ongoing);
- CBD enhancements, including public artwork, tree plantings and laneway works; and
- Citywide Exercise equipment.

Draft Urban and Fringe Housing Strategy

The Urban and Fringe Housing Strategy investigates and identifies areas suitable for the provision of additional housing to assist Council to meet the housing demands generated by expected continued population growth. The Strategy seeks to identify the future housing needs for Goulburn and Marulan and provide recommendations to guide land use decisions and local policy.

Some key findings include:

- Council will need to provide housing choice in the form of multi dwelling housing to assist older people downsize and younger couples and families enter the housing market;
- Feedback from Council indicated more certainty is required about the location of multi-dwelling housing rather than the seemingly ad hoc approach facilitated by the current LEP controls.

- Opportunities for intensification of the existing urban area within close proximity to the Goulburn Town Centre and rail station was preferred however the Heritage Conservation Area is the most significant constraint;
- Opportunities for an additional 3,500 dwellings on the northern and western fringe of Goulburn however, the extension of the urban footprint should be contained to the north and west by the Hume Highway, the Bumana Creek, Wollondilly River and biodiversity corridors;
- In Marulan there is currently sufficient supply of residential land available to accommodate growth, however, the preservation of land to the north and south is important beyond this Strategy. The Hume Highway will continue to operate as a logical containment to growth.

Draft Recreation Needs Strategy

The Recreation Needs Strategy provides a framework for future investment in open space and recreation facilities to address existing and future needs of the community across the Goulburn Mulwaree local government area.

The Strategy includes in-depth strategies around sports grounds, parks and playgrounds, natural areas, specialised facilities and changes to statutory planning requirements (DCP).

The Strategy recognises the benefits of recreation, sport and open space for social wellbeing and health and wellbeing. It notes that especially in regional areas, sport and recreation clubs are the hub of community life and can galvanise communities in times of need, provide a vehicle for inclusion, create positive alternatives to youth offending, foster community pride and contribute to social capital.

Relevant high-level key findings include:

- Goulburn Mulwaree has a wide range of open spaces and recreation facilities catering to numerous sporting and community groups, including servicing needs at a regional, district and local level;
- Population growth in Goulburn Mulwaree has increased demand for and pressure on all urban services including open space and recreation facilities;
- Goulburn Mulwaree is experiencing recreation participation changes consistent with changes in State and National trends, but there is continuing demand for the full spectrum

of sporting and open space needs;

- GMC has embarked on a range of new recreation projects that represent a major capital investment and boost to the local economy;
- Amendments to existing planning controls is required to ensure adequate provision of new open space and recreation facilities are provided in the new urban growth areas.

COUNCIL MAJOR PROJECTS

Aquatic Centre Redevelopment

The Goulburn Aquatic Centre redevelopment will take place over three stages, with construction expected to commence in the second half of 2019.

Stage one includes the upgrade of the indoor facilities to include:

- 10 lane 25 metre indoor pool
- Refurbishing the existing 25 metre pool
- New leisure pool, warm water pool, sauna and spa
- New plant room and change rooms
- New entrance foyer, reception, administration area and staff office
- Café with connectivity to Victoria Park, and
- Expanded car park and landscaping.

Stage two is for outdoor aquatic and fitness facilities while stage three is the upgrade to the existing outdoor pool, which will remain open while work on stage one is completed.

Goulburn Performing Arts Centre

Council is currently seeking tenders from construction companies to build the Goulburn Performing Arts Centre on a site to the rear of Goulburn Town Hall.

The new theatre building incorporates the original Town Hall building with a new structure located behind to house the auditorium of 420 seats with lower auditorium and upper dress circle, a proscenium stage with flytower and ‘full’ backstage support facilities. The heritage building will be repurposed as a foyer and conference space that can be modified to accommodate smaller events and performances with the upper levels used as ‘Front of House’ support spaces.

Carr Confoy Park Development Plan

Carr Confoy in Eastgrove is the preferred location of a new regional hockey facility. The necessary planning works will include concept design of the fields and amenities, and finalisation of a business plan. The proposed location would see two water-based synthetic turf fields and two multi-use grass fields constructed to the east of the current clubhouse and netball courts at Carr Confoy.



Figure 25 - Plans for the new performing arts centre on Auburn Street



SERVICING THE COMMUNITY

A SNAPSHOT OF SOCIAL SERVICES AND PLACES IN GOULBURN MULWAREE

THE SOCIAL CONNECTORS IN GOULBURN MULWAREE COUNCIL AREA INCLUDE:

COMMUNITY AND CULTURAL FACILITIES:

- 1 LIBRARY
- 14 COMMUNITY CENTRES, HALLS AND MEETING SPACES
- 15 MUSEUMS, GALLERIES AND MEMORIALS

PARKS AND RECREATION FACILITIES:

- 1 AQUATIC CENTRE
- 4 MAJOR WATER BODIES AND ACCESS TO NATIONAL PARKS / CONSERVATION AREAS
- 10 SPORTING FIELDS
- 80+ PARKS AND OPEN SPACE AREAS
- 2 1SKATE PARK AND 1 ADVENTURE PLAY GROUND

COMMUNITY GROUPS AND SERVICES, EVENTS AND PROGRAMS:

- 45+ COMMUNITY SERVICE PROVIDERS
- 69+ COMMUNITY GROUPS
- 45+ COUNCIL AND COMMUNITY EVENTS AND PROGRAMS (PER ANNUM)
- 1 YOUTH COUNCIL
- 6 NOT FOR PROFIT ORGANISATIONS

STREETS, PLAZAS AND INCIDENTAL MEETING SPACES:

- 8 TOWNS AND VILLAGES
- 12 REGULAR MARKETS

SHARING SPACES AND PLACES:

- 2 CO-WORKING HUBS

EDUCATION AND LEARNING FACILITIES:

- 1 TAFE CAMPUS
- 21 3 SECONDARY SCHOOLS & 17 PRIMARY SCHOOLS
- 16 EARLY EDUCATION AND CARE CENTRES
- 3 OUT OF SCHOOL HOURS CARE

COUNCIL'S SOCIAL INFRASTRUCTURE, SERVICES AND PROGRAMS

COUNCIL'S SOCIAL SERVICES

Goulburn Mulwaree takes a hands on approach to social service delivery running a significant amount of services and programs for particular groups including:

Neighbour Aid Services

Council coordinates volunteers through Neighbour Aid Services to provide social and practical support and assistance to frail aged people, people with a disability and their carers.

The community centre based programs service approximately 80 older people daily including morning tea, lunch and activities.

Activities include card, craft and support groups, and cooking programs with clients (also provided at Brewer Centre at Marulan)

Leisure Link Services

Leisure Link offers a variety of social and recreational activities for people with physical or intellectual disabilities. It aims to provide opportunities to experience a wide range and level of activities; Leisure Link can provide a one-to-one link for people and group activities. All programs operate with the assistance of volunteers. The program offers:

- Centre based peer support and community participation programs for approximately 113 regular clients with a mild to moderate intellectual or physical disability (funded through participant's NDIS plans and auspice by Council);
- Many activities are often held after hours and on weekends and include dining out, holidays, attending sporting events and concerts and other peer support programs;
- This program works collaboratively with the aged care and youth services that Council also operates from the Community Centre sharing common spaces, equipment and resources and is also supported by a small team of volunteers.

Youth Services

- Holiday programs utilising a large youth room, kitchen and meeting rooms. Activities range from cooking, playing table tennis, pool, movie nights, games nights etc;
- Cooking classes held every Tuesday night from 4-6pm;

- Drop-in space for youth to get support and help with anything ranging from schooling, Centreline jobs etc;
- Hospitality program/ social enterprise cafe run at the library;
- Programs run at the PCYC to support kids getting active and have breakfast before school.

COUNCIL'S SOCIAL COMMUNITY INFRASTRUCTURE

Goulburn Mulwaree has several community facilities that offer social services and programs to the public including:

Goulburn Neighbourhood Centre

Goulburn Neighbourhood Centre is a converted shopfront, currently located in the centre of town at 155 Auburn St. It includes the following facilities:

- 6 public computers are made available for community use;
- Regular users of meeting rooms day and night, particularly McDermott Room located in the front area of the centre;
- Kitchen facilities enable cooking programs for clients;
- The facility is a temporary community centre, and due to building restrictions is limited in its capacity.

Goulburn Mulwaree Library and the Big Read Bus

Goulburn Mulwaree Library is co-located with Council's Civic Centre and the Goulburn Regional Art Gallery. It offers typical library services including internet access, book lending, as well as comfortable places to read or study.

The Library is passionate about providing free and equal access to information, assisting with independent learning and promoting the joys of reading in our diverse community.

In addition to the physical building, the library also has a 'big read bus' that travels to different corners of the LGA to allow people to access resources remotely.

Goulburn Art Gallery

The Goulburn Regional Art Gallery is the region's hub for presenting, exhibiting and collecting contemporary art. They host a big, bold program each year that is full of ideas that provoke conversation and connection to the work of the



Figure 26 - Council's leisure link program provides a variety of social and recreational activities for people with disability

artists. In addition to curating art works, the gallery runs several community programs that supports social life in Goulburn Mulwaree.

Goulburn Mulwaree Museums

Goulburn Mulwaree Council Museums play an important role in showcasing the unique heritage of the region. Council run three museums including the:

- Goulburn Historic Waterworks Museum;
- Rocky Hill War Memorial & Museum; and
- St Clair Villa Museum & Archives.

Managed by Council staff, with long-term and substantial support from a dedicated team of volunteers and History Goulburn, the Museums are dedicated to the ongoing preservation and management of historic buildings and grounds, collections and archives.

Council is currently managing construction of a new museum building at Rocky Hill and much need conservation works at St Clair Villa to secure the future of these remarkable heritage sites.

Goulburn Recreation Area

The Recreation Area occupies 45 hectares of land alongside the Mulwaree River. It is a Crown Reserve with Council as Trustee managing the complex. Council is assisted by a "Committee of Management" consisting of representatives from each of the main Recreation users.

The main users of the Recreation Area consists of:

- Greyhound Racing
- Harness Racing and Training
- AP&H Society (Show Society)
- Basketball
- Poultry Fanciers
- Rodeo
- Dressage
- Goulburn Dog Training & Kennel Club

The Recreation Area (including the Veolia Arena and Grace Millsom Centre may be booked for use by the community. Over the 2018/2019 financial year, the recreation area had a total of 131,1857 attendees, highlighting it's importance as a social meeting place within Goulburn Mulwaree.

Over the 2018/19 Financial year there were a total of 173 major and irregular events held in the Goulburn Recreation Area.

Goulburn Aquatic and Leisure Centre

The Goulburn Aquatic and Leisure Centre is a year round facility catering for all ages and swimming abilities. The Centre offers a range of programs and services, from learn to swim classes to aqua aerobics.

Facilities include a heated indoor 25 metre pool with ramp access, heated indoor baby and toddler pool (with disabled access), seasonal outdoor 50 metre Olympic pool, seasonal UV covered outdoor toddler pool, half sized basketball courts, children's playground and a Health and Fitness centre.

- During the 18/19 financial year the aquatic centre had a total of 82,632 visits.
- Of the casual visits, the concession entries accounted for 56% of visits (26,777), followed by Adults (14,201; 30%). 6 month upfront aquatic concession entry passes were also the most popular (1,814; 54%) followed by adults (1,349; 40%).
- The high count of concession entries to the pool indicates that it a popular and accessible place for concession card holders.

COUNCIL & COMMUNITY-RUN PROGRAMS, EVENTS AND FESTIVALS

Council, in collaboration with the community and local partners, delivers and facilitates a number of programs that support social wellbeing, including:

- Programs and events at the library for adults - 153 programs run annually (attendance of 2,483).
- Programs and events at the library for children and young adults - 262 programs run annually (attendance of 9,011).
- Major community events at the library attracting up to 5,000 people annually - Goulburn Comic Con and the Goulburn Reader Writer Festival (now called BookFest).
- Programs at the art gallery (211 education programs run in 2018 with 3,331 people attending, and 273 outreach programs with 2,940 people attending).
- Programs and events as part of Youth Week, NAIDOC Week, NSW National Trust Heritage Festival and the Seniors Festival
- Big Read Bus (Mobile Library Service) - visiting 19 institutions every 3 weeks. This is a mixture of retirement homes, pre-schools and primary schools in the LGA.
- Other regular library run programs including Computer Basics Training Courses and Monday Meditation.

In addition, Council collaborates with partners, including community service providers and local businesses, to facilitate a number of social wellbeing programs, markets, events and festivals locally including:

Library Programs

- Story Time
- Code Club
- Rhyme Time
- LEGO Club
- Giggle and Wiggle
- Yarn n Tea Time
- Colouring in
- Big READ bus (mobile library van)
- Paperback Café @ Goulburn Mulwaree Library

Events and festivals

- Lilac City Festival
- Pictures and popcorn in the Park
- Victoriana Steampunk Festival
- Goulburn/Marulan Australia Day
- ANZAC Day Ceremonies
- 2018 Holcim Pty Ltd Mayoral Charity Golf Day
- Australian Blues Music Festival
- Goulburn Multicultural Festival
- Harmony Day in the Park
- Goulburn Comic Con
- Goulburn Rose Festival
- Goulburn Show
- Marulan Kite Festival
- Tallong Apple Day Festival
- Willowglen 4x4 challenge
- Our Living History
- Bookfest (formerly Reader Writer Festival)
- Community Bike Ride
- Hockey NSW Indoor State Championships
- International Day of People with Disabilities
- Cancer Council Relay for Life
- Convoy for Kids
- **Other various sporting events**

Playgroup

- Bradfordville Supported Playgroup
- Goulburn Little Aussies Playgroup
- Mudpie Playgroup
- Tallong Playgroup

Markets

- Lilac City Country Markets
- St Saviours Community Craft & Garage Sale
- Parkside Community Markets (hosted by rotary)
- Riversdale Quarterly Car Boot Sale
- Marulan Exchange: Books, CDs, DVDs
- Windellama Country Markets
- Markets on Bourke
- Bungonia Village Markets
- Tarago Blue Moon Markets
- Laggan Village Markets
- Goulburn Swap Meet

Regional Gallery Programs

- Outreach
- Art Teenies (5 yrs and under)
- Afternoon Art Club



Figure 27 - Pictures and popcorn at the pool (Source: Destination NSW)



Figure 29 - Goulburn Mulwaree Library Programs



Figure 28 - Goulburn Parkside Markets



Figure 30 - Art Teenies Gallery Program

SURROUNDING REGIONAL COUNCIL'S APPROACH TO SUPPORTING SOCIAL OUTCOMES

Figure 13 overpage benchmarks the social planning, grants and services of neighbouring regional council's. In terms of population size, Goulburn Mulwaree is double that of Yass Valley, however half that of Queanbeyan-Palerang and less than a third of neighbouring Shoalhaven.

Taking these key differences into account, compared to other surrounding regional Councils, Goulburn Mulwaree currently lacks a generalist community, or social planning officer that will have a function that is able to coordinate and support community groups, as well as help to run social events and programs in town.

However Goulburn Mulwaree also has a higher proportion of social services staff at the coordinator level compared to surrounding Councils, they also provide more direct services compared to a more strategic/development role.

KEY

- Aboriginal Liaison officer
- Aged and Disability worker
- Grants officer
- Grants program
- Social/community development planner
- Social service worker (delivers programs directly)
- Youth Centre/Hub
- Youth worker
- Outreach worker
- Recreation planner
- Part time officer
- Full time officer
- Senior/coordinator level

YASS VALLEY SHIRE

Population: 16,953
Land area: 399,837ha

- Social-focused staff include:
- 1 community planner (located within strategic planning) directed to have a specific focus on young people, Aboriginal people and people with disability and works on specific projects and action that come out of relevant Advisory Committees
 - 2 community service officers - home living support that also has NDIS funding (operates separately to community planning)
 - Grants:
 - Community grants program

UPPER LACHLAN SHIRE

Population: 7,961
Land area: 712,883ha

- Provides Council grants
- Part time grants officer
- Part time community officer

WINGECARRIBEE SHIRE COUNCIL

Population: 50,493
Land area: 268,88ha

- Social-focused staff include:
- 1 x Community development coordinator (full time)
 - 1 x Aboriginal Community Officer (28 hours, funded by FACS)
 - 1 x Youth officer (full time)
 - 1 x Age and disability officer (Part time, 3 days)
 - Grants:
 - Provides Council grants, administers club grants and other Community Assistance schemes
 - Program spaces:
 - 1 x youth hub, operated external to Council

GOULBURN MULWAREE

Population: 30,852
Land area: 322,314ha

SHOALHAVEN COUNCIL

Population: 104,371
Land area: 453,063ha

- Runs social infrastructure management and community development together. Staff include:
- 1 x Senior Community development officer (Ft)
 - 1 x Social planner (Ft)
 - 3 x Generalist community development officers (Ft - previously had dedicated youth, age and disability and Aboriginal officer)
 - 2 x recreation and community facility officers
 - Grants:
 - Community grants program
 - Program spaces:
 - 1 x youth hub, operated external to Council

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Population: 59,959ha
Land area: 531,901ha

- Social-focused staff include:
- 3 x community development officers (part time, 3 days a week)
 - 1 x Aboriginal Liaison officer (full time)
 - Youth team leader
 - Outreach Worker (4days, focused on early

- intervention, part funded by FACS)
- Grants Officer
- Grants:
 - Annual grants program and facilitates club grants
- Program spaces:
 - s1 x youth drop in centre

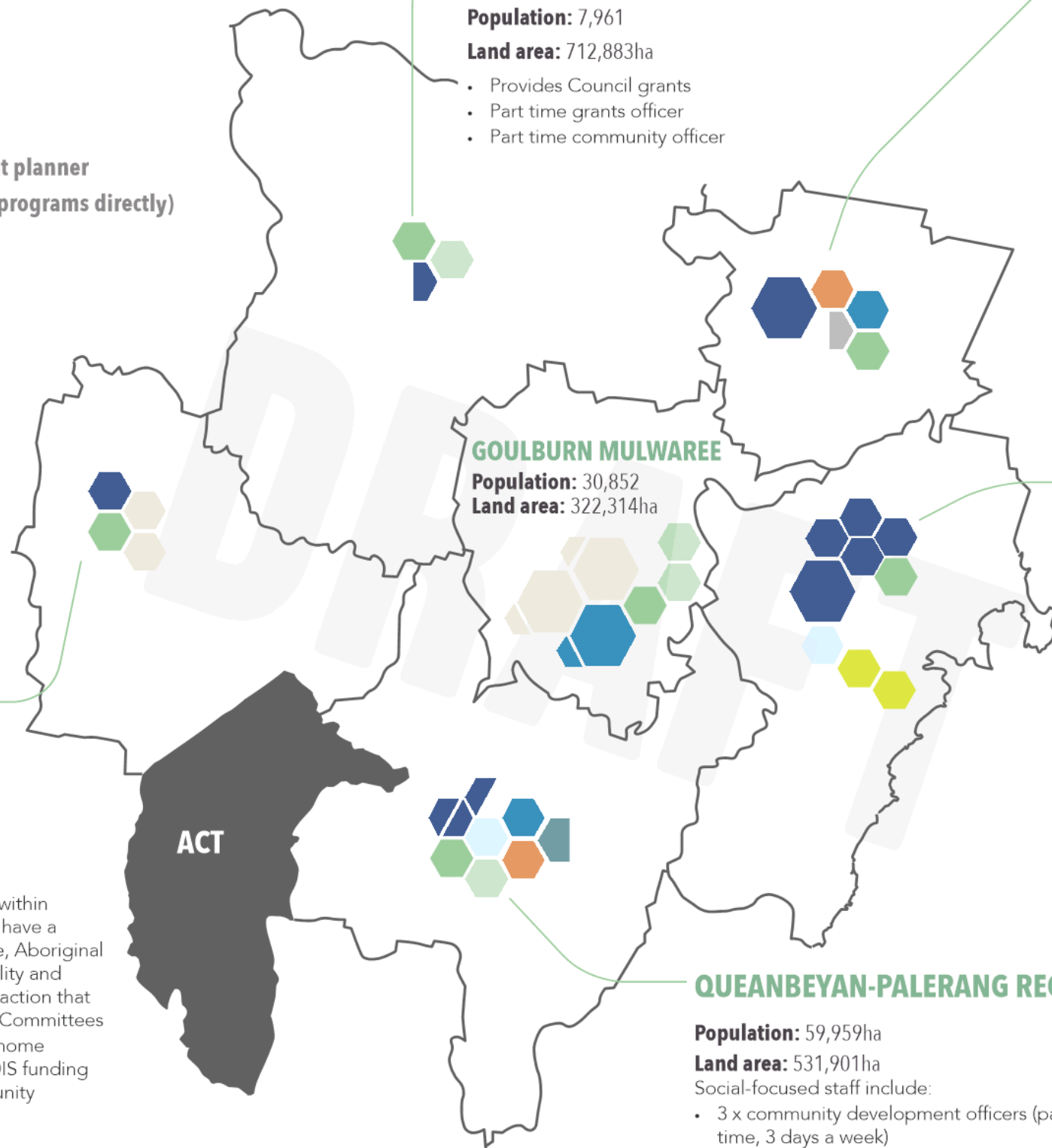


Figure 31 - Comparison of social services with surrounding Council areas

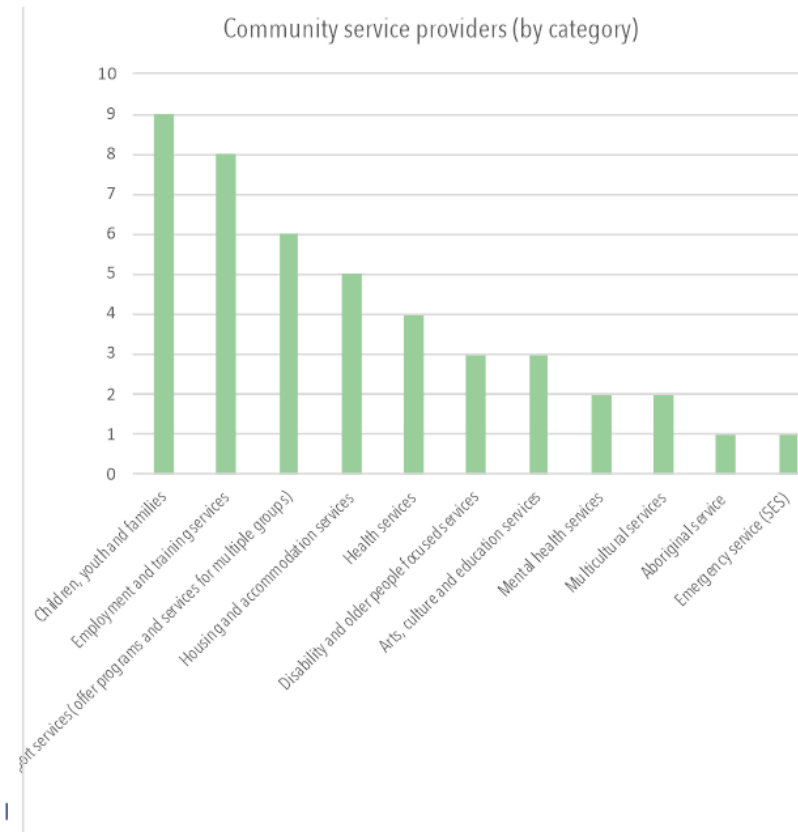
COMMUNITY SERVICE PROVIDERS

SERVICE OVERVIEW

Services were audited through searching community directory, council's existing knowledge, and reviewing service provider's web pages.

A total of 44 services were audited in Goulburn Mulwaree. These include:

- 9 services focused on children, youth and families (only 1 dedicated service for young people -PCYC)
- 8 Employment and training services
- 6 Social support services (offer programs and services for multiple groups)
- 5 Housing and accommodation services
- 4 Health services
- 3 Disability and older people focused services
- 2 Mental health services
- 3 Arts, culture and education services
- 2 Multicultural services
- 1 Aboriginal service
- 1 Emergency service (SES)



Goulburn Mulwaree has a large number of services for a regional area and population size of the LGA. This is also because services based in Goulburn may also service surrounding regional council areas.

Through community and stakeholder engagement it was clear that the services in Goulburn Mulwaree come together to actively and innovatively respond to community needs. This is most evident through the Goulburn Place Plan coordinated by FACS, where different organisations (including Council) pitch in to deliver real policy outcomes through wrap around services (such as the fit for life program).

KEY SERVICE GAPS

Despite the high number of services in town there are a number of critical gaps including:

- Mental health services are a key need across the community. There are currently only two dedicated public mental health services in Goulburn Mulwaree. Moving forward Council's role can potentially be to engage with community groups and seek to de-stigmatise the issue and encourage people to access support;
- There is a low number of youth-focused services. Council youth services, Headspace and the PCYC, are currently filling a critical need with often limited funding and within constrained facilities;
- The service audit, as well as community engagement also identified a number of service gaps in the area, including a homelessness shelter / refuge for people who may be leaving family violence situations or who have found themselves homeless for a variety of other reasons;
- Transport services to help ameliorate social isolation and accessibility issues for older people, people with disability as well as young people are also critical in the regional context of Goulburn Mulwaree.

