



OUR VISION & VALUES ONE TEAM DELIVERING WITH

PRIDE

Passion | Respect | Innovation | Dedication | Excellence

OUR MISSION TO BE EASY TO DO BUSINESS WITH

ATTACHMENTS

ENCLOSURES

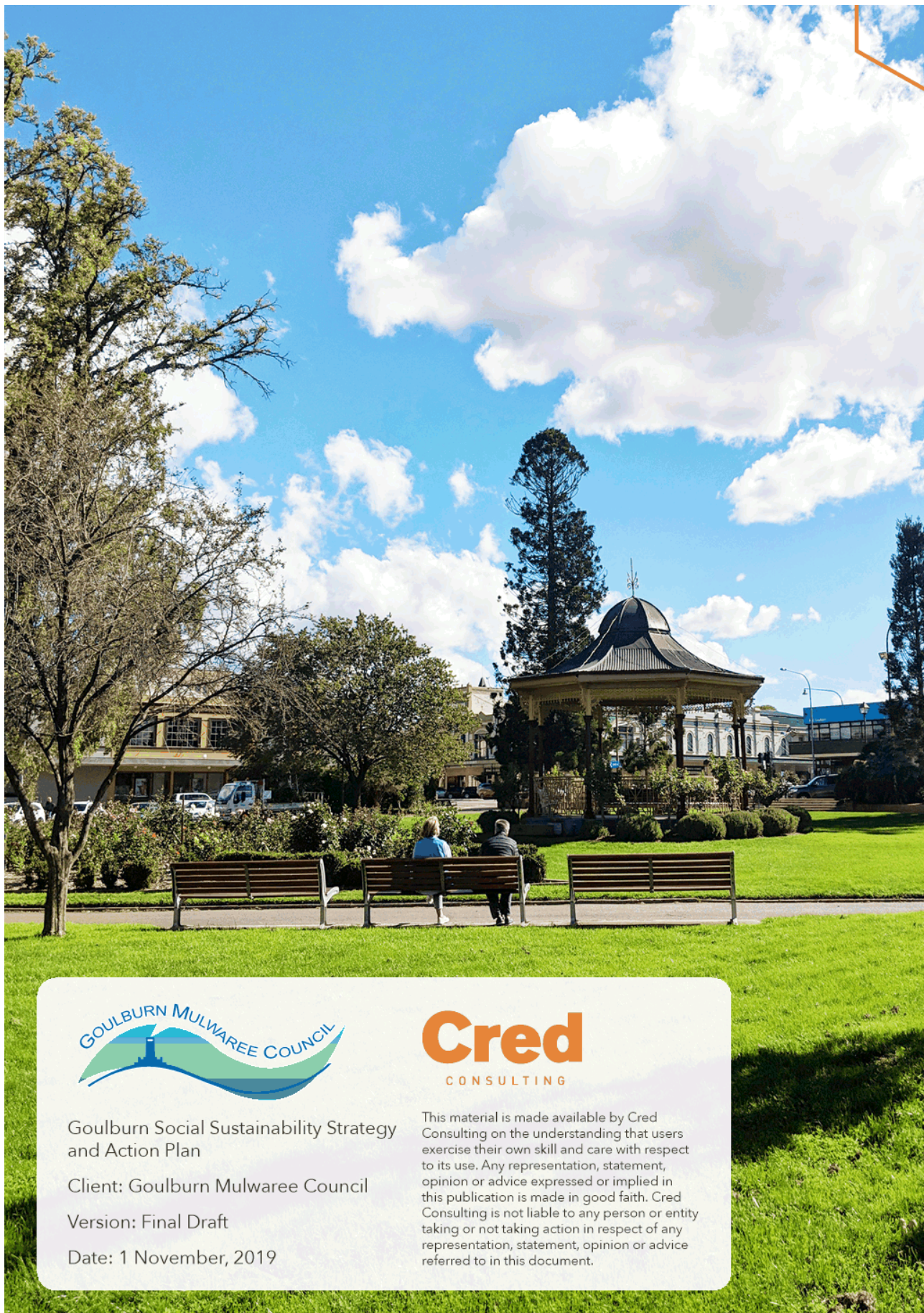
Ordinary Council Meeting

19 May 2020

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Goulburn Social Sustainability Strategy
and Action Plan

Client: Goulburn Mulwaree Council

Version: Final Draft

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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



MESSAGE FROM THE MAYOR

Goulburn is a brilliant place to live. We are lucky enough to be able to enjoy a relaxed, country lifestyle while still having easy access to services we have all come to expect in this day and age. There is always room for improvement however, and like all places we face challenges in areas such as physical health, mental wellbeing, and social connectedness among some other things.

The Goulburn Mulwaree Social Sustainability Strategy and Action Plan has been put together by Council to try to address some of these challenges. The document has been created following extensive community engagement, demographic analysis and best practice research.

We believe Council has an important role to play in building social sustainability alongside service providers, community groups and of course members of the wider community. Our three strategies set the foundation of this plan; we want to build the skills and capacity of our community, strengthen bonds between citizens and community groups and improve health and wellbeing for all in our region.

To do this we have chosen measurable actions to undertake, and prioritised these to ensure the workload is manageable. It's also critical to note that this strategy and action plan will not be successful if it is only Council seeking to implement these actions - we need buy in and commitment from local clubs, service providers, community groups, not-for-profits, government agencies and business.

This is a wonderful opportunity to improve social sustainability within our region, and I look forward to seeing tangible outcomes in the coming years.

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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 take into account, when prioritising the delivery of community facilities and public places, that they 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.

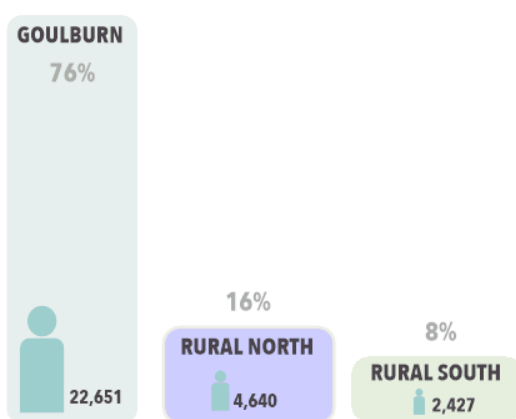
Population Increase between 2011-2016

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.

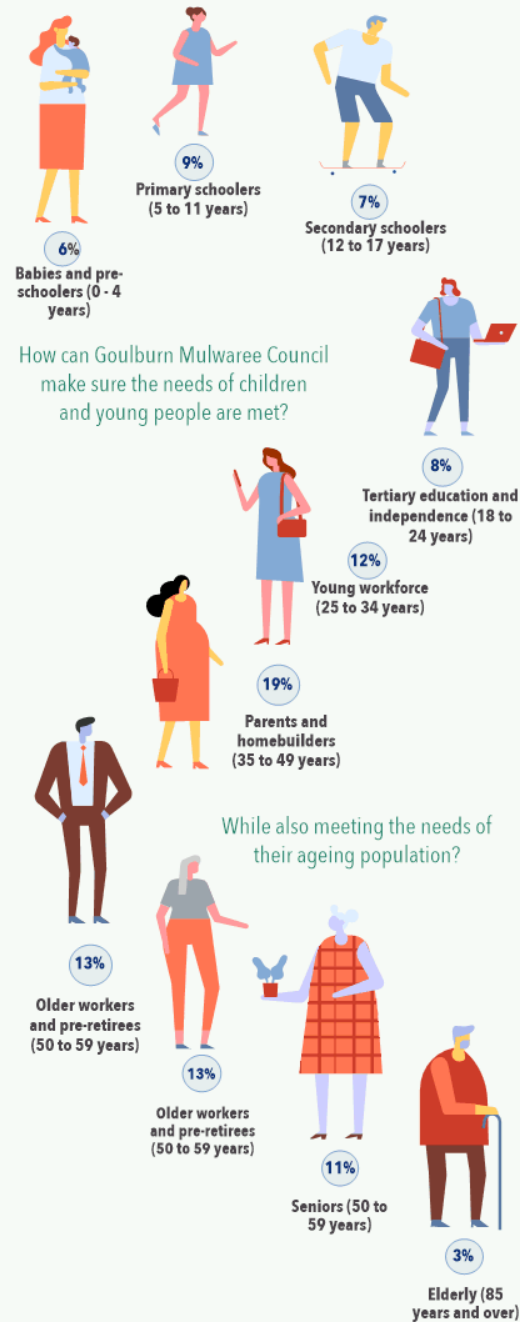
A predominantly low density rural area

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

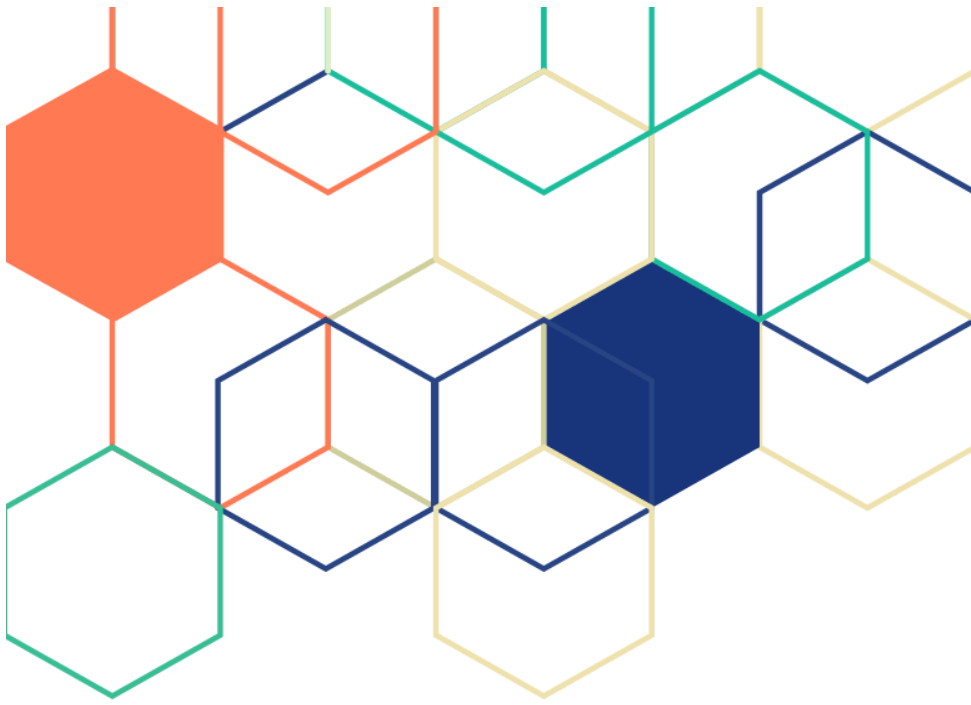
EDUCATION AND LEARNING FACILITIES:

- 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	<ul style="list-style-type: none"> - Council - Department of Education - Goulburn & Marulan Business Chambers 	<ul style="list-style-type: none"> - Council 	Ongoing	1
Advocate for a better and more flexible transport timetable including the need to support students and commuters.	<ul style="list-style-type: none"> - Council - NSW Transport 	<ul style="list-style-type: none"> - Communications (ED) - Community Services 	Ongoing	2
Investigate lending mobile Wi-Fi hotspot devices through our library services	<ul style="list-style-type: none"> - Council 	<ul style="list-style-type: none"> - Marketing, Events & Culture - IT 		3
Further create opportunities for Council internship programs (e.g. in administration, parks and gardens, Council's Art Gallery etc.)	<ul style="list-style-type: none"> - Council 	<ul style="list-style-type: none"> - Community Services (lead) - Human Resources 	Ongoing	4
Actively promote relevant programs, training and job opportunities eg. SPARK program	<ul style="list-style-type: none"> - Council - Employment Agencies 	<ul style="list-style-type: none"> - Communications (ED) - Community Services 	Medium	5
Increase social enterprise programs including in our villages.	<ul style="list-style-type: none"> - Council 	<ul style="list-style-type: none"> - 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



Source: Ray Shiel in Goulburn Post 2018

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 Goulburn Mulwaree, 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 aren'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



APPENDIX 1 - OUR COMMUNITY PROFILE

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.

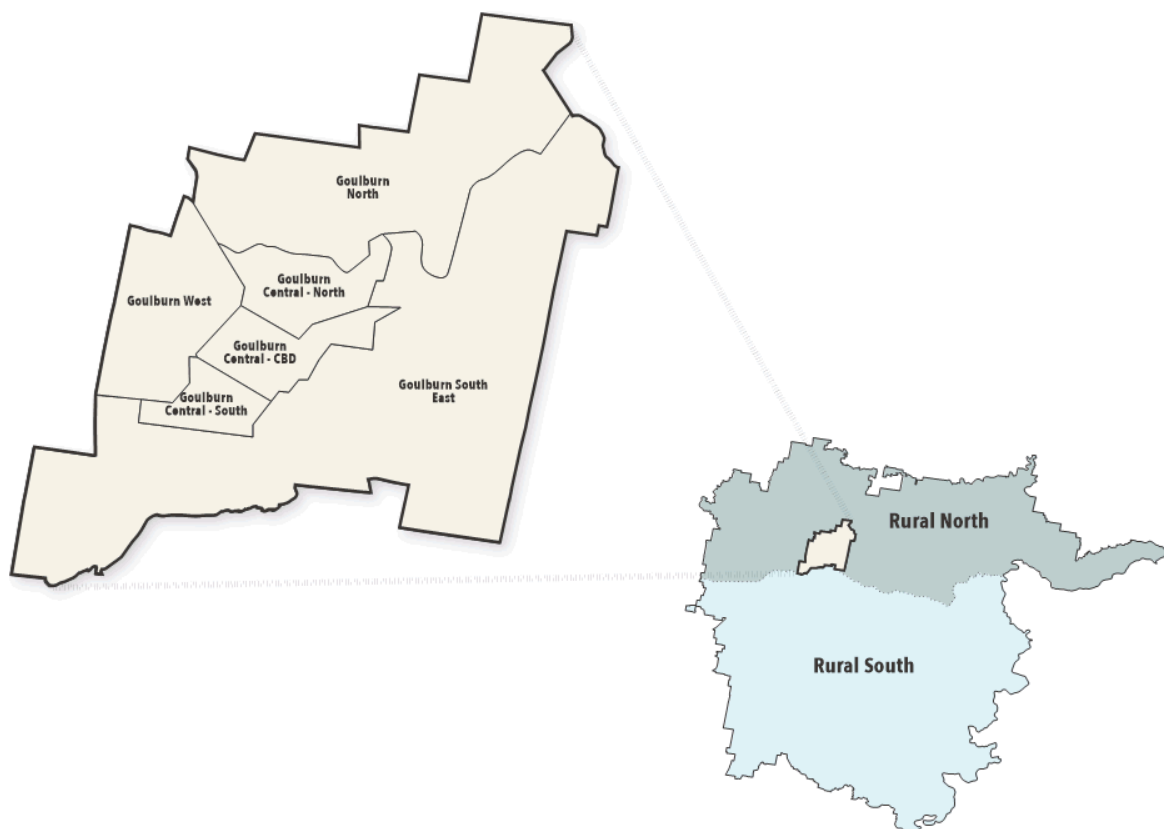


Figure 2 - Profile.id demographic areas

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.