COMMUNITY GROUPS

The Goulburn Mulwaree Council is home to a range of valued community groups and organisations that play a vital role in creating and supporting social wellbeing in the area. These groups provide services and organise events, programs, workshops, talks and bring people together to share and learn from each others knowledge and skills.

While some of our community groups have been running for decades, there are also a number of groups emerging which reflect new residents moving into the area with different interests and skills. The majority of these groups receiving no or limited funding and relying on volunteers to run.

Analysis based on Council's existing knowledge and desktop research (2019) indicates that there are 68 community groups (including the 15 CWA branches) in the Goulburn Mulwaree Council area. These groups have been categorised as:

- Sporting and recreation
- Community
- Environment and sustainability
- Arts, culture and heritage
- Social groups
- Support groups
- Advisory groups

The high number of community groups in Goulburn Mulwaree demonstrate there is already a significant level of social capital within the area. While the majority of groups are based in Goulburn, there a mainly local groups in surrounding villages that are supporting their local community in various ways.

The 'Sports and recreation' category has the highest number of community groups, followed by Community, Arts, Culture and Heritage and Environment.

In addition to these groups that meet in person, there are 3 online groups (Goulburn Community Notice Board, The Goulburn Community and Goulburn and Region Health Connections)

Goulburn Mulwaree has a strong sporting culture and tradition. The participation rate within the Goulburn Mulwaree area is high and therefore, these clubs provide opportunities for people - young and old - to connect with others, lead active lifestyles and find support through a common interest. Beyond sport and recreational activities, sporting clubs can provide a place for people, particularly males, to address key social issues, such as mental health, social isolation and inequality.

Community groups, such as the Country Womens Association, Lion Clubs, Rotary Clubs which all have had a longstanding and established presence in rural and regional areas. The CWA continues to have a strong and active presence with fifteen branches across the Goulburn Mulwaree area.

Community led and managed social groups cater for a variety of people, groups and interests within Goulburn Mulwaree. Book clubs, local playgroups and parent groups provide informal opportunities for residents to come together, connect and support one another. The environmental and sustainability groups also are social groups that have a specific interest in landcare, environmental conservation, and sustainability issues.

Support groups are usually run by more formal organisations and are targeting specific social issues. These groups link closely with service providers and offer acute support and treatment for people.

The Goulburn Mulwaree area is home to a number of local annual festivals and events, many which are run by local committees on a voluntary basis. These include the Goulburn Show (March), Goulburn Rose Festival (March), Talong Apple Festival (May), Marulan Kite Festival (September) and SPYfest (September).

Arts, culture and heritage plays an important role in the health and wellbeing of the community by providing opportunities for the community to share stories, traditions, histories and skills. Within Goulburn Mulwaree there are a number of organisations from local historical societies to film, theatre, music, choirs and craft groups.

The Youth Council and the Goulburn Health Service Community Consultation Committee are two advisory groups. Members come from local government, state government and local services providers with the aim to better coordinate service delivery and respond to social issues within the local area.



Figure 32 - The Goulburn Mulwaree area has a high number of Country Womens Association branches, all who are involved in many activities across the community. (Source: CWA Marulan branch facebook)



Figure 33 - Children participating in team sports (Goulburn Junior Rugby League) (Source: Goulburn Post)



Figure 34 - Goulburn Art Gallery "The Art of Ageing" exhibition 29 March-11 May 2019 (Source: Cred Consulting)

YOUTH ACTIVITIES

Goulburn Council's Youth Council provided a list of youth activities:

YOUTH ACTIVITIES GOULBURN

Free

- Outdoor gyms
- Walking track
- Library
- Computers
- Wifi
- Vibefest
- Multi-cultural
- Pictures and Popcorn
- Rage Cage Multi-sports
- Skate Park
- Adventure Playground
- Parks
- Community bike ride
- YTTW road safety rallies
- Kate competition
- Youth week
- Laser tag
- Youth Council
- Kite Festival Marulan
- Community Centre
- Youth workers
- Fishing weir
- Chance to express opinions - Youth Voice
- Safe community

Council provided

- Swimming pool
- Gym
- Library holiday programs
- Aussie food vans
- Youth holiday programs
- Sporting fields
- Steam Punk Festival
- Activities at Veolia Centre Sports Pavillion
- Carols in Victoria Park
- SOON - new performing arts centre

Other

- Pony Club
- Goulburn Show
- Australia Day
- Rocky Hill Theatre
- North Goulburn Fireworks
- Motorbike track
- Cheapest movie theatre
- Fit of life PCYC
- Rock Climbing
- Gymnastics
- Boxing
- Youth drop-in discos
- Speedway
- Wakefield Park
- Games Arcade
- Leider Theatre
- Conservatorium
- Rock Con
- Busking opportunities
- Dance schools
- Cheerleading
- Sporting clubs
- Scouts
- Girl Guides
- Cadets
- Karate
- Bands in local clubs
- Bush walking
- Big Merino
- Railway Heritage
- Lilac Time Carnival
- Church groups
- Plus: School activities / choirs / debating etc.



EMERGING NEEDS AND OPPORTUNITIES

EMERGING SOCIAL NEEDS AND OPPORTUNITIES IN GOULBURN MULWAREE

Community engagement and research has highlighted key social needs and opportunities that fall under the following three themes:



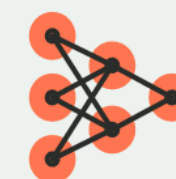
1. STRENGTHENING COMMUNITY BONDS

- Recognising and celebrating Goulburn Mulwaree’s Aboriginal past, present and future
- Understanding and addressing social inequality in Goulburn
- Activating our towns and villages



2. IMPROVING HEALTH AND WELLBEING OUTCOMES

- Reducing stigma and increasing access to Mental health services
- Addressing alcohol and drug use in our community
- Understanding the link between health and wellbeing and climate impacts
- Ensuring everyone can feel safe in Goulburn Mulwaree



3. BUILDING COMMUNITY SKILLS AND CAPACITY

- Intergenerational skill sharing
- Increasing job and education opportunities for young workers
- Building a stronger relationship between Council and the Community through community engagement



STRENGTHENING COMMUNITY BONDS

Goulburn Mulwaree is already home to a network of strong community groups that facilitate strong social bonds, many of which rely on passionate and active volunteers.

However, community research and engagement has found that there can be perceived divisions within the Goulburn Mulwaree community. This can be between newcomers and lifelong residents of Goulburn, as well as the 'haves' and the 'have nots' of the community, people who based on a person's postcode, income or ability are at more of a disadvantage than others.

Investing in social capital is therefore key for Goulburn Mulwaree to strengthen community bonds and bridge social connections across the community. Key needs and opportunities include:

- Recognising and celebrating Goulburn Mulwaree's Aboriginal past, present and future
- Understanding and addressing social inequality in Goulburn
- Activating our towns and villages

WHAT IS SOCIAL CAPITAL?

Social capital focuses on our many social connections, and the benefits they can bring to the wellbeing of individuals and communities.

Whether it be chance meetings on the street or at the local cafe, everyday encounters in the communal open space in your apartment building, or your relationships with family and friends, these networks and the norms of reciprocity and trustworthiness that arise from them are what is referred to as social capital.

There are three types of social capital:

- **Bonding connections** refer to those based on a sense of common identity (e.g. neighbours, go to the same school, part of the same sports club, cultural identity). These bonds act as a kind of social superglue;
- **Bridging connections** stretch beyond the shared sense of identity (e.g. cultural events that bring different parts of the community together). These bonds can be thought of as a kind of social WD-40;
- **Linking connections** are between individuals operating at different levels of power or opportunities in a society.

SOCIAL CONNECTORS

Social capital is facilitated by social connectors; places, spaces and networks that can enable meaningful social interactions.

Examples of social connectors can include public spaces, community centres, cafes, schools, workplaces, stations, sports clubs and arts centres, as well as online share networks, Meetups and share economy initiatives such as street libraries.

WHY IS IT IMPORTANT?

Communities with higher levels of social capital tend to have healthier, more highly educated populations that enjoy improved happiness, democratic governance and less crime.

Putting the sharing of social capital at the core of urban design, planning and development can help deliver improved health outcomes as well as significant economic benefits through greater participation in community life and economic diversity.

MEASURING ITS MULTIPLE VALUES

Investing in social connectors brings other social and economic benefits as well:

- Child friendly cities - a UK study called Play England: Economic Evaluation of Play Provision identified that every £1 invested in an adventure playground generates £1.32 in social benefits;
- Quality education and care - Studies from economist James Heckman show that for every \$1 spent on child care in America, \$17 is returned to the community through: better educational outcomes; higher school completion rates; and less expenditure on health, welfare and crime services;
- Inclusive places for older people - AHURI estimates that if 20% of new homes included universal design, the cost savings to the Australian health system would range from \$37 million to \$54.5 million per annum, through reduced hospital stays and health care costs, in-home assistance and residential accommodation;
- Quality libraries and community centres - A study called Enriching Communities: The Value of Public Libraries in New South Wales reported that for every dollar spent on New South Wales public libraries the value back to the community is between \$2.82 and \$4.24;
- Longer life expectancy – people living in more connected suburbs with more diverse incomes and access to social infrastructure and services are living up to 10 years longer than those in lower income, less connected communities.



Cr Alf Walker conducting a smoking ceremony at the opening of the Leggett Park mural with Joseph Chapman-Freeman playing didgeridoo and Luke Heitel-Freeman on clapping sticks. Photo Burney Wong.

NEED: RECOGNISING AND CELEBRATING GOULBURN MULWAREE'S ABORIGINAL PAST, PRESENT AND FUTURE

Aboriginal people have lived in Goulburn Mulwaree for tens of thousands of years. The Goulburn region was known as a meeting place for many Aboriginal Nations and groups. This means that Goulburn wasn't inhabited by just one group of people it had many including:

- Mulwaree
- Wollondilly
- Wiradjuri
- Gundungurra
- Dharrook
- Tharawal
- Tarlo
- Lachlan
- Pajong
- Parramarragoo
- Cookmal
- Burra Burra
- Ngunawal

The ABS Census 2016 reported that Goulburn Mulwaree's population consisted of 30,261 people. From this total 1,185 Aboriginal and Torres Strait Islander people live in Goulburn Mulwaree, which makes up 4.0% of the total population. This is much higher compared to 2.9% in NSW, however lower than Regional NSW (5%).

What we heard

Engagement with local Aboriginal people and the Pejar Local Aboriginal Land Council found that there is a lack of visibility around the Aboriginal past, present and future in Goulburn Mulwaree, this is true of both marking significant places and sites (where appropriate as per the Aboriginal Heritage Study), as well as storytelling through public art projects of local Aboriginal dreamtime stories such as the story of the Wollondilly River.

There are opportunities to embed representations of Goulburn-Mulwaree's Aboriginal past, present and future through upgrades to infrastructure - such as bus stops or amenities blocks - as well as reviewing signage at current heritage sites to ensure they are appropriate and acknowledge Aboriginal heritage in a respectful way.

Why this is important for social sustainability?

Increasing visibility is important to strengthen local Aboriginal

pride. Engagement also found that an Aboriginal cultural centre, or meeting place, other than the Land Council would also be beneficial for the town, providing a place for Aboriginal people to connect with their culture, as well as share and increase understanding with all Goulburn Mulwaree residents. Ultimately, a key action of the Social Sustainability Strategy will be to progress with Council's Reconciliation Action Plan, which will further guide this key policy area.



SOCIAL SUSTAINABILITY CASE STUDY: EORA JOURNEY: RECOGNITION IN THE PUBLIC DOMAIN

The living culture of the Aboriginal and Torres Strait Islander communities in Sydney is celebrated by a project known as the Eora Journey, meaning 'the people's journey'.

Community consultations which took place at Sustainable Sydney 2030 identified the need for better recognition of Aboriginal and Torres Strait Islander culture and heritage. This is what The Eora Journey project addresses with guidance from The City of Sydney's Aboriginal and Torres Strait Islander Advisory Panel, comprised of local community members.

The development of the public art projects commissioned for the Eora Journey project was guided by Eora Journey Curatorial Advisor Hetti Perkins and architect Julie Cracknell who undertook an international review of cultural interpretation in 2010.

Recognition in the public domain is one of the four key components of Eora Journey. It comprises seven major public art projects created by Aboriginal and Torres Strait Islander artists symbolising the Eora Journey.

The three other components of Eora Journey include; an economic plan to address the community's access to education, employment and training opportunities; a signature Aboriginal event; and an Aboriginal Knowledge and Cultural Centre to create opportunities for employment, tourism and sustainable industry and to promote cultural understanding among residents and visitors.

NEED: SOCIAL INEQUALITY IN GOULBURN MULWAREE

Inequality can present individuals and groups with a range of challenges that affect their ability to reach their full potential, including but not limited to income inequality, unemployment, poor health and mental health, stresses at home and at school, language and cultural barriers, income inequality, unemployment and housing insecurity.

Why is inequality a problem?

According to the Australian Council of Social Service (ACOSS), when people with low incomes and wealth are left behind, it is a challenge to reach an acceptable living standard, and most importantly for the purposes of this Social Sustainability Strategy, it can be difficult to participate in society. This causes divisions in the community.¹

Too much inequality is also bad for the economy. When resources, skills and knowledge are concentrated in fewer hands, or people are unable to participate effectively in the paid workforce or attend educational institutions to do so, economic growth is diminished.

1 ACOSS and UNSW Sydney 2018, Inequality in Australia 2018, viewed 8 July 2019, <<https://www.acoss.org.au/wp-content/uploads/2018/07/Inequality-in-Australia-2018.pdf>>.

How do we know that social inequality exists in Goulburn Mulwaree?

The ACOSS and UNSW Sydney *Inequality in Australia* report highlights that Older people, single people and sole parents, and those who mainly rely on social security are more likely to be in the lowest 20% of Australians.

This includes the following demographic markers as represented for Goulburn Mulwaree by Table 7:

- People over 64 years of age
- Sole parent families
- Unemployment
- Youth Disengagement

For people over 64 years of age and sole parent families,

this is due partly due to their lower employment levels and caring responsibilities, and partly to the level of social security payments.

Recent Department of Social Services data from December 2018 shows that in Goulburn Mulwaree 4,028 people are on the Age Pension (13.3% of total population), and 405 households are receiving government single parent payments (3.5% of total households)

The most important influence on incomes is labour force status. People living in households where the household reference person is not in the labour force or is unemployed are much more likely to be in the lowest 20%, along with other households dependant on an income support payment. The Inequality in Australia 2018 report also found that people living in Tasmania and South Australia are also more likely to be in the lowest 20%, along with people living outside capital cities.

Recent Department of Social Services data from December 2018 shows that in Goulburn Mulwaree 1,012 people are currently on Newstart (3.3% of total population), with a low number of people on youth allowance (222 people), most likely because of the

limited study opportunities within Goulburn Mulwaree.

Applying the ACOSS demographic markers for those who are most likely to be within the bottom 20% of income earners (Table 7 below), the demographic areas that fall within the highest markers across all areas are Goulburn (Central – South) and Goulburn (Central North). Interestingly, these areas are outside of the geographic areas with the highest proportions of social housing - Goulburn (North) has the highest proportion of social housing (9.9%), followed by Goulburn (West) (7.2%) and Goulburn (South East) (7.2%).

These findings have implications on the location and accessibility of new social infrastructure investment. As shown by Figure 17 (overpage), Goulburn Central - CBD currently experiences the highest levels of accessibility to community infrastructure (defined in this map as a 400m radius), while the areas demographic analysis indicates are some of the most disadvantaged - Goulburn Central North and Goulburn Central South, have limited accessibility to Council owned facilities. PCYC however is well located within walking distance of Goulburn North and Goulburn Central-North.

Table 14 - Social inequality indicators applied to Goulburn Mulwaree. Source: Profile.id

Area	% People aged 65 years and over	% Single parent households	% Households earning less than \$650 a week	% of unemployment	% of youth disengagement	% of households with no internet connection
Goulburn (Central-CBD)	19.2	11.3	27.2	8.3	5.7	33
Goulburn (Central- North)	22.1	14.3	26.4	7.7	16.4	34
Goulburn (Central-South)	22.8	15.5	26.6	8.4	13.0	34
Goulburn (North)	14.8	14.2	18.0	6.4	12.9	23
Goulburn (South East)	15.5	10.2	27.5	7.5	9.0	37
Goulburn (West)	22.0	9.3	19.7	3.3	7.4	25
Rural North	19.9	8.0	16.5	4.8	9.5	31
Rural South	20.3	7.4	18.9	4.7	3.4	24
Goulburn LGA	19.1	11.5	22.6	6.2	11.7	25
Regional NSW	20.4	11.0	22.0	6.6	11.8	26

= highest three areas for each social inequality indicator within Goulburn Mulwaree Council Area

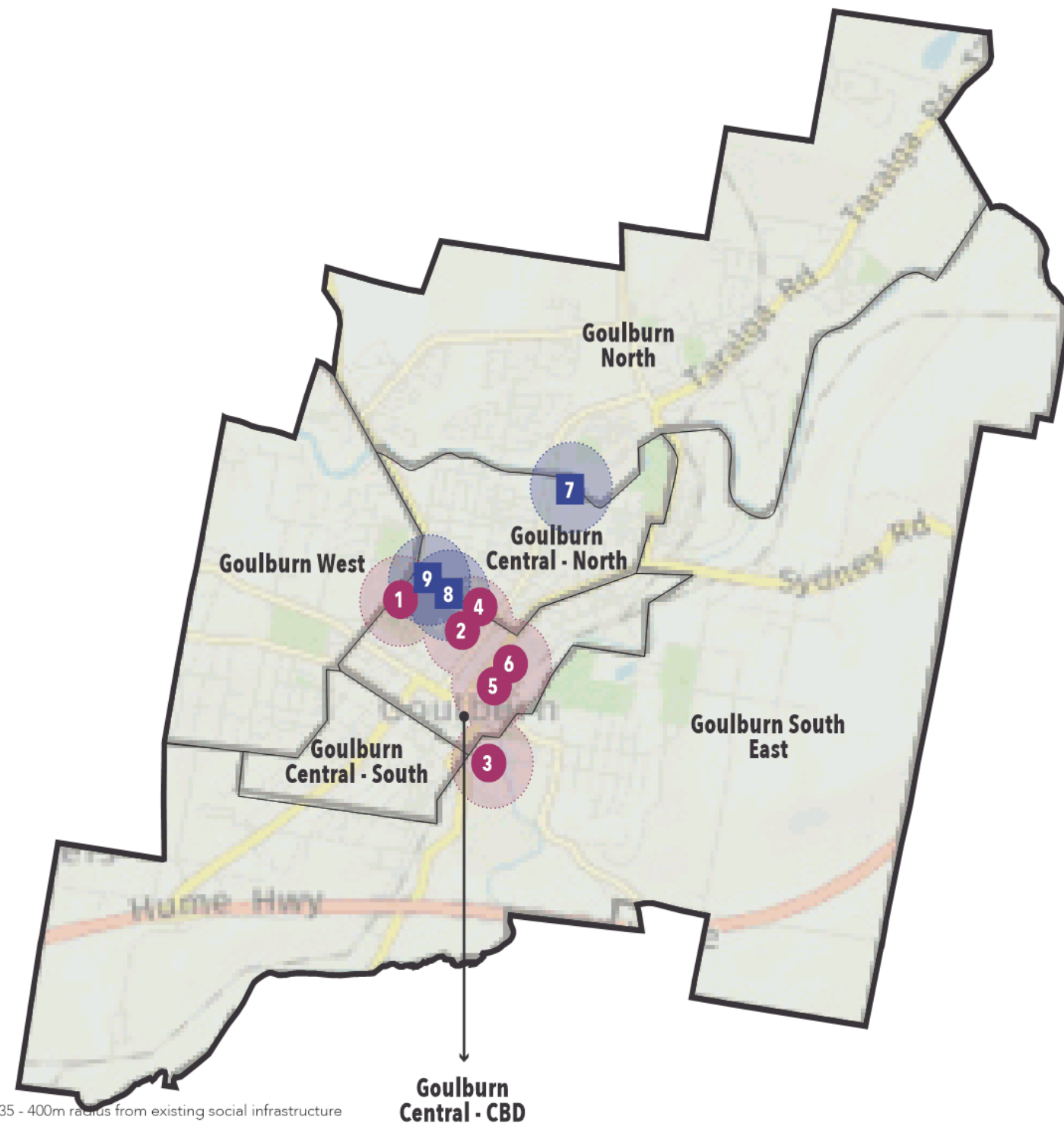


Figure 35 - 400m radius from existing social infrastructure

COMMUNITY FACILITIES

COUNCIL OWNED AND MANAGED

- 1 Goulburn Aquatic and Leisure Centre
- 2 Goulburn Mulwaree Library
- 3 Goulburn Recreation Area - Multi-Function Complex
(including Veolia Arena and Grace Milsom Function Centre)
- 4 Goulburn Art Regional Gallery
- 5 Goulburn Community Centre (155 Auburn Street, Goulburn)
- 6 McDermott Centre (proposed Performing Arts Centre location)
- 400m distance

NON COUNCIL

- 7 PCYC Goulburn
- 8 Goulburn Community Health Centre
- 9 Goulburn Hospital
- 400m distance

NEED: ACTIVATING OUR TOWNS AND VILLAGES

Main streets in regional areas have always been places for incidental connections within the community.

There are opportunities to improve the main streets of towns and key villages in Goulburn Mulwaree to facilitate greater opportunities for social connections and build on the sense of community that already exists within Goulburn Mulwaree.

Through community engagement people spoke about a desire to have a more interesting main-street in Goulburn Township with cafes and shops that reflected the character of their area. One challenge that also arose was young people feeling unwelcome in the main street, often being asked to move along.

Any investment in the main street should happen in partnership with the community, including young people to enhance a sense of ownership over place.

Research has shown that main street revitalisation also has positive economic impacts for the town.



SOCIAL SUSTAINABILITY CASE STUDY: URBAN GARDENING FOR PLACE ACTIVATION AND COMMUNITY CONNECTIONS

This section provides a summary of street gardening trends for revitalizing underused spaces including:

- Community of Chippendale in Sydney utilising verge gardening;
- Ron Finley addressing Los Angeles food desert by guerilla farming;
- Oslo creating multifunctional edible food gardens.

The Sustainable Streets and Community Plan (Chippendale)

Located in Sydney, the Chippendale neighborhood envisioned a street garden sharing fresh fruit, vegetables and herbs to everyone in the community by 2020. Including:

- Introduces 10 native stingless bee hives to road verge gardens to be installed and maintained by the community;
- Ceases pesticide spraying in road verges;
- Vertical gardens on the footpath and road verge gardens and public composting;
- Maintained by Caretakers: Each garden bed has a nominated caretaker, and commitments that go along with it buying, transplanting and ensuring plants are watered, pruned and tidied as appropriate, making sure they are kept planted;
- Partners with local residents and business to fund materials and help manage road gardens.

Goals:

- To spend more time gardening than on meetings, red tape, making rules or otherwise creating barriers to gardening for anyone;
- Provide education, local food, and conversations with strangers and neighbours around food and the growing beauty and comfort of our streets which are to be cool in summer and warm in winter;
- To compost and so create affordable nutrients and soil for our road gardens;
- To implement the workshops goals for community composting set during 2010;
- To promptly respond to resident feedback where received.

- To manage the high demand for composting by using bins which cannot be over-used



Figure 36 - The verge garden features edible vegetables, providing fresh food to the neighborhood

Nablagshager, Oslo

Near the central train station of Oslo, the Department of Environment Transport and the SME Nablo started an innovative project exploring edible city solutions in public spaces. Small urban spaces were developed into sustainable, liveable, and healthy environments. Urban food production in Oslo has demonstrated citizen commitment to maintaining and planting food gardens. An area once known for heavy crime has declined from the regeneration of edible urban landscapes. Local economic growth has also been a positive impact of this initiative encouraging residents to explore and interact with their surroundings.



Ron Finley "Gansta Gardener"

In response to South Central Los Angeles' food desert, Ron Finley has been leading the global movement of community gardening by transforming unused public street spaces into a fruitful oasis. His practice first began guerrilla gardening without the permission of the city of Los Angeles. After it's wide popularity and praise from the local community, the city of Los Angeles established a new ordinance allowing residents to garden alongside sidewalk paths without a permit. Residents are welcomed to grab a shovel, get their hands dirty, and start planting healthy foods right outside their home. These edible gardens open educational opportunities for people of all ages to become involved with their urban environment, unifying communities that lack healthy affordable foods. The "Gangsta Gardener" has developed sustainable communities to embrace the growing, knowing, and sharing of fresh-grown food, revolutionizing the culture of Los Angeles food systems.