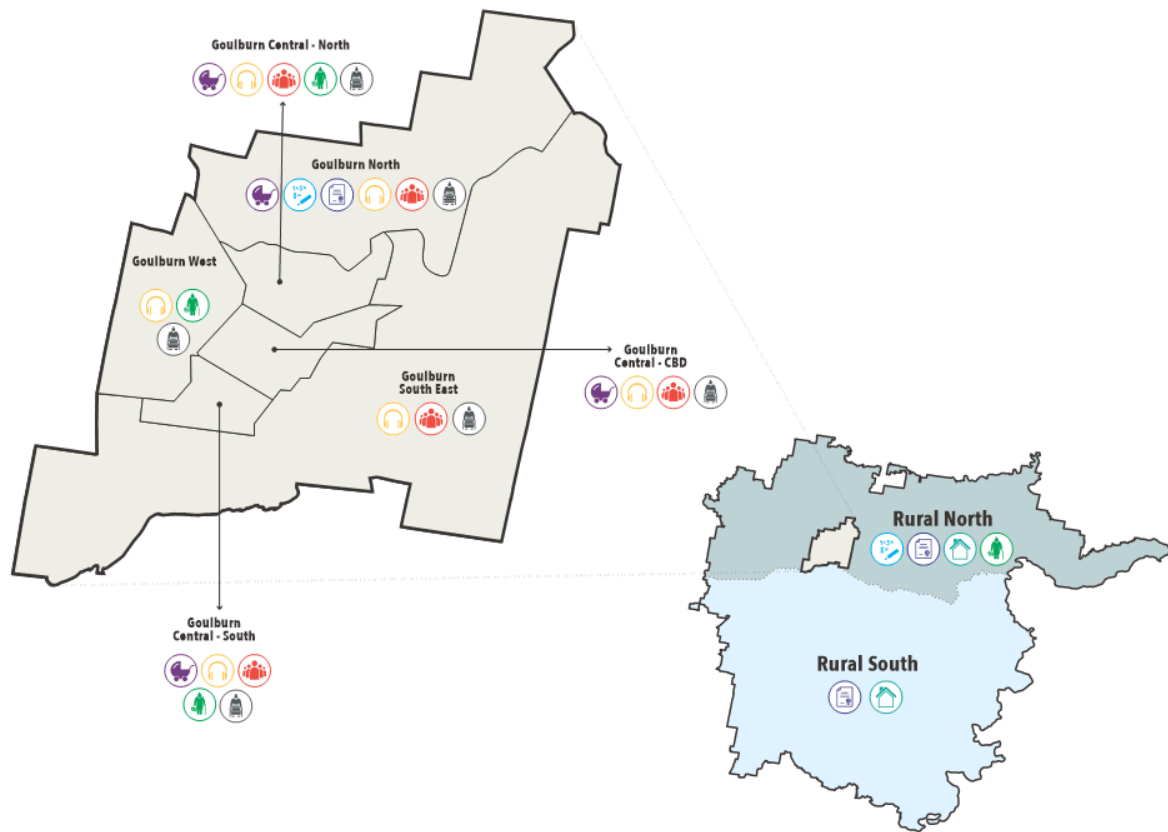








Figure 3 - Age comparison to Goulburn LGA averages

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.

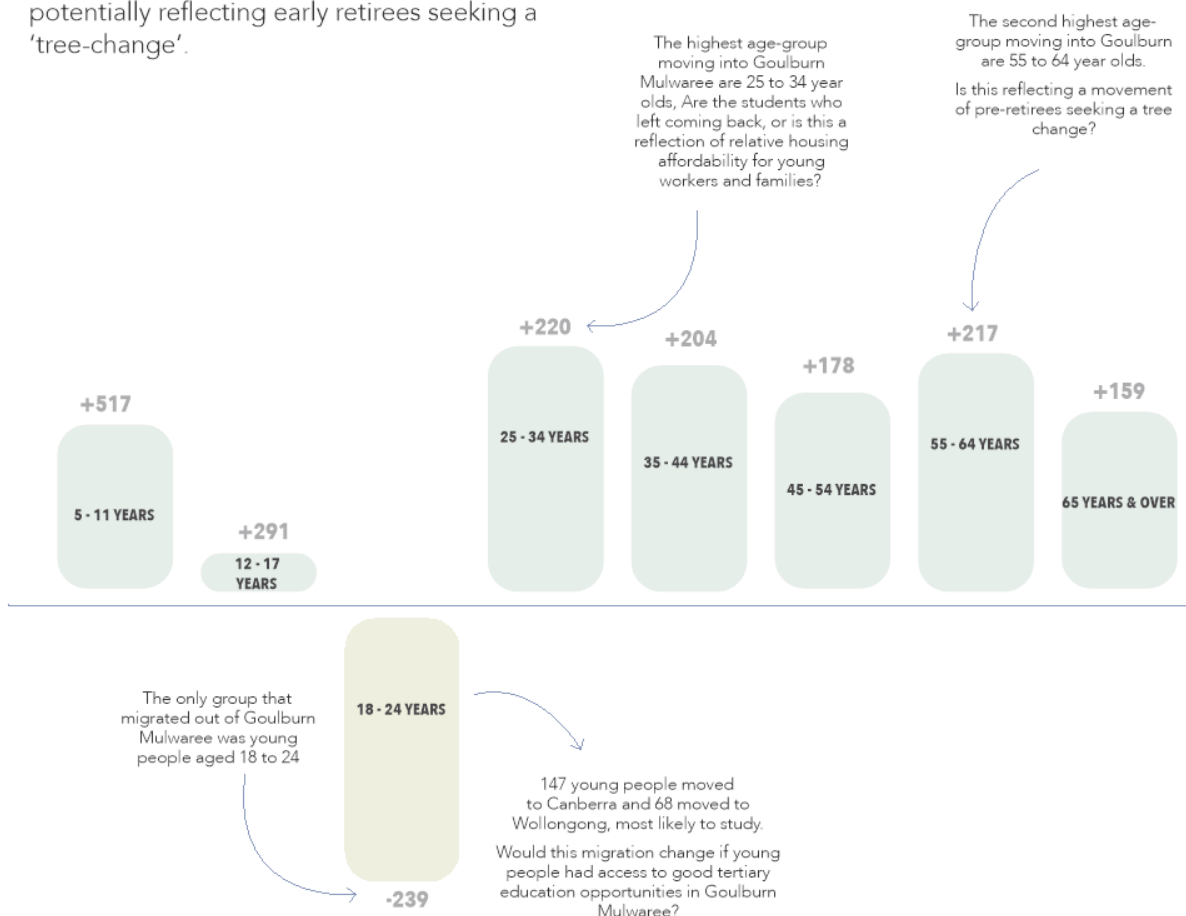
Migration in and out of the LGA

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.

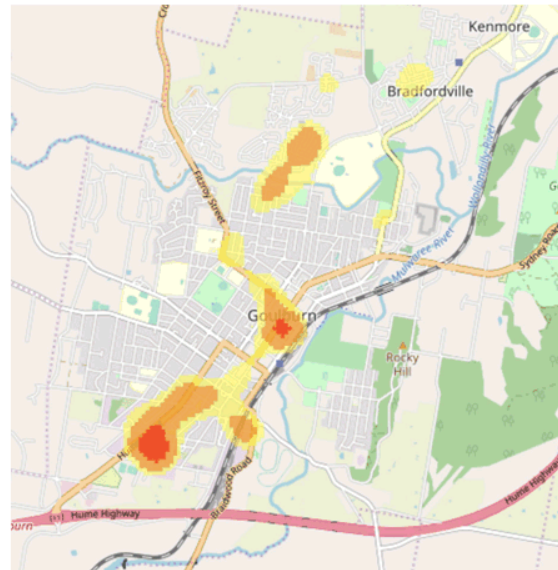


Figure 4 - Domestic assault "hotspots" in Goulburn

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 131,1857 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.



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 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.

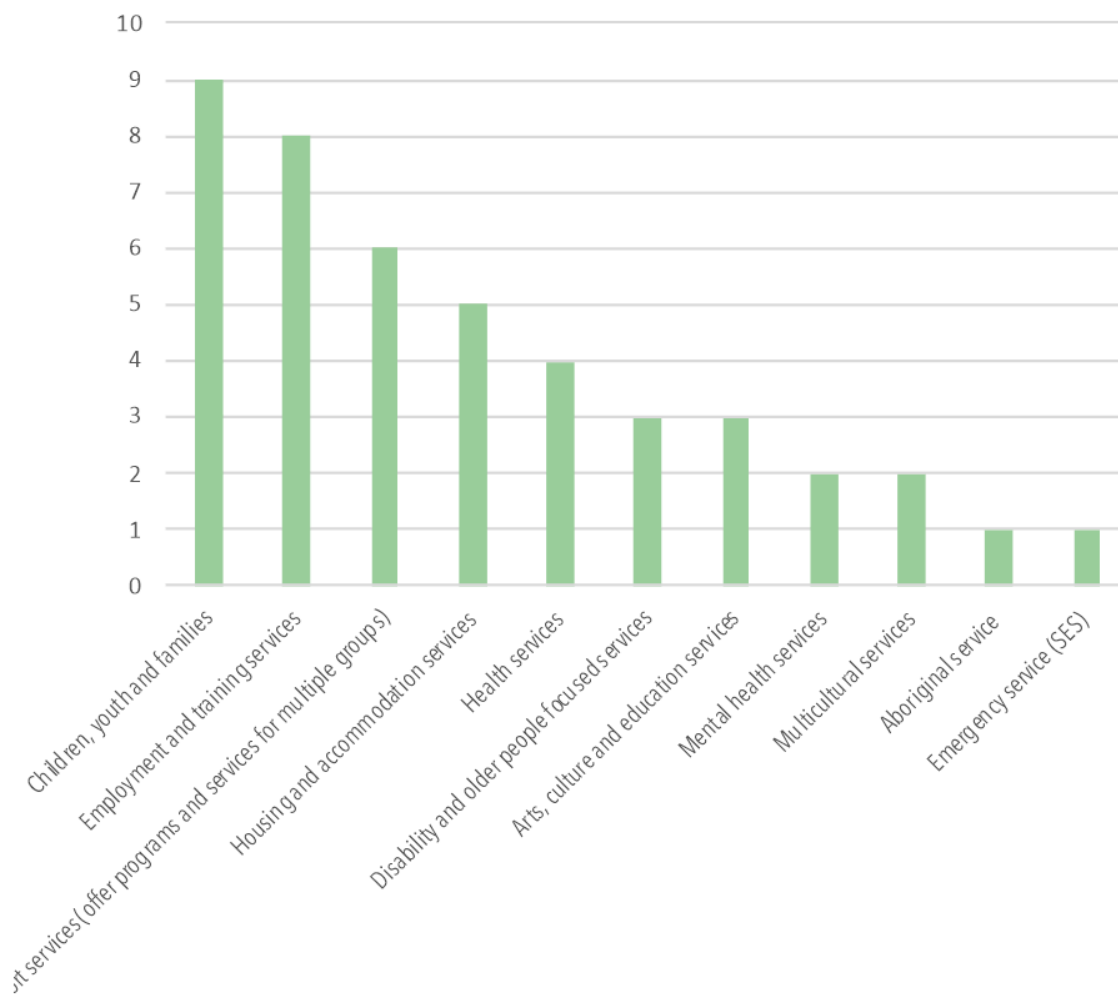
Through community and stakeholder engagement it was clear that the services in Goulburn Mulwaree come together to actively and innovatively respond to community needs. This is most evident through the Goulburn Place Plan coordinated by FACS, where different organisations (including Council) pitch in 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.

Attachment 2 – Submission Summary and Commentary

Submission	Submission Content Summary	Comments
<p>1. Jennie Gordon Writes as a Ngunnawal woman and a spokesperson for a number of Goulburn Mulwaree Aboriginal Community.</p>	<p>Within recent years the Aboriginal and Torres Strait Islander population of this district have had limited recognition or consultation from Council with the exception of Council consulting with Pejar Land Council. Whilst they are a registered organisation, the Land Council certainly does not represent the Aboriginal Community of Goulburn Mulwaree Council area.</p> <p>The evidence demonstrates that as at 2018, Goulburn Mulwaree has 1185 Aboriginal and/ or Torres Strait Islander people living here (Page 42 of the draft plan). This is 4% of our total population and double the NSW proportion of 2% population- and yet we don't have a say. Continually we, the people of Goulburn are told that Aboriginal people have been consulted because Council (or other groups) consulted with Pejar Land Council.</p> <p>I have attended the consultation for the <i>Draft Social Sustainability Strategy and Action Plan, 2019-2029</i> and feel that the information provided is missing from this draft plan. Page 43 of the draft plan describes "<i>The Goulburn Mulwaree region was traditionally a meeting place for different First Nations (note capitalisations here) to meet on (sic) another</i>". This statement is not factual.</p>	<p>This is an issue which was raised during the Community Engagement phase. One of the actions in the original pre-exhibition draft of the Strategy was to form an Indigenous Advisory Committee of Council to address this matter.</p> <p>Council is required to consult with Pejar and is not responsible for its membership, in the absence of another representative body to consult with Pejar becomes the sole contact.</p> <p>There are four ways that Council could address this issue:</p> <ol style="list-style-type: none"> Raise this issue with Pejar LALC. Council create its own Indigenous Committee with membership from each First Nations people and Pejar LLAC. Suggest another representative body for First Nations people be formed so as to provide Council with another representative body to contact when engagement with the community occurs. Address in the Reconciliation Action Plan. <p>Council has subsequently been advised that another Aboriginal community organisation has been formed - the Mulwaree Aboriginal Community. It is recommended that Council broaden its consultation to include this new group and any others that may wish to be included.</p> <p>The GM <i>Aboriginal Heritage Study 2012</i> prepared by Australian Museum(Business Services) in consultation with the Aboriginal community states that the two major language groups identified within this region at the time of European contact were Gundungurra to the north and Ngun(n)awal to the south.</p> <p>MacAlister later recorded (1907) that there were three numerous tribes in the district; the Cookmai (Mulwaree), the Tarlo and the Burra Burra. This study and the Heritage Study Review 2018 are proposed to be referenced directly in the proposed amendments which are scheduled to the Strategy.</p>

Submission	Submission Content Summary	Comments
		It is recommended that p. 27 – GMC Local Strategic Context have references to the GMC Aboriginal Heritage Study and Heritage Study Review 2018 added. In addition to this the wording on p.24 and 43 of the Strategy and Action document be amended.
	<p>Page 24 of the <i>Draft Social Sustainability Strategy and Action Plan, 2019-2029</i> needs to be redeveloped and rewritten in consultation with the Aboriginal Community of this area. The views expressed under "What we heard" are broadly true, however that Heritage Study is attached and needs to be provided again to the local public.</p> <p>Notes that the Heritage study has errors to stories which demonstrates some of the free rein re: Aboriginal History which have been followed up with Gundungurra Elders re the massacre stories.</p>	<p>Based on earlier comments in this submission concerning the representation of Aboriginal people by Pejar LLAC – it is recommended that Council broaden its consultation to all available local Aboriginal community groups.</p> <p>The issues raised with the general GM Heritage Study are noted and will need to be addressed as a separate matter. The <i>Heritage Study Review 2018</i> and <i>Aboriginal Heritage Study 2012</i> are both available on Council's web page.</p>
	Again on page 24- Why it is important for social sustainability? Paragraph 1- Is totally incorrect as per the information and dot points in the previous paragraph,	As per the above, revise.
	The other error which I would like to highlight is that Aboriginal is capitalised in most documents, please correct this simple error.	Agreed
<p>2. Ed Suttle, President, Community Energy for Goulburn</p>	<p>General</p> <p>CE4G congratulates the Council for attempting this analysis and seeking to develop an action plan to support the community.</p> <p>We are particularly pleased that the report emphasizes that one of its "Key Social Challenges", is the impact of Climate (p13). However, because the report fails to take into account the looming disruption that will inevitably be caused by global warming, there are significant and alarming shortfalls in its analysis and recommendations. Suggests that Goulburn has the potential to develop a Renewable Industry Hub with related educational facilities that would rival any other industry cluster currently established in Australia.</p>	<p>The issues raised in this submission are really mostly outside the scope of the Social Sustainability Strategy and Action Plan. This Strategy started out as a social needs assessment to identify services and gaps in services for the local community. Essentially the problem here is the use of the word sustainability which is currently often put together with environmental issues (natural environment and climate change areas).</p> <p>Council has a <i>Climate Change Action and Mitigation Plan (2009)</i> which is currently in the process of being updated and amended. This document looks at Council's role in terms of identifying and mitigating impacts to services it provides and controls. Council also has a Sustainability Policy which is a document that Council could look expanding. A Renewable Industry Hub is well outside the scope of this document. Furthermore, would involve considerable Council input (time/money). This is a matter for consideration in another document or forum.</p>

Submission	Submission Content Summary	Comments
	<p>Comments on Clause 3.3.</p> <p>The actions proposed in Objective 3.3 do not sufficiently address the concerns that were expressed by the comments from the community engagement participants. Planting trees, promoting cooler houses, checking on neighbours and using air conditioning go nowhere near what is needed to produce a resilient community in the face of more numerous heatwaves, droughts, fires and flooding. <i>They appear to be token gestures at best.</i></p> <p>The recent fires in the region have made it abundantly clear that the future holds particularly difficult conditions for maintaining social sustainability, and unless Council addresses these issues with a far more robust strategy, it is inevitable that all other proposed initiatives will be swamped by the challenges of the climate emergency that has been foreshadowed numerous times by the scientific and emergency services community.</p>	<p>As per the previous comment, this issue is a significant one in its own right and is beyond the scope of this document. See previous comments also re Climate Change Action and Mitigation Plan.</p> <p>A first step in this area is for Council to take up a position in terms of how it fits in the scheme of things for governance in this area. Council effectively exists to fill a gap between collective community needs and those areas not covered by Commonwealth and State Governments. It is agreed that Council has a role in this but what is that role? To date Council has focused primarily on its organisational response to Climate Change, Council may choose to expand and take a greater role but this is a decision that needs to be balanced with resourcing available to do all other functions.</p>
	<p>Renewable energy as an Economic Driver</p> <p>The Goulburn region has the largest and most diverse concentration of renewable facilities in Australia. With the right leadership and plan this region could become one of the most important renewable hubs in Australia.</p> <p>Far more employment opportunities could be provided in related industries provided there is strong leadership from Council to encourage and incentivise renewable businesses to locate to this region. Improving the economic performance of the region will at the very least alleviate some of the issues identified in the draft plan that need resolution.</p> <p>Developing policies that foreground renewables as an emerging industry in this century will benefit the Goulburn region significantly.</p>	<p>This submission is not really clarifying how Council can incentivise renewable business locating here.</p> <p>In terms of land use planning, <i>State Environmental Planning Policy (SEPP) Infrastructure</i> allows development for renewables such as solar farms to occur anywhere. It would seem that the objectives here would be to ensure other factors are addressed.</p> <p>Such factors may be cost of land, rebates, access to appropriate support infrastructure such as the grid. Council does not have any direct control over some of these areas, and further investigation would be required to ensure the best utilisation of Council resources to achieve the desired results.</p>
	<p>Tertiary education</p> <p>CE4G believes that the development of a Renewable Industry Hub would also encourage the development of education institutions centred around both training and research in the renewable sector.</p>	<p>The Strategy does include recommendations around trying to match education with industry and relevant skills (refer Objectives 1.1 and 1.4)</p>

Submission	Submission Content Summary	Comments
	<p>Both the ANU and UC have previously worked with community groups in Goulburn on renewable studies and projects and still provide advice to community groups seeking to build more awareness of the impacts of climate change and the consequent opportunities.</p> <p>Community Expectations:</p> <p>The NSW Office of Environment and Heritage examined community expectations across NSW for renewables and breaks down the state into regions. The key summary (p61) for residents in the SE region concluded:</p> <ul style="list-style-type: none"> • 90% supported renewables to generate electricity • 82% believed NSW should increase the use of renewables over the next five years • 83% believed that the most common advantages of renewables were environmental <p>Conclusions:</p> <p>CE4G advocates a far stronger response to the reality of global warming than is currently proposed in this draft action plan. In our view it is totally inadequate in its present form.</p> <p>Council must develop a plan to attract renewable industries into this region.</p> <p>Council must commit to being 100% carbon neutral by 2030 and to develop strategies to achieve this target, including but not limited to: mandating all new building developments to have at least a six star rating and double glazing, all council vehicles to be electric powered, all council buildings to be solar powered, and implementing a massive tree planting program.</p> <p>The community is already supportive of more emphasis on renewable generation. The community needs a new direction. Renewables provide a far more resilient opportunity for future employment and a vision that can inspire the community to create a more socially sustainable community.</p>	<p></p> <p>As per previous comments on this matter. There is an issue in relation to where Council is positioned on this issue and what capacity there is. This matter is beyond the scope of this document and should be investigated in terms of Council's broader role.</p> <p>It would be great to aim for some of these outcomes, however, in reality this is a large local government area with a small revenue base. Achieving carbon neutrality by 2030 is really not going to happen unless it is paid for by savings from conversion to renewables, and 2030 is not a realistic timeframe. Savings from renewables will take time to outweigh costs of conversion of fleet to electricity etc. Furthermore, this would need to be driven by a complete change in policy applicable across the whole organisation and would likely mean having to abandon other projects.</p>

Submission	Submission Content Summary	Comments
<p>3. Mhairi Fraser, Family Worker, Home-Start Family Services</p> <p>Home-Start Family Services, is an early intervention program that supports families with children under five years, who are experiencing social isolation and parenting stress due to a number of factors (see full submission).</p>	<p>Objective 3.3: Our community is resilient to climate impacts (p30).</p> <p>The plan as a whole reflects the input from the community in the context of what we know works from <u>past experience</u>. Much of this is still relevant. Objective 3.3, however, is insufficient to safe guard from foreseeable climate impacts on liveability and wellbeing. Cannot look to past experience to develop robust objectives in response to climate risk.</p> <p>“How will we measure our success” (p32) there are <u>no</u> descriptions of what success might look like if we achieved “climate resilience” and no identified measures for success.</p>	<p>As per previous comments on submission above in relation to the scope of this Strategy.</p>
	<p>Vulnerable families, economic security and equity</p> <p>Extreme heat conditions and the direct and indirect impacts from catastrophic bush fires result in greater pressure on vulnerable families</p> <p>Council must take this more seriously if the Social Sustainability Plan is to have any enduring legacy. Climate risk includes an assessment of all the impacts that extreme weather events pose to the regional economy, regional business operations, employment disruptions, emergency services, health and wellbeing of individuals and families.</p> <p>It offers enormous opportunities for regional councils to be on the front foot. With the right leadership it can provide an economic stimulus and enable regional resilience that benefits all residents.</p> <p>Council can play a more proactive role in the regulatory space to ensure that new infrastructure is built to a standard to keep people and business safe, comfortable and protected from destructive impacts. There are new housing, recreational and business developments in Goulburn.</p> <p>The application of higher building standards including requirements for double glazing, insulation, passive solar orientation, water capture and solar energy will not only improve our infrastructure going forward but also stimulate our economy.</p>	<p>The improvement of building standards in relation to climate change is an area which Council can advocate for change. Currently there are two main impediments to increasing standards which are the complying development provisions in SEPP Exempt and Complying Development Codes and the minimum standards this exempt development has to meet under SEPP Building Sustainability Index and under Part J of the BCA. Council does not have the ability to stipulate for higher standards particularly where complying development is concerned.</p> <p>Being within the Sydney drinking water catchment requires development to provide more on site water storage. There are also BASIX requirements for this. Once again this could be more regionally relevant and Council can advocate for change in this area. This matter is raised in the Draft Local Strategic Planning Statement also.</p> <p>The <i>Climate Change Risk Management Plan</i> (currently under review) identifies various risks to the LGA as a result of climate change and mitigations measures from an organisational perspective.</p>
	<p>Climate risk, violent behaviour and the safety of women and children</p> <p>There is a link between extreme heat associated with climate change and increased irritability, social aggression and family violence.</p>	<p>Agreed, I think this is something that Council can work towards when planning new facilities. In Objective 3.3 there is an action which is to “Work toward community facilities that are all air conditioned, have drinking water available (both indoor and outdoor) and are accessible (summer and winter)”.</p>

Submission	Submission Content Summary	Comments
	<p>Over the last couple of months extreme weather conditions have isolated Home-Start families even more than usual due to heat, poor air quality and lack of affordable climate friendly places to be out with their children. When extreme heat keeps people on top of each other at home or uncomfortable in public spaces then irritability and aggression increase. Women and children are most at risk.</p> <p>The places families can go in extreme heat, cold and wind are limited in Goulburn.</p> <p>Vulnerable families are even more at risk in extreme weather than other families due to their social isolation and the cost of heating and cooling poorly built homes. They cannot afford to spend hours in the Mall or go to the pool. Outdoor events like popcorn in the park and festivals are also highly weather dependent. It is possible that the recurrence of extreme weather as a stressor may increase the risk of family violence and anti-social behaviour. We need more climate friendly public spaces.</p> <p>The Social Sustainability Plan must take more account of climate impacts in its objectives and show more clearly how this objective integrates to other planning instruments within Council. Planning for climate must become more central if Council is to embrace roles identified for itself in the plan</p>	<p>As previously stated the climate change issue is far broader in scope than this particular document. In terms of an overarching planning document, the <i>Draft Local Strategic Planning Statement</i> would be the means to link to other documentation.</p>
<p>4. Bob Philipson, Community Voice for Hume</p> <p>Community Voice For Hume is community group that has a particular interest in Social Sustainability</p>	<p>Community Voice For Hume is community group that has a particular interest in Social Sustainability Community Voice for Hume, considers that the Social Sustainability Plan represents a major opportunity to transform the GMC LGA and build on work that has been done already by the Council, in particular and the State with the <i>Integrated Regional Vulnerability Assessment (SE Region)</i>.</p> <p>Suggests using the State Government’s Integrated SE Region Vulnerability Assessment plan and its methodology as the basis to enhance the current Sustainability plan, by applying this assessment to the LGA to deliver a local Climate Resilience, Adaptation and Mitigation plan. Additionally it would deliver transition pathways to take the GMC LGA from its current state and capabilities to the desired state and capabilities, including the building of a stronger economy, something that is crucial to the success of the Sustainability plan.</p>	<p>As stated in earlier comments, this issue is outside the scope of this plan. The climate change issue warrants separate consideration in terms of:</p> <ul style="list-style-type: none"> • Council’s overall position on this issue • Extent, if any, that Council will participate in mitigation measures in relation to contributory factors to climate change – emissions targets etc. • Extent of Council involvement in responding to risk outside of the existing review of the <i>Climate Change Risk Management Plan</i>, this Strategy and any other relevant Council documents/policies such as the Local Strategic Planning Statement, Local Environmental Plan, Development Control Plan, Sustainability Policy etc.

Submission	Submission Content Summary	Comments
	<p>It would position the GMC in the best possible place in terms of the liability for climate liabilities. It also provides peace of mind for residents and firm planning guidelines for business.</p> <p>The Community Voice for Hume has already sounded an officer of the NSW DPIE about conducting such an exercise and had a positive response. The objective is not just to protect the GMC LGA, its assets and residents in-line with the Regional Community Strategic Plan but to underwrite the future economic prosperity of the GMC LGA, in part by making the GM LGA stand out as a leader.</p>	
<p>5. Dick Kearins</p> <p>Note: made 2 x submissions</p>	<p>Submission 1</p> <p>The document appears to be influenced by someone who does not want to implement a social plan. This is demonstrated by reiterating previously published strategies of GMC.</p> <p>Its success (measured by inputs and outputs) appears dependent on a successful application for funding to employ a person to drive this plan.</p> <p>Suggests the City of Sydney plan as a model.</p> <p>Submission 2</p> <p>Leading involves the provision of suitably trained and experienced staff on a permanent, not short-term funded project, basis to skill the community to identify and provide for the future social needs of Goulburn and region. The social impact should be that GMCs role in a Social Sustainability plan changes as the community capacity develops which necessitates a review of progress mid plan</p> <p>If this plan is to focus on developing community capacity reference to <i>“the Five Capitals Model”</i> which presents a framework for sustainability is necessary (Forum for the Future).</p> <p>The five capitals are:</p> <ul style="list-style-type: none"> ▪ Natural Capital ▪ Human Capital ▪ Manufactured Capital 	<p>Submission 1</p> <p>Most strategies usually involve analysing existing documentation. This is not a demonstration of unwillingness to undertake a new strategy but covering background.</p> <p>Analysis was undertaken in the background documentation of surrounding councils and respective staffing for social/community services. Given the current Council structure there is no position that is actively responsible for community development - the Strategy identifies this. The City of Sydney Plan is obviously far more expansive than the GMC plan, however, the actions are very similar.</p> <p>Submission 2</p> <p>The format of the plan was determined followed the engagement and background data analysis which was undertaken. Common issues were identified in both the engagement and background analysis phases.</p> <p>These issues were then refined into the three strategies being:</p> <ol style="list-style-type: none"> 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.

Submission	Submission Content Summary	Comments
	<ul style="list-style-type: none"> ▪ Financial Capital ▪ Social Capital <p>The five capitals model can be used to allow organisations to develop a vision of what sustainability looks like for its own operations, products and services. The vision is developed by considering what an organisation needs to do in order to maximise the value of each capital. However, an organisation needs to consider the impact of its activities on each of the capitals in an integrated way in order to avoid trade-offs. (Forum for the Future)</p> <p>Many other examples exist in our community of these capitals which are the opportunities for projects to create a measurable social impact. A measure that is far beyond outputs and outcomes as an evaluation tool recommended in the current plan. The current data bases for the evaluation are influenced by factors greater than the input of GMC and can be misleading and disappointing at end of a ten year plan.</p> <p>The framework created by this approach gives rise to projects that can be clearly identified against one or more of the capitals to create measurable impact on the social life of the community. My brief analysis of the capital (GMC and community) that is most utilised in the three strategies is:</p> <ul style="list-style-type: none"> ▪ Strategy one- Greatest focus is equally shared between human and manufactured capital. ▪ Strategy two- Greatest focus is shared equally between social and manufactured capital. ▪ Strategy three- Greatest focus is on Social capital <p>The least utilised capital across all strategies is the natural capital.</p> <p>A philosophy statement should preface the strategies to link this long term plan to social impacts that will improve the communities' capacity and capabilities to address the challenges of our changing circumstance.</p> <p>Evaluation should reflect the impact of the plan on the five capitals. For example</p> <ol style="list-style-type: none"> 1. Is there greater utilisation of natural capital for social activities to improve community wellbeing? 2. Has human capital been measurably improved such that individuals in the community have greater knowledge, skills and capacity to be involved in community activities as participants and leaders? 	<p>The changes suggested in this submission would require a complete redraft of the plan.</p> <p>The approach suggested in the submission is a valid approach to identifying and building upon the various forms of capital to inform the plan and its delivery/measurables. A sixth form of capital "intellectual capital" can also be added to the list.</p> <p>However, it would require far more extensive research and background work if the Strategy was to be rewritten around this. Essentially this matter goes back to the original scope issues for this project – being a social needs assessment, which considered existing social services and shortfalls. The "five capitals" are more often used as a measure of broader sustainability.</p> <p>The suggested evaluation does not seem to result in any more specific results than the current actions and measurables.</p> <p>Should Council wish to undertake a broader Climate Change Policy and Plan, the six pillars of capital could be used as measurables.</p>

Submission	Submission Content Summary	Comments
	<p>3. Is social capital measurably improved for better relationships, co-operation and participation in social networks, service and sporting organisations and other volunteer groups?</p> <p>4. Is the community fully utilising manufactured capita that is available to support their activities?</p> <p>5. Is financial capital available and accessible to support community projects and activities to improve social wellbeing?</p> <p>The majority of the action items are about current actions and do not link to actions at a strategic level in a way that the responsible person or agency can act on.</p> <p>[Specific comments made in the document are (note these comments were made as pdf notes in the actual Strategy document – some areas were highlighted without any notes attached), the following is a list of extracted comments:]</p>	
	<p>p. 8 Comment on last paragraph – Council does not currently have a good record on partnerships with social groups.</p>	<p>p.8 This comment appears to be a personal observation.</p>
	<p>p.9 “What is the role of Council in delivering social sustainability” it states that Council “can” deliver on social sustainability.... – comment is made that “can” does not mean “will”.</p>	<p>p.9 Can/will is a semantic issue. Really the measure will be on what improvements are made as a result of the plan. It should be noted that this plan is not a legislative requirement but a Council led initiative.</p>
	<p>p.10 Under C. <i>Deliver services programs or events that respond to the following high priority needs</i> in relation to the dot points use an “and” instead of “or” in the list of needs.</p>	<p>p.10 Probably better just to list the high priority needs and delete “or”. Use of “and” would imply has to cover both (which would be ideal but depending on the service program may not be relevant/possible).</p>
	<p>P.11 - States we will give a community voice by – providing a range of opportunities to engage and collaborate... - comment is made that this does not necessarily fit the definition of collaboration in the [International Association for Participation (IAP2)] IAP2 model.</p>	<p>p.11 - The International Association for Participation (IAP2) spectrum shows that differing levels of public participation are legitimate depending on the goals, time frames, resources and levels of impact of the decision to be made. The five levels of public participation are: Inform, Consult, Involve, Collaborate and Empower.</p>