Source: Casey Vassallo Broadseet



Source: Ron Finley Media



Source: John Foraker



IMPROVING HEALTH AND WELLBEING

Addressing health and wellbeing is a key need within Goulburn Mulwaree to achieve social sustainability. Research and community engagement points to the following specific challenges that regional communities, including Goulburn Mulwaree often face:

- Reducing stigma and increasing access to mental health services
- Addressing alcohol and drug use in our community
- Understanding the link between health and wellbeing and climate impacts
- Ensuring everyone can feel safe in Goulburn Mulwaree.

NEED: REDUCING STIGMA AND INCREASING ACCESS TO MENTAL HEALTH SERVICES

Mental health has a profound impact of the overall health and wellbeing of the Goulburn Mulwaree community. Community engagement identified two main challenges around managing mental health within Goulburn Mulwaree, largely around perceptions of stigma, as well as barriers to access services - both in terms of the physical difficulties in accessing a service, as well as the limited affordable options in town, long waiting lists and need to travel outside of the LGA to get specialised and appropriate care.

While mental health treatment is not a service that Council generally provides, there are several opportunities demonstrated by best practice that can improve mental health outcomes.

What does the research and data say?

The *State of Regional Australia* Federal report¹ states that mental health outcomes, as measured by the rate of suicide, are worse in regional and remote areas than in major cities.

This statement is supported by Southern Local Health District (SLHD) data, of which Goulburn Mulwaree Council is a part of. Health data shows that the SLHD has the second highest rate of suicide of all LHDs in NSW (19.9 per 100,000 population). Despite the high rate of suicide there is also lower reported rates of high or very high psychological distress in the SLHD (12.8%) compared to the average across NSW (15.1%; 2017 data).

This disconnect between suicide and low reported psychological stress is also represented in the research around mental health and regional communities. The National Rural Health Alliance² points to several challenges that people in regional areas face in their ability to cope with different stressors including:

- Poorer access to specialized care (for example, almost 9 out of 10 psychiatrists are employed in major cities);

¹ Department of Infrastructure, Transport, Cities and Regional Development 2015, *Progress in Australian Regions: State of Regional Australia 2015*, Department of Infrastructure, Transport, Cities and Regional Development, Canberra, viewed 8 July 2019, <<https://www.regional.gov.au/regional/publications/sora/index.aspx>>.

² National Rural Health Alliance 2014, *Fact Sheet August 2014 Mental Health and suicide in rural and remote Australia*, Deakin, viewed 8 July 2019, <https://ruralhealth.org.au/sites/default/files/publications/nrha-factsheet-mental-health_0.pdf>.

- Apprehension around help -seeking and fear of stigma (particularly in smaller communities where individuals are more visible and confidentiality is less assured);
- ‘Rural stoicism’ and resilient attitudes, with the belief that people should be able to pick themselves up, keep it all in and deal with it themselves without having to bother other people;
- Lower educational attainment – affecting people’s ability to obtain information on prevention and mental health services and programs;
- Lower incomes – making it more difficult to afford mental health care, or in the case that a family member is sent to other areas for treatment, making it difficult to travel and stay to support them; and
- Limited or non-existent public transport, physical limiting people’s access to mental health care, and increasing risk of social isolation (particularly a problem for the less mobile, such as those who are frail or living with a disability).

Because of the above factors, diagnosis, treatment and ongoing management of a mental health condition in regional and remote areas are likely to occur later in its progression, or not at all.

Mental health also affects different groups of people differently including:

Farmers

- Association in rural areas between mental health, drought, socio-economic hardship and financial strain among farmers have long been reported¹.
- Farm incomes (which provide livelihoods for many people in rural and remote areas) are influenced by weather conditions, commodity and fuel prices, and exchange rates. The unpredictable nature of these factors can induce psychological distress and subsequent mental illness. For example, in 2008, a study found that among farmers who were in drought, 17 per cent had mental health issues, compared with 8 per cent who had not

¹ Austin, E, Handley, T, Kiem, A, Rich, J, Lewin, T, Askland, H, Askarimani, S, Perkins, D, and Kelly, B 2018, *Drought-related stress among farmers: findings from the Australian Rural Mental Health Study*, MJA, vol. 209, no. 4, pp. 159 - 165, viewed 8 July 2019, <https://www.mja.com.au/system/files/issues/209_04/10.5694mja17.01200.pdf>.

experienced drought in the three previous years².

- The rate of suicide for male farmers is significantly higher than for non-farming rural males. In 2008, a study showed that 34 in every 100,000 male farmers die by suicide – significantly more than the 24 per 100,000 among rural men generally (a rate which in itself is significantly higher than the national average)³.
- Recent research has also shown that the incidence of drought related stress was higher among farmers who were younger, living and working on a farm, located in regional areas and experiencing financial hardship. With this specific group of people in mind, it is easier to develop strategies and support that is targeted to a specific group and improve mental health outcomes⁴.

² National Rural Health Alliance 2014, *Fact Sheet August 2014 Mental Health and suicide in rural and remote Australia*, Deakin, viewed 8 July 2019, <https://ruralhealth.org.au/sites/default/files/publications/nrha-factsheet-mental-health_0.pdf>.

³ Ibid.

⁴ Austin, E, Handley, T, Kiem, A, Rich, J, Lewin, T, Askland, H, Askarimarnani, S, Perkins, D, and Kelly, B 2018, *Drought-related stress among farmers: findings from the Australian Rural Mental Health Study*, MJA, vol. 209, no. 4, pp. 159 - 165, viewed 8 July 2019, <https://www.mja.com.au/system/files/issues/209_04/10.5694mja17.01200.pdf>.

Young people

According to the National Rural Health Alliance, there are particular challenges faced by young people in rural and remote areas that impact on their mental health, including:

- Pressure to conform to locally acceptable images or patterns of behaviour (including traditional gender roles);
- Having little privacy because of a small town or village environment;
- Having 'nothing to do' for young people, or feeling as though they aren't welcome in town life e.g. constantly being moved along, or seen as a public nuisance;
- Pessimism about future prospects with existing high rates of unemployment, and limited education/job opportunities;
- Loneliness and the loss of relationships brought about by the drift of many younger rural people to coastal and urban areas;
- LGBTQI identifying people may experience alienation due

to a lack of openness or understanding in some rural communities; and

- Higher rates of use of alcohol and other drugs¹.

Being a close knit community can also be a double edged sword, as the Mission Australia report on Regional Mental Health in young people found, young people love their close-knit communities, but say they can be challenging too. If you are a young person who may be different from the status quo or who stand out in some way, it can feel alienating and isolating. The sense that everyone knows each-other and lack of anonymity can stop them seeking help for mental health problems for fear that word could get around town.

Stakeholder interviews with Goulburn's headspace branch highlighted this as a local issue, with some young people even feeling anxious about being seen walking through the headspace office doors. To counter this, headspace has been doing outreach, along with other services in the area, to other youth events and programs.

ReachOut Australia and Misson Australia's report 'lifting the weight'², highlights that while the prevalence of mental health disorders is similar for people living and outside of a major city, there are significant differences in suicide rates across this areas. There is an established relationship between the risk of suicide increasing, as remoteness from a major city increases. Figures for young Australians indicate that death by suicide in regional and remote communities is almost three times as high as it is in major cities.

In addition, young men aged 15 – 29 who live outside a major city are almost twice as likely to die by suicide than those who live in a major city. The particular mental health challenge for young men can be influenced by firm ideas in regional communities of masculinity, with increased stigma around being seen to be vulnerable or talking about feelings in front of family and friends.

¹ National Rural Health Alliance 2014, *Fact Sheet August 2014 Mental Health and suicide in rural and remote Australia*, Deakin, viewed 8 July 2019, <https://ruralhealth.org.au/sites/default/files/publications/nrha-factsheet-mental-health_0.pdf>.

² Ivancic, L, Cairns, K, Shuttleworth, L, Welland, L, Fildes, J and Nicholas, M 2018, *Lifting the weight: Understanding young people's mental health and service needs in regional and remote Australia*, Sydney: ReachOut Australia and Mission Australia.

This issue has also been picked up in the local community, particularly within the Goulburn Rugby club who run an annual event in memory of Goulburn teen Hugo Cunningham. The event aims to educate people against mental health stigma and arm with the power of conversation and knowledge. In the words of Hugo's mother "It's really important to have an event like this in the community that acknowledges it has a problem, and we have a problem with the young people in our community." (Quoted in the Goulburn post, 2016).

Older People

Nationally, the highest suicide rate is observed in the 85+ age group with a noticeable spike occurring from 75+ years of age (likely to be more prevalent in rural and remote areas where the ageing of Australia's population is more marked). The rate of suicide among men aged 85 years and over who live outside major cities is around double that of those living within them. Older people in rural and remote areas are more likely to be living with a chronic condition, chronic pain and disability. They are also more likely to experience challenges around mobility (which result in the need for in-home visits), social isolation, and access to pain management and palliative care.



SOCIAL SUSTAINABILITY CASE STUDY: MENTAL HEALTH FIRST AID TRAINING

ThriveNYC is a comprehensive mental health plan for New York City that aims to make “mental health everyone’s business”. Two of the six principles are:

- Change the Culture. Stigma stops people from getting the care they need. Thrive NYC is changing the culture by encouraging every New Yorker to be part of the solution (see Mental Health Training Initiative);
- Partner with Communities. We are partnering with communities because New Yorkers are more likely to access services in places they already go to receive care.

Mental Health First Aid (MHFA) is an evidence-driven, free eight-hour training provided every week in every borough. Conducted regularly in English, Mandarin and Spanish, MHFA helps trainees recognise mental health needs, learn how to talk about them, and learn where to direct people in need. MHFA not only helps to reduce stigma associated with mental illness, it also expands the number of people who can help New Yorkers in need.

Mental Health First Aid trainings provide proven practices that will help you recognize the early signs and symptoms of mental illness and substance misuse. You will learn how to listen without judgement, and respond to and help someone in distress until they can get the professional care they may need.

The free eight-hour training is available for all New Yorkers as part of the City’s ThriveNYC Initiative. After completing the training, you receive a three-year certification in Mental Health First Aid. Each course lasts eight hours. There are a variety of courses available with different focuses (some courses may only be available upon request)including: Adults; Youth; Veterans; Older Adults; Higher Education & Public Safety

Thriving Learning Center is an easy-to-use public website featuring free interactive learning opportunities and resources including videos, infographics and modules on self-care and stress management to increase knowledge and awareness of various mental health concerns.

NEED: ADDRESSING ALCOHOL AND DRUG USE IN OUR COMMUNITY

Reports by NSW Health seeking to understand trends in alcohol use and health-related harms in NSW find that people living in regional and remote areas are more likely to drink alcohol at harmful levels. This trend is also represented in SLHD statistics, with a higher rate of alcohol consumption at levels posing long-term risk to health amongst persons aged 16 years and over (34.9%) compared to the average across NSW (31.1%) (2017).

Comparatively, the SLHD has a lower rate of methamphetamine-related hospitalisations (95.3 per 100,000 population) compared to the average across NSW (136.3) (2016/2017).

According to BOCSAR data Goulburn Mulwaree has a higher rate of alcohol related assault (160.4) compared to NSW (129.5), as well as a higher rate of alcohol related domestic assault (111.9) compared to NSW (99.2).

Incidents of drug offences have also significantly increased over the past two years, with a rate of 1060.3 in year prior to March 2019, significantly higher than the NSW average (614.3).

People living in Regional and remote areas of Australia were more likely than people living in Major cities to have consumed alcohol at quantities that placed them at risk of harm from an alcohol-related disease or injury

Results from the 2016 National Drug Strategy Household Survey (NDSHS) showed that¹:

- People aged 14 or older living in Regional and remote areas were significantly more likely than people living in Major cities to: – consume alcohol daily (8.0% compared with 5.0%) – drink in excess of the lifetime risk guideline (21% compared with 15.4%) and of the single occasion risk guideline (at least monthly) (29% compared with 24%). Levels of recent drug use were similar between remoteness areas, however the type of illicit drug used varied;
- People aged 14 or older living in Major cities and in Regional and remote areas had similar levels of drug use in the past 12 months (both 15.6%). However, those in Major cities were significantly more likely than those in Regional and Remote areas to have recently used ecstasy (2.5% compared with 1.5%) and cocaine (3.2% compared with 1.1%).

¹ Australian Government, Australian Institute of Health and Welfare, accessed online at: <https://www.aihw.gov.au/getmedia/78ea0b3d-4478-4a1f-a02a-3e3b5175e5d8/aihw-hse-212.pdf.aspx?inline=true>

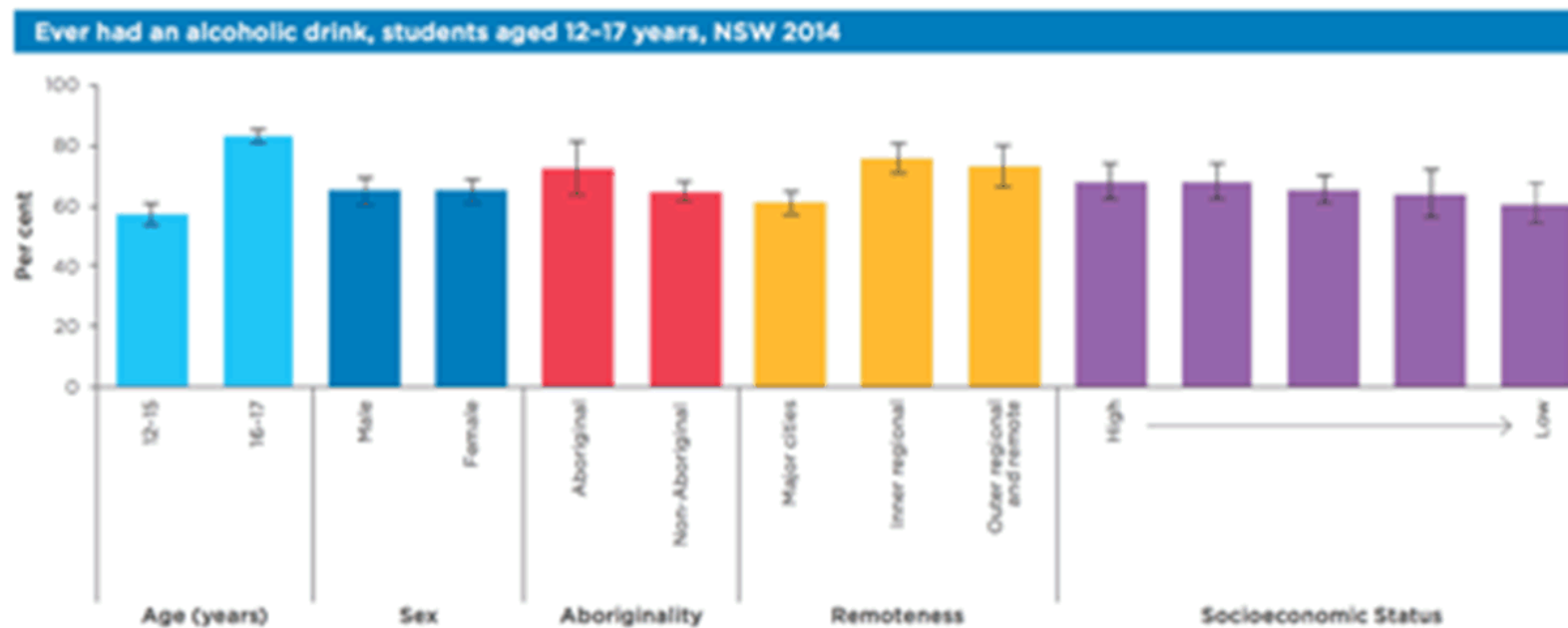


Figure 37 - Trends in Alcohol use and health-related harms in NSW, Report of the Chief Health Officer 2016, Source: NSW Health

NEED: UNDERSTANDING THE LINK BETWEEN HEALTH AND WELLBEING AND CLIMATE IMPACTS

Climate impact isn't just an environmental problem, it is also a health and wellbeing problem. Health Professor Tony Capon notes in the first national report to track Australia's progress on climate impacts and human health that climate impacts are important to health and wellbeing, especially where climates are extreme and particularly variable, as in Australia and Goulburn Mulwaree¹.

Rising temperatures and heat waves

In Australia, heatwaves cost more lives than all other natural hazards combined. They lead to an increase in heat-related illnesses, such as heat exhaustion and heat stroke, and drive up hospital admissions and death rates, particularly among older people and people with chronic illnesses.

Research also finds that they have a significant impact on people experiencing social isolation and social inequality. The social impacts of extreme weather, as captured in Figure 20 are the result of an interaction between socio-cultural and socio-economic indicators (housing and living circumstances) including health and urban planning.

There are opportunities through housing, transport and energy projects that can help to deliver positive health outcomes and includes consideration of how physical design features may be modified to reduce thermal discomfort within the community to a more systematic consideration of how social connectivity, well-being, mobility, and the affordability and sustainability of infrastructure, housing and services may be improved.

Social isolation is a growing public policy issue in Australia with a significant proportion of Australians, particularly the elderly, now living alone. Extreme weather exacerbates social isolation, with vulnerable people tending to remain indoors and avoid outings when the weather gets too hot.² During times of extreme

¹ Capon et al. 2018, 'The MJA-Lancet Countdown on health and climate change: Australian policy inaction threatens lives', *Med J Aust*, vol. 209, no. 11, pp. 1 – 21.

² Fiona Miller, 2014, Department of Environment and Geography, Macquarie University Paper for Turning up the Heat: a symposium for SIA practitioners and researchers, 21 February. Accessed online at: https://www.mq.edu.au/about/about-the-university/faculties-and-departments/faculty-of-arts/departments-and-centres/departments-of-geography-and-planning/documents/sia-too_hot_to_handle_assessing_the_social_impacts_of_extreme_heat_by_fiona_miller.pdf



Figure 38 - The social dimensions of extreme weather

weather visits by friends, neighbours and family, the delivery of social services, such as home and community care and the organisation of social outings for older people and people with disability may be reduced or canceled, worsening the experience of isolation.

Inequality and poor access to affordable cooling options in Australia also exacerbate heat vulnerability, as people are unable (or unwilling) to use their air-conditioners. Research on social practices during times of heat, has also highlighted this issue of affordability and people's capacity to cope.³ Impacts on critical energy and transport infrastructure are also apparent during heatwaves and can have a disproportionate impact on those with mobility constraints, a disability and ill health.

What can Council do to help respond to climate impacts on social needs?

- Increasing tree canopy and greening in new and existing development:
 - Immediate programs that can assist include increasing tree

³ Farbotko, C & G Waitt 2011, 'Residential air-conditioning and climate change: voices of the vulnerable', *Journal of Health Promotion of Australia*, vol. 22, pp.13 - 16.

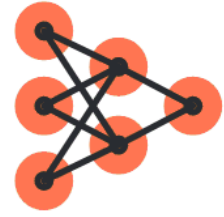
canopy to provide urban cooling effects, especially in areas of high vulnerability (Goulburn Central North, South and Goulburn North);

- It is also possible to encourage urban tree canopy and increased open space with new development through DCP controls that require new development to plant new trees on verges, private open space requirements etc. as well as through strategic planning for adequate open space and recreation opportunities (see Council's Open space and Recreation strategy).
- There is also scope for Council to advocate to amend the BASIX SEPP to require more resilient dwelling/building stock that can manage the extremes of both heat and cold that Goulburn Mulwaree experiences.
- Council can also advocate that improvements are made to public and affordable housing to ensure that the housing developments are appropriate for the local climate, and do not rely on air-conditioning.
- Increasing access to the leisure centre on extreme weather days: There could be opportunities to increase access to the leisure centre during extreme weather events by providing discounts to entry, or running special community transport

services to help residents with mobility issues to access opportunities to cool down and socialise;

- Leveraging opportunities from the emerging green energy economy: Goulburn Mulwaree Council already has examples of green energy projects that give back to the community, as well as contribute to reducing Co2. A report commissioned by the Clean Energy Council by independent consultants found that at a local level, a typical 50 megawatt (Mw) wind farm:
 - Has an estimated average construction workforce of 48 people with each worker spending \$25,000 per year in the local area. This equates to some \$1.2 million per year flowing into hotels, shops, restaurants, and other local service providers;
 - Employs around five staff for operations and maintenance, equating to an ongoing local annual influx of \$125,000;
 - Provides up to \$250,000 annually in payments to farmers, a proportion of which flows into the local community;
 - Provides a community contribution of up to some \$80,000 per year for the life of the project.

DRAFT



BUILDING COMMUNITY SKILLS AND CAPACITY

Goulburn Mulwaree already has strong foundations to build community skills and capacity. Research and community engagement points to the following specific needs and opportunities to achieve a more socially sustainable community:

- Intergenerational skill sharing
- Increasing education and job opportunities for young people
- Building a stronger relationship between Council and the Community through community engagement

This section of the report presents key statistics, research, and analysis of services and engagement findings to tell a story around what’s going on in Goulburn, as well as ideas, opportunities and case studies of how to help address the needs and build a stronger, more resilient community.

NEED: INTERGENERATIONAL SKILL SHARING

Goulburn Mulwaree has a significant number of skilled older people who are either pre-retirees or retirees who are already members of community groups or are looking for opportunities to share their knowledge and skills. There are so many skills that older people can share with the younger generation – whether it be around bee keeping, to sustainable agriculture, or building and repairs.

Demographic analysis and community engagement also found that there a number of ‘tree-changers’ moving to Goulburn Mulwaree who bring business and other experiences to town, and are also looking for opportunities to get involved and contribute to community life. To quote one community member: “You have to bury yourself in the place to find out what’s happening”, and “While the location attracts people here - there needs to be the right social life and places to keep people here”.

NEED: INCREASING EDUCATION AND JOB OPPORTUNITIES FOR YOUNG PEOPLE

Living in regional areas can sometimes be a challenge for young people, often faced with less education and job opportunities than urban counterparts. However there are opportunities through program and infrastructure investment to increase opportunities for young Goulburn Mulwaree residents.

What we heard - connectivity challenges

Internet access is critical in contemporary society to access essential services ranging from government, centrelink, banking, education, training, searching for jobs as well as socialising. However, engagement and demographic analysis has found that there is a high proportion of households without an internet connection in Goulburn Mulwaree, either due to affordability constraints, or a lack of quality coverage. It is often more expensive to have an internet connection in regional areas as people often layer services (e.g. supplementing a copper landline with fixed wireless or NBN satellite services due to



SOCIAL SUSTAINABILITY IDEA: REPAIR CAFE

Repair cafes are a volunteer run fixed meeting place equipped with tools for local residents to repair household electrical and mechanical devices, clothing, bicycles, computers and more. Conceptually devised by Martine Postma in 2009, Repair Cafes have rapidly emerged across the globe as a means to reduce waste, maintain and share skills, and strengthen social cohesion. The Repair Café Foundation has capitalised on this projects skill share aspect in 2017 by developing the Repair Monitor – a database accessible online for all café locations. The projects significance has been marked by the annual International Repair Day, first run back in October 2017. Four Repair Cafes exist in Australia today in Melbourne, Albury-Wodonga, Marrickville and Mullumbimby.

WHAT COULD THIS LOOK LIKE IN GOULBURN?

There may be opportunities for existing community groups to run a Repair Café in town where old technology could be donated, repaired and bought cheaply. This would contribute to town centre activation, environmental sustainability outcomes, as well as provide more affordable options to accessing technology for members of the community. It could also be a place to share skills with young people - especially for kids who prefer more ‘hands on’ approaches to learning.

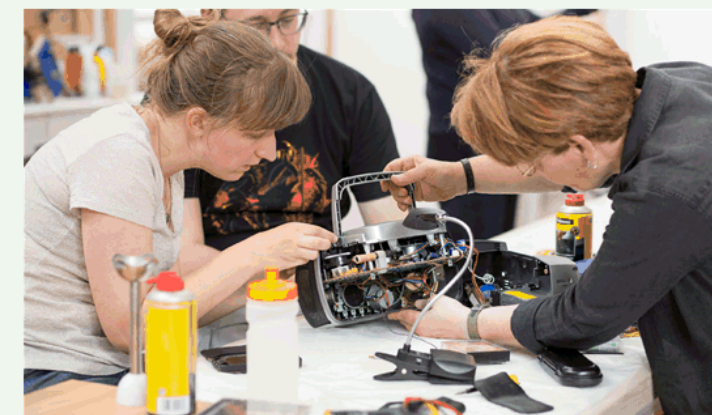


Image source: The Guardian

concerns around reliability. There is a lack of internet access in Goulburn particularly in the rural areas where some young people can't study at night or on weekends as they don't have access. They may also have only one computer in the household with 3 or 4 kids so only one gets to use this, putting others at a disadvantage.

Young people (as well as older people and people with a disability) in Goulburn Mulwaree can also face significant transport disadvantage.

Research into public transport supports community engagement findings that services are infrequent and sparse. To reach Bungonia from Goulburn by public transport for example requires a train trip to Marulan and a taxi to Bungonia village centre. For people living in Tarago, a train booking is required two days prior to travel to ensure the train will stop. These kinds of inconveniences can make it very difficult for young people without a license to get around independently.

In other similar rural contexts across the world, demand responsive transport has been an effective method of increasing accessibility.