Submission	Submission Content Summary	Comments
		<p>Collaboration is outlined in many of the actions of this plan especially those areas where Council is not the responsible authority.</p> <p>Stakeholders and services providers are identified in the plan and have been involved in the consultation process to ensure future collaboration. It is considered that this approach is not inconsistent with IAP2 principles.</p>
	<p>P.11 Last point Increasing the capacity of our community groups by providing opportunities for them to share knowledge and resources by new and emerging groups. Comment: Sharing knowledge and resources is not capacity building in a human sense. Enhancement of individual social capacity to allow better participation would be one example. Building individual human capacity to participate in groups as leaders etc. would be another example.</p>	<p>p.11 This point is partly addressed in the feedback from the Stakeholder workshop. Presumably human capacity for growth will result from education and social programs? Council would be supporting this.</p>
	<p><i>[P. 13 has a number of "speech bubbles" which contain extracts from the community engagement feedback under the title of "The community sees Goulburn Mulwaree's key challenges as...". A number of comments were made on the speech bubbles expressing positive and negative social issues as represented in the community engagement.]</i> This submission commented :</p>	<p>The speech bubbles (SB) are a way of expressing the issues directly made through the engagement process. Whilst it can be argued that some of these issues are more community perceptions (rather than factual or evidence based) they do provide a snap shot of community impressions.</p>
	<p>Speech bubble 1: The impacts of climate change, including drought, flooding and fires impact on our community's social wellbeing particularly those living in rural areas." Comment – Mental health support for anxiety and depression Counselling services are readily available.</p>	<p>SB1 - This comment appears to be at odds with advice from service providers.</p>
	<p>Speech bubble 2: 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. Comment: Low income housing provided in future built assets.</p>	<p>SB2 – This comment does not articulate how this will be achieved. This issue is picked up in the Draft urban and Fringe Housing Strategy.</p>
	<p>Speech bubble 3: 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.</p>	<p>SB3 – This Strategy started out as a social needs assessment, basically looking at the issues and the gaps in services so that Council could either act directly or advocate/lobby for change.</p>

Submission	Submission Content Summary	Comments
	<p>However, there is also a sense amongst that these issues can be hidden away under the surface". Comment: Continuing issue in all towns including this LGA. Programs to identify underlying causes are required to assist development of programs to reduce the cause. Support programs for the current victims need continuing expanded funding and promotion to primary groups. Take on board successes in northern hemisphere countries that are addressing homeless problems.</p>	<p>There are a variety of levels of government and NGOs that work in this space.</p> <p>Essentially what the Strategy is doing is identifying this as a problem and therefore a platform for advocacy/change. It provides a base or authority from the community for Council to act in this space.</p>
	<p>Speech bubble 4: 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 community to access services, employment and education without having to move out of the area. Comment: Negative in this is that people do not see employment opportunities growing in Goulburn. They [are] accepting dormitory suburb concept. Does nothing to make Goulburn attractive to younger workers and families.</p>	<p>SB4 – As previously stated this is a reflection of the feedback from the community engagement. It is not unreasonable given the rail line, bus routes to Sydney and Canberra for improved connectivity? This is not about making Goulburn a satellite but recognising that there are in fact additional opportunities for students , medical facilities etc in Canberra and Sydney. If the public transport exists why not advocate for better timetables as the Strategy suggests?</p>
	<p>Speech bubble 5: Community engagement participants said that there are limited activities for young people in Goulburn Mulwaree, and also a lack of places to hang out. Comment: Research needed to identify the status of young perceived to have limited activities. Are they employed, unemployed, skilled, semi-skilled unskilled. Identify targets to research their activity needs.</p>	<p>SB5 – As previously stated the speech bubbles are extracts taken directly from the community engagement phase. It is potentially a perception, rather than a fact and will vary in accuracy depending on a wide range of factors as pointed out in the submission.</p>
	<p>Speech bubble 6: There are limited tertiary education and employment opportunities for young people after they leave school, causing many to leave the area. Comment: Links to previous point. Some opportunities in apprenticeships in traditional trades. Once apprenticeship is complete their employment future in Goulburn is limited. Skills to establish their own business are limited.</p>	<p>SB6: The Stakeholder workshop discussed this issue and provided suggestions. The main being ensuring that the range of courses available at the TAFE and Country Universities Centre align with local industry needs.</p>
<p>6. RSPCA Pre – exhibition Stakeholder submission</p>	<p>Suggested the inclusion of photos with people and pets in the Strategy.</p>	<p>Council contacted the RSPCA and suggested that maybe an action could be added to the plan that the RSPCA would like to see? For instance in Strategic Outcome 3, the objective is to improve the health and wellbeing outcomes for all in the community - were there any generic actions around pet ownership that Council should be considering? The RSPCA advised that it did not have any specific actions to suggest.</p>

Attachment 3 – Submissions to Draft Social Sustainability and Action Plan

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From: Bob Kirk [<mailto:rjkirk@bigpond.com>]
Sent: Tuesday, 14 January 2020 7:46 AM
To: Bob Kirk <Bob.Kirk@goulburn.nsw.gov.au>
Subject: Fw: Social plan

From: [Richard Kearins](#)
Sent: Thursday, January 09, 2020 7:20 PM
To: [Bob Kirk](#)
Subject: Social plan

Hi Bob

I have skimmed the draft GMC Social Sustainability document. It appears to be influenced by someone who does not want to implement a social plan. This is demonstrated by reiterating previously published strategies of GMC.

Its success (measured by inputs and outputs) appears dependent on a successful application for funding to employ a person to drive this less than challenging do little plan. It is not even a catch up plan.

Attached is the City of Sydney plan which reflects a wealth of understanding by the authors and the council. It presents a model that can shape the future of Goulburn as an attractive, inclusive city to live (from a social perspective).

To say we are not Sydney would reflect a rejection of the development of a framework that accommodates a capacity to respond to the future and create a community in the First Inland City that is attractive to all.

Happy thinking.
Regards
Dick Kearins
0428 220 799



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.

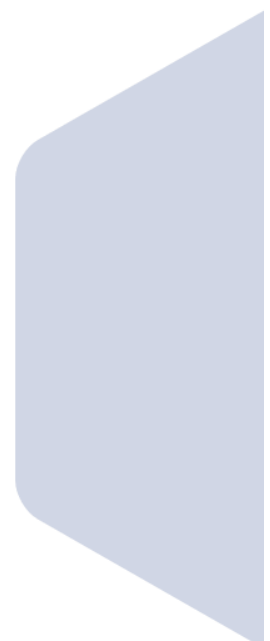
HOW CAN WE DELIVER THIS STRATEGY?

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

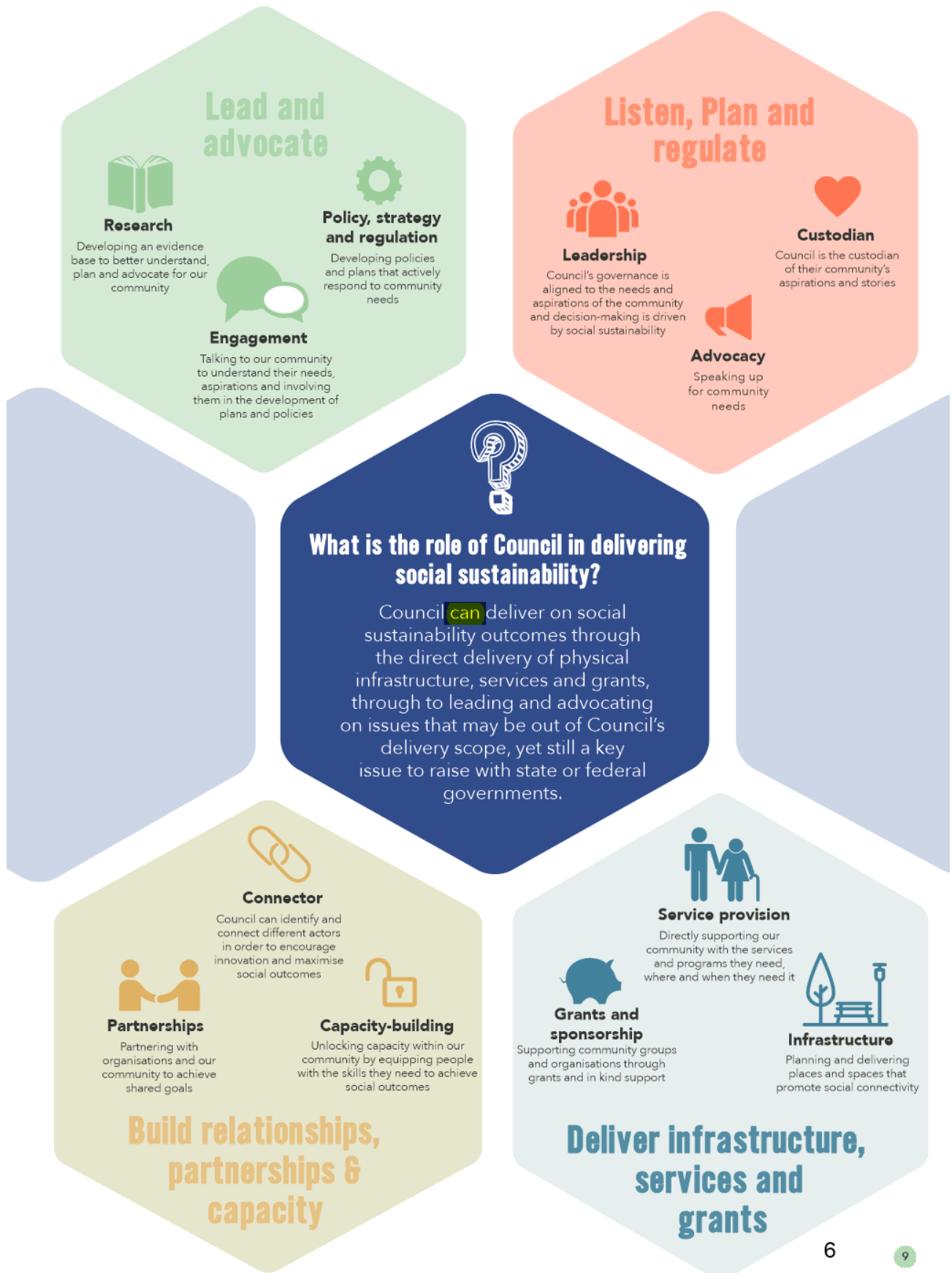


Working collaboratively

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 sites 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 take into account, when prioritising the delivery of community facilities and public places, that they 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.

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.**

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.

Submission to Goulburn Mulwaree Council's Social Sustainability Strategy
and Action Plan

Community Voice for Hume January 2020



Thank you for the opportunity to comment on the draft Social Sustainability Strategy and Action Plan.

Community Voice For Hume is community group that has a particular interest in Social Sustainability and took that interest to the GMC in September in a meeting with the Mayor, GM and Business Manager for Strategic Planning. N.B. prior to the meeting we had caught up with Jack Miller about the GMC's Climate Plans. At the meeting with the Mayor et al, we were given a contact at NSW Dept of Planning Industry and Environment and invited to meet again if we had further ideas on how to progress Social Sustainability. We deferred any further meetings until the draft Social Sustainability was issued and reviewed.

As part of Community Voice For Hume's commitment to promote social sustainability, it is running a workshop for Seniors called: "Coping with Extreme Weather Events" on 26th February at the GMC's Community Centre, which is greatly appreciated. Currently Community Voice For Hume is sponsoring the event in conjunction with "An Alternative Lifestyle" an organisation dedicated to helping people build climate resilience.

Some considerable time, around five days was spent understanding the GMC's Social Sustainability plan and the GMC's Councillors are to be congratulated on initiating the writing of the plan. Since then more time has been spent progressing our ideas as to how to make the most from the plan. This has been done in recognition of the importance of the plan to the GM Community.

Submission to Goulburn Mulwaree Council's Social Sustainability Strategy and Action Plan

It is the view of the Community Voice for Hume, that the Social Sustainability plan represents a major opportunity to transform the GMC LGA and build on work that has been done already by the Council, in particular, but not only, the Integrated Regional Vulnerability Assessment (SE Region). There is also significant benefit in linking the Social Sustainability to existing plans, in particular the Regional Community Strategic Plan and the Climate Risk Assessment and Corporate Sustainability Plans.

The above has been discussed with Kate Wooll of the GMC in a meeting on 28th January, the minutes of which should be from Kate Wooll, The meeting gave me, as the representative of the Community Voice For Hume's Convenor, the opportunity to better understand the plan and the important motives behind it. I was particularly impressed to learn that it was the Councillors rather than being a statutory requirement!

Since the meeting with Kate, the Goulburn Post has published an excellent article that has been picked-up by ABC Local News Service for the Central West, run out of Orange and covers Goulburn and they interviewed me today.

See https://www.goulburnpost.com.au/story/6600808/extreme-weather-calls-for-action-and-planning-group-says/?src=rss&utm_email=c29846f400&utm_source=Goulburn+Post&utm_campaign=fd94cadd36-NEWSLETTER_WEEKLY_WRAP&utm_medium=email&utm_term=0_3ff1663219-fd94cadd36-66779429

The interview with ABC Local Radio (Central West based in Orange) is being played on Monday, 3rd February on the 6.30am and 7.30am news bulletins. This regular ABC radio program highlights innovative community initiatives and the producer is interested in staying in touch with the progress of the plan. It would be good for the GMC to be seen as leader.

Another of our report feedback is to use the issuing of the Social Sustainability plan as a trigger to more closely related plans, especially the GMC's climate plans to the NSW Government's new Climate Policies as they represent a break from Federal Government emissions reduction and the yet to announced Renewable Energy Targets. They have also announced plans to build Renewable Energy Zones.

The State Government's previously delivered Integrated SE Region Vulnerability Assessment plan and its methodology provide the basis to enhance the current Sustainability plan, by repeating that exercise but in a cut down form and directed only at the GMC's LGA.

That exercise would deliver a community/LGA wide Climate Resilience, Adaptation and Mitigation plan. Additionally it would deliver transition pathways to take the GMC LGA from its current state and capabilities to the desired state and capabilities,

Submission to Goulburn Mulwaree Council's Social Sustainability Strategy and Action Plan

including the building of a stronger economy, something that is crucial to the success of the Sustainability plan. It would position the GMC in the best possible place in terms of the liability for climate liabilities. It also provides peace of mind for residents and firm planning guidelines for business.

The Community Voice for Hume has already sounded an officer of the NSW DPIE about conducting such an exercise and had a positive response. The objective is not just to protect the GMC LGA, its assets and residents in-line with the Regional Community Strategic Plan but to underwrite the future economic prosperity of the GMC LGA, in part by making the GM LGA stand out as a leader.

Most of the building blocks are already in place to enhance the scope of the draft Social Sustainability plan and position it at the heart of the GMC's plans, something that could be replicated across the NSW State.

By engaging and working closely with the community including the Chamber of Commerce and all other interested parties, the GMC LGA could move ahead with confidence because we would be armed with a comprehensive plan and supported by the NSW State Government Climate and relate programs. This strategy could even be a new approach and capability for all NSW Councils.

Community Voice for Hume would welcome the opportunity to work with the Council to achieve the objectives of the Social Sustainability Plan and place the community at the heart of everything of importance that the Council does and use it to drive the transformation that was summarised in the report from the SE Region Integrated Vulnerability Assessment.

Contact: Bob Philipson, Convenor Community Voice For Hume. 0418 138 004. Email: bob.philipson00@gmail.com



**Submission to Goulburn Mulwaree Council's
Social Sustainability Strategy and Action Plan**
Community Energy for Goulburn, Inc. January 2020

Thank you for the opportunity to comment on the draft Social Sustainability Strategy and Action Plan.

Community Energy for Goulburn is a not-for-profit community group focusing on developing community owned energy projects in the region. It is currently in the final stages of completing the design and planning for a 1.2 Mw AC battery integrated community owned solar farm on the outskirts of Goulburn.

We intend to confine our comments to Objective 3.3: "Our community is resilient to climate impacts"

General Comments

CE4G congratulates the Council for attempting this analysis and seeking to develop an action plan to support the community.

We are particularly pleased that the report emphasizes that one of its "Key Social Challenges", is the impact of Climate (p13).

However, because the report fails to take into account the looming disruption that will inevitably be caused by global warming, there are significant and alarming shortfalls in its analysis and recommendations.

Introduction

CE4G believes that this region should be leveraging off the impact of the ACT Government's determination and vision to create a 100% renewable economy by 2020.

Because the ACT is the primary driver of growth in this region, this long term policy vision provides the best opportunity for the Goulburn LGA to partner with a substantial economic vision that can create high tech, clean and sustainable business opportunities in this LGA well into the future.

Put simply, Goulburn has the potential to develop a **Renewable Industry Hub** with related educational facilities that would rival any other industry cluster currently established in Australia.

Comments on Clause 3.3.

The actions proposed in Objective 3.3 do not sufficiently address the concerns that were expressed by the comments from the community engagement participants. Planting trees, promoting cooler houses, checking on neighbours and using air conditioning go nowhere near what is needed to produce a resilient community in the face of more numerous heatwaves, droughts, fires and flooding. *They appear to be token gestures at best.*

The recent fires in the region have made it abundantly clear that the future holds particularly difficult conditions for maintaining social sustainability, and unless Council addresses these issues with a far more robust strategy, it is inevitable that all other proposed initiatives will be swamped by the challenges of the climate emergency that has been foreshadowed numerous times by the scientific and emergency services community.¹

¹ See for example: <https://www.abc.net.au/news/2020-01-29/urgent-need-for-deep-cuts-to-australias-greenhouse-gas/11907838>

Renewable energy as an Economic Driver

The ACT Government has embarked on a major policy initiative that will revolutionise energy generation and delivery in the ACT and beyond. Leveraging off this initiative can address many of the issues identified in this plan and create a more resilient community that will be able to better deal with climate change as it progresses.