SOCIAL SUSTAINABILITY CASE STUDY: LENDING WIFI HOTSPOTS THROUGH LIBRARY SERVICES

In 2015 these The New York Public Libraries received \$1 million in funding from Google and other sources to lend 10,000 wifi hotspots to local residents. The New York Public Library partnered with 24 rural libraries in Kansas and Maine to see how the program might be different in more remote areas.

WHAT COULD THIS LOOK LIKE IN GOULBURN MULWAREE?

Young people who may not be able to access the internet due to affordability issues would benefit greatly from a service like lending Wifi hot-spots. There may be opportunities to partner with telecommunications companies or other companies to start a trial and measure it's effectiveness.



Image source: The Journal



SOCIAL SUSTAINABILITY CASE STUDY: DEMAND RESPONSIVE TRANSPORT (DRT) - MY BUS IN STRATHCLYDE, UK

MyBus is one of the few existing and successful demand-response systems targeted toward rural residents connecting them to the metropolitan areas of Strathclyde in Scotland. As of 2014 it achieved 5.4% growth in 6 months of passenger numbers, with an increase of passengers under 50 by 12% by identifying popular routes and subsidising bus services in off-peak periods. Door-to-door service can also be booked in advance.

DEMAND RESPONSIVE TRANSPORT (DRT) - STIRLING COUNCIL, UK

Stirling Council's Demand Responsive Transport system has been recognised as one of the few long standing and successful DRT systems. In rural areas not serviced by regular bus routes, the nine DRT systems provide residents with a 'taxi-like' transport service at bus prices. Residents pre-book this bus service to arrive at pre-determined locations, even their front doors, to take them to their desired location in rural Stirlingshire. The success of this system has been internationally recognised and Polish officials have travelled to meet with Stirling Council to study their system and potentially apply it back home.



Image source: Optare

Social enterprise opportunities

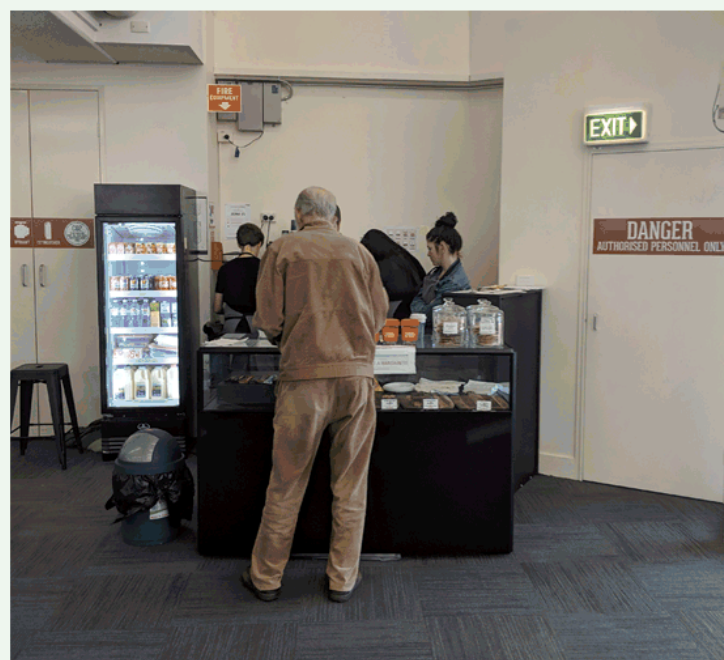
Goulburn Mulwaree Council is already running an important social enterprise - the Paperback cafe run at the Library which gives young people hospitality skills, training and most importantly confidence through serving the public.

There are opportunities for smaller rural communities like Tarago to also benefit from similar concept. Community engagement found that there are limited things for young people to do in Tarago, despite the desire to learn new skills and contribute. The desire to have a community cafe run out of the Hall was also raised.



SOCIAL SUSTAINABILITY CASE STUDY: PAPERBACK CAFE

The Paperback Cafe is a Council-run program which provides formal hospitality training and certification, as well as hands on training in a cafe run within the Library. The Cafe gives young people experience in a cafe environment, and also builds confidence.



Paperback Cafe in action



SOCIAL SUSTAINABILITY CASE STUDY: MARRICKVILLE MAKER SPACE DIY DINNER SERIES

The maker movement has risen from a fringe hobby available to specific groups (e.g. a men's shed) to a prominent lifestyle with important implications for economic development in both city and regional locations. In the past, tools have been available only to those who own them. However in the age of the subscription / membership / share economy (and in cities - high density living), the maker movement is filling a gap in the growing in demand for access to tools, physical space and training.

At Marrickville Maker Space in Sydney, people pay a membership fee to be part of a community and to access space and equipment that they can use to learn, design and make.

This year, the major community building event is based on the idea of a 'DIY Dinner' - where everything used for the dinner is made by members. Students can choose which aspect of the 'feast' to make:

- Screen printed bench seats, table runners and napkins
- Metal knives
- Wooden tables, and
- Ceramic plates and cups.



NEED: BUILDING STRONGER RELATIONSHIPS WITHIN THE COMMUNITY AND WITH COUNCIL

An important step to building community capacity, is enabling the community to come together, and to also connect with Council. Through the engagement process to inform the social sustainability strategy and action plan, it was clear that the community enjoyed the opportunity to get involved and share their ideas. Continuing this relationship between the community and Council will be key to successful delivery.

Encouraging the community to engage with each other

During community engagement it was clear that for some newcomers to the area, it can be difficult to become an active member of the community, and sometimes feel welcome to join long-standing community groups or programs. For others it was also difficult to find out how to get involved, and the extent of what's available. To quote one community member: "You have to bury yourself in the place to find out what's happening".

There are opportunities for Council to play a leading role in making people feel welcome through community events and festivals. In addition to the events that already run, 'Welcome to Goulburn neighbourhood BBQs' can introduce new residents to existing residents, put a face to Council, as well as their elected Councillor representatives. Community groups can also be invited to share more information about themselves and welcome new people to get involved.

Community development within Council


Engagement also found that sometimes it was difficult to find the right person in Council to contact regarding community ideas and initiatives, or to receive information around what's going on and how to get involved. Currently Council's service delivery approach is focused on high needs groups - young people, or people with a disability, which means that there is a gap in service delivery for a general community development role.



SOCIAL SUSTAINABILITY CASE STUDY: CAMPBELLTOWN CITY COUNCIL, SOUTH AUSTRALIA: NEIGHBOURHOOD BBQ'S

Campbelltown City Council has been rallying together local community members during the summer months to connect and enjoy a healthy BBQ since 2012. Community members are notified via letterbox drop to come together on Wednesday nights between 5.30 and 7pm to make new connections, reunite with long lost friends and even discover parts of their neighbourhood they were previously unaware of. Over 35 Neighbourhood BBQ's have been held and almost 2540 people have attended, attesting to the success of the project. Community members are welcome to organise a Neighbourhood BBQ in their own street to perpetuate the sense of safety and connectedness people reap from these events.

Neighbourhood BBQ



You are invited to a Neighbourhood BBQ.

Date: _____

Time: _____

Venue: _____

Please bring _____

We would love you to join us. Feel free to bring along any games - football, cricket, bocce.

We look forward to seeing you there.

From : _____

See you at the BBQ Proudly encouraged by 

Template for community invitations provided by Council



Annual Report 2019

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OUR VISION AND VALUES

“One Team Delivering with PRIDE”

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- **R**espect
- **I**nnovation
- **D**edication
- **E**xcellence

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“To Be Easy To Do Business With”

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Foreword

Welcome to Goulburn Mulwaree Council's Annual Report for 2018/19.

It has been another brilliant year for Goulburn Mulwaree, with investment in our region from business and industry continuing in a strong manner. As a Council we continue to try to lead in this space, by working closely with business to work through any challenges and seize opportunities, so that our region can continue to grow.

Our Councillors continue to work together in a constructive manner and are moving forward with a clear vision for our region – a Regional City complete with all essential modern day services, but one that retains a friendly country feel. The current Council will continue to serve until September 2020, when the next local government election for Goulburn Mulwaree will be held.

Goulburn Mulwaree Council continues to grow, and our statistics show we added around 300 new residents last year – which continues our trending growth rate of nearly 2% per year. One of our clear priorities is to ensure we can accommodate this growth, and in doing so we have to be sure that all of our infrastructure can keep up with the 300-400 residents moving to the region each year.

Throughout the 2018/19 financial year an incredible amount of work has been done on the Goulburn Mulwaree Housing Strategy which sets out clear guidelines for the way the cities of Goulburn and Marulan will grow over the coming 20 years. This document we expect will be completed in the early months of 2020.

As a Council we also continue to focus on keeping our internal costs low, and providing efficient services as is a key part of Local Government. Some of the project highlights for 2018/19 include:

- \$1.5m of roadworks on Sandy Point Road and Oallen Ford Road.
- Opening of the new Goulburn Community Centre in Auburn Street

- Approval of the Goulburn Aquatic Centre Redevelopment development application, and gaining \$10 million in grant funding for this project
- Completion of the Victoria Park Health & Wellbeing precinct including the Ken Robson Pavilion (Seiffert Oval), Skate Park extension and Rage Cage multi-sports cage

This year Council has begun the Social Sustainability Strategy and Action Plan, which will examine our key social challenges, how we can build on our strengths and the direct actions we can take to build skills and capacity of our community, strengthen the bonds between individuals and community groups and improve health and wellbeing outcomes for all. Extensive consultation was undertaken during May and June, and this strategy will set us up for success in the coming years.

We place considerable effort into Economic Development as Goulburn Mulwaree continues to develop into one of NSW great regional centres. Goulburn is ideally located on the Hume Highway with strong road and rail linkages to international ports and airports and high quality medical services, schools, preschools, shopping and infrastructure. A drive around the region highlights the incredible investment occurring, with Quest Apartments to open soon on the former Marian College site, Tribe Breweries now brewing and distributing from their location in South Goulburn and a number of new businesses established. Council in 2017/18 also successfully applied for \$7.15m through the NSW Government Growing Local Economies Fund for new infrastructure in North Goulburn that will enable further industrial growth. These funds will enable the infrastructure for a Poultry Processing Plant that is expected to employ over two hundred people.

Cultural, environmental, social and community services are another key area of local government – and one where Goulburn Mulwaree excels. The Goulburn Regional Art Gallery this year hosted a number of fantastic exhibitions, with the highlights being the chance to host the Archibald Prize

and 'Goulburn Bustle' – an incredible exhibition that presented the breadth of the Gallery's permanent collection for the first time in its 37 year history. We have moved our Community Services to 155 Auburn Street, a few doors down from the McDermott Centre which will be the site of our new Performing Arts Centre, and our programs continue to be successful. Many local community groups are also making use of the Bourke Street Depot, with plans underway for it to be our long-term Community Centre.

It is important to Council that we continue to build a vibrant events calendar which offers something for everyone. Throughout 2018/19 we held great events such as Steampunk Victoriana Fair, three Pictures & Popcorn events and supported Marulan Kite Festival and many others, while continuing to bring major sporting carnivals and events to the region. Council is also focused on supporting community organisations throughout each year, as well as continuing to support rural villages within the LGA with important projects through the Village Discretionary Fund. The annual Mayoral Charity Golf Day was held in November and raised over \$15,000 for local charities.

On behalf of Council, we would like to thank the community for their feedback and support. We see ourselves as your community partner and we will continue our efforts to provide efficient services while improving Goulburn Mulwaree for the community through an extensive Capital Works Program.

Thank you for taking the time to read this Annual Report.



**Mayor
Cr Bob Kirk**



**General Manager
Warwick Bennett**

Councillors 2016 - 2020



Cr Bob Kirk

Cr Bob Kirk was elected to Goulburn Mulwaree Council in September 2008. He was elected Mayor in September 2016

Contact Details:

Phone: 0419 854 599

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bob.kirk@goulburn.nsw.gov.au



Cr Alfie Walker

Cr Alfie Walker was elected to Goulburn Mulwaree Council in September 2012. Cr Walker served as Deputy Mayor from 2016 to 2018.

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alfie.walker@goulburn.nsw.gov.au



Cr Margaret O'Neill

Cr Margaret O'Neill was first elected to Goulburn City Council in September 1983. Cr O'Neill served as Deputy Mayor from 1987 to 1993 and Mayor from 1993 to 1999. Cr O'Neill was first elected to the amalgamated Goulburn Mulwaree Council in 2004.

Contact Details: 0427 011 041

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Cr Sam Rowland

Cr Sam Rowland was first elected to Goulburn Mulwaree Council in September 2012 and has served continuously.

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sam.rowland@goulburn.nsw.gov.au



Cr Andrew Banfield

Cr Andrew Banfield was elected to Goulburn Mulwaree Council in September 2008 and has served continuously.

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andrew.banfield@goulburn.nsw.gov.au



Cr Denzil Sturgiss

Cr Denzil Sturgiss was first elected to Mulwaree Shire Council in 1999, and re-elected to Greater Argyle Council, later to become Goulburn Mulwaree Council in 2004. He has served continuously and was re-elected in 2016.

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Cr Leah Ferrara

Cr Leah Ferrara was elected to Goulburn Mulwaree Council in September 2016

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Cr Peter Walker

Cr Peter Walker was elected to Goulburn Mulwaree Council in September 2016. Cr Walker was elected Deputy Mayor in September 2018.

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peter.walker@goulburn.nsw.gov.au



Cr Carol James

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

Contact Details:

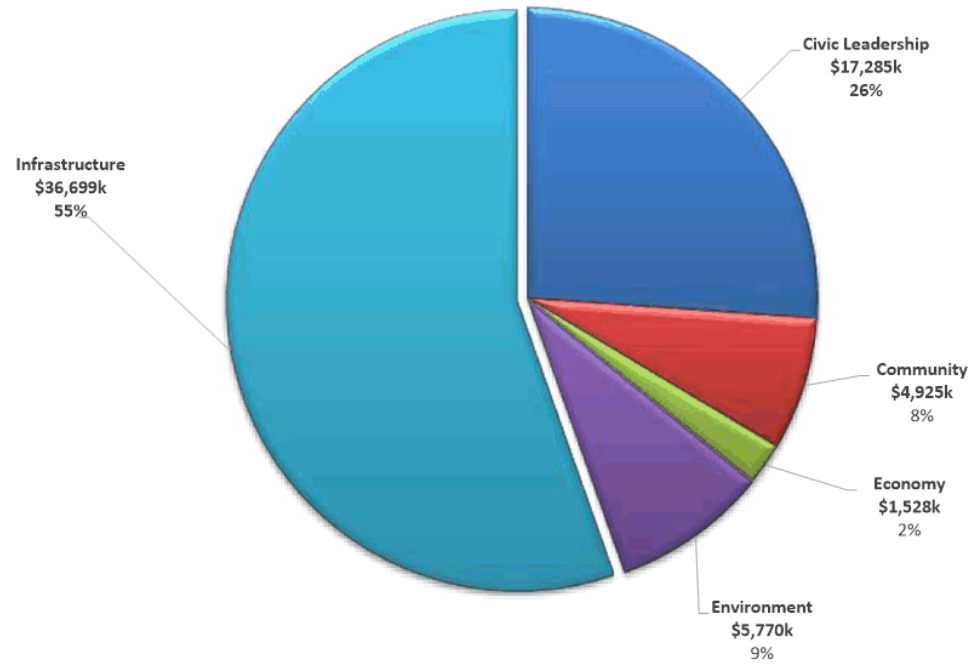
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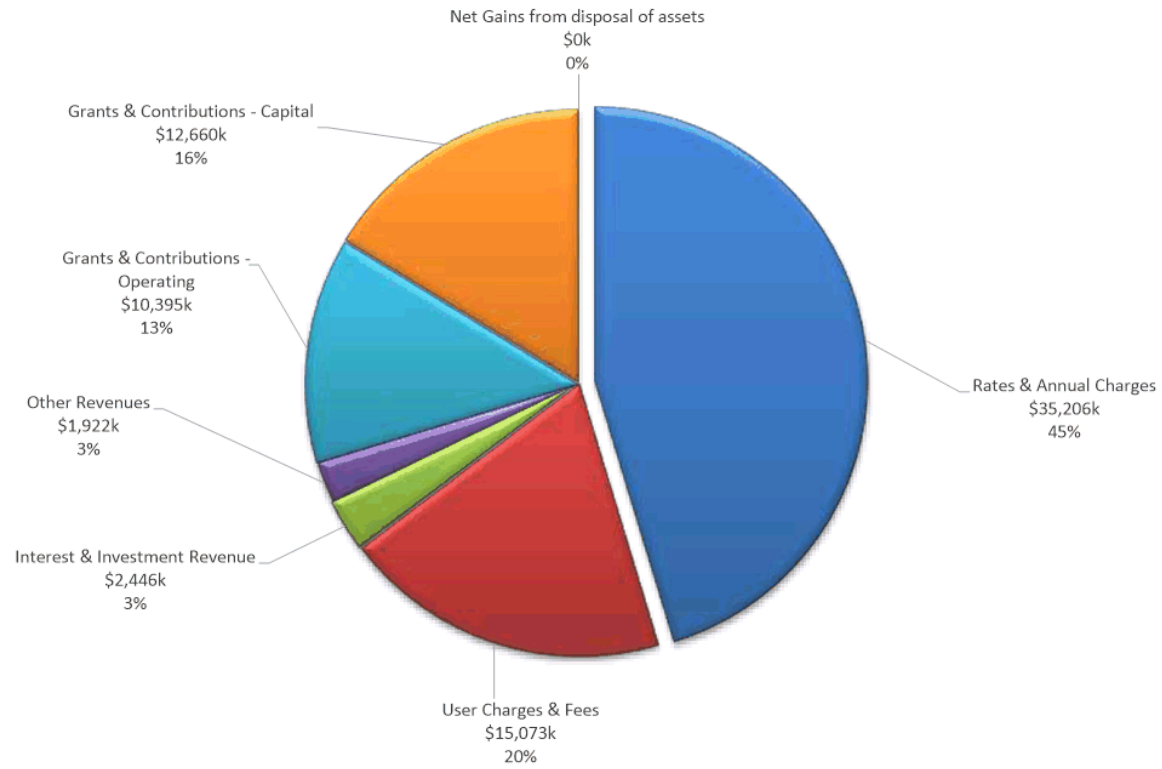
carol.james@goulburn.nsw.gov.au

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

Operating Expenditure



Income



Our Environment

We appreciate our range of rural landscapes and habitats, and act as custodians of the natural environment for future generations

Community Strategic Plan Strategies:

- EN1 Protect and enhance the existing natural environment including flora and fauna native to the region*
- EN2 Adopt environmental sustainability*
- EN3 Protect and rehabilitate waterways and catchments*
- EN4 Maintain a balance between growth, development and environmental protection through sensible planning*
- EN5 Investigate and implement approaches to reduce our carbon footprint*

Achievements in implementing the Delivery Program CSP Strategy EN1

Protect and enhance the existing natural environment including flora and fauna native to the region

Delivery Program Action	Activity	Measure	Status
EN1.1 Council continues the establishment of the Goulburn Biobank Site.	EN1.1.1 Fencing the perimeter of the Biobanking site	Fencing completed	Completed
	EN1.1.2 Weed Spraying	Weed spraying completed	Annual work program completed.
EN1.2 Review and monitor Local Environmental Plan and Development Control Plan	EN1.2.1 Undertake reviews as set out in Planning and Strategic Outcomes program	Reviews completed	A comprehensive review of the LEP is subject to the development of the Local Strategic Planning Statement (as per legislation). A review of the DCP is currently being undertaken with a new document being prepared 2019/20.
EN1.3 Facilitate legislative compliant public health and environmental protection outcomes	EN3.1.1 Undertake Public Health Inspection Program	Program completed	Completed
	EN3.1.2 Undertake Illegal Dumping Project	Completion of Illegal Dumping Project	Completed
	EN3.1.3 Respond to all alleged environmental compliance enquiries	Number of enquiries and response timeframes	All enquiries have been responded to in line with Council's Service Response Procedure

CSP Strategy EN2
Adopt environmental sustainability

Delivery Program Action	Activity	Measure	Status
EN2.1 Design, construct and seek approvals for the Goulburn Reuse Scheme (Southern Tablelands Water Reuse Infrastructure Scheme).	EN2.1.1 Detailed Design, environmental and planning approvals.	Planning approvals obtained	Concept design 80% complete. Detailed design to follow concept design.
	EN2.1.2 Stakeholder negotiations for disposal areas and pricing.	Negotiations Undertaken	Negotiations underway
	EN2.1.3 Construction, testing and commissioning.	Works Completed	Construction to occur following design and s60 approval.
EN2.2 Provision of Waste Centres that prioritise and encourage recycling and reuse to limit the reliance on landfill while meeting environmental obligation.	EN2.2.1 Build a Resource Recovery Centre to improve recycling and material separation and reduce materials being disposed of in landfill.	Works Completed	Detailed Design underway to construct a Re-Use Hub (tip shop) and upgraded Recycling Facilities at Goulburn Waste Management Centre, to be known as the Re-Use Goulburn precinct.
	EN2.2.2 Construction new landfill batters, stormwater and leachate improvements.	Works Completed	Works undertaken through ongoing Environmental Improvement Works in 2018/19. Stormwater design improvements also being undertaken as part of the Re-Use Goulburn project outlined above.

CSP Strategy EN2
Adopt environmental sustainability

Delivery Program Action	Activity	Measure	Status
EN2.3 Effectively manage the sewage treatment systems to minimise impacts to the environment.	EN2.3.1 Completion of the annual sewer rehabilitation program.	Program completed	Program completed
	EN2.3.2 Operation of the WWTP to ensure all river discharges and plant performance meet the EPA licence requirements	Licence requirements met	Licence conditions met
EN2.4 Provision of Waste Collection services that encourage the source separation of organic waste and recycling.	EN2.4.1 Community recycling education program	Program developed	Developed and implemented by Waste Education Officer, focussing on organics. Recycle Right campaign being implemented in partnership with the CRJO.
	EN2.4.2 Bin audits and compliance enforcement	Audit undertaken	Bin audit undertaken. Compliance is ongoing through bin checks.
	EN2.4.3 Composting education programs	Program delivered	Green bins for Food and Garden Organics (FOGO) provided to all domestic waste customers in 2018/19 as part of a grant funded program.

CSP Strategy EN2
Adopt environmental sustainability

Delivery Program Action	Activity	Measure	Status
EN2.5 Activate whole of Council commitment to sustainability	EN2.6.1 Include sustainability in the Staff Recognition Program	Included in SRP as a head of consideration	Sustainability group developing practical ideas to promote sustainability to all staff.
	EN2.6.2 Form an Innovation team within Council to increase staff-led action that drives sustainability in Council's business	Team established with charter	Team established and review of sustainability action plan underway.
EN2.6 Drive our operations based on quadruple bottom line principles of environmental, social, financial and cultural values	EN2.7.1 Investigate addressing quadruple bottom line in Council report templates.	Investigation complete	Investigations being undertaken by the sustainability innovation team.

CSP Strategy EN3

Protect and rehabilitate waterways and catchments

Delivery Program Action	Activity	Measure	Status
EN3.1 Conduct On-site Sewage Management System (OSSM) Inspection Program	EN3.1.1 Conduct inspection program	100% pre-purchase inspection requests are actioned and 100% of non-compliant OSSMs identified are followed up with compliance action within 3 months.	Completed
EN3.2 Rehabilitation of local waterways including the Mulwaree Chain of Ponds and the Wollondilly River extending up and downstream from Goulburn Wetlands	EN3.2.1 Undertake annual creek bed improvement program	Program completed	Works ongoing with allocated budget
	EN3.2.2 Willow removal and vegetation improvements for urban waterways	Works completed	Works ongoing with allocated budget

CSP Strategy EN4

Maintain a balance between growth, development and environmental protection through sensible planning

Delivery Program Action	Activity	Measure	Status
EN4.1 Protect, conserve and enhance local built heritage	EN4.1.1 Continue Heritage Advisory service	Use of service	Heritage Advisory Service continuing – with appointment of new Heritage Advisor in 2019/20.
	EN4.1.2 Continue annual Heritage Grants Program	Annual grant funding allocated	Heritage Grants continuing and advertised in 2018/19 and 2019/20.
EN4.2 Review and monitor the Local Environmental Plan and Development Control Plan	EN4.2.1 Complete Heritage Study	Completion of study	Heritage Study Review completed. LEP Heritage schedule to be updated 2019/20
	EN4.2.2 Undertake Housing Strategy	Commencement of Strategy	Draft Strategy exhibited 18/19, following exhibition revisions made to the Strategy, likely re-exhibition in 2019/20.