The Goulburn region has the largest and most diverse concentration of renewable facilities in Australia. With the right leadership and plan this region could become one of the most important renewable hubs in Australia.

Our solar farm will shortly be providing employment for local tradespeople and other skilled professionals in the short and long term and support for local businesses who can provide ancillary services.

Far more employment opportunities could be provided in related industries provided there is strong leadership from Council to encourage and incentivise renewable businesses to locate to this region. Improving the economic performance of the region will at the very least alleviate some of the issues identified in the draft plan that need resolution.

Developing policies that foreground renewables as an emerging industry in this century will benefit the Goulburn region significantly.

Tertiary education

CE4G believes that the development of a **Renewable Industry Hub** would also encourage the development of education institutions centred around both training and research in the renewable sector. Both the ANU and UC have previously worked with community groups in Goulburn on renewable studies and projects and still provide advice to community groups seeking to build more awareness of the impacts of climate change and the consequent opportunities.

Community Expectations:

The long delayed release of a comprehensive report from the NSW Office of Environment and Heritage examined community expectations across NSW for renewables and breaks down the state into regions, the South East being most relevant to this LGA.²

The key summary (p61) for residents in the SE region concluded:

- 90% supported renewables to generate electricity
- 82% believed NSW should increase the use of renewables over the next five years
- 83% believed that the most common advantages of renewables were environmental

Conclusions:

- CE4G advocates a far stronger response to the reality of global warming than is currently proposed in this draft action plan. In our view it is totally inadequate in its present form.
- Council must develop a plan to attract renewable industries into this region.
- Council must commit to being 100% carbon neutral by 2030 and to develop strategies to achieve this target, including but not limited to: mandating all new building developments to have at least a six star rating and double glazing, all council vehicles to be electric powered, all council buildings to be solar powered, and implementing a massive tree planting program.

The community is already supportive of more emphasis on renewable generation. The community needs a new direction. Renewables provide a far more resilient opportunity for future employment and a vision that can inspire the community to create a more socially sustainable community.

More information: www.ce4g.org.au
Contact: info@ce4g.org.au

² "Community Attitudes to Renewable Energy in NSW", OE&H, 2015. Released 2018.

Kathryn Croker

From: Home-Start Family Worker - Southern Tablelands
<goulburn@homestartaustralia.org>
Sent: Wednesday, 29 January 2020 2:53 PM
To: Submissions
Subject: Social Sustainability Plan
Attachments: 20200129SubmissionGMC.docx

Thank you for the opportunity to comment on Council's Social Sustainability Strategy and Action Plan. This feedback is provided from the perspective of Home-Start Family Services here in Goulburn. I have focused feedback on strengthening Objective 3.3 in the wake of the catastrophic bushfires, the drought and the extreme heat that continues to impact our region.

Climate risk is something that needs more attention in this plan. Many Home-Start Families have been directly and indirectly impacted by the recent fires and high temperatures. The link between climate impacts, social wellbeing and safety of women, children and young people must be strengthened in this strategy.

See attached submission.

Thank you,

Mhairi

Mhairi Fraser
Home-Start Family Worker
Southern Tablelands
(Monday, Tuesday & Wednesday)
M: 0427 466 847
A: PO Box 177 | Goulburn, NSW 2580
E: goulburn@homestartaustralia.org
W: www.homestartaustralia.org

HOME-START SOUTHERN TABLELANDS

ABN: 30 616 643 558



PO Box 177

GOULBURN NSW 2580

Email: goulburn@homestartaustralia.org

Phone: 0427 466 847

PATRON: Dr John Irvine

29th January 2020

The General Manager
Mr Warwick Bennett
Goulburn Mulwaree Council

Dear Warwick

Thank you for the opportunity to comment a second time on the draft Social Sustainability Action Plan. In this regard I offer feedback from my position with Home-Start Family Services, an early intervention program that supports families with children under five years, who are experiencing social isolation and parenting stress due to the following factors:

- New arrivals to Goulburn who lack extended family and friendship support
- Relocation after domestic violence and assault
- Social anxiety confining families to the home
- Financial hardship
- Family disruption due to long work commutes for fathers outside the LGA
- Disability issues for parents and/or children including postnatal depression
- Housing affordability and quality
- Cost of energy for heating and cooling

The focus of my feedback is on Objective 3.3: *Our community is resilient to climate impacts (p30).*

I have worked as a Family Worker with Home-Start for two years and have thirty five years in the human service industry. I have also worked in small business and in the renewable energy space. From this diverse experience I feel able to provide comment on climate risk and the Social Sustainability Plan.

The plan as a whole reflects the input from the community in the context of what we know works from past experience. Much of this is still relevant. However I think Objective 3.3 lacks muscle and will do little to safe guard our community from foreseeable climate impacts on liveability and wellbeing. We cannot look to past experience to develop robust objectives in response to climate risk. This is uncharted territory and requires greater attention in this plan and all Council plans.

I also note that in the section titled "*How will we measure our success*" (p32) there are no descriptions of what success might look like if we achieved "climate resilience" and no identified measures for success.

Vulnerable families, economic security and equity

Over recent months everyone has experienced more discomfort, anxiety and pressure than usual due to the extreme heat conditions and the direct and indirect impacts from catastrophic bush fires. Tourism has suffered and impacted on business; air quality has kept people in doors or emergency waiting rooms; energy costs have soared as people try to stay cool; social isolation for the vulnerable has intensified and many families were cut off from extended family gatherings due to road closures over Christmas. For vulnerable families this has felt like a pressure cooker with children being the most powerless.

We are told by the experts that this new reality requires a progressive and proactive approach to climate risk. Council must take this more seriously if the Social Sustainability Plan is to have any enduring legacy. Climate risk includes an assessment of all the impacts that extreme weather events pose to the regional economy, regional business operations, employment disruptions, emergency services, health and wellbeing of individuals and families. Taking climate impacts seriously is not all gloom and doom.

1

17

It offers enormous opportunities for regional councils to be on the front foot. With the right leadership it can provide an economic stimulus and enable regional resilience that benefits all residents.

The Social Plan rightly acknowledges that responsibility for social sustainability is shared between all levels of Government and civic institutions. However Council can play a more proactive role in the regulatory space to ensure that new infrastructure is built to a standard to keep people and business safe, comfortable and protected from destructive impacts. There are new housing, recreational and business developments in Goulburn. The application of higher building standards including requirements for double glazing, insulation, passive solar orientation, water capture and solar energy will not only improve our infrastructure going forward but also stimulate local employment, training and businesses hub opportunities. Increased climate sensitive building standards can begin to drive the local economy - a positive for achieving social sustainability. As momentum grows and economies of scale kick in, the cost of these reduce for both developer and occupier. This transition to climate proofing our built infrastructure begins with Council.

Climate risk, violent behaviour and the safety of women and children

Researchers have already begun to make the link between extreme heat associated with climate change and increased irritability, social aggression and family violence.

Over the last couple of months extreme weather conditions have isolated Home-Start families even more than usual due to heat, poor air quality and lack of affordable climate friendly places to be out with their children. Two major regional shows have been cancelled due to extreme weather, the organisers identifying the risks to animals and people. This is an example of the impact of climate extremes on affordable family activities. Our tree cover and wind protection is inadequate in parks, bike trails and foot paths limiting these activities.

Children need to get out to play, to be in nature and in the community, to have experiences that are happy, fun and safe for them and their carers. Parents and grandparents need to be able to relax in the company of others while their children play. Young people need affordable and safe places to gather and enjoy activity. When extreme heat keeps people on top of each other at home or uncomfortable in public spaces then irritability and aggression increase. Women and children are most at risk.

The places families can go in extreme heat, cold and wind are limited in Goulburn. They include:

- Soldiers Club indoor play area – gets very noisy and crowded
- Library activities – limited during vacation periods
- The Mall – for short periods and is not child friendly
- The pool in summer – costly for many families.
- The cinema – costly and not suitable for babies and toddlers.
- Playgroups – not during vacations and not all have adequate cooling.

Adults without children can gather in cafes, the library, cinema, clubs and pubs to get out of the weather. But children need to play. Vulnerable families are even more at risk in extreme weather than other families due to their social isolation and the cost of heating and cooling poorly built homes. They cannot afford to spend hours in the Mall or go to the pool. Outdoor events like popcorn in the park and festivals are also highly weather dependent. It is possible that the recurrence of extreme weather as a stressor may increase the risk of family violence and anti-social behaviour. We need more climate friendly public spaces.

In conclusion

The Social Sustainability Plan must take more account of climate impacts in its objectives and show more clearly how this objective integrates to other planning instruments within Council. Planning for climate must become more central if Council is to embrace roles identified for itself in the plan:

Lead and advocate; Listen, Plan and Regulate; Build partnerships, collaborations and capacity; deliver services, infrastructure and attract grants.

Thank you for your consideration,

Mhairi Fraser
Family Worker, Home-Start Family Services.

Kathryn Croker

From: j.gordon@bigpond.net.au
Sent: Thursday, 30 January 2020 11:14 PM
To: Submissions
Subject: FW: Submission re: Draft Social Sustainability Strategy and Action Plan, 2019-2029.
Attachments: Goulburn Mulwaree LGA Aboriginal Heritage Study.pdf; Tindale Map NSW.jpg; South East and Riverine Song Lines defined - AIATSIS map.jpg; IMG_2423 Goulburn Railway station plaque.JPG

Importance: High

From: j.gordon@bigpond.net.au
Sent: Thursday, 30 January 2020 10:58 PM
To: submission@goulburn.nsw.gov.au
Cc: 'Bob Kirk'
Subject: Submission re: Draft Social Sustainability Strategy and Action Plan, 2019-2029.
Importance: High

The General Manager and members of Goulburn Mulwaree Council,
 I write to you as a Ngunnawal woman and a spokesperson for a growing number of Goulburn Mulwaree Aboriginal Community in relation to the Draft Social Sustainability Strategy and Action Plan, 2019-2029.

Within recent years the Aboriginal and Torres Strait Islander population of this district have had limited recognition or consultation from Council with the exception of Council consulting with Pejar Land Council. Whilst they are a registered organisation, the Land Council certainly does not represent the Aboriginal Community of Goulburn Mulwaree Council area. The evidence demonstrates that as at 2018, Goulburn Mulwaree has 1185 Aboriginal and/or Torres Strait Islander people living here (Page 42 of the draft plan). This is 4% of our total population and double the NSW proportion of 2% population- and yet we don't have a say. Continually we, the people of Goulburn are told that Aboriginal people have been consulted because Council (or other groups) consulted with Pejar Land Council.

Information taken from the NSW Aboriginal Land Council page provides us with the information that Pejar Land Council has less than 100 members- based on the information below:

*"OVERVIEW NSW Aboriginal Land Council represents 120 Local Aboriginal Land Councils which collectively manage the range of support services delivered at a local level to communities. These services include housing, legal affairs, employment, training and property acquisition and management. Each LALC elects its own Board. LALC Boards, staff and members are encouraged to access advice, information and support from the NSWALC in relation to all aspects of land rights. The number of Board members depends on the number of voting members of the LALC: If a LALC has more than 100 voting members they have seven to 10 board members. **If a LALC member has 100 or less they have 5 to 7 board members**".*

The most recent photos of the Pejar Land Council Board in Goulburn Post tells us that the Board is made up of 5 people. The CEO is also pictured. This many people represent only their membership and certainly are not representative of our Aboriginal and Torres Strait Islander community.

I have attended the consultation for the Draft Social Sustainability Strategy and Action Plan, 2019-2029 and feel that the information provided is missing from this draft plan. Page 43 of the draft plan describes "The Goulburn Mulwaree region was traditionally a meeting place for different First Nations (note capitalisations here) to meet on (sic) another". This statement is absolute rubbish and has been propagated by the Pejar Land Council within this city. The following evidence is attached:

- Goulburn Mulwaree LGA Aboriginal Heritage Study – where many Aboriginal organisations and people across the region participated, registered and agreed to the content. As at that date it was agreed and recognised that this is Gundungarra / Ngunnawal Land. See the notes in the email below which have been sent to Mayor Bob Kirk in November 2019.
- Two maps of this region- showing Aboriginal Boundaries. I would suggest that your research people need to get a copy of as many Aboriginal Boundary maps as possible and look carefully at each map. I was speaking with our Ngunnawal Elders this week and it was highlighted that “No piece of land in Australia (Mainland or Islands) was ever a “ No Mans Land and just open to people having a unified space as is suggested by Pejar Land Council”. To attend ceremony anywhere in this country the Aboriginal people had to be invited to come on Country and they left when ceremony was finished.
- Attachment 4 is a plaque which has been in Goulburn Railway Station since the 1990's- it clearly states that this land is Gundungarra and Ngunnawal Land

Page 24 of the Draft Social Sustainability Strategy and Action Plan, 2019-2029 needs to be redeveloped and rewritten in consultation with the Aboriginal Community of this area. The views expressed under What we heard are broadly true, however that Heritage Study is attached and needs to be provided again to the local public. Note that the Heritage study has errors to stories which demonstrates some of the free reign re: Aboriginal History which have been followed up with Gundungarra Elders re the massacre stories.

A.– e.g. reference to the Gundungarra dreamtime story Gurangatch and Mirrigin stating that the story ends at the boundary of the Goulburn Mulwaree LGA. (Paragraph 3 Page 13) The story is a Sydney basin story and the boundary is a significant distance from any Goulburn Mulwaree Council Boundary i.e. Wollondilly, Cox and Guineacor Rivers, the Whambeyan and Jenolan Caves

<http://www.wollondillymuseum.org.au/blog/gurangatch-and-mirrigan/>

B. According to oral tradition passed down from Gandagara elders there are undocumented massacre sites at Narrambulla Creek and the Eastgrove sporting ovals (D.Freeman pers. Comm 25/05/2011) Although the tradition and locations of the sites are unverified, this was an issue raised by Pejar LALC as being an important aspect of the interactions between Europeans and the local Aboriginal community.

It is important to note that Mulwaree (as this area was called by the Traditional Custodians) had a “women’s business place” at the location of the Steam Museum, a significant burial ground (at Lansdowne Estate) and ceremonial sites for young men (Red hill behind Kenmore Hospital) and womens ceremony place (Old Church grounds at East Goulburn) as well a the large ceremony circles x 2 located on Rocky Hill and the aforementioned ceremony grounds on the site of the railway station. With the exception of the last 2 sites- all of these sites are recognition of a settled community who lived here. There is far more evidence which I am happy to provide if required.

Again on page 24- Why it is important for social sustainability? Paragraph 1- Is totally incorrect as per the information and dot points in the previous paragraph,

The other error which I would like to highlight is that Aboriginal is capitalised in most documents because it is a noun- referring to a group of persons e.g. The Russians came running, Americans smoke of Tuesdays are similar places where the people group is capitalised. Please correct this simple error. Please feel free to contact me by email or phone.

Thanks and regards
Jennie Gordon
0408788391

From: j.gordon@bigpond.net.au <j.gordon@bigpond.net.au>
Sent: Friday, 8 November 2019 5:23 PM
To: 'bob.kirk@goulburn.nsw.gov.au' <bob.kirk@goulburn.nsw.gov.au>
Cc: 'j.gordon@bigpond.net.au' <j.gordon@bigpond.net.au>
Subject: Goulburn Mulwaree LGA Aboriginal Heritage Study January 2012
Importance: High

Hi Bob,

Thanks for taking my call this afternoon and its good to be backout and about in the community.

As discussed I am working with the Dept of Education rep to identify with evidence who the traditional custodians of this area are, as many of the schools are wanting to write their own Acknowledgement of Country.

We are using the attached Goulburn Mulwaree LGA Aboriginal Heritage Study January 2012 as the core document for the research for several very significant reasons:

1. Pejar LALC and Delise Freeman CEO were consulted and agreed to the study and result
2. Section 4.2 (page 12-13) gives very clear accounts the two major language groups of this region being Gundungarra and Ngunnawal peoples, it then provides further clarification re Jackson Nakano talking about our subgroups.
3. Delise Freeman has provided some stories here which demonstrates some of the free reign re: Aboriginal History and I will be following up with Aunty Sharyn re the massacre stories.
 - A.– e.g. reference to the Gundungarra dreamtime story Gurangatch and Mirrigin stating that the story ends at the boundary of the Goulburn Mulwaree LGA. (Paragraph 3 Page 13) The story is a Sydney basin story and the boundary is a significant distance from any Goulburn Mulwaree Council Boundary i.e. Wollondilly, Cox and Guineacor Rivers, the Whambeyan and Jenolan Caves <http://www.wollondillymuseum.org.au/blog/gurangatch-and-mirragan/>
 - B. According to oral tradition passed down from Gandangara elders there are undocumented massacre sites at Narrambulla Creek and the Eastgrove sporting ovals (D.Freeman pers. Comm 25/05/2011) Although the tradition and locations of the sites are unverified, this was an issue raised by Pejar LALC as being an important aspect of the interactions between Europeans and the local Aboriginal community.
4. Section 4.3 demonstrates very clearly the access to food, shelter and clothing.
5. Page 17 4.3.3 Clearly states the contact between Ngunnawal and Wiradjuri people have been tense for a long time in history.
6. The last sentence also clearly states “ The Traditional Country of the Wiradjuri is to the west of Goulburn Mulwaree LGA in Central NSW (Kabaila 1998:8)

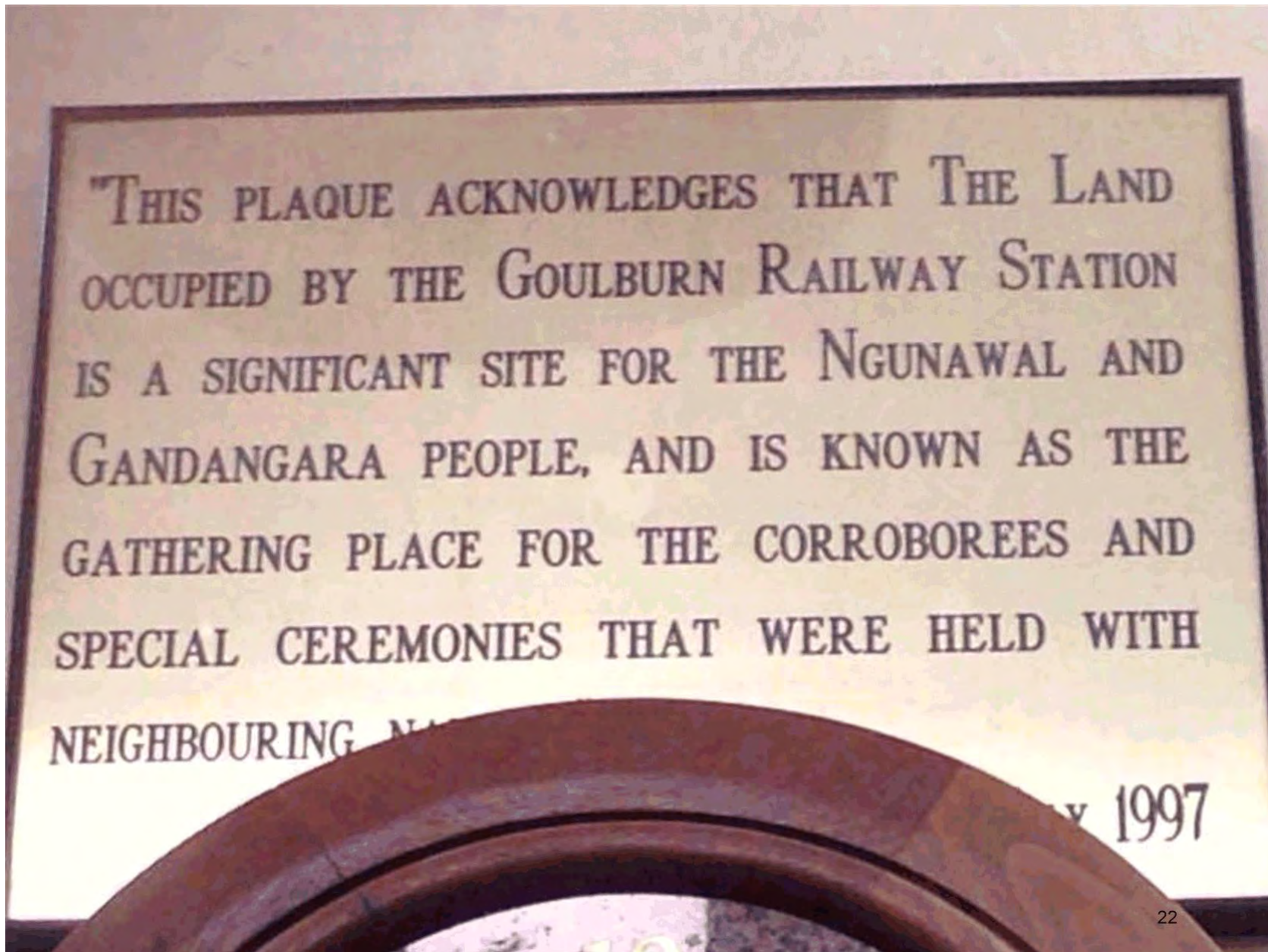
The document is well researched and provides a lot of answers to the questions which have been asked and the timeframe for what has become the take over of the history of Goulburn Mulwaree impacted by Pejar LALC and the CEO.

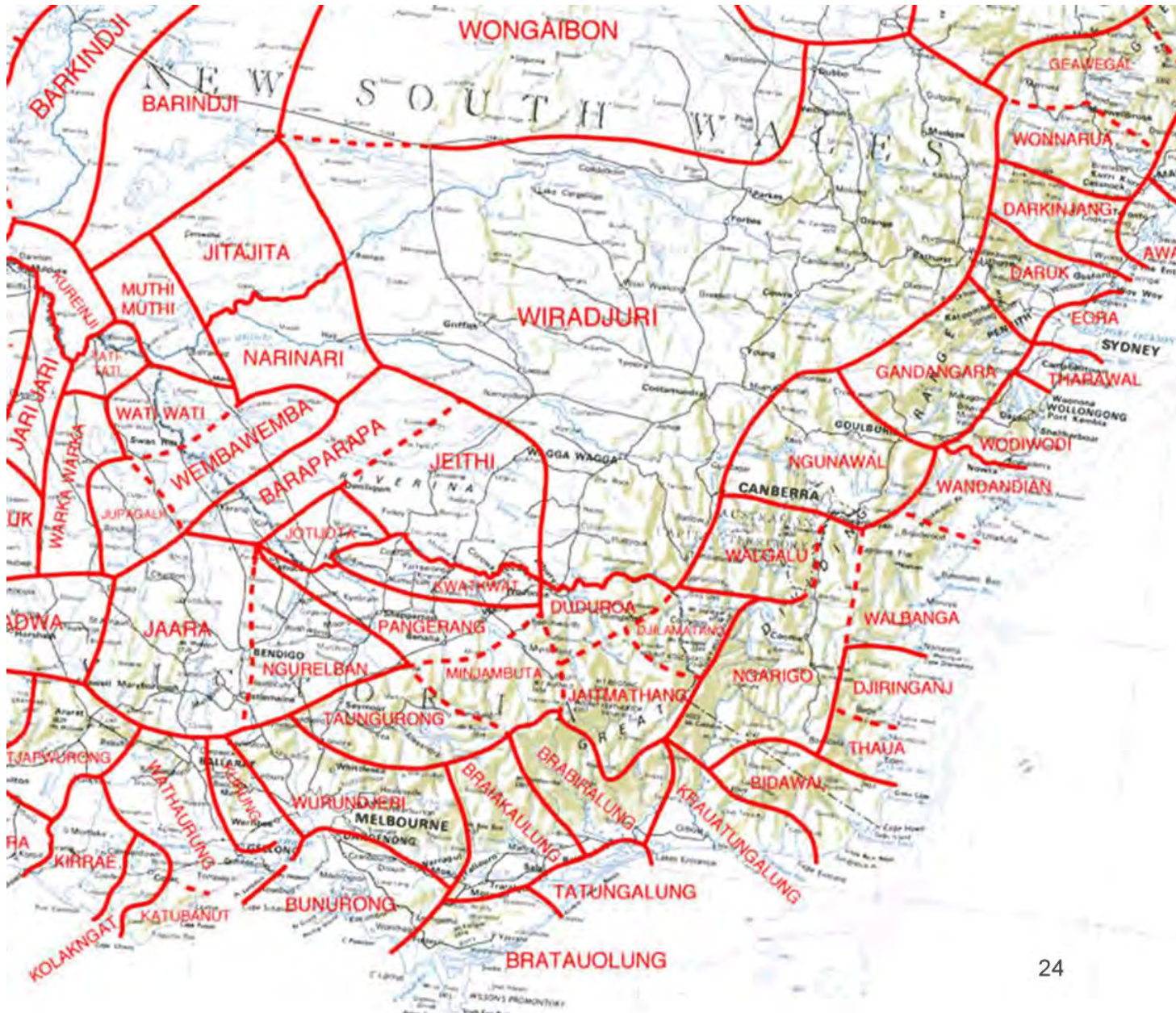
Thank and regards

Jennie

Jennie Gordon

0408788391







Goulburn Mulwaree LGA Aboriginal Heritage Study



Prepared by Australian Museum Business Services
for Goulburn Mulwaree Council

Final

January 2012

100658



Australian Museum Business Services - 6 College Street, Sydney NSW 2010, Ph (02) 9320 6311, Fax (02) 9320 6428
australianmuseum.net.au/AMBS amb@austrmus.gov.au

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Recipient:	Jack Miller, Strategic Planner, Goulburn Mulwaree Council
Approved by:	Jennie Lindbergh, Senior Project Manager, AMBS <i>Archaeology & Heritage</i>
Primary Author:	Ngairé Richards, Project Officer, AMBS <i>Archaeology & Heritage</i>

Executive Summary

Australian Museum Business Services (AMBS) was commissioned by Goulburn Mulwaree Council (Council) to prepare an Aboriginal Heritage Study for Goulburn Mulwaree Local Government Area (LGA). The heritage study will inform future management of Aboriginal cultural heritage within the existing relevant New South Wales (NSW) and Commonwealth Statutory frameworks. The aim of this Study is to identify places of significance, record those places and develop recommendations for their management and conservation, which will assist Council to develop strategies to manage Aboriginal sites and places and develop a protocol for ongoing Aboriginal community liaison. This Study will inform Council's updated Local Environmental Plan (LEP) and Development Control Plan (DCP).

Consultation with local Aboriginal community members was undertaken to ensure that their views and opinions were included in the identification and recording of any objects or places of Aboriginal cultural or archaeological significance within the study area. A summary of the Aboriginal consultation that has occurred is provided in Section 3.

The Goulburn Mulwaree Aboriginal community would prefer not to have detailed information about Aboriginal site locations included in a publically available document. It was therefore understood that not all heritage sites should be mapped or identified in detail, but that general areas that are important to the community, or where archaeological sites are present, should be indicated. However, historical research and consultation with the local Aboriginal community indicated that there are areas of Aboriginal heritage sensitivity within the LGA that Council should be made aware of when considering applications for development. These areas of Aboriginal heritage sensitivity are summarised in Section 5.

The environmental planning instruments that protect Aboriginal heritage in the Goulburn Mulwaree Local Government Area are the Goulburn Mulwaree Local Environmental Plan 2009, and the Goulburn Mulwaree Development Control Plan 2009, Amendment No 1. They are intended to be applied in conjunction with Council policies such as the Aboriginal Archaeological Survey policy, currently in draft. These planning instruments require Council to consider the impact of proposed development on known or potential Aboriginal heritage places and archaeological sites within the Goulburn Mulwaree LGA.

A number of recommendations to Council are provided in Section 6, and are summarised as follows:

In considering applications for development, Council should determine whether an Aboriginal Heritage Assessment has been undertaken, and whether there is any potential for an Aboriginal object, place or site to be affected by the development. If no such assessment has been undertaken by the proponent, and there is reasonable potential for an Aboriginal object, place, site or area to be affected, then Council should request that an Aboriginal Heritage Assessment be undertaken, in consultation with the local Aboriginal community in accordance with OEHS *Aboriginal Cultural Heritage Consultation Requirements for Proponents 2010*, before development consent is issued.

Any Development Application (DA) which proposes harm to an Aboriginal object or Aboriginal place must be dealt with as Integrated Development under Section 91 of the EP&A Act. Such applications must be forwarded to OEHS to determine whether the Director General of OEHS is prepared to issue an Aboriginal Heritage Impact Permit. Ultimately the DA cannot be approved by Council without the approval of OEHS, if an Aboriginal Heritage Impact Permit is required to enable the development to proceed.

It is recommended that an Aboriginal Heritage Assessment be undertaken, in consultation with the local Aboriginal community in accordance with OEH's *Aboriginal Cultural Heritage Consultation Requirements for Proponents 2010*, in cases of Integrated Development.

In some instances, the Goulburn Mulwaree DCP allows development to proceed using a precautionary approach, without detailed field studies to assess potential impacts to Aboriginal cultural heritage. It is recommended that Council should require a due diligence process for assessing potential harm to Aboriginal objects to be undertaken as part of this approach, in accordance with the *Due Diligence Code of Practice for the Protection of Aboriginal Objects in New South Wales* (DECCW 2010) or an industry specific code of practice adopted by the NPW Regulation.

Aboriginal heritage site mapping is to be treated confidentially by Council, and is only to be used to assist in consideration of the adequacy of the Aboriginal heritage components of development applications. The information should be considered as need-to-know, and should not be made publically available. Specific site location information should not be included on any publicly accessible media or websites.

The local Aboriginal community of the Goulburn Mulwaree Council comprises a number of organisations. In the first instance, in liaising with the community, Council should contact the CEO of the relevant Local Aboriginal Land Council. Council should also consider establishing a mailing list to disseminate information to members of the Aboriginal community, and facilitate participation in the ongoing identification, assessment and management of Aboriginal cultural heritage within Goulburn Mulwaree LGA.

The Aboriginal community should be approached by Council for their input when the LEP and DCP are updated, and for comment prior to finalisation of the Goulburn Mulwaree Council Aboriginal Archaeological Survey Policy. The Aboriginal Heritage Significance map in the DCP should be updated to reflect the findings of recent Aboriginal cultural heritage assessments.

This Aboriginal Heritage Study should be reviewed and updated, as appropriate, within ten years.

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1 Introduction

1.1 Preamble

Australian Museum Business Services (AMBS) has been commissioned by Goulburn Mulwaree Council (Council) to prepare an Aboriginal Heritage Study for the Goulburn Mulwaree Local Government Area (LGA). The heritage study will inform future management of Aboriginal cultural heritage within the existing relevant New South Wales (NSW) and Commonwealth Statutory frameworks. The aim of this Study is to identify places of significance, record those places and develop recommendations for their management and conservation, which will assist Council to develop strategies to manage Aboriginal sites and places and develop a protocol for ongoing Aboriginal community liaison. This Study will inform Council's updated Local Environmental Plan (LEP) and Development Control Plan (DCP).

1.2 Study Area

The study area comprises the whole of the Goulburn Mulwaree LGA, covering an area of 323,180 ha (Figure 1.1). This area includes the townships and localities of Goulburn, Marulan, Bungonia, Lake Bathurst, Parkesbourne, South Marulan, Tallong, Tarago, Tirranville, Towrang, Windellama, Brayton, Brisbane Grove, Bronte, Bullamalito, Cooper, Currawang, Greenwich Park, Gundary, Inverloch, Mayfield, Middle Arm, Mummel, Norwood, Oallen, Quialigo, Run-O-Waters, Tarlo, Waxo, Wollongrang and Yarra.

It is principally within the County of Argyle, which is bounded to the north by Guineacor Creek, to the west by the Cullarin Range, to the south by part of Lake George, and to the east by Uringalla Creek and the Shoalhaven and Wollondilly Rivers.

1.3 Methodology

This report is broadly consistent with the principles of the Burra Charter (*The Australia ICOMOS charter for the conservation of places of cultural significance*), and has been prepared in accordance with current heritage best practice and the requirements of the relevant statutory authorities, including the Office of Environment and Heritage, Department of Premier and Cabinet (OEH, formerly Department of Environment, Climate Change and Water [DECCW] and Heritage Branch, Department of Planning).

The report is consistent with the requirements of the *National Parks and Wildlife Act 1974*, the *Heritage Act 1977*, the *Environmental Planning & Assessment Act 1979*, and current archaeological best practice. Aboriginal community consultation has been undertaken in accordance with the process required by Council, which is broadly consistent in principle with the *Aboriginal cultural heritage consultation requirements for proponents 2010* (DECCW 2010). This report has been completed in accordance with current heritage best practice guidelines as identified in the Heritage Office *Heritage Manual* and associated publications including *Assessing Heritage Significance* (2001) and the Australian Historic Themes (Australian Heritage Commission 2001). AMBS have undertaken the following tasks for the Aboriginal Heritage Study:

- consultation with local Aboriginal groups, in accordance with Council requirements;
- preparation of a thematic history of the LGA, with particular emphasis on Aboriginal history;
- identification and recording of those Aboriginal heritage places within the LGA in accordance with the wishes of the local Aboriginal community;
- recording information obtained during the Aboriginal Heritage Study; and
- development of management policy and recommendations.