CSP Strategy EN5

Investigate and implement approaches to reduce our carbon footprint

Delivery Program Action	Activity	Measure	Status
EN5.1 Investigate the feasibility of developing a biogas treatment system in Goulburn.	EN5.1.1 Prepare a feasibility study on a biogas treatment facility to be located at the Goulburn Wastewater Treatment Plant	Feasibility Study completed	Feasibility study completed and determined that a biogas facility is not feasible for GMC do to the plant size.
	EN5.1.2 Develop costings and estimates	Estimates Developed	Not developed as not feasible.
EN5.2 Investigate the feasibility of installing floating solar panels at the Marulan Water Treatment Plant.	EN5.2.1 Prepare a feasibility study on a floating solar installation at the Marulan Water Treatment Plant	Feasibility Study completed	Feasibility completed. Was determined to be not cost effective. Other options will be considered with Marulan Treatment plant upgrade options.
	EN5.2.2 Develop costings and estimates	Estimates Developed	Detailed costings not developed as not feasible at this stage.
EN5.3 Investigate and implement processes to beneficially reuse organic waste and not dispose of in landfill.	EN5.3.1 A community education and advertising program to engage customers to utilise the processed compost	Increased utilisation of processed compost	New Australian Standard organics bins delivered to all residents in the domestic waste collection zone in 2018/19 accompanied by an education program. When the compost pad is extended compost will be produced enabling the re-use of processed

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					compost, which will be promoted by Council's Waste Education Officer.
		EN5.3.2	Construction of an organic waste composting facility	Works Completed	Grant funding obtained to extend the compost pad and purchase a loader in 2018/19, and approval obtained to employ a Compost Officer in 2019/20. Compost will be produced once the compost pad extension is completed in 2019//10.
EN5.4	Reduce greenhouse gases from Council operations	EN5.4.1	Reduce fuel consumption year on year	Reduction of 10% by 2030 based on 2015 usage	Options to reduce fuel consumption will be in sustainability action plan including sharing rides, skype meetings etc.
		EN5.4.2	Reduce electricity use year on year	Reduction of min.2% for each billing area	Council constantly reviews operations to minimise electricity use. Council is also investigating alternate energy supplies to increase green supplies

Road Management

Category	Capital Budget Category	Description	Amount
Regional - RURAL	Black Spot Program - Highlands Way	1617 BLACK SPOT PROGRAM - CO - Black Spot Program - Highlands Way	\$120,134.79
Regional - RURAL	Black Spot Program - Highlands Way	18 BLACK SPOT PROGRAM - Black Spot Program - Highlands Way	\$565,806.76
URBAN	Blackspot - Roundabout	Bradley - Cowper Roundabout	\$283,394.84
RURAL	Bridge Replacement	Nadgigomar Bridge	\$1,193,037.67
RURAL	Bridge Replacement	Nadgigomar Bridge Approach Road Realignment	\$467,496.00
URBAN	Bus Shelters Renewal	Clifford St/Auburn St - Bus Shelter	\$11,330.91
URBAN	Drainage	Church St Roundabout near Cathedral Church	\$31,991.65
URBAN	Drainage	Slocombe St - Loder-Stewart Sts	\$228,980.37
RURAL	Fatal Crash Response - Flashing Signs	Oallen Ford Road near Bridge over Shoalhaven River	\$73,709.61
URBAN	Footpath	Addison St (Rhoda St to Duke St) New	\$12,863.32
URBAN	Footpath	Addison St (Deccan-College) Renewal	\$2,713.96
URBAN	Footpath	Auburn St (Citizen - Shepherd) Renewal	\$65,774.89
URBAN	Footpath	Auburn St (Glebe - Walker) Renewal	\$18,904.91
URBAN	Footpath	Auburn St (Mundy- Eldon) Renewal	\$14,004.22
URBAN	Footpath	Auburn St (Walker-Mundy) Renewal	\$12,276.00
URBAN	Footpath	Mundy St (Sloane-Auburn) Renewal	\$13,327.62
RURAL	Gravel Resheeting	Bulls Pit Road	\$116,492.79
RURAL	Gravel Resheeting	Carrick Road	\$135,841.50
RURAL	Gravel Resheeting	Mayfield Road	\$174,022.18
RURAL	Gravel Resheeting	Old Wingello Road	\$16,109.71
URBAN	Guardrails	Bridge St (40 m)	\$1,780.19
URBAN	Guardrails	Old Sydney Rd North (60 m)	\$16,190.00
RURAL	Guardrails	Windellama Road @ 613 (185 m) (Westside)	\$38,909.12
RURAL	Gunlake Sec 94 - Ambrose Rd - Rural Resealing	Ambrose Rd - Reseal - Gunlake Sec 94	\$28,220.56

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Category	Capital Budget Category	Description	Amount
RURAL	Gunlake Sec 94 - Ambrose Rd - Rural Road Rehabilitation	Ambrose Rd - Heavy Patch - Gunlake S94	\$141,342.51
RURAL	Gunlake Sec 94 - Brayton Rd - Rural Resealing	Brayton Rd - Reseal - Gunlake Sec 94	\$106,700.99
RURAL	Gunlake Sec 94 - Brayton Rd - Rural Road Rehabilitation	Brayton Rd - Heavy Patch - Gunlake Sec 94	\$67,864.19
URBAN	Kerb & Gutter	Bourke/Verner Roundabout stencilling	\$28,044.39
URBAN	Kerb & Gutter	K&G Auburn St - Citizen to Shepherd 300 m Renewal	\$76,764.42
URBAN	Kerb & Gutter	K&G Foster St Renewal	\$21,708.64
URBAN	Kerb & Gutter	K&G Marsden St Renewal	\$36,877.52
URBAN	Kerb & Gutter	K&G Memorial Rd New	\$83,878.28
URBAN	Kerb & Gutter	K&G Ruby St Renewal	\$6,150.00
URBAN	Kerb & Gutter	Opal St Renewal	\$26,167.36
RURAL	NSW Safer Roads - Flashing Signs	Windellama road near school	\$11,608.08
Regional - RURAL	Regional Road Block Grant - Highland Way - Guardrails	Highland Way Guardrails 9.4615 to 9.6705 W	\$28,049.55
Regional - RURAL	Regional Road Block Grant - Highland Way - Guardrails	Highland Way Guardrails 9.6075 to 9.6705 E	\$30,580.00
Regional - RURAL	Regional Road Block Grant - Highland Way - Regional Road Resealing	Highlands way 11.078 to 13.37 km	\$7,065.43
Regional - RURAL	Regional Road Block Grant - Highland Way - Regional Road Widening	Highland Way 12.677 to 13.3 km	\$152,769.50
Regional - RURAL	Regional Road Block Grant - Taralga Road - Guardrails	Taralga Rd Rural Add 508 GMCF	\$49,545.82
Regional - URBAN	Regional Road Block Grant - Taralga Road - Regional Road Rehabilitation	Taralga (Wilmot St) On south bound	\$3,922.55
Regional - URBAN	Regional Road Block Grant - Taralga Road - Regional Road Rehabilitation	Urban Roads - Regional - Capital - Rehab Taralga (Chantry St) At Murac St intersection	\$17,163.70
Regional - RURAL	Regional Road Block Grant - Taralga Road - Regional Road Resealing	Taralga Rd - 12.979 to 15.347	\$77,774.88
Regional - RURAL	Regional Road Block Grant - Taralga Road - Regional Road Resealing	Taralga Rd	\$6,175.35

Category	Capital Budget Category	Description	Amount
Regional - RURAL	Regional Road Repair Program - Bungendore Rd - Regional Road Resealing	Bungendore Rd 12.5829-12.7159	\$59,373.73
Regional - URBAN	Regional Road Repair Program - Taralga Road - Regional Road Rehabilitation	Urban Roads - Regional - Capital - RRP Taralga Chantry St 338sqm Rehab	\$29,768.44
Regional - URBAN	Regional Road Repair Program - Taralga Road - Regional Road Rehabilitation	Urban Roads - Regional - Capital - RRP Taralga Short St intersection Rehab	\$11,218.35
Regional - URBAN	Regional Road Repair Program - Taralga Road - Regional Road Rehabilitation	Urban Roads - Regional - Capital - RRP Taralga Wilmot St 449.5sqm Rehab	\$28,433.48
RURAL	Rural Resealing	Eolura Lane	\$19,507.37
RURAL	Rural Resealing	George St Marulan 1.514-1.724	\$144,284.31
RURAL	Rural Resealing	Mayfield Rd - Primer Seal - 6.327 km to 7.327 km	\$20,535.63
RURAL	Rural Resealing	Mountain Ash Rd 3.0-4.7	\$86,254.11
RURAL	Rural Resealing	Painters Lane 5.362-6.2179	\$21,233.93
RURAL	Rural Resealing	Sandy Point Rd 11.943-12.643	\$13,745.33
RURAL	Rural Resealing	Windellama Rd - 1.350 - 1.600 km	\$38,974.04
RURAL	Rural Resealing	Windellama Rd 11.773-12.773 km	\$28,179.23
RURAL	Rural Resealing	Windellama Rd 12.773-13.973	\$56,166.29
RURAL	Rural Resealing	Windellama Rd 13.973-15.573 km	\$45,124.15
RURAL	Rural Road Construction	Norwood Rd - 0 to 0.996	\$22,264.00
RURAL	Rural Road Construction	Parkesbourne Rd - 5.72 km to 6.72 km from Hume Highway	\$313,649.37
RURAL	Rural Road Rehabilitation	Currawang Rd 0 - 0.7 km	\$164,977.43
RURAL	Rural Road Rehabilitation	Gurrundah Rd - 7.36 km to 8.14 km	\$305,016.98
RURAL	Rural Road Rehabilitation	Mountain Ash Rd 3.23 - 3.430 km	\$505,942.00
RURAL	Rural Road Widening	Range Rd - 0 km to 2 km	\$274,724.21
RURAL	Rural Road Widening	Windellama Rd - 1.350 - 1.600 km	\$40,718.42
RURAL	Rural Road Widening	Windellama Rd - 1.600 - 2.600 km	\$245,423.13
RURAL	Rural Road Widening	Windellama Rd - 12.773 - 13.973 km	\$71,871.82
RURAL	Rural Road Widening	Windellama Rd - 13.973 - 15.573 km	\$226,703.11
RURAL	Rural Road Widening	Windellama Rd - 31.17 km - 33.873 km - 1617 CO	\$400,371.00

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Category	Capital Budget Category	Description	Amount
URBAN	Urban Resealing	Ducks Ln (Carr - Run-O-Waters)	\$31,065.37
URBAN	Urban Resealing	Memorial Dr (Hetherington St - Rocky Hill Museum)	\$28,598.52
URBAN	Urban Resealing	Run-O-Waters Dr (Ducks - Ducks)	\$114,463.89
URBAN	Urban Road Construction	Sanctuary Dr - complete to River St	\$683,448.35
URBAN	Urban Road Rehabilitation	Brayton Rd (Wollondilly-George)	\$121,473.08
URBAN	Urban Road Rehabilitation	Old Sydeny Rd (Old Hume Highway-end)	\$47,991.53
URBAN	Urban Road Rehabilitation	Sloane St - Crack Sealing CO	\$9,671.93
URBAN	Urban Road Rehabilitation	Sowerby St	\$208,007.98
URBAN	Urban Road Rehabilitation	Union/Grafton St	\$248,386.99
URBAN	Urban Road Rehabilitation	Wheeo Rd UR Rehab	\$137,649.95
Regional - RURAL	Veolia Sec 94 - Bungendore Rd - Regional Road Rehabilitation	Bungendore Rd 12.5829-12.7159	\$21,777.23
Regional - RURAL	Veolia Sec 94 - Bungendore Rd - Regional Road Resealing	Bungendore Rd 12.12-12.5829	\$4,795.77
Regional - RURAL	Veolia Sec 94 - Bungendore Rd - Regional Road Resealing	Bungendore Rd 4.733-8.124	\$99,749.75
RURAL	Veolia Sec 94 - Collector Rd - Rural Road Rehabilitation	Collector Rd 3.061-3.141	\$22,377.70
Total			\$9,577,384.63

Length of Roads

Environment	Sealed	Unsealed	Grand Total
Metro	233.025	0.79	233.104
Rural	531.053	375.900	906.953
Urban	0.446		0.446
Village	36.599	1.803	38.402
Grand Total	801.124	377.782	1178.906

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 RSO interact regularly with local residents, schools, government agencies, businesses and other stakeholders.

In conjunction with Services New South Wales, the RSTO has prepared and will, plan, implement and evaluate the three year road safety action plan and road safety projects. These include programs like:

Young Drivers

- U-turn the wheel
- GLS workshops (workshops for supervisor of learner driver) and Log Book Runs

Speed

- Motorcycle Awareness week
- Speed advisory sign (which is placed in a variety of places around the Local Government Area).
- Working with local Police to promote State wide programs
- Speed activated signs
- Country road campaign

Cyclists

- Bike Week
- Community ride
- Lilac Festival
- Educational programs at schools
- Cycling for seniors
- Helmet safety

Fatigue

- Working with truck companies
- Convoy for Kid

- Presentations to trucking companies
- Truck safe on the Hume
- Fatality Free Friday
- Long weekend free coffee cup promotion

Drink Driving Prevention

- Breath testing at special events – Races, Blues Festival, Melbourne Cup Day, Girls Day Out, Taralga Rodeo
- Drink driving education – Hand held breathalyser at Clubs on Melbourne Cup Day
- Promotion of Plan B materials to licensed premises in the LGA

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
- Convoy for Kids
- Truckies on the Hume

Children

- Child restraints and checking program
- School talks
- Driveway, Pedestrian & Bike Safety

Older drivers

- Motorised scooter shops
- Over 65 Presentations
- Presentation to local community groups (Lions, CWA, Rotary)
- Seniors Week
- Greys skills enhancement – Wakefield park

Pedestrians

- Over 65s
- Look out before you step out

- Physiotherapy unit talks
- 40k pedestrian friendly zone CBD area

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
- Parking around schools – working with the Rangers and placement of educational banners
- Look out Before you Step Out Program
- 50k patches and flashing lights around schools
- School crossing flat letter agreement

Road Safety Inspection and Audits

- Road Safety Audits when requested by RMS
- Ball Banking on local rural roads
- Sign inspections on rural roads
- Traffic Committee
- Rural Bus Stop inspections
- Road works completion inspection

Others

- Black spot funding
- Pedestrian safety
- Fleet safety
- Walk to work day and driving distractions (mobile phones)
- Presentations at Police Driver training, Traffic Offenders Program, LGRSP seminars and RMS
- Attend Liquor Accord
- Member of the ACT Chapter of Road Safety, attend and present at forums

- Road Rule Awareness Week
- Bus Safety Week
- Safety Committee
- RSO Quarterly Meetings
- Liquor accord
- Hospital redevelopment parking permit implantation
- Animal crashes on country roads
- Designated Driver Campaign with the Soldiers Club
- Parking Banners around schools
- Disability Day
- Rural Road Safety Week
- Grandparents and grandchildren’s road safety day



Water Services Capital Projects

Water Main Renewals \$2,490,2336.40

Goulburn Mulwaree Council's Contractor Killard Excavation replaced seven existing aged water mains in the Goulburn area. The Water mains replaced were Deccan St, Victoria St, Elizabeth St, Hume St, Pitt St, Carramar Way, and Avoca St.



Sewer Rehabilitation \$1,847,993.32 (Completed)

Goulburn Mulwaree Council's Contractor Interflow has finished the five year contract for sewer rehabilitation. This year focused on Cleaning and CCTV of the CBD, and relining. Total relined was 4.4km of reticulation sewer, and Pipe Bursted 300m



Our Economy

We have a strong regional economy experience sustainable growth which provides for a diverse range of employment opportunities

Community Strategic Plan Strategies:

- EC1 Capitalise on the region's close proximity to Canberra and its position as a convenient hub to South East Australia to attract industry and investment*
- EC2 Jointly develop appropriate tourism opportunities and promote the region as a destination*
- EC3 Support and foster conditions that enable local small / home-based business to grow*
- EC4 Foster and develop a diverse, adaptive and innovate agricultural industry*
- EC5 Encourage collaboration between businesses, government and training providers to develop employment and training opportunities for young people in the region*

Achievements in implementing the Delivery Program

CSP Strategy EC1

Capitalise on the region's close proximity to Canberra and its position as a hub to South East Australia to attract industry and investment

Delivery Program Action	Activity	Measure	Status
EC1.1 Implementation of the Goulburn Australia Marketing Campaign and associated activities to attract new residents, new industry and investment	EC1.1.1 Implement campaign activities	Ongoing campaign implementation activities; Data collection	2018/19 campaign activities implemented and completed.

CSP Strategy EC2

Jointly develop appropriate tourism opportunities and promote the region as a destination

Delivery Program Action	Activity	Measure	Status
EC2.1 Work collaboratively and regionally under the brand Canberra Region Tablelands	EC2.1.1 Actively participate in activities	Regional activities implemented	Completed. Attendance at meetings, input to project development and regional collaboration.
EC2.2 Identify opportunities to bid for regional, stage and national events that deliver significant economic outcomes for the community	EC2.2.1 Actively seek new events	New events secured each year	Completed. National and State Hockey events attracted; State Bowls, Table Tennis, Golf and Skateboarding events attracted to name a few.
EC2.3 Facilitate the development of a rail trail	EC2.3.1 Make application to State and Federal Governments for external funding	Funding applications lodged	
	EC2.3.2 Review and update Council's Bicycle Strategy including the inclusion of the Rail Trail	Review completed	

CSP Strategy EC3

Support and foster conditions that enable local small/home-based business to grow

Delivery Program Action	Activity	Measure	Status
EC3.1 Develop a Smart City Action Plan	EC3.1.1 Collaborate with community and develop Smart City Action Plan	Plan developed	Actions being implemented including LED street lighting
EC3.2 Council works with the community to support village development and opportunities for business and growth	EC3.2.1 Work with and/or support village groups in development of Village Plans	Plans developed	Tarago & Marulan Village Plans now being implemented

CSP Strategy EC4

Foster and develop a diverse, adaptive and innovate agricultural industry

Delivery Program Action	Activity	Measure	Status
EC4.1 Implement priority actions in Employment Lands Strategy (ELS)	EC4.1.1 Implement planning controls and opportunities that support existing and emerging industries in the region	Completion of actions	The ELS has various short term actions, many of which are in progress or completed. Timeframes vary for some of the actions that involve rezoning etc.

CSP Strategy EC5

Encourage collaboration between businesses, government and training providers to develop employment and training opportunities for young people in the region

Delivery Program Action	Activity	Measure	Status
EC5.1 Advocate for the education and training needs of the young people in the region	EC5.1.1 Support availability of ongoing education and training for young people in the community	Affordable and relevant training and education options accessible for young people	Council offers traineeships in Administration, Engineering and other sections of the organisation. Other programs such as the successful launch of Paperback Café provide excellent opportunities for youth to gain skills in the hospitality industry.
	EC5.1.2 Provide continued support to the Workspace Goulburn work hub at Council's 56 Clinton Street building	Utilisation of all offices on exclusive basis and regular bookings of hot desks, event space/s, meeting rooms and board room	Workspace Goulburn now managed by Council staff

Economic Development Update

2018/19 has been another strong year for the economy of Goulburn. Building approvals for the region actually dipped in comparison with the incredibly strong 17/18 financial year, however we welcomed forty seven new registered businesses to the region.

The financial year saw a number of major developments progressing in our region. **Tribe Breweries** completed the internal fit out of their premises and have now began full scale production and distribution. **Signature Care** secured federal government funding and have committed to a 144 bed aged care facility in Goulburn, and **Quest Apartments** will open their 63 premium serviced apartments at the Marian College Development in November 2019.

Significant development continues at Woodlawn Mine near Tarago, with **Heron Resources** now underway with full production. The mine will extract 1.5 million tonnes of zinc, copper and lead ore concentrates annually for up to 21 years at an estimated value of \$240 million. Throughout construction in 2018 some 200 people were working onsite, and the ongoing mining operations is expected to generate 150 fulltime jobs.

The resources sector in Marulan continues to grow, with **Boral, Holcim and Gunlake** all established with large scale quarrying operations in the area. This industry continues to generate significant economic output for the region, and employ significant numbers of local people.

Renewable energy is also expected to be a growth industry within our region in the coming decades, with significant projects on the table including a 600MW solar farm at Parkesbourne, and a 144MW solar farm at Carrick.

At the beginning of the financial year we adopted the **Southern Tablelands Regional Economic Development Strategy** which was developed in conjunction with the NSW Government, Upper Lachlan Shire Council and Yass Valley Council. The strategy sets out a vision to grow the region's core strengths in agriculture, energy, extractive industries, aged care, transport and tourism. It sets out a long term economic vision for the four years from 2018-2022, and the focus is now implementation of the actions set out by the document.

A major focus of Strategic Planning and many other affected business units of Council throughout the financial year was preparation of the **Goulburn Mulwaree Urban & Fringe Housing Strategy**. The document investigates and identifies areas suitable for provision of housing for the region to meet demand generated by continuing population growth through until 2038. The scope of the Strategy includes looking at the urban areas of Goulburn and Marulan and identifying opportunities for an additional recommended 3,500 dwellings over the next 18 years to 2036.

Two rounds of consultation have been undertaken for the strategy, including the public exhibition of a draft during the early months of 2019. A revised document is expected to go to Councillors for consideration in late 2019.

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

Did you know? 383 Development Application were lodged to Council in 2018/19, of that, 337 were approved, 15 were withdrawn and 13 were rejected, 5 were refused, 1 was cancelled, 1 was surrendered. The remainder were still under assessment at 30 June 2019.



Goulburn Mulwaree Library

Goulburn Mulwaree Library is proud to provide a vast array of services to the community. The Library has an extensive collection of books in all formats, catering for the needs of all types of readers. Along with books, the Library encourages interaction and socialisation through numerous workshops, events and activities suited to the whole family.

The year was packed with a range of author visits, workshops and bustling children’s activities. Visitors got their hands dirty learning about urban homesteading and meeting butterflies in the library space. The Library, in conjunction with the Council Youth Officer, launched the Paperback Café, a training café for local youth to gain their barista course and make coffee for Library patrons at the same time. We were thrilled to host the 3rd Biennial Goulburn Comic Con attracting over 5000 people from Goulburn and afar.

The Library saw a complete upgrade of the Library Management System, which includes the online public access catalogue, all Library management databases including membership, acquisitions and circulation. This upgrade provides much more scope and capability to build our collection into the future.

Services for Adults

During the year, the Library hosted over 30 adult community events and activities. These events were well attended and included:

- Author visits and talks with Kim Hodges, Michael Robotham, Dr Sherene Suchy, John R Bicknell, Colin Dennett, Anthony Hill,

Joanna Nell, Erin Rhoads, Phillip Lieghton-Daly, Sandie Docker and Joe Williams

- Our urban homesteading series of talks and workshops continued with: keeping backyard chickens; growing a bee garden; growing your own food; keeping backyard goats; decluttering workshop; cheese making and natural soap making workshops
- During Family History month the Library hosted: a talk with Senior Archivist, Gail Davis: offered a Book-a-Librarian service to assist people with their family history enquiries and conducted a talk on getting more out of the Library’s research tool TROVE
- Ladies Night In, with literary cocktails, craft, tea demonstrations and a feature film on the big screen
- International Games Week, where a Harry Potter escape room was created in the Library and over 100 people attempted to make their escape from the room
- Native Flower Christmas wreath workshop with Beks Blooms
- Computer Basic classes for seniors
- Adult Summer Reading challenge with a ‘book tournament’
- Library Lover’s Day, where attendees created a personalised Library Lover cushion
- 1828 Census talk and exhibition from the NSW State Archives & Records



Cheese making workshop

Services for Young People

The Library continues to be a popular destination for children and families with over 6,500 children attending regular programs and holiday workshops throughout the year, which included:

- An interactive bear hunt storyparty, paper cactus workshop and water colour workshop with Children’s book illustrator Tania McCartney during July school holidays
- Participation in a global phenomenon Moonhack which is a World Record setting event for kids aged 7-18 around the world
- National Science week activity with a visit from Dr Graham who ran a science show full of astonishing experiments
- Celebration storyparty of the colourful books written and illustrated by the famous children’s author Eric Carle
- International Games Week with our very own Harry Potter Escape room which was enjoyed by children and youth
- Summer Reading Club with incentives for children to read over the summer
- Fun afternoon of Christmas crafting to celebrate the season
- School holiday activities: with a Dragon eggs workshop where children created their own clay dragon egg; mermaid under the sea storyparty and a paper cut llama workshop
- Butterfly and bug experience, where children got up close to live butterflies and bugs
- Harry Potter book night celebrating all things Hogwarts
- Little Life Workshop & Curious Kids workshop with Fizzics Education, where the Library became a hands on biology lab

National Simultaneous Storytime celebrating the children’s book *Alpacas with Maracas*, with a special drama performance from the Students at Trinity Catholic College



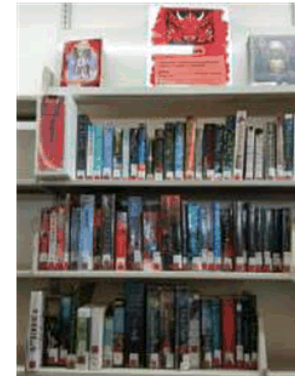
Bear Hunt Story Party

Collection and Research Services

Goulburn Mulwaree Library is constantly updating and upgrading its collections and resources to ensure community members have access to the latest publications. Improvements to the collection in 2018/19 included:

- The Young Adult fiction collection was re-sorted into a new genre system, making the collection easier to browse and encourage members to pick up and borrow more books based on their preferred reading subject
- Extra shelving added to the Large print and Audio book collections as well as re-spacing to cater for increased demand of these materials
- Extra shelving added on the pop culture walls to house CDs and console games, to give better access

- New subject signs added to the Junior Non Fiction collection in the children’s room, making it easier for children and their families to find books they are looking for
- Library staff worked on a large scale project to replace and upgrade the Library’s integrated Library Management System, which includes the online public access catalogue and all Library management databases including membership, acquisitions and circulation. The new system Spydus which goes live in July 2019 ensures the Library is able to continue to thrive in a modern environment; providing enhanced access to online content; and enabling easier searching and access for Library members. This has been a huge project, requiring every Library procedure to be tested and re-written, and all data converted from Amlib to be checked to ensure the new system is working before it goes live
- Quarterly Library book sales selling discarded materials from the Library’s collections. These sales are very popular with the community and any remaining stock is donated to local retirement villages
- Tech services team worked closely with the Local Studies team to tidy up catalogue records for local history collection materials. This has greatly increased the ability to find historical documents and publications.
- Annual Fines Feast took place in November & December with many Library members taking advantage of the opportunity to donate food items and have any overdue fines waived. Donated food items were given to the Salvation Army for their Christmas hampers



New genre system for Young Adult collection

Goulburn Comic Con

- Over 5000 people attended the Goulburn Mulwaree Library’s third Comic Con event, which was held at the Veolia Arena, and included a variety of live performances, demonstrations and workshops. These were spread out over the three buildings of the Multi-Function Centre Complex as well as the adjoining car park and grassed areas.
- Highlights of the program included: a packed performance of high energy acrobatics by Action Reaction Entertainment; the AFK Geek choir who travelled from Canberra and performed on the main stage; the Medieval Society who taught visitors about medieval battlefield tactics & costume design and the ever popular cosplay competition which gave entrants the opportunity to show off their costume creations. The Veolia arena was also

host to over 60 stallholders selling comics, collectables, jewellery and costumes, as well as a live draw off, light sabre workshop and the opportunity to have your photograph taken with superheroes at the green screen photography booth.