1.4 Authorship & Acknowledgements

This report has been prepared by AMBS Project Officer Ngaire Richards. AMBS Project Manager, Christopher Langeluddecke reviewed the Aboriginal components of this report. AMBS Senior Project Manager, Jennie Lindbergh reviewed the report for consistency and quality and provided technical assistance and advice.

Ngaire Richards and Christopher Langeluddecke participated in the Aboriginal community consultation meetings.

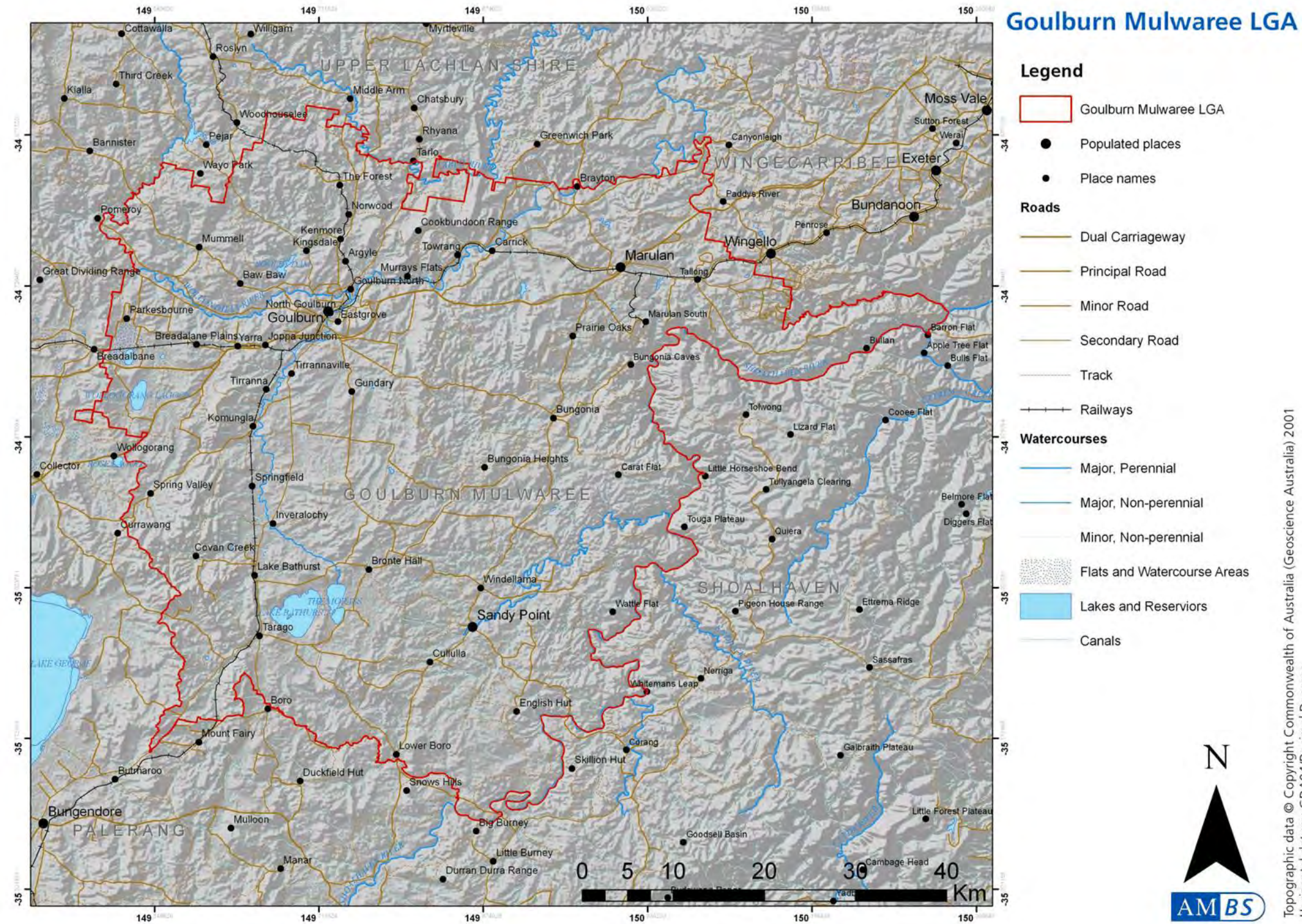


Figure 1.1 Goulburn Mulwaree Local Government Area

2 Statutory Context

Aboriginal sites within NSW are protected under the *National Parks and Wildlife Act 1974* (amended 2010) and in some cases may be protected under the *Heritage Act 1977*. The investigation and assessment of Aboriginal heritage is triggered by provisions under the *Environmental Planning and Assessment Act 1979* along with other environmental planning instruments, as detailed below.

2.1 Environment Protection & Biodiversity Conservation Act 1999

The Australian Government Department of Sustainability, Environment, Water, Population and Communities (SEWPaC, formerly the Department of Environment, Water, Heritage and the Arts) is responsible for the implementation of national policy, programs and legislation to protect and conserve Australia's environment and heritage. Under the provisions of the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act) the National Heritage List (NHL) was established to protect places that have outstanding value to the nation, and the Commonwealth Heritage List (CHL) was established to protect items and places owned or managed by Commonwealth agencies. Approval from the Minister is required for controlled actions which will have a significant impact on items and places included on the NHL or CHL.

There are no Aboriginal heritage places or sites within Goulburn Mulwaree LGA recorded on the NHL or CHL.

2.1.1 Register of the National Estate

The Register of the National Estate (RNE) was originally established under the *Australian Heritage Commission Act 1975*. Since the establishment of the NHL and CHL, there is now a significant level of overlap between the RNE and heritage lists at the national, state and territory, and local government levels. To address this situation, the Register has been frozen since February 2007, meaning that no places can be added or removed. The RNE should be understood as an information resource only. Where an action has been referred to the Minister, in accordance with the EPBC Act, concerning World Heritage, National Heritage, Wetlands, endangered communities, or Commonwealth lands, the RNE may be used as a reference, where appropriate.

The RNE lists Bungonia State Recreation Area, which is identified as having Indigenous heritage value, and Badgerys Lookout View which is identified as having potential Indigenous heritage value.

Table 2.1 Heritage items listed under the RNE identified as having Indigenous heritage value or potential heritage value

ID	Name	Primary Address	Status	Significance
17092	Bungonia State Recreation Area	Lookdown Rd, Bungonia, NSW, Australia	Registered	Natural
100911	Badgerys Lookout View	Tallong, NSW, Australia	Indicative Place	Natural

2.2 National Parks & Wildlife Act 1974 and National Parks & Wildlife Amendment Regulation 2010

Under the provisions of the *National Parks & Wildlife Act 1974* (NPW Act), the Director-General of the National Parks and Wildlife Service (NPWS; now OEH) is responsible for the care, control and management of all national parks, historic sites, nature reserves, state conservation areas, karst conservation reserves and regional parks. The Director-General is also responsible, under this legislation, for the protection and care of native fauna and flora, and Aboriginal places and objects throughout NSW.

Aboriginal Objects can include pre-contact features such as scarred trees, middens and open campsites, as well as physical evidence of post-contact use of the area such as Aboriginal built fencing and fringe camps. The NPW Act also protects Aboriginal Places, which are defined as 'a place that is or was of special significance to Aboriginal culture'. It may or may not contain Aboriginal objects, and may only be declared by the Minister administering the NPW Act.

Under Section 90 of the Act, it is an offence for a person to destroy, deface, damage or desecrate an Aboriginal Object or Aboriginal Place without the prior issue of an Aboriginal Heritage Impact Permit (AHIP). The Act requires a person to take reasonable precautions and due diligence to avoid impacts on Aboriginal Objects. AHIPs are issued by the Director-General, on submission of an AHIP application to the Environmental Protection and Regulation Division (EPRD) of OEH.

The National Parks and Wildlife Amendment Regulation 2010 (NPW Regulation) commenced on 1 October 2010. This Regulation excludes activities carried out in accordance with the *Code of Practice for Archaeological Investigation of Aboriginal Objects in NSW* from the definition of harm in the Act. That is, test excavations may be carried out in accordance with this Code of Practice, without requiring a permit. The Regulation also specifies Aboriginal community consultation requirements (*Aboriginal Cultural Heritage Consultation Requirements for Proponents 2010*). Further, the Regulation specifies activities that are low impact and adopts a Due Diligence Codes of Practice, which provide a defence to the strict liability offence of harming an Aboriginal objects.

2.2.1 Aboriginal Heritage Information Management System

Part of the regulatory framework for the implementation of the NPW Act is the Aboriginal Heritage Information Management System (AHIMS), managed by the Aboriginal Heritage Information Unit (AHIU), OEH. AHIMS includes a database of Aboriginal heritage sites, items, places and other objects that have been reported to the OEH. Also available through AHIMS are site cards, which describe Aboriginal sites registered in the database, as well as Aboriginal heritage assessment reports, which contribute to assessments of scientific significance for Aboriginal sites. The AHIMS is not a comprehensive list of all Aboriginal heritage in NSW, rather it reflects information which has been reported to OEH. As such, site co-ordinates in the database vary in accuracy depending on the method used to record their location. Heritage consultants are obliged to report Aboriginal sites identified during field investigations to OEH, regardless of land tenure, or whether such sites are likely to be impacted by a proposed development.

An AHIMS enquiry was made in September 2010, and the AHIU advised that as there were over 200 registered Aboriginal sites within Goulburn Mulwaree LGA, an Aboriginal Heritage Information License Agreement (AHILA) was required before further information could be released. Endorsement of the AHILA was sought from Local Aboriginal Land Councils (LALCs) with an interest in the study area, including Pejar LALC, Batemans Bay LALC, Illawarra LALC, Ngambri LALC, Nowra LALC, Onerwal LALC, and Ulladulla LALC; however, they indicated that they would not agree to the release of this information. As such, mapping is based on information derived from historical research and unpublished Aboriginal heritage assessment reports held by OEH; and from a meeting with representatives of Pejar LALC on 25 May 2011, in which general areas of Aboriginal cultural heritage sensitivity were described for inclusion in this report.

2.3 Environmental Planning & Assessment Act 1979

The *Environmental Planning and Assessment Act 1979* (EP&A Act) is the principal act regulating land use planning and development in NSW, and requires consideration to be given to the environment as part of the land use planning process.

A Review of Environmental Factors (REF), Environmental Impact Statement (EIS) or Environmental Impact Assessment (EIA) considers environmental impacts as part of the land use planning process. In this context the environment includes Aboriginal and historic cultural heritage. The consent authority is required to consider the impact on all Aboriginal heritage values, including natural resource uses or landscape features of spiritual importance, as well as the impact on Aboriginal Objects and Aboriginal Places.

The EP&A Act also controls the making of environmental planning instruments (EPIs). Two types of EPIs can be made: Local Environmental Plans (LEPs), covering local government areas; and State Environment Planning Policies (SEPPs), covering areas of State or regional environmental planning significance. LEPs commonly identify and have provisions for the protection of local heritage items and heritage conservation areas.

2.3.1 Goulburn Mulwaree Local Environmental Plan 2009

Clause 5.10 'Heritage conservation' of the Goulburn Mulwaree Local Environmental Plan (LEP) provides protection for items of environmental heritage within the LGA, including heritage items, heritage conservation areas, archaeological sites and places of Aboriginal heritage significance (cl. 5.10(1)). Heritage items are defined as buildings, works, archaeological sites, trees, places or Aboriginal objects, and can include Aboriginal and non-Indigenous heritage.

Development without consent is prohibited in the vicinity of any known heritage item or archaeological site (cl. 5.10(2)), unless the work is minor in nature and would not adversely affect the heritage item (cl. 5.10(3)). However, before granting permission, the consenting authority must consider the heritage significance of the item (cl. 5.10(4)), and may require the applicant to provide a heritage impact assessment (cl. 5.10(4)), and/or a heritage conservation management plan (cl. 5.10(5)). With respect to Aboriginal sites, the consenting authority must consider the significance of the site, the effect the proposed development would have on its significance, notify local Aboriginal community groups of the proposed development, and take any response from them into consideration before any decision is made (cl. 5.10(8)).

No Aboriginal sites are identified in Schedule 5 'Environmental heritage' of the LEP.

2.3.2 Goulburn Mulwaree Development Control Plan 2009, Amendment No 1

Clause 3.2 'Indigenous heritage and archaeology' of the Goulburn Mulwaree Development Control Plan 2009, Amendment No 1 (DCP) identifies the criteria that Council use to determine if an Aboriginal heritage impact assessment is required, in accordance with Clause 5.10 of the Goulburn Mulwaree LEP. Under Section 3.2.1 of the DCP, a development or project is considered to have the potential to impact upon Aboriginal cultural heritage values if it involves one or more of the following:

- *disturbance to the ground surface or to sediments below the ground surface, except where disturbance will be strictly limited to:*
 - *man-made manufactured surfaces (such as bitumen and concrete).*
 - *deposits of imported land-fill or waste material.*
 - *extremely disturbed contexts such as quarries or quarried areas (where there is no trace of the original soil and subsoil deposits, or of buried former soils and subsoil deposits).*
- *disturbance to the roots, trunk or branches of old growth trees up to and more than 130 years old, which are native to the Goulburn Mulwaree local government area;*
- *impact or disturbance to the content, or immediate surrounds (up to 100 metres away) of a known or previously recorded Aboriginal site; and*

- *occurs within, or in close proximity to, a place of special or high Aboriginal cultural significance (such as an identified cultural landscape, an existing or former ceremonial ground, a burial ground or cemetery, a story place or mythological site, a former Aboriginal reserve or historic encampment, or an archaeological site of high significance).*

Under Section 3.2.2 of the DCP, an Aboriginal heritage impact assessment is required if one or more of the following factors apply, or are likely to apply, as summarised below:

- the development or works area has not been subject to a comprehensive level of Aboriginal heritage assessment within the last 5 years;
- the development area includes archaeologically sensitive landforms;
- the development area includes previously identified Aboriginal sites or places of Aboriginal cultural heritage value;
- the development or works area includes all or part of an identified Aboriginal cultural landscape; and/or
- the development area is likely to include old-growth native trees up to and more than 130 years old.

Appendix A of the Goulburn Mulwaree DCP outlines Council's Aboriginal heritage impact assessment process. It contains a map defining places of Aboriginal significance within the LGA; with an accompanying matrix table that nominates the level of detail that is required for development applications or works proposals, depending on the type of development, local topography and Aboriginal heritage significance of the area (Figure 2.1 and Figure 2.2).

2.4 Heritage Act 1977

The *Heritage Act 1977* (Heritage Act) provides protection for heritage places, buildings, works and archaeological sites that are important to the people of NSW. These include items of Aboriginal and non-Aboriginal heritage significance. Where these items or places have particular importance to the State of NSW, they are listed on the State Heritage Register (SHR).

There are no Aboriginal heritage items, places or sites within Goulburn Mulwaree LGA, that are listed on the SHR or that are the subject of an active Interim Heritage Order.