- The Grace Millsom Centre was transformed into Artist’s Alley, with over 30 stallholders selling their artworks, as well as fantasy writing, graphic novel, and storytelling with colour workshop and a meet and greet with guest author Isobelle Carmody. The Golden Ram Comic awards were also on display in the Grace Millsom area showcasing the talent of local artists. The basketball courts next to the arena became a gaming hall with tabletop gaming demonstrations and competitions and an opportunity to have yourself printed in 3D on a 3D printer.
- The Library also partnered with the popular Aussie Night Markets to bring delicious food with their amazing international food trucks and kids zone.



Audience enjoying CosPlay at the Comic Con Event

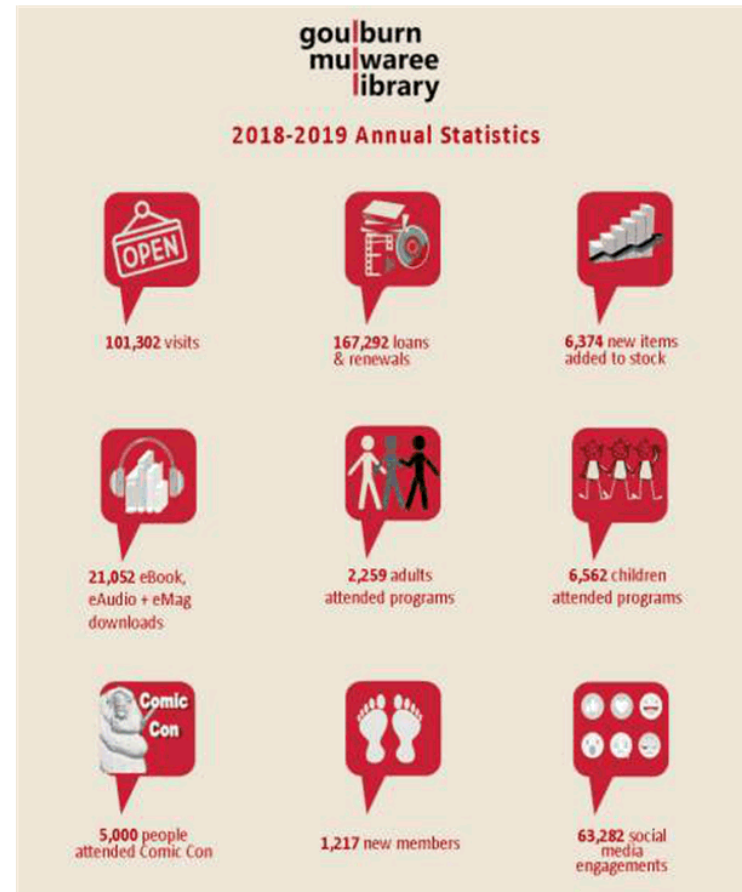
Community Connections & Outreach

The Library plays host to a multitude of program of events, and encourages the community to strike a balance between work and play. This year the Library launched new services and initiatives which included:

- Creation of a Library Book Club. This club meets monthly and members enjoy a friendly book discussion and a cuppa. A different genre is selected each month and members choose any suitable title to read within that genre. The Book Club currently has 30 new members. The Library also launched a new Library Book Club facebook group where participants get ideas and share reading suggestions
- Launch of the new Paperback Café at the Library which has been very well received by visitors. Hot & cold drinks along with delicious locally baked goods are sold at the café which is run by Council’s Youth Officer and youth participating in a TAFE Barista course
- The Mobile Library continues to use and develop it’s potential to reach those in the community who don’t use, or are unaware of, our Library services. The Mobile Library attends its regular weekly scheduled destinations as well as: engaging in one-off visits to commercial preschools; attending Council events such as Youth Week at Leggett Park; visits to Windellama markets and the Windellama General Store; attending the Community Centre; Goulburn and visits to the English as a Second Language Program at St Nicholas Church in Kinghorne Street
- Improvements to the Library’s social media presence with Tuesday Shelf Talks where Library staff members give a short video presentation about a featured Library item or service. The

Library also runs very popular Flashback Friday social media posts and has a large weekly following that reaches over 2000 people

- Participation in Australia’s Biggest Morning Tea. This year Youth Officer, Luke Wallace, and the volunteers at the Paperback Café provided all the hot beverages and we were able to raise over \$1000 which was donated to the Cancer Council
- Introduction of a new weekly meditation group – Meditation Mondays. This free guided meditation group learn simple techniques to help reduce stress and achieve the peace of true mediation and has proved to be very popular
- The Local Studies area installed a new digital display unit which gives the Library the opportunity to share its digital photo collections with the community. The Local Studies area was also pleased to install a 100 year old wool classing table made from Australian Hardwood which is being used as a work bench and study table in the Library.



Our Community

We are a network of vibrant, inclusive and diverse communities that value our co-operative spirit and self-sufficiency and rural lifestyle

Community Strategic Plan Strategies:

- CO1 Facilitate and encourage equitable access to community infrastructure and services such as healthcare, education and transport*
- CO2 Encourage and facilitate active and creative participation in community life*
- CO3 Foster and encourage positive social behaviours to maintain our safe, healthy and connected community*
- CO4 Recognise and celebrate our diverse cultural identities and protect and maintain our community's natural and built cultural heritage*
- CO5 Maintain our rural lifestyle*

Achievements in implementing the Delivery Program

CSP Strategy CO1

Facilitate and encourage equitable access to community infrastructure and services such as healthcare, education and transport

Delivery Program Action	Activity	Measure	Status
CO1.1 Advocate and facilitate discussions with relevant authorities and funding bodies to improve access to services and facilities for youth	CO1.1.1 Identify and apply for appropriate grant funding related to the implementation of youth programs and activities	Applications made	Council's Youth Services section actively seeks and applies for grants to deliver programs e.g. community partnerships with PCYC for a Youth Hub, Headspace, Mission Australia etc.
CO1.2 Development and implementation of Disability Inclusion Action Plan	CO1.2.1 Development of Disability Inclusion Action Plan	High priority activities identified in plan implemented	Ongoing
CO1.3 Continue with Council's aged care and disability services	CO1.3.1 Provision of the Neighbour Aid Program	All Commonwealth Home Support Programs requirements met	All programs and activities delivered successfully and are ongoing
	CO1.3.2 Provision of the Centre Based Respite Care Program	All Commonwealth Home Support Program requirements met	All programs and activities delivered successfully and are ongoing
	CO1.3.3 Provision of the Leisure Link Program under the National Disability Insurance Scheme	<ul style="list-style-type: none"> ▪ NDIS Service Provision status maintained ▪ NDIS Client levels at least maintained 	<ul style="list-style-type: none"> ▪ All programs and activities delivered successfully and are ongoing ▪ Total number of clients has increased from previous 12 months.

CSP Strategy CO2

Encourage and facilitate active and creative participation in community life

Delivery Program Action	Activity	Measure	Status
CO2.1 Provide, maintain and improve the range of social and cultural services including the Goulburn Regional Art Gallery, Goulburn Mulwaree Library, St Clair Villa Museum & Archives, Rocky Hill War Memorial and Museum, and the Goulburn Waterworks.	CO2.1.1 Provide innovative Library services that address community needs through physical and electronic collections, adult programming, children and youth services, outreach, home and mobile Library and literacy and learning related events.	Implementation of programs to address the varying needs of the community	Completed. Library programs and activities continued across target demographics. New programs implemented.
	CO2.1.3 Promote and develop contemporary regional art and art education through the programming and services of the Goulburn Regional Art Gallery	Education programs delivered	Completed. Education program integrated into core programming of Gallery operations.
	CO2.1.4 Undertake conservation and preservation work at St Clair Villa and Archives	Works undertaken	Underway. Emergency fascia repairs completed. Conservation delayed due to negotiations with
	CO2.1.5 Undertake Museum extension at the Rocky Hill War Memorial and Museum	Works completed	Works still underway. Due for completion November 2019.
	CO2.1.6 Develop and implement exhibitions, public programs and complimentary activities to increase visitation to the three Museums	Increased visitation to Museums	St Clair and Rocky Hill closed during 2018/19. Waterworks – education program; investigation for reinstatement of Jetty

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					in 19/20; Steampunk Victoriana Fair enhanced to become a 2-day event; negotiations for potential Adventure Tourism business that did not result due to inaction from vendor.
		CO2.1.7	Seek funding to develop an Interpretation Plan for St Clair Villa and Archives to operate as a House Museum following completion of Conservation Works	Funding secured; Interpretation Plan developed; St Clair Villa operating as a House Museum	Funding secured. Interpretation plan to be developed in 2019/20.
		CO2.1.8	Expand Steampunk Victoriana Fair to a two-day event	Two-day event held	Completed and very successful. The two-day format will continue.
CO2.2	Development and delivery of new and existing cultural and creative assets, including built heritage assets.	CO2.2.1	Advocate for and continue to support and promote the Arts	Advocacy undertaken	Completed
		CO2.2.2	Enhance and activate public spaces through the incorporation of public art, street art and pop up opportunities	Public Art installed	New street art and public art incorporated throughout CBD.
		CO2.2.3	Develop and deliver cultural events and experiences for the community across all cultural services	Development and delivery of new cultural events and experiences	Pictures and Popcorn events (3); Comic Con and assistance with other community events.
		CO2.2.6	Commence the development of an operational plan and exhibition schedule for the new museum at Rocky Hill	Operational plan developed for new Museum	Underway. Delayed due to delays awarding construction tender and restructuring Museums team.
		CO2.2.7	Develop operational and resourcing plan for Performing Arts Centre	Operational and resourcing plan developed	

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CO2.3	Planning for public spaces undertaken to reflect the growing community's needs	CO2.3.1	Our streets, public areas, parks and open space serve the community's access, recreation and social needs.	Plans and policies are in place that define public space requirements.	Council is currently preparing a Recreational Needs Study and a new DCP. Further work on Plans of Management needs to be undertaken.
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CSP Strategy CO3

Foster and encourage positive social behaviours to maintain our safe, healthy and connected community

Delivery Program Action	Activity	Measure	Status
CO3.1 Develop and implement programs for youth to encourage empowerment, resilience and capacity building.	CO3.1.1 Research and apply for relevant youth development funding opportunities	Additional funding secured for youth programs.	Youth Services Budget increased in 2019/2020 to expand / delivery programs. Proactively seeking / applying for youth related grants.
	CO3.1.2 Work with the three High Schools to identify and develop programs that encourage resilience and capacity building in our youth	Programs developed in conjunction with the three high schools	A suit of programs are currently being implemented targeting youth issues through various activities identified in Council's Youth Services Action & Delivery Plan.
	CO3.1.3 Further develop Council's Youth Services programs and increase the profile within the community	The Youth Services section actively networking with other youth service providers and stakeholders to advocate for youth issues and also support the Youth Council	Council has expanded its Youth Services KOA and is actively engaged in implementing a number of new programs. Council is also an active member of the Goulburn Youth Wellbeing Consortium.
CO3.2 Develop community partnerships to provide education programs focussed on sustainability and waste minimisation	CO3.2.1 A connected community that values the local environment and contributes by reducing waste and maximising recycling / reuse	Annual Waste Education Program developed and implemented that encourages the development of community partnerships	Completed and ongoing.

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CO3.3	Build social capital	CO3.3.1	Develop a Social Infrastructure Plan	Priority actions in Social Infrastructure Plan implemented	A Draft Social Sustainability Strategy and Action Plan is currently being prepared with completion anticipated to occur in 2019/20.
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CSP Strategy CO4

Recognise and celebrate our diverse cultural identities and protect and maintain our community’s natural and built cultural heritage

Delivery Program Action	Activity	Measure	Status
CO4.1 Create a cultural environment that contributes socially and economically to the community.	CO4.1.1 Continued delivery and development of community events such as Pictures and Popcorn in the Park	Delivery of events in accordance with budget	Completed. Three events delivered.
	CO4.1.2 Work collaboratively to create compelling public spaces and experiences for the community	Increased use of and access to public spaces	Ongoing.
	CO4.1.3 Develop partnerships with key arts and cultural bodies	MOUs developed with key arts and cultural bodies	MOU in place with Southern Tablelands Arts; Hume Conservatorium and the Lieder Theatre.

CSP Strategy CO5

Maintain our rural lifestyle

Delivery Program Action	Activity	Measure	Status
CO5.1 Review and monitor Local Environmental Plan and Development Control Plan	CO5.1.1 Update planning controls reflecting community expectations	Reviews completed and amendments made to existing plans	A number of Strategies are currently being prepared to better inform further review of the LEP including the legislative requirement for the preparation of a Local Strategic Planning Statement to inform future planning for the LGA. A new DCP is currently being prepared 2018/19 and 2019/20.

Goulburn Regional Art Gallery

Goulburn Regional Art Gallery delivered an ambitious program in 2018/19 and met 25030 visitors to the Gallery, 3428 participants in our Outreach programs equalling a total reach of 28458.

The program explored ideas across architecture, collecting, ecology, Australian wildlife, urbanity, ceremony and traversed new media work, sculpture, experimental materials, painting, collage and installation.

Arlo Mountford: 'Deep Revolt', a Goulburn Regional Art Gallery exhibition toured by Museums & Galleries of NSW commenced touring at Shepparton Art Museum 28 April – 10 June 2019. At the time of this report, the Gallery is the only regional gallery of its size with an exhibition on national tour with M&GNSW.

The Gallery continues to be funded by Create NSW under the multiyear funding program. Initially a three year agreement this funding round has been extended to five, until 2020. 2018/2019 was the third instalment of this funding.

Artist Support

The Gallery supported a total of 217 artists, including 132 from NSW, sixty six local artists in nineteen exhibitions, workshop tutors and guest speakers.

The Gallery hosted three Artists in Residence with Claudia Nicholson, Frances Barrett and Annie Doyle Wawrzynczak.

Exhibitions

The Gallery commissioned new work from eighteen artists in a program of nineteen exhibitions during 2018/19. It supported 217 artists, including sixty six local artists. Four of the five highest attended exhibitions were curated by the Gallery. Highlights included:

- **Carolyn Young: *Inhabiting the Woodlands*** 31 August - 13 October 2018 (1122 Visitors). Carolyn Young's new series of works re-imagined 19th century human experience in light of Australian mammals that have become vulnerable or extinct. Inspired by the work of ecologists, Young set out to find intact grassy woodlands, the wildflowers within, and evidence of animal inhabitation. Her findings were shown in large still-life colour photographs and a series of cyanotypes. 'Inhabiting the Woodlands' was Young's first solo exhibition at Goulburn Regional Art Gallery.
- **Nicole Foreshew: *Minyambul yiri yimbang (because it is a sacred thing)*** 7 December 2018 - 2 February 2019 (780 visitors). Foreshew, a member of the Wiradjuri nation, Central West NSW, worked across an ambitious array of materials and processes. The exhibition maintained Foreshew's profound connection to her Country and intense explorations of meaning and materials. New sculptural forms were the result of complex processes that speak to both ceremonial and everyday uses of earth materials that Foreshew has become known for
- **Goulburn Bustle: *permanent collection en masse*** 15 February -16 March. 2019 (1256). Curated by the Gallery's past and present Directors, Jennifer Lamb, Jane Cush and Gina Mobayed, Goulburn Bustle presented the largest hang of the collection the Gallery has ever presented. The exhibition was opened by the Hon Don Harwin MLC, Minister for Resources, Energy and Utilities and the Arts. 'Goulburn Bustle' featured over 130 works from the collection by eighty eight artists. Talks were held with the Gallery's three Directors during the exhibition.

- **Coarse Stories: Ian Abdullah, Catherine Clayton-Smith, Nick Collerson, Joe Frost, Prue Hazelgrove, Phil James, Kate Mitchell, Ray Monde, Esther Stewart, Darren Sylvester** 19 October — 30 November 2018 (1022 visitors). 'Coarse Stories' was an engagement with ten Australian artists, two of whom were local, working across a range of mediums to create works that challenged our response to urban existence, both in terms of physical space and philosophical bent. The works moved through spaces, gathering the experience of their physical, ideological, interior and exterior facets over time and the conventions that have traditionally gone with them.

Sector Engagement

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

- Sally O'Neill, judge for APH Goulburn Show Art Prize, speaker on panel at Firstdraft Sydney
- Hannah Gee, judge for Camera Club exhibition in celebration of Senior's week
- Gina Mobayed, judge and opening speaker for Art on the Range Crookwell, peer assessor for the Australia Council for the Arts, peer panel member, Museums & Galleries NSW, In conversation with Arlo Mountford at Shepparton Art Museum, International Women's Day with Prue Goward

Awards

Gallery branding, Gold at the 'Best Awards' for small brand identity New Zealand

Gallery branding, pinnacle award at the Australian Graphic Design Awards 'Deep Revolt', nominated, Imagine Awards

Acquisitions

The Gallery grew its permanent collection by twenty two works in the 2018/2019FY. It also completed the first and most comprehensive audit of its collection ever undertaken. The purpose of the audit was to bring the collection management to Museum Standards and to update and clean the data in its management system, Mosaics. The Gallery also delivered a major capital works project, the design and build of a new collection store.

It acquired four artworks for the permanent collection by Clara Adolphs *Daylight Hours*, Alex Seton *Left Turn at Alburgerque* and Julie Bradley *Man in the live oak and Dru*.

The Gallery received nine artworks by the following artists under the Australian Government's Cultural Gifts Program:

Adam Cullen *Simulated Asthmatic Inercourse* and *Steak and Identity*, Jason Benjamin *The Calling*, Arlo Mountford *Wedge for S/elective Viewing*, Mark Whelan *New Science*, Jasper Knight *Wallpaper*, Christian Thompson *The Devil made him do it*, David Griggs *Playing with Osama*, Sam Leech *Marmoset*.

The Gallery also received nine artworks by the following artists through donation:

Kerry McInnis *The Ochre Hunter and High Council Trails*, Theo Tremblay *Core Business, Core Business 2 and Core Business 3*, Katthy Cavaliere *loved (video), arrived, knitting Nancy and Nest3*.

Public Art

In the 2018/19 financial year the Gallery commissioned two public art works:

Michael Thompson, 'The Peacemakers' 2019, Civic Centre, 184 Bourke Street Goulburn

David Ball, 'Fracture' 2019 at the Wollondilly Walking Track

Education Program

Young People

The Gallery worked with 2842 young people in 2018/19 through its Education program.

Afternoon Art Clubs are offered every school term for nine weeks of a Wednesday and Thursday afternoon for primary aged students and Fridays for High school students. These classes have been full subscribed with waitlists each term in 2018/19. These classes are delivered by Education Officer, Sally O'Neill with guest artists connecting to the program each year. In the last year artist in residence, Claudia Nicholson delivered nine classes.

School Holiday Workshops are offered each school holiday period. The Gallery worked with local artists Penny Saxton, Barbara Nell and Anna O'Neale to deliver these in 2018/19.

Tours and creative activities were provided for visiting Pre-School, Primary and High School students during exhibitions. 1372 local school students visited the Gallery last year.

Art Teenies is a free creative program for children under 5, delivered every Monday morning during exhibitions. Local qualified yoga instructor, Pauline Mullen, conducted movement sessions on a monthly basis. This program has grown in 2018/2019 and attendance is now consistent.

A total of four Education Kits were available for exhibitions in 2018/19. Two of these were prepared by Gallery Education Officer, O'Neill.

Adults

Life drawing sessions were offered twice in 2018/19. The Gallery provided a new professional life model each week to a maximum of fifteen participants. Sessions were delivered in the Gallery space during the Archibald Tour in July and 'Goulburn Bustle' in February.

Local artist Fiona Hammond delivered 'Colourful Coiling' workshop in June to ten participants.

In 2018/19 177 adults participated in practical workshops.

Conversations and Panel discussions are delivered at least once per exhibition. Talks included those delivered by exhibiting artists, curatorial talks, panel discussions and special interest talks. Talks were also provided for special interest groups and bus tours on request. The Gallery worked with twenty seven professionals to deliver twenty three talks in 2018/19. Guests included Ben Quilty, Isabelle Toland, Ray Monde, Belinda Hanrahan and David Griggs.

A total of 510 people attended talks at the Gallery in 2018/19.

Outreach

Once again the Gallery has been actively involved in activities for young people and seniors who cannot access the Gallery. Outreach Officer, Janet Gordon, in conjunction with Goulburn Public School 's SACC Program have provided weekly school term Kids Art Classes for Pre-schoolers at Breadalbane, Dalton, Goulburn East, Goulburn Public, Marulan, Tallong, Taralga, Tirranna and Widnello. In the 2018/19 financial year 2038 children accessed the SACC Outreach Program.

Outreach programs see the Gallery take its programs on the road, giving opportunity to engage with new audiences. Education Officer, Sally O'Neill

visited Crookwell Public School and worked at Pictures and Popcorn at the Arena, Pictures and Popcorn in the Park and at the Australia Day celebrations. A total of 353 young people engaged in these activities.

Arts Access Workshops, funded by IMB Community Foundation connected the Gallery to those in the community who cannot visit the Gallery due to mobility or physical difficulties. Seventy two workshops were delivered offsite at The Crescent School, Kenmore Hospital and Warrigal Care, Goulburn. In the twelve month period the Gallery worked with ten local artists to deliver practical workshops to 760 workshop participants.

Disability

The Annual Visions of Pleasure Exhibition to coincide with International Day of People with Disabilities held in the Council foyer 1 December – 2 February 2019.

Arts Access Workshops were delivered to students at the Crescent School, funded by IMB Community Foundation. Ten local artists were contracted to deliver twenty four practical workshops at this facility.

Shags is an emerging artist who works across video, sculpture and printmaking and was the inaugural winner of the Gallery's award at the Emerging Artist Support Scheme at ANU. This is her first exhibition in Goulburn.



Access and Equity of Services to All

Goulburn Mulwaree Council provides services for frail aged people, people with disabilities and people living in geographically remote areas (Rurally and Socially Isolated). Funded Coordinators use a network of part time staff and volunteers to provide these services.

The Council auspices the following services under the title of Goulburn Mulwaree Social Support Services:

Goulburn Respite Service

This service provides centre based day care programs at the Goulburn Community Centre, 155 Auburn St, Goulburn, three days per week and the Brewer Centre in Marulan, one day per week. The service is for people who are frail aged, people with disabilities and their carers. Programs are designed to enable them to remain independent and living in their own homes in the Goulburn Mulwaree Local Government area. This program is funded by the Australian Government, My Aged Care – Commonwealth Home Support Programme.

Goulburn Leisure Link

Goulburn Leisure Link is a Peer Support program for persons with a disability, it provides social, sporting and recreational activities designed to increase community participation and independence. It gives opportunities to enhance social skills and to develop and maintain friendships. The activities are chosen by the clients who attend the program through planning days and newsletters. The activities are organised with the coordinator and are supported by volunteers. The program is based at the Goulburn Community Centre, Auburn St, Goulburn. This program is funded by the National Disability Insurance Agency (NDIA) through the National Disability Insurance Scheme (NDIS) and operates and meets standards outlined in the *NDIS NSW Enabling Act 2013* and the *Disability Inclusion Act 2014*.

Goulburn Neighbour Aid

This service primarily involves the co-ordination of volunteers to supply a range of services that provide socialisation, companionship and practical support and assistance to frail aged people, people with a disability and their carers, to enable them to remain independent in their own homes, in the Goulburn Mulwaree Local Government area.

The service is operated from the Goulburn Community Centre, 155 Auburn St, Goulburn. This program is funded by the Australian Government, My Aged Care – Commonwealth Home Support Programme.

Goulburn Mulwaree Social Support Services, listed above, endeavour to ensure that services are available to people who meet the National Disability Insurance Scheme (NDIS) and My Aged Care – Commonwealth Home Support Programme guidelines. They can be frail aged people, people with a disability and their carers living within the Goulburn Mulwaree Local Government area without discrimination. People are not excluded from access to the 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 circumstances of their carer.

Access Committee

Goulburn Mulwaree 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.

Our Infrastructure

Our community is well serviced and connected to built, social and communications infrastructure

Community Strategic Plan Strategies:

- IN1 Develop high speed rail links between the region, Canberra, Sydney and Melbourne*
- IN2 Improve public transport links to connect towns within the region and increase access to major centres*
- IN3 Maintain and improve road infrastructure and connectivity*
- IN4 Maintain and update existing community facilities and support the development of new community infrastructure as needed*
- IN5 Operate, maintain and upgrade water systems to provide high quality water to our customers*
- IN6 Implement safe, accessible and efficient waste management and recycling options for general and green waste and sewerage*
- IN7 Secure improvements for and future proof telecommunications infrastructure*
- IN8 Improve accessibility to and support the development of health and medical facilities in the region*
- IN9 Improve accessibility to and support the development of education and training facilities in the region*

Achievements in implementing the Delivery Program

CSP Strategy IN1

Develop high speed rail links between the region, Canberra, Sydney and Melbourne

Delivery Program Action	Activity	Measure	Status
IN1.1 To advocate for High Speed Rail service between Sydney and Melbourne	IN1.1.1 Annual progress reports provided to Council	Reports provided	

CSP Strategy IN2

Improve public transport links to connect towns within the region and increase access to major centres

Delivery Program Action	Activity	Measure	Status
IN2.1 Maintain and upgrade GMC regional road network	IN2.1.1 Complete rehabilitation and upgrade works on Regional Roads (Taralga Road, Bungendore Road, Highland Way)	Completion Regional Road Repair Program and Block Grant	Works completed with allocated budget
	IN2.1.2 Complete roadside vegetation management program on Regional Roads (Taralga Road, Bungendore Road, Highland Way)	Complete as identified by asset inspection	Works ongoing as per roadside vegetation program and allocated budgets
IN2.2 Eliminate networks safety hazards when identified	IN2.2.1 Implement line marking, guardrail and sign replacement programs	Completion of annual programs	Works completed with allocated budget
	IN2.2.2 Complete urban bridge replacement	May Street bridge	Works deferred until 19/20 financial year

CSP Strategy IN3

Maintain and improve road infrastructure and connectivity

Delivery Program Action	Activity	Measure	Status
IN3.1 Carry out asset inspection regime and condition assessment to identify and prioritise capital works & maintenance programs	IN3.1.1 Complete annual inspection program of transportation assets	Inspection Program Completed	
	IN3.1.2 Conduct pavement assessment testing where required	Testing complete to support design works	
IN3.2 Implement road infrastructure capital works and maintenance programs	IN3.2.1 Complete annual reseal programs	Rural & urban program Completed	Works completed with allocated budget
	IN3.2.2 Complete urban road construction works at Lockyer Street and Tait Crescent extension	Works Completed	Works ongoing to be completed by the 30 th of October 2019
	IN3.2.3 Complete urban road rehabilitation program	Works Completed	Works completed
	IN3.2.4 Complete rural road construction works	Program Completed	Works completed
	IN3.2.5 Complete rural road rehabilitation program	Program Completed	Works completed
	IN3.2.6 Complete rural road widening works program	Program Completed	Works completed
	IN3.2.7 Complete new footpath works on May Street	Works Completed	Works deferred until 19/20 financial year
	IN3.2.8 Complete new kerb and gutter works on May Street	Works Completed	Works deferred until 19/20 financial year
	IN3.2.9 Complete annual maintenance grading & re-sheeting programs	Programs Completed	Works completed with allocated budget

CSP Strategy IN4

Maintain and update existing community facilities, and support the development of new community infrastructure as needed

Delivery Program Action	Activity	Measure	Status
IN4.1 Operate community facilities to maximise use	IN4.1.1 Maintain cemeteries in accordance with Plan of Management and Health Guidelines	Compliance with Health Guidelines	Maintenance activities carried out in accordance with Plan of Management and Health Guidelines.
	IN4.1.2 Maintain cemeteries burial registers in accordance with legislative requirements	Compliance with legislative requirements	Records maintained in accordance with relative legislation
	IN4.1.3 Operate aquatic centre in accordance public health	Compliance with public health requirements	No reportable incidents
	IN4.1.4 Operate aquatic centre in accordance safety requirements	Annual audit by Royal Lifesaving Australia	Audit completed.
	IN4.1.5 Operate Recreation Area in accordance with the Plan of Management (POM) & Committee direction	Compliance with POM	Recreation Area operated under the supervision of a committee and within the guidelines of the Plan of Management.
	IN4.1.6 Maintain sports fields, landscaped areas and Wollondilly Walking Track to acceptable standard for uninterrupted community use	Continuous availability for use	Areas maintained to standards agreed to by Council.
IN4.2 Upgrade community facilities to improve service provision	IN4.2.1 Commence aquatic centre upgrade	Works commenced	Works commenced
	IN4.2.2 Security upgrade at Recreation Area	Works completed	Works completed – upgrade in line with works and systems

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			installed at other Council sites
IN4.2.3	Construct new pavilion at Seiffert Oval	Works completed	Works completed – Pavilion constructed
IN4.2.4	Playground renewal	Works completed	Playground installed Hudson Oval
IN4.2.5	Commence implementation of Victoria Park Plan of Management	Works commenced	Construction of activities identified in the Plan of Management including skate park extension, pavilion upgrade, and multi- purpose sports playground installation.
IN4.2.6	Avenue of Honour Tree Planting	Planting commenced	Planting Completed on Park Road and Range Road
IN4.2.7	Replace public amenities at Recreation Area Gate 2	Works completed	Amenities installed – works completed

CSP Strategy IN5

Ensure high quality water supply options for the towns in the region

Delivery Program Action		Activity	Measure	Status	
IN5.1	Operate, maintain and upgrade water systems to provide high quality water to our customers	IN5.1.1	Completion of annual maintenance programs	Program Completed	Annual maintenance programs complete
		IN5.1.2	Completion of annual capital works program	Program Completed	Annual capital works Complete
		IN5.1.3	Concept and detailed design of the WTP raw water Augmentation Project	Designs completed	Budgeted for in 2019/20
		IN5.1.4	Detailed design of the Washwater and Sludge Lagoon upgrade at the Goulburn Water Treatment Plant	Design Completed	Budgeted for in 2019/20
IN5.2	Investigate safe and secure water supply options to accommodate regional growth	IN5.2.1	Review the Integrated Water Cycle Management Plan (IWCM) as per the NSW DPI Guidelines	Review Completed	Review budgeted for in 2019/20
		IN5.2.2	Review the Water and Sewer Strategic Business Plan as per the NSW DPI Water Guidelines	Review Completed	Review not yet required

CSP Strategy IN6

Implement safe, accessible and efficient waste management and recycling options for general and green waste and sewerage

Delivery Program Action	Activity	Measure	Status
IN6.1 Operate, maintain and upgrade the sewer systems to maximise performance and minimise environmental, operational and capital project risks.	IN6.1.1 Completion of annual maintenance programs.	Programs Completed	Annual Maintenance Programs Complete
	IN6.1.2 Completion of annual capital works programs.	Programs Completed	Annual Capital works Programs Complete
	IN6.1.3 Completion of the new Goulburn Waste Water Treatment Plant (WWTP).	New WWTP Commissioned	New WWTP plant completed and operational
IN6.2 Investigate safe and secure sewer collection and treatment options to accommodate regional growth.	IN6.2.1 Review the Integrated Water Cycle Management Plan (IWCM) as per the NSW DPI Guidelines.	Review Completed	Review budgeted for in 2019/20
	IN6.2.2 Review the Water and Sewer Strategic Business Plan as per the NSW DPI Water Guidelines.	Review Completed	Review not yet required
IN6.3 Develop the Goulburn, Marulan and Tarago Waste Management Centres to meet community and environmental needs.	IN6.3.1 Completion of the Goulburn Waste Management Centre Master Plan.	Master Plan Completed	Master Plan Completed
	IN6.3.2 Completion of the environmental works at Goulburn, Marulan and Tarago.	Works completed	Works completed
	IN6.3.3 Construction of the Tarago amenities building.	Works Completed	Works completed, including solar power
	IN6.3.4 Construction of the Goulburn Waste Management Centre upgrade works.	Works Completed	Detailed Design underway

CSP Strategy IN7

Secure improvements for and future proof telecommunications infrastructure

Delivery Program Action	Activity	Measure	Status
IN7.1 Develop a Smart City Action Plan	IN7.1.1 Collaborate with community and develop Smart City Action Plan	Plan developed	

CSP Strategy IN8

Improve accessibility to and support the development of health and medical facilities in the region

Delivery Program Action	Activity	Measure	Status
IN8.1 Lobby State Government to provide adequate health and medical facilities within the Local Government Area	IN8.1.1 Annual progress reports provided to Council	Reports provided	Lobbying undertaken and ongoing
IN8.2 Support the development of community health services and infrastructure that is accessible to residents living in remote areas and to less mobile residents	IN8.2.1 Annual progress reports provided to Council	Reports provided	Lobbying undertaken and ongoing

CSP Strategy IN9

Improve accessibility to and support the development of education and training facilities in the region

Delivery Program Action	Activity	Measure	Status
IN9.1 Advocate for the education and training needs of the young people in the region	IN9.1.1 Annual progress reports provided to Council	Reports provided	Youth Services Action & Delivery Plan presented to Council's Executive and at a Councillors Briefing Session in April 2019. The progress of Strategies and Actions implemented in this plan will be presented to Council in the first quarter of each year.
	IN9.1.2 Continuation of Council's trainee employment program	Number of trainees employed at least maintained	Achieved

Enhancing Waste Management

In 2018/19, Domestic Waste collection services were provided to 16,423 properties in Goulburn City and Marulan. This was comprised of 4382.04 tonnes of residual waste from red lidded bins, 2713.11 tonnes of recycling from yellow lidded bins and 1274 tonnes of food and garden organics.

Council also collected 2781.92 tonnes of waste through its commercial waste collection service and 1513 tonnes of cardboard was collected from commercial and residential properties by Endeavour Industries.

Council has also continued to work on actions outlined in the 2013 Waste and Resource Recovery Strategy, which states our vision is 'Sustainably managing Goulburn Mulwaree's waste for the long term'.

Some of the key achievements in 2018/19 included:

- The completion of concept design and start of detailed design for an estimated \$7.5 million upgrade of Goulburn Waste Management Centre. The new facilities will include a Re-Use Hub for the sale and repair of items, and improved waste disposal and recycling infrastructure, which will transform the facility into a modern resource recovery centre focussed on recycling and reuse.
- Installation of a new amenities building and off-grid solar power at Tarago Waste Management Centre.
- The provision of green lidded organics bins and kitchen caddies to all households in the domestic waste collection zone. The bins and caddies enable the convenient disposal of garden organics and food waste and were part funded by the NSW Environmental Trust in partnership with the NSW Environment Protection Authority through the Waste Less Recycle More Initiative.
- Hosting free disposal weekends for general waste in November 2018; plus recyclables such as mattresses, e-waste and fridges/freezers/air conditioners in May 2019. The weekends were very well supported by the community and removed a significant amount of waste from our community. A free Household Chemical CleanOut was also held for the disposal of hazardous items such as chemicals and paints. The CleanOut was also well supported, collecting 1.6 tonnes of oil based paint and 3.7 tonnes of gas cylinders among other items.
- Delivering a number of waste education activities, including school visits and event stalls, plus supporting a number of nationwide awareness events such as Plastic Free July, Garage Sale Trail and National Recycling Week.
- Continued to provide a high standard of service to residents leading to compliments such as the following from a local resident: *"As a resident of Mulwaree Council I would like to pass on how impressed I am of the council waste disposal in Goulburn. We have been going there with our household waste over the past thirteen years. It's always very clean never smells, all the staff are excellent and over the years have got to know them on a first name basis... When we arrived each week there is always someone there to help us dispose of our rubbish. Each one of the staff at the entrance is always pleasant. Well done Goulburn, keep up the good work."*
- Completion of a Landfill Environmental Management Plan for Goulburn Waste Management Centre.

- Successfully receiving a grant through the NSW Government’s Waste Less Recycle More initiative to half fund the expansion of the compost pad at Goulburn Waste Management Centre and purchase a new loader to enable composting operations to take place. This will be supported by the employment of a Compost Officer to coordinate the production of compost from organic matter received through green bins and resident drop off.

Pictured: A new off grid solar system at Tarago Waste Management Centre.



“When we arrived each week there is always someone there to help us dispose of our rubbish. Each one of the staff at the entrance always pleasant. Well done Goulburn keep up the good work” - A local resident

Our Civic Leadership

Our leaders operate ethically and implement good governance. We empower our residents with the tools to participate actively in the development of our communities.

Community Strategic Plan Strategies:

- CL1 Effect resourceful and respectful leadership and attentive representation of the community*
- CL2 Encourage and facilitate open and respectful communication between the community, the private sector, Council and other government agencies*
- CL3 Collaborate and co-operate as a group of Councils to achieve efficiencies and a greater voice in regional decision making and encourage similar co-operation across other sectors and community groups*
- CL4 Actively investigate and communicate funding sources and collaboration opportunities that can strengthen the region*

Achievements in implementing the Delivery Program

CSP Strategy CL1

Effect resourceful and respectful leadership and attentive representation of the community

Delivery Program Action	Activity	Measure	Status
CL1.1 Actively promote sound governance practices and procedures within the organisation	CL1.1.1 Facilitate a legislatively compliant open access information - Government Information Public Access Act	Formal applications responded to within legislative requirements	Achieved
	CL1.1.2 Facilitation of a program of Governance related training to Councillors and relevant staff	Training provided on a minimum of 2 topics per year	Access to Information (staff), Complaint Handling (staff), Privacy Training (staff), Code of Conduct Training (staff)
CL1.2 Ensure the long term financial sustainability of Council through effective and prudent financial management	CL1.2.1 Report on Council's Financial position and performance	Unqualified Audit Report	Achieved
	CL1.2.2 Achieve Budget Control	Budget achieves Operating Surplus before Capital items	Achieved
	CL1.2.3 Implement Fit For the Future Action Plan and Report on performance against the Fit For the Future benchmarks	All fit for the future benchmarks met	Achieved
CL1.3 Support Council to be compliant, efficient and more effective through use of technology.	CL1.3.1 Develop, maintain and improve Council's corporate application systems	Maintain online services system availability > 98%	Achieved
	CL1.3.2 Maintain, support and renew Council's information and communication technology	Percentage of support requests resolved on time > 85%	Achieved
CL1.4 Deliver excellence in customer service throughout the organisation	CL1.4.1 Provide quality customer service from the Customer Service Business Unit	Customer Service satisfaction survey responses >85% good/excellent	Achieved

CSP Strategy CL2

Encourage and facilitate open and respectful communication between the community, the private sector, Council and other government agencies

Delivery Program Action	Activity	Measure	Status
CL2.1 Undertake community consultation in accordance with adopted Community Engagement Strategies	CL2.1.1 To actively promote and advertise public meetings through all available media platforms	Participation and attendance of public meeting will be noted, however this activity does not need to be actively measured.	Ongoing
	CL2.1.2 To facilitate on-line consultation through the Your Say Goulburn platform	Registrations on Your Say Goulburn will be tracked and measured.	Registrations continue to grow, platform used well.
	CL2.1.3 Maintain strong social media presence through regular posts and engagement	Social media likes and follows, along with engagement with posts, are actively tracked and measured each month.	Social media presence continues to grow
	CL2.1.4 Continue with Community Outreach Program	Outreach meetings held	Achieved

CSP Strategy CL3

Collaborate and co-operate as a group of Councils to achieve efficiencies and a greater voice in regional decision making and encourage similar co-operation across other sectors and community groups

Delivery Program Action	Activity	Measure	Status
CL3.1 Actively participate in the Canberra Region of Joint Councils (CRJO)	CL3.1.1 Attendance at Board and General Managers Advisory Committee (GMAC) Meetings	Attendance level >90% of meetings	Achieved
	CL3.1.2 Attendance by relevant staff at Special Interest Group (SIG) Meetings		Achieved

CSP Strategy CL4

Actively investigate and communicate funding sources and collaboration opportunities that can strengthen the region

Delivery Program Action	Activity	Measure	Status
CL4.1 Continue with active Grant’s Officer program within Council’s organisational structure	CL4.1.1 Grant applications prepared for projects in accordance with priorities as set out within Operational Plan	Number of grant applications prepared	Ongoing
	CL4.1.2 Relevant grant funding opportunities communicated throughout the organisation and community	Number of grant opportunities identified	Ongoing

Financial Assistance Summary

During 2018-2019 \$71,230.51 was awarded to organisations and individuals under Council' Financial Assistance Policy.

Organisation	Amount Awarded	Organisation	Amount Awarded
Bravehearts Education	\$25.00	Rotary Club of Goulburn Mulwaree	\$2,912.00
Aboriginal Bike Safety Program	\$157.50	Goulburn Multicultural Centre	\$3,000.00
Mission Australia	\$190.00	Rotary Club of Goulburn Inc.	\$3,000.00
Share the Dignity	\$200.00	RSL Sub-Branch Goulburn	\$4,106.00
Lifeline	\$200.00	Community Carols of Hope	\$5,000.00
Goulburn Challenge Foundation	\$200.00	Windellama Progress Hall Inc.	\$5,000.00
Tarago & District Show Society	\$200.00	Goulburn Lieder Theatre Company	\$5,500.00
Lions Club of Marulan & District Inc.	\$203.00	RDA Drought Relief	\$10,000.00
GMC	\$210.00	Apple Day Festival	\$137.50
RDA Southern Inland Venue Hire	\$289.00	Goulburn Motor Cycle Club	\$5,000.00
North Goulburn Public School P&C	\$383.00	Classic Rally Club Inc.	\$600.00
Marulan & District Historical Society	\$500.00	Goulburn Loco Roundhouse Society	\$680.00
Maddison Cranston Donation	\$500.00	GMC	\$1,146.99
Montana Jackson	\$500.00	Mulwaree High School	\$280.00
Jackson Searle	\$500.00	Goulburn Chamber of Commerce	\$400.00
Tarago Men's Shed	\$525.00	Goulburn Car & Motorcycle Show	\$180.00
Rotary Club of Goulburn Mulwaree	\$525.00	Marulan Public School	\$50.00
Operation Drought relief	\$543.72	Eureka Avenue of Honour	\$265.00
Marulan & District Historical Society	\$550.00	Mayor & Hon Member Archibald Tickets	\$90.91
Classic Rally Club Inc.	\$600.00	Gifts from Visitor Information Centre	\$240.00
Goulburn Tennis Club	\$1,000.00	Goulburn Golf Day Sponsorship	\$1,000.00
Goulburn Rose Committee Inc.	\$1,126.00	Make a Wish Black & White Ball	\$250.00
Rural Learn to Swim Program	\$1,140.00	St Peters & Paul Primary School	\$50.00
RDA Southern Inland	\$1,000.00	Goulburn High School	\$30.00
Convoy for Kids	\$1,625.00	Bradfordville Public School	\$200.00
Classic Riders Motorcycle Club	\$1,757.00	NAIDOC Week Initiatives	\$500.00
Goulburn AP & H Society	\$2,000.00		
Peter Mylonas	\$190.00		

Heritage Grants Awarded

During 2018-2019 the following Heritage Grants were awarded:

Heritage Item Address	Project Description	Total Project Cost	Local Heritage Funding
116 Bradley Street	Paint exterior	\$6,500	\$2,500
30 Faithfull Street	Paint exterior	\$6,500	\$2,500
1 Murray Street	Roof drainage repairs	\$5,794	\$2,500
8 Kadwell Street	Paint exterior	\$11,759	\$2,500
137 Auburn Street	Paint exterior	\$6,226	\$2,500
135 Auburn Street	Paint exterior	\$1,628	\$814
76 Auburn Street	Replace awning & fascia	\$17,741	\$5,000
Totals		\$56,148	\$18,314



Grants Received Summary

Council gratefully acknowledges the following organisations that have approved Grants to Council.

<i>Project Name/Description</i>	<i>Grant Name/Programme</i>	<i>Funding Body</i>	<i>Source</i>	<i>Funds Approved</i>
Seiffert Oval pavilion upgrade	Building Better Regions Fund	Federal Govt: Dept of Industry, Innovation & Science	Federal	\$415,051
Wollondilly Walking Track Stage 2	Building Better Regions Fund	Federal Govt: Dept of Industry, Innovation & Science	Federal	\$937,147
Goulburn Mulwaree Plans of Management	Council Crown Land Management, Plans of Management Funding Support Program	Office of Local Government	State	\$30,000
Cowper and Bradley St Roundabout	NSW Safer Roads Program	NSW RMS	State	\$158,675
Wollondilly Walking Track Stage 2	Stronger Country Communities Fund	Department of Premier and Cabinet	State	\$363,417
Riverside Park	Stronger Country Communities Fund	Department of Premier and Cabinet	State	\$821,384
Hudson Park Amenities	Stronger Country Communities Fund	Department of Premier and Cabinet	State	\$152,014
Villages Enhancement Program	Stronger Country Communities Fund	Department of Premier and Cabinet	State	\$213,366
Poidevin Oval Second Field	Stronger Country Communities Fund	Department of Premier and Cabinet	State	\$150,000
Bus Shelter Upgrades, Goulburn	Country Passenger Transport Infrastructure Grants Scheme	Transport for NSW	State	\$60,000
Bus Shelter Upgrades, Goulburn	Country Passenger Transport Infrastructure Grants Scheme	Transport for NSW	State	\$20,000

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<i>Project Name/Description</i>	<i>Grant Name/Programme</i>	<i>Funding Body</i>	<i>Source</i>	<i>Funds Approved</i>
Recreation Area Amenities Block	PRMF	Department of Industry - Lands	State	\$68,022
Sandy Point Rd near Millers Rd	Saving Lives on Country Roads	Department of Infrastructure and Regional Development?	Federal	\$945,515
Oallen Ford Rd, 400m North of Shoalhaven River	Fatal Crash Response Program	RMS	State	\$80,000
GMC Skin Screening Program	Statecover Health and Wellbeing Day Sponsorship	Statecover Mutual	Private	\$5,000
North Goulburn Employment Precinct	Growing Local Economies Fund	NSW Department of Premier and Cabinet	State	\$7,150,000
Goulburn Seniors Festival	Seniors Festival Grants Program	NSW Family and Community Services	State	\$3,250
Windellama Rd Warning Signs	NSW Safer Roads Program	NSW RMS	State	\$15,000
Range Road Upgrade	Fixing Country Roads	Transport for NSW	State	\$825,591
GRAG Multi-year Funding Extension to 4 years	Create NSW Multi-year Funding Program	Create NSW	State	\$80,000
Highland Way Hazard Reduction	Bush Fire Risk Mitigation and Resilience Funding	NSW Rural Fire Service	State	\$52,500
Pedestrian Plan and Project Development - Auburn St	NSW Safer Roads Pedestrian Program	RMS	State	\$50,000
Wollondilly Walking and Cycling Trail Lighting Project	Community Sport Infrastructure Fund	AusSport	Federal	\$377,587
Rocky Hill War Memorial Museum Strategic Plan	Volunteer Museum Grants - Project Development Grant	Museums and Galleries NSW	State	\$5,000
Victoria Park CCTV Project Stage 2	Safer Communities Fund R3	Department of Industry, Innovation and Science	Federal	\$180,000

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<i>Project Name/Description</i>	<i>Grant Name/Programme</i>	<i>Funding Body</i>	<i>Source</i>	<i>Funds Approved</i>
Parkesbourne Rd causeway upgrade	Drought Relief Heavy Vehicle Access Program	NSW RMS	State	\$300,000
Mountain Ash Rd	Black Spot Program (funded under Saving Lives on Country Rds)	Department of Infrastructure, Regional Development and Cities		\$1,581,358
Goulburn Waste Management Centre Organics Infrastructure Upgrade	Organics Infrastructure (large & Small) Grants	NSW Environmental Trust	State	\$392,063
High Risk Pathways – LGA wide weeds poisoning project	Communities Combating Pests and Weed Impacts During Drought Program	Department of Agriculture & Water	Federal	\$ 411,362
Thornford Road Bridge Replacement	Bridges Renewal Project	Department of Infrastructure, Regional Development and Cities	Federal	\$423,826
Goulburn Youth Participation Grant	Rural and Regional Youth Participation Grant	Department of Family and Community Services	State	\$1,500
Towrang Electronic Community Sign	Lynwood Community Investment Fund	Holcim	Private	\$11,923
Middle Arm Rd	Black Spot Program	Department of Infrastructure, Regional Development and Cities	Federal	\$478,541
Goulburn Mulwaree Heritage Advisor 1920	Heritage Grants - Local Heritage Advisor	Office of Environment and Heritage	State	\$6,000
Goulburn Mulwaree Small Heritage Grants 1920	Heritage Grants - Small Heritage Grants	Office of Environment and Heritage	State	\$5,500
St Clair Villa Museum and Archives Interpretation Plan	Heritage Grants - Caring for State Heritage	Office of Environment and Heritage	State	\$10,000

Legal Proceedings

Name	Status	Case Particulars	Amount
Governance Matters			
John Fisher v Goulburn Mulwaree Council	Ongoing	Review of Application under Government Information (Public Access) Act 2009 NSW Civil & Administrative Tribunal	\$7,037.28 (17/18) \$24,549.72 (18/19) Total = \$31,587
Rates, Water and Debtors Recovery Action			\$119,422
Development and Town Planning Matters			\$374,683
Goulburn Mulwaree Council ats Al-Mabarat Benevolent Society - LTL:[GMC15005]	Completed	DA/0102/1415 - 247 Highland Way & 15213 Hume Highway, Marulan (Marulan Cemetery) Proceeding No: 2016/163224 Class 1 Appeal	\$72,568 (14/15) \$244,690 (15/16) \$284,161 (16/17) \$19,045 (17/18) \$43,345 (18/19) Total = \$663,809
GMC v Dean Martin and William Martin [LTL:[GMC15015]	Completed	Illegal Wrecking Operation at 595 Cullula Road, Mayfield Proceeding No: 2016/175500 Class 4 Appeal	\$23,597 (15/16) \$36,046 (16/17) \$4,729 (17/18) \$4,294 (18/19) Total = \$68,666
Council ats Warrigal Care - LTL:[GMC15002]	Completed	MOD/0070/1314 & MOD/0071/1314 - 7 St Aubyn Road, Goulburn Proceeding No: 10110 & 10111 of 2015 Class 1 Appeal	\$27,104 (14/15) \$22,273 (15/16) \$39,620 (16/17) \$13,583 (17/18) \$4,418 (18/19) Total = \$106,998
Jasminco Resources Pty Limited v Goulburn Mulwaree Council, LEC [MADDOCKS-M.FID3170844]	Completed	DA/0330/1617 – 288 Tiyces Lane, Goulburn Proceeding No: 2018/106237 Class 1 Appeal	\$32,832 (17/18) \$266,329 (18/19) Total = \$299,161

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Name	Status	Case Particulars	Amount
Urban Abode Developments Pty Ltd v Goulburn Mulwaree Council, LEC [MADDOCKS-M.FID3170853]	Completed	DA/0234/1718 – 17 Fenwick Crescent, Goulburn Proceeding No: 2018/113521 Class 1 Appeal	\$17,718 (17/18) \$9,253 (18/19) Total = \$26,971
MLH Pty Ltd v Goulburn Mulwaree Council	Ongoing	Stormwater nuisance 134 Mary's Mount Road, Goulburn Supreme Court of NSW	\$5,121 (17/18) \$17,718 (18/19) Total = \$22,839
BAC WMR Holdings Pty Ltd v Goulburn Mulwaree Council	Ongoing	Appeal of Noise Prevention Notice Proceeding No: 2019/50083 Class 1 Appeal	\$9,255 (18/19)
McKavanagh v Goulburn Mulwaree Council	Ongoing	Appeal of a Development Control Order (failed retaining wall) Proceeding No: 2019/17665 Class 1 Appeal	\$12,309 (18/19)
Carrington Clarke Group Pty Ltd v Goulburn Mulwaree Council	Ongoing	Deemed Refusal of DA/0171/1819 - Lot 1 & 2 Brayton Road, Marulan Proceeding No: 2019/146722 Class 1 Appeal	\$7,762 (18/19)

Mayoral Expenses

Mayoral Allowance	\$43,170
Mayoral Vehicle	\$12,187
Councillors Annual Fee (per Councillor)	\$19,790
Total Councillor Fee (Nine Councillors)	\$201,490
Overseas Visits	\$Nil
Interstate Visits	\$944
Travel Costs reimbursed to Attend Meetings	\$12,152
Councillor Technology Costs	\$4,915
Councillor Telephone Call Costs	\$4,871
Councillor Conference & Seminars	\$899
Councillor Training & Skill Development	\$Nil
Costs for a spouse or other persons who accompanied a Councillor	\$Nil
Childcare Costs	\$Nil

Senior Staff Remuneration

Senior Staff positions, as defined by the *Local Government Act 1993*, employed by the Council during 2017/18 were the General Manager, Director Business Services, Director Goulburn Mulwaree Operations, Director Goulburn Mulwaree Utilities and Director Environment & Planning.

The total remuneration package for the General Manager in respect of his employment was \$318,969.09 which includes \$284,619.09 salary, \$25,000 superannuation and \$9,000 private usage of a Council vehicle and \$450.00 Membership Local Government Professional. The Fringe Benefits Tax on this vehicle was \$12,368.47.

The total remuneration package for the Director Corporate and Community Services in respect of their employment was \$220,375 which

includes \$189,255.71 salary, \$19,119.29 superannuation and \$12,000.00 private usage of a Council vehicle. The Fringe Benefits Tax on this vehicle was \$5,000.18.

The total remuneration package for the Director Operations in respect of their employment was \$209,993.67 which includes \$182,775.04 salary, \$18,218.63 superannuation and \$9,000.00 private usage of a Council vehicle. The Fringe Benefits Tax on this vehicle was \$9,364.78.

The total remuneration package for the Director Utilities in respect of their employment was \$200,000 which includes \$170,648.40 salary, \$17,351.60 superannuation and \$12,000 private usage of a Council vehicle. The Fringe Benefits Tax on this vehicle was \$5,997.28

The total remuneration package for the Director Environment & Planning in respect of their employment was \$200,000 which includes \$170,648.40 salary, \$17,351.60 superannuation and \$12,000 private usage of a Council vehicle. The Fringe Benefits Tax on this vehicle was \$9,364.47.

External Bodies Exercising Council Functions

No external bodies were engaged by Council to run Council facilities during 2018/19.

Controlling Interest in Companies

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

Councillor Meeting Attendance 2017 – 2018

	Council Meetings 20	Councillor Briefings 29	Outreach Meetings 9	Events 20	Total 2018 – 2019 78
Councillor	Attendance	Attendance	Attendance	Attendance	Total Attendance
Cr Bob Kirk (Mayor)	19	28	6	20	73
Cr Peter Walker (Deputy Mayor)	20	29	8	19	76
Cr Andrew Banfield	20	26	9	3	58
Cr Leah Ferrara	19	26	9	6	60
Cr Margaret O’Neill	18	13	0	5	36
Cr Carol James	17	28	7	18	70
Cr Denzil Sturgiss	19	27	8	11	65
Cr Sam Rowland	17	13	0	1	31
Cr Alfie Walker	13	9	1	4	27

Private Works

During the period of 1 July 2018 to 30 June 2019, Council carried out private works for sewer \$35,063.81 and water \$212,950.55 There were no other private works carried out.

Regulations, Rates and Charges Written Off

Amount of rates and charges written off during the 2018/19 financial year:

S575 (Pensioners)	\$891,091.97 Total Claim \$400,991.38 Written off (45% of the total claim)
S585 (Postponed)	\$11,476.41

Did you know? The total land value in the LGA as at the 30 June 2019 was \$2,814,114,371 with the number of rate assessments being 15,714

Partnership, Co-operatives and Joint Ventures

During 2018/19 Council was a member of the following organisations:

- Canberra Region Joint Organisation (CRJO)
- South East Australian Transport Strategy (SEATS)
- South East Regional Academy of Sport (SERAS)
- Southern Tablelands Arts (STARTS) Inc.
- Country Mayors Association (CMA)
- Local Government Association (LGA)
- South East Weight of Loads Group

Council was also involved in co-operative arrangements with:

- Endeavour Industries, an organisation that provides employment for the disabled.
- Southern Phone

Stormwater Levy

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

Environmental Planning and Assessment Act 1979 No. 203

Council entered into the following Planning Agreements during the period 1 July 2017 to 30 June 2018:

Address	DA No.	Date Executed
133 Marys Mount Road Goulburn (Teneriffe)	DA/0183/1718	21 December 2018

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 \$454,079 during 2018/19 in the operation of the companion animal facility 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 the Companion Animal Service Program.

Council undertook a significant refurbishment and rebranding of its Pound during 2018/19 which saw the updated facility unveiled as the Goulburn Mulwaree Animal Shelter. The refurbishment included the installation of new security measures including an electronic entry gateway and fencing, significant landscaping works, new signage and logo branding and the installation of climatic controls in the animal lodging and care rooms of the facility. The refurbishment and rebranding of the facility incorporates changes to policy and procedure at the facility which emphasises animal care, community engagement and a focus on rehoming and adoption.

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 2018/19 Pound Data Return was submitted by the due date.
- All dog attacks and orders for 2018/19 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 a ‘pet of the week’ 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 four 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) and Jack White Park (Cnr of Progress & Wran Streets, alternative access via Dalley & Healey Streets).



Equal Employment Opportunity Management Plan

Goulburn Mulwaree Council is committed to its 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.

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

1. **Communication and Awareness:** 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.

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



Contracts Awarded over \$150,000

Major contracts undertaken 1 July 2018 – 30 June 2019

Contractor	Project	Amount
GeoExchange	56 Clinton Street Air Conditioning	\$181,500.00 (GST Inc.)
Downer	VP111143 Sprayed Bituminous and Asphalt Concrete Surfacing – Various Sites	Annual Contract – List of works referenced in Roads Management Table
Roadworx	VP111143 Sprayed Bituminous and Asphalt Concrete Surfacing – Various Sites	Annual Contract – List of works referenced in Roads Management Table
South Sydney Concrete	1718T0012 Concreting Services Panel – Various Sites	Annual Contract – List of works referenced in Roads Management Table
Divalls Earthmoving & Bulk Haulage	1718T0012 Concreting Services Panel – Various Sites	Annual Contract – List of works referenced in Roads Management Table
Komatsu Australia	Purchase of Backhoe Loader VP 121176	\$202,493.50 (GST Inc.)
GYC Mower Depot	Purchase of 16 Foot Mower VP 137844	\$180,738.67 (GST Inc.)
JRW Trading Pty Ltd T/A Jaydub Electrical Services	1819T0017 – Seiffert Oval Lighting Upgrade	\$528,099 (GST Inc.)
ARW Multigroup Pty Ltd	1718T0020 – Seiffert Oval Sports Pavilion	\$758,662.78 (GST Inc.)
Trinity Skate Parks	1819T0002 – Victoria Park Skate Park Extension	\$357,468 (GST Inc.)
Rage Cage Sports Pty Ltd	1718T0001 – Multi Purpose Sporting Playground Construction in Victoria Park	\$188,851.50 (GST Inc.)
Van Mal Group	1718T0022 - Rocky Hill Museum	\$2,264,164.00 (GST Inc.)
Divalls Earthmoving	1819T0010 - Oallen Ford & Sandy Point Road	\$1,632,389.00 (GST Inc.)
Divalls Earthmoving	1718T0021 – Elevated Shared Path Construction (WWT)	\$1,486,225.42 (GST Inc.)
Leadsun	1819T0016 - Wollondilly Walking Track Solar Lighting	\$278,619.00 (GST Inc.)
Conhur Pty Ltd	Digester Dewatering	\$448,700
Killard Infrastructure	Water Main Renewal	\$2,263,942

Public Interest Disclosure

Under Section 31 of the *Public Interest Disclosures Act 1994*, Council must prepare an annual report on its obligations under this Act, within four months after the end of each reporting year.

The number of public officials who have made a public interest disclosure to Council:

1. The number of public interest disclosures received by Council in total = 0
2. The number of public interest disclosures that relate to corrupt conduct = 0
3. The number of public interest disclosures that relate to local government pecuniary interest contraventions = 0
4. The number of public interest disclosures finalised by Council = 0

Council's Internal Reporting Policy establishes an internal reporting system to encourage and facilitate the reporting of public interest disclosures of corrupt conduct, maladministration, serious and substantial waste, government information contravention and local government pecuniary interest contravention.

Actions taken to ensure that staff awareness responsibilities are met under Section 6E (1) (b) of the Act include the following:

- Policy briefing to Directors and Managers
- Induction program for new staff
- Internal reporting included as part of Council's mandatory Code of Conduct training
- Links to external investigating authorities from Policy
- Refresher Code of Conduct training

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 7 and Schedule 2 of the *Government Information (Public Access) Regulation 2009* outlines what must be included in the report. Council will meet its reporting obligations under the GIPA Act 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 2018-2019 Council's ongoing program for the proactive release of information involved requests for information being allocated to a specific department or referred to the Right to Information Officer. Requests for information, other than open access, were assessed using a checklist that assists staff in determining release. The checklist assesses the following:

- Owner of information
- Authority to release information
- Public interest – refer to Right 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:

- Identifying the types and categories of information most requested
- Reviewing current practice for informal release
- Reviewing Council's obligations under the *Copyright Act 1968* and the *Environmental Planning and Assessment Act 1979* in relation to development applications
- Consulting with staff across departments including managers and frontline staff
- Updating our "Access to Information" guide as a resource for staff and customers adding more categories
- Examining information made publicly available by other Councils when requests received for new information

As a result of this review we undertook training of staff on the release of Council held information and we released the following information proactively:

- Landholder details to government agencies and authorities for the purposes of:
 - Database updating
 - Consultation for NBN connections, noxious weed management, electricity maintenance, rural fire safety management, state significant development projects.
- Contact details of applicants requesting information of third parties for the purposes of:
 - Fencing
 - Neighbour trees

- Noxious weeds
- Electricity connection
- Parking information
- Grants information



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								
Members of Parliament								
Private sector business	1	1						2
Not for profit organisations or community groups								
Members of the public (application by legal representative)	1	4				1		1
Members of the public (other)	2	3				2		4

* 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*								
Access applications (other than personal information applications)	4	8				3		6
Access applications that are partly personal information applications and partly other								

* 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)	4
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	4
Invalid applications that subsequently became valid applications	3

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	0
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

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

Table E: Other public interest considerations against disclosure – matters listed in table to Section 14 of GIPA Act	
	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	6
Business interests of agencies and other persons	1
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness	
	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	15
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	15

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*	0	0	0
Internal review following recommendation under section 93 of GIPA Act	0		0
Review by ADT	0	0	0
Total	0	0	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.

Table H: Applications for review under Part 5 of GIPA Act (by type of applicant)	
	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see Section 54 of GIPA Act)	0

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 limited transfers	0
Applicant initiated transfers	0

State of the Environment Report

Council has prepared Annual and Comprehensive State of the Environment (SoE) reviews since 2009. Prior to that Council's SoE was carried out by the Office of the Commissioner for Sustainability and the Environment ACT as a component of the Australian Capital Region SoE Report. 17 regional Councils were included in the Australian Capital Region SoE 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.

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.

Is our air quality good?

Goulburn Mulwaree enjoys generally clean air, and a pleasant climate with mild to hot summers and cool winters. Its position inland 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 regulates 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 were issued over the 2018/2019 winter period however a number of warning letters were issued.

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, which extends across southern and eastern Victoria and southern NSW.

National Parks and Nature Reserves make up 7% of the Goulburn Mulwaree Council Area; these being the Bungonia State Conservation Area, Jerralong Nature Reserve, and parts of Morton National Park and Nadgigomar Nature Reserve. State Forest make up less than 1% of the area. Part of the Bungonia State Conservation Area was recently converted to National Park.

Overall, it is estimated that the condition of native flora and fauna is approximately the same as previous years.

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 Office of Environment & Heritage (OEH) which manages National Parks, and the South East Local Land Services 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 LEP. The outcomes of the Biodiversity Strategy are used in the assessment of Development Applications and the management of biodiversity by Council and South East Local Land Services. Council also worked with OEH 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 the LEP.

Council's Local Environmental Plan (LEP) 2009 in relation to protection of vegetation 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 Biodiversity Conservation Act 2016, Local Land Services Act 2016, and the State Environmental Planning Policy (vegetation in Non-Rural Areas) 2017 revised 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 a new Native Vegetation Panel is the approval authority.

How well do we provide for our human populations?

The Australian Bureau of Statistics records the population of Goulburn Mulwaree in 2019 as 31,432 people which is an increase over the previous year of 580 people or 1.88%. The residents of Goulburn Mulwaree are distributed between approximately 24,026 city residents and 7,406 residents in the villages and rural areas. The majority of the population increase is in the villages & rural areas. These figures are consistent with the increase for the previous year.

Council's Strategy Plan 2020 provides detailed guidance about the future direction of the area to 2020. The creation of the Strategy involved community consultation, data gathering and discussion of land use issues such as water supply, industrial development, rural land use, new farming practices, population changes and job opportunities.

Council's Local Environmental Plan 2009 (LEP) was developed from the Strategy Plan 2020. The LEP provides statutory information about land use, including specific objectives and zoning information. The LEP includes measures to protect Aboriginal and European heritage.

In terms of noise for the Goulburn Mulwaree area, Council assesses Development Applications against state legislation and guidelines in order to maintain a reasonable amenity.

Recreational activities are well provided for in Goulburn, with substantial sports facilities spread throughout the city with a concentration of fields at Carr Confoy Park on the flood plain adjacent to the Mulwaree Ponds. Some of the rural villages have facilities such as playing fields and tennis courts. Council's role is to provide the infrastructure for community groups to use.

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

Council has recently added a mobile information van that attends events to its visitor info service.

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 Relay for Life.

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. 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 Goulburn Regional Conservatorium of Music provides community access to

music education. Southern Tablelands Arts promotes arts and culture generally throughout the Region.

The Goulburn Mulwaree Library is located 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 whole community. Free WiFi is provided. The library has also added a mobile van “the Bid Read Bus” to its service. The van regularly visits rural villages and markets.

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 centre of Goulburn city. The LEP includes around 350 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 two heritage studies or located in heritage conservation areas. Projects are eligible if they involve external repair, maintenance or reinstatement of missing details on heritage buildings or items.

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 2013. In 2016 Council engaged consultants to update its Heritage Study. The study was adopted by Council in 2018 and its recommendations will be

progressively integrated into the LEP including a revised Schedule 5 of Items of Environmental Heritage.

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

The Goulburn Mulwaree Council area covers an area of 3,298 km². The vast majority 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. Development of the former Kenmore Hospital site is progressing slowly and the expansion of the highway service centre in South Goulburn is progressing more rapidly. The proposed distribution “Hubs” to the South East and North of the city did not eventuate due to the economic climate.

The State Government's South Eastern Tablelands Regional Plan 2036 replaced the Sydney to Canberra Corridor Regional Strategy. The Regional Plan 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.

Goulburn Mulwaree Strategy Plan 2020 provides strategic directions for growth targets, growth areas, sustainable development and planning instruments and policies.

Land quality issues within rural areas have had a particular emphasis on issues relating to noxious weed identification and removal, 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 waste card that allows 52 visits to a Waste Management Centre each year plus one bulky

waste disposal. 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 has recently commenced undertaking composting of this material at Goulburn Waste Management Centre.

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



Wollondilly Public School students with Council's Waste Education & Project Officer, Hannah Cotton, and Julie Donne, from Bournda Environmental Education Centre.

Progress towards sustainability

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.

Initiatives include;

- Undertake a Biodiversity Strategy and its integration into the LEP 2009
- 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

- Participate in the Sustaining our Towns project run by South East Region Resource Recovery Organisation of Councils (SERRROC). Now complete the project aimed to reduce the environmental impact of residents and businesses
- 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 reduce 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 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.

A new Waste Water Treatment Plant was completed in November 2018. The new WWTP will dramatically improve the quality of water that is released into the Wollondilly River.

An energy audit of Council’s Civic Centre was carried out by consultants EnCall. The audit recommends prioritised actions to reduce the energy use of the Civic Centre. Improving the efficiency of the lighting and Heating Ventilation & Air Conditioning (HVAC) systems were two of the primary recommendations.

Did you know?

- In 2018/19 there was 3,113ML water supplied with the maximum daily demand being 16.11ML
- The volume of Sewage treated was 1,971ML
- The Length of Sewage Mains is 297km
- There are 11,173 sewer connections



How Good is our Water Quality?

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.

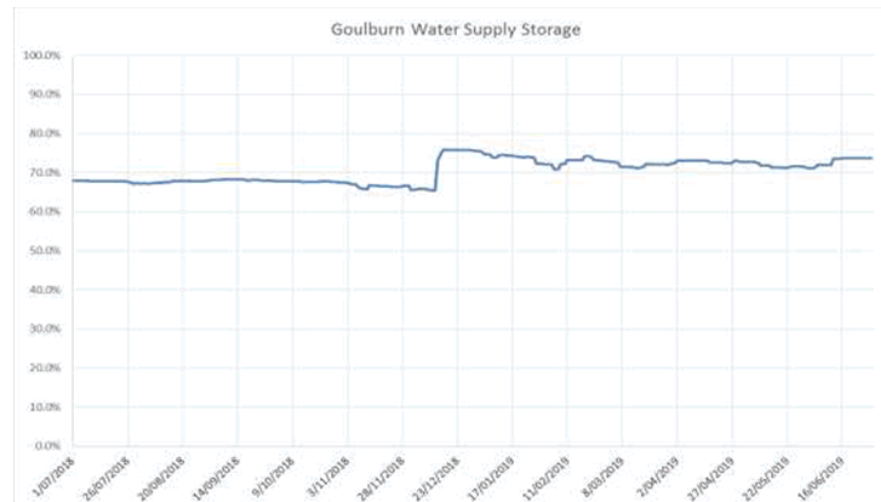
Regular samples are collected by Council officers with the analysis being carried out by an independent laboratory.

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 2019 the amount of usable water available to Goulburn is 71% of total capacity. Water consumption continues to be around the 8..25ML/day. Marulan’s water usage on average is 277kL/day.

Figure 1. Goulburn Water Storage Capacity



There was lower than average rainfall experienced during 2018 - 2019. The storage levels ranged between 65.4% and 75.9% over the year.

Raw water was also sourced throughout the year from Wingecaribee Reservoir. A total of 39.37ML was transferred to Goulburn through the highland source pipeline.

Figure 2. Goulburn Water Demand Comparison

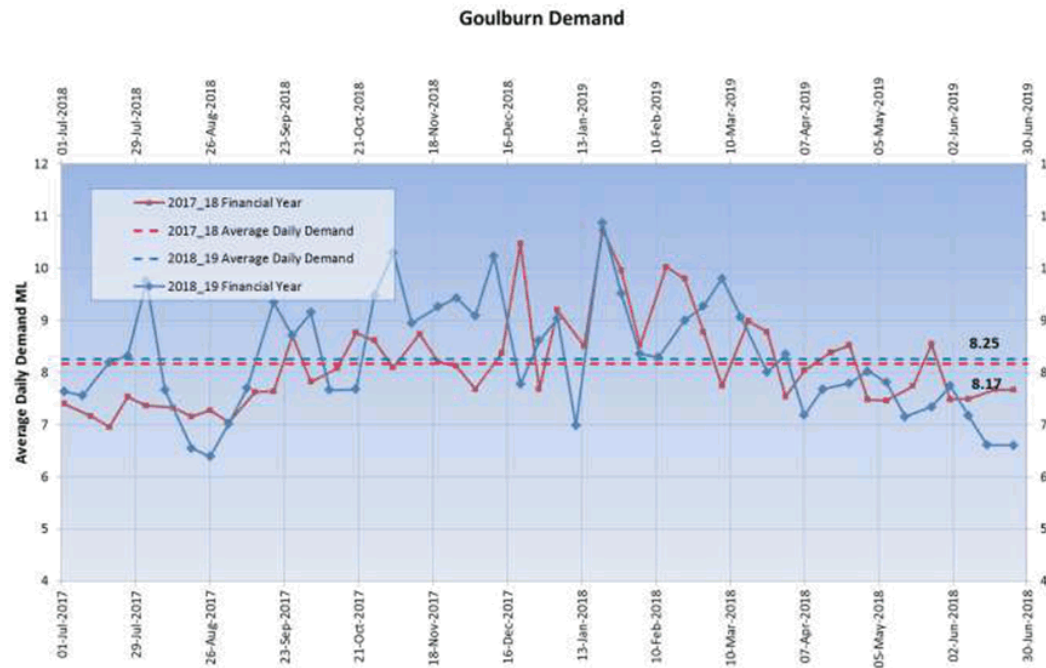


Figure 3. Marulan Water Demand Comparison