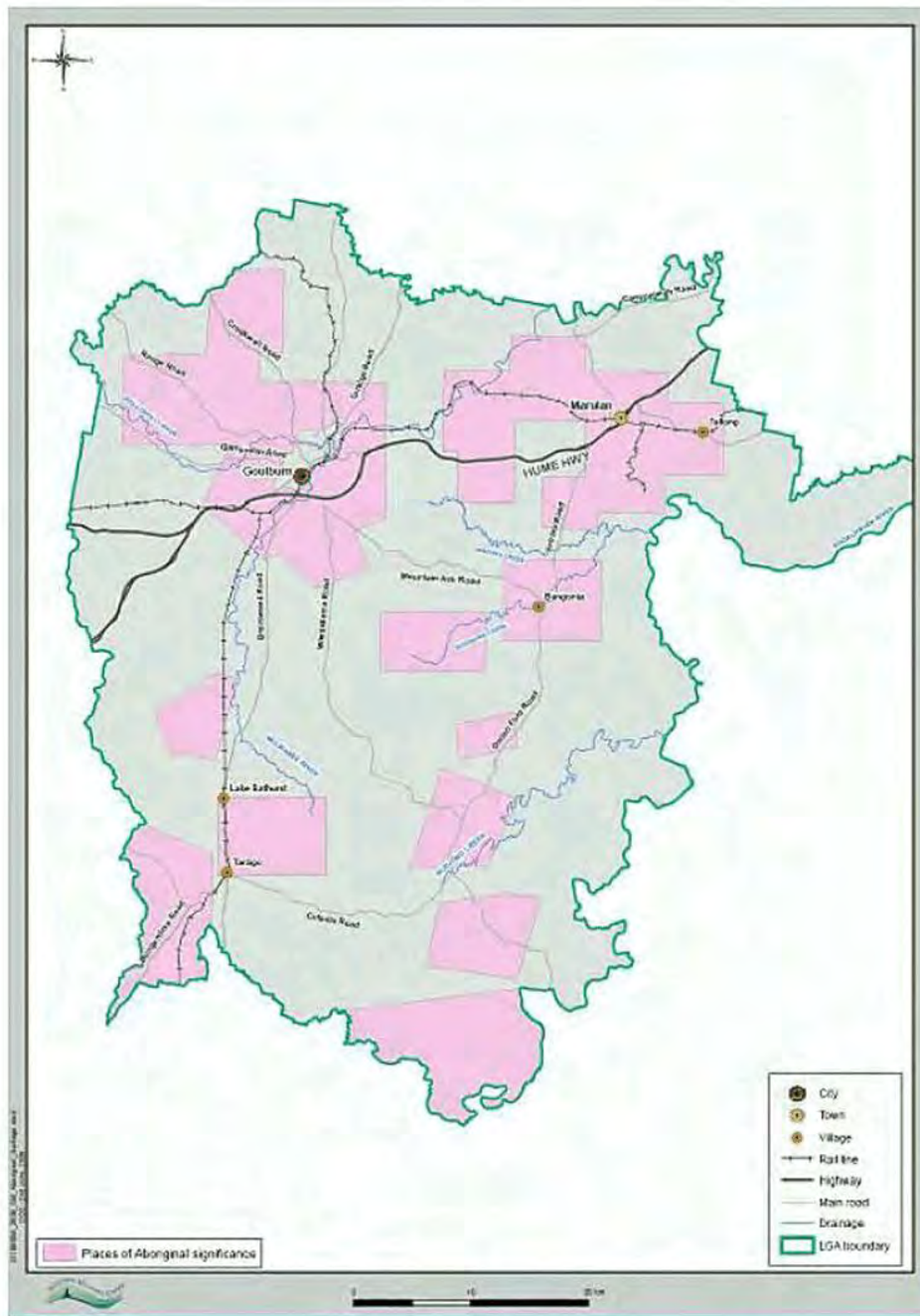


Figure 2.1 Places of Aboriginal significance (Goulburn Mulwaree DCP 2009:Figure 3-3)



Aboriginal archaeology matrix

Topography Type / Map Reference	Development/Land Use Type	Alterations/Additions	Awnings	Carports	Commercial/Industrial Buildings	Complying Development	Dams	Domestic Shed (less than 12m ²)	Dwelling	Exempt Development	Recreational Establishment	Recreational Facility	Rural Sheds (greater than 12 m ²)	Services/Infrastructure	Subdivision (no new road)	Subdivision (new road)	Tanks	Extractive Industry	Intensive Agricultural/Horticulture
Aboriginal Sensitive Land (refer to Map)		2	1	1	2	1	2	1	1 ^A	1	2	2	1 ^A	2	2	3	1	3	2
Exempt Land (refer to Map)		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Flat Land		1	1	1	2	1	2	1	1	1	2	2	1	1	2	2	1	3	2
Lower slopes adjacent to water course		1	1	1	2	1	2	1	2	1	2	2	1	2	2	2	1	3	2
Ridge lines/Hill tops		1	1	1	2	1	2	1	2	1	2	2	1	2	2	2	1	3	2
Undulating hills and plains predominately vegetated		1	1	1	2	1	2	1	2	1	2	2	1	2	2	2	1	3	2
Undulating hills and plains predominately grazing land		1	1	1	2	1	2	1	1	1	2	2	1	2	2	2	1	3	2
Water courses (within 40 metres)		2	1	1	2	1	2	1	2	1	2	2	2	2	2	3	1	3	2

- 1** Precautionary Approach
- 2** Pejar Local Aboriginal Land Council Assessment or Archaeological Survey or Risk Assessment Report
- 3** Archaeological Survey
- A** Precautionary approach if the development is proposed within a building envelope nominated at subdivision stage. If proposed outside an approved envelope a type 2 assessment is required.

Figure 2.2 Aboriginal archaeology matrix (Goulburn Mulwaree DCP 2009:A-1).

3 Aboriginal Community Consultation

Consultation with local Aboriginal community members was undertaken to ensure that their views and opinions were included as stakeholders in the identification and recording of any objects or places of Aboriginal cultural or archaeological significance within the study area.

Although there is no requirement for the project to be undertaken in accordance with the DECCW *Aboriginal cultural heritage consultation requirements for proponents 2010*, as the project will not include an application for a permit, Council requires a process of Aboriginal community consultation which is broadly consistent in principle with the requirements. The consultation process that was undertaken is outlined below.

3.1 Identifying Aboriginal People with Rights and Interests in the Area

The following organisations were contacted in order to identify appropriate Aboriginal people to consult:

- Heritage Branch, Department of Planning;
- DECCW Environmental Planning and Regulation Group South Regional Office, Landscape and Aboriginal Heritage Protection Section (DECCW);
- National Native Title Tribunal;
- Native Title Services Corporation Ltd (NTSCorp);
- Office of the Registrar, Aboriginal Land Rights Act 1983 (NSW);
- NSW Aboriginal Land Council;
- Pejar Local Aboriginal Land Council (Pejar LALC);
- Batemans Bay Local Aboriginal Land Council (Batemans Bay LALC); and
- Ngambri Local Aboriginal Land Council (Ngambri LALC).

3.2 Agreeing on a Process

Based on contact with the above organisations, the following Aboriginal parties were identified as likely to have an interest in the Aboriginal Heritage Study:

- Delise Freeman, Pejar LALC;
- Sharralyn Robinson, Illawarra LALC;
- Col Williams, Ngambri LALC;
- Mal Maccallum, Batemans Bay LALC;
- Shane Carriage, Ulladulla Local Aboriginal Land Council (Ulladulla LALC);
- Cherie Carroll Turrise, Gunjee Wong Cultural Heritage Aboriginal Corporation (GCHAC);
- Carl and Tina Brown;
- Dean Bell, Yurwang Gundana Consultancy Cultural Heritage Services (YGCCHS);
- Robert Young, Konanggo Aboriginal Cultural Heritage Services (KACHS);
- Dorothy Carroll, Ngunawal Heritage Aboriginal Corporation (NHAC) (also identified by DECCW as a Ngunawal Elder);
- Sharyn Halls, Gungungurra Aboriginal Heritage Association Inc. (GAHA);
- Wally Bell, Buru Ngunawal Aboriginal Corporation (BNAC);
- Peter Falk (Peter Falk Consultancy);
- Arnold Williams, Ngunawal Elders Corporation (NEC); and
- Gundungurra Tribal Council Aboriginal Corporation (GTCAC).

Each of these organisations, or their representative/s, was contacted to discuss the Aboriginal Heritage Study. An explanation of the Study was provided, and each party was invited to be consulted and involved in the Study. Not all of the identified parties responded to the invitation; however, those that did are:

- Delise Freeman, Pejar LALC;
- Sharralyn Robinson, Illawarra LALC;
- Shane Carriage, Ulladulla LALC;
- Dorothy Carroll, NHAC;
- Wally Bell, BNAC; and
- Peter Falk, Peter Falk Consultancy.

A public meeting was organised, to which all interested Aboriginal parties were invited. The aims of the project, the manner, timing and level of consultation were described and discussed. Following discussion with the identified Aboriginal parties, the meeting was organised for Wednesday, 25 May 2011, at 6:00pm at the Goulburn Mulwaree Council Chambers. All organisations and individuals who had Aboriginal contacts were informed of the meeting time and place by telephone or email, and asked to pass these details on to any of their Aboriginal contacts who may be interested in the Study.

The following community members attended the meeting on 25 May 2011:

- Delise Freeman, Pejar LALC;
- Jodie Freeman, Pejar LALC;
- Wally Bell, BNAC;
- Karen Denny, BNAC;
- Graeme Dobson, NHAC;
- Tammy Channel, NHAC;
- Peter Falk, Peter Falk Consultancy; and
- Jeanette Lim, Peter Falk Consultancy.

3.3 Establishing Protocols

Relevant protocols were established for the project through telephone and email consultation and at face-to-face meetings with the Aboriginal community.

A letter was sent in response to feedback received during the public meeting on Wednesday, 25 May 2011, providing the registered Aboriginal stakeholders with information regarding the methodology for this study, the type of information that will be included in the report, and the ways in which their organisations could contribute. It was agreed that AMBS would produce a map of the Goulburn Mulwaree LGA, showing place names, homesteads, and major watercourses within the study area, as well as an overlay of areas identified as having Aboriginal archaeological potential in the Goulburn Mulwaree Development Control Plan 2009. A copy of the map was given to each of the registered stakeholders to be used as a memory aid to assist in identifying places, people and events associated with the Aboriginal history of the area.

It was made clear to AMBS that the Goulburn Mulwaree Aboriginal community would prefer not to include detailed information about site locations in a publically available document. It was therefore understood that not all heritage sites should be mapped or identified in detail, but that general areas that are important to the community, or where archaeological sites are present, should be indicated.

4 Thematic History

4.1 Preamble

The Commonwealth and State government authorities have developed a series of Historic Themes to provide a framework for identifying and understanding heritage places. These themes focus on the human activities that produced the places we value, and the human response to Australia's natural environment. The major historic themes that are identified as applying to the study area are discussed below.

4.2 Peopling Australia

4.2.1 *Living as Australia's Earliest Inhabitants*

The earliest dated excavated archaeological site in the vicinity of Goulburn Mulwaree LGA is Birrigai rock shelter in the northern foothills of the Australian Alps, approximately 80km south east of the study area. Radiocarbon dates obtained from charcoal in occupation deposits at this site have established that Aboriginal people have lived in this region for at least 21,000 years (Flood 1996:33-35). Late Pleistocene occupation sites have also been identified to the east of the study area in what is now Morton National Park, at Bulee Brook 2 (18,810 ± 160 years Before Present (BP) [ANU-9375], Boot 1996:288) and Bob's Cave (10,850 ± 300 BP [ANU-8313], Boot 1994:330). The climate during the Last Glacial Maximum (around 20,000 years ago) was cooler and drier than the present day, and average temperatures would have been up to 6 degrees Celsius lower. However, the majority of archaeologically excavated sites in the region date to within the last 3,000 to 5,000 years, when the local climate and environment would have approached modern conditions (Flood 1980:3,18). These include the open camp site of Nardoo on the eastern side of Lake George (760 ± 110 BP [ANU-1060]), and Sassafras 1 rock shelter in Morton National Park (3770 ± 150 BP [ANU-743]) (Flood 1980:249).

According to the anthropologist Norman Tindale, two major language groups were identified within the Goulburn Mulwaree region at the time of European contact; the Gandangara (also known as the Gundungurra, Gundungari, Gurra-gunga, and Burragorang) to the north of Goulburn, and the Ngun(n)awal (also called the Ngunuwal, Ngoonawal, Wonnawal, Nungawal, Yarr, Yass tribe, Lake George, Five Islands tribe or Molonglo tribe) to the south. Tindale's 1974 map of tribal boundaries is based on the distribution of language groups, which are derived largely from linguistic evidence published from 1840 to 1956; however, the boundaries are approximate, and probably varied over time (Tindale 1974). Linguistic anthropologists have observed that word lists of the Ngunuwal and Gandangara languages are virtually identical (Koettig and Lance 1986:13). One explanation for this may be that Mathews, one of Tindale's main sources of anthropological information, did not begin working in the region until the 1890s, when Aboriginal groups and their traditional way of life had already undergone many changes (Flood 1980:27). Charles MacAlister, who grew up in the County of Argyle in the 1830s, notes that *the greater communication brought by the invasion of Europeans caused a wider currency and general adoption of various words and phrases* (MacAlister 1907:89).

The historian Jackson-Nakano suggested that Tindale's tribal boundaries incorporated a number of distinct Aboriginal communities with their own dialects, who were probably linked by kinship networks, common belief systems, ceremonies, and customs (Jackson-Nakano 2001:xxi-xxiii). MacAlister recorded that there were *three fairly numerous tribes* in the district; the Cookmai or Mulwarrie (Mulwaree), the Tarlo, and the Burra Burra (MacAlister 1907:82). Blanket distribution lists from this period connect the 'Mulwaree tribe' with the Tarlo, Wollondilly and Lake Bathurst areas (Jackson-Nakano 2001:13).

Aboriginal people from the district maintained contact with surrounding groups, and an absence of natural physical barriers in the district meant that travel was relatively easy (Smith 1992:3). Large gatherings of Aboriginal people took place in Goulburn, with records of corroborees being held at Rocky Hill near the East Goulburn Church of England, the old railway quarry on the Wollondilly River, and Mulwaree Flats near the bridge at the brewery, as well as where the All Saints' Church in Eastgrove and Goulburn railway station are now located (Tazewell 1991b:243; Wyatt 1972:111-112).

After crossing the Breadalbane Plains in 1834, the naturalist John Lhotsky met a group of approximately 60 Aboriginal people camping at Fish River. He was told that they travelled *as far as Goulbourn* [sic], and *Yass Plains, but not so far as Limestone* [Canberra] (Lhotsky 1979 [1835]:104-105). This information is corroborated by MacAlister, who claimed that people travelled from the Lachlan River to visit Goulburn (MacAlister 1907:82). There was a walking track between Goulburn and a meeting place on the Lachlan, and another connecting Goulburn and Lake George, which was a spiritual area and meeting place for a number of different groups (R. Bell pers. comm. 25/07/2011).

The alluvial flats along the Wollondilly River, near the junction with the Nattai River, were reported to be places where groups would gather, including those from Goulburn and the Shoalhaven district. However, by the time that Etheridge visited this area in 1893, this was no longer the case (Etheridge 1893a:50). A connection between the Goulburn and Shoalhaven groups is illustrated by a Gandangara dreaming story about Gurangatch and Mirrigan the fisherman, which describes how the Wollondilly River and Wombeyan Caves were created. The story ends at the boundary of Goulburn Mulwaree LGA, where a Shoalhaven River story starts (D. Freeman pers. comm. 25/05/2011).

Aboriginal people from Goulburn were present at an intertribal meeting and corroboree held in the Bathurst district in c.1837, which was also attended by people from Coal River (now called the Hunter River) and Maneroo (Monaro) (Boswell 1890:7-8).

It is also likely that the Ngunawal travelled south to attend large gatherings in the Bogong Mountains into the 1850s, where feasts and corroborees were held during the Bogong Moth hunting season (Flood 1980:71-73) (Section 4.3.1).

Early European Exploration and Interaction with Aboriginal Cultures

The region was first visited by Europeans in 1798, when John Wilson and two other men were sent by Governor John Hunter on an expedition to the southern tablelands of NSW (Chisholm 2006). The exploratory party reached Mt Towrang; although, they reported that *we really believe that there was never a native in this part of the country* (Flood 1980:30). However, in August 1820, Joseph Wild travelled south of the Cookbundoon Range to find a large lake (Lake George), which according to Aboriginal informants was near Lake Bathurst (Watson 1931). From the hills to the north-east of Lake George, he saw *the Fires of the Natives who appeared numerous*, indicating the presence of Aboriginal people camping in the area (Flood 1980:35).

Introduced diseases, including smallpox, influenza and measles, had an effect on the Aboriginal population. It is possible that the effects of a smallpox epidemic originating around Sydney in 1789 may have preceded contact with Europeans in the Goulburn region (Flood 1980:32). In the early 1830s, the surgeon George Bennett observed several Aboriginal people on the Gundary Plains with small-pox scars (Bennett 1967 [1834]:148). In 1845, Francis Murphy of Bungonia reported that the formerly numerous Aboriginal population had declined to an estimated 20-100 individuals, and the survivors had joined up with other people from the Goulburn district (Koettig and Lance 1986:14). The influenza epidemic in 1846-7 also had a disastrous impact; and in 1848, the bench of Magistrates estimated that the local Aboriginal population consisted of only 25 people (Tazewell 1991b:244).

Although a number of local histories repeat the claim that European settlement in the region was *remarkable for being one of the few at which there was no feud between black and white races* (Young Folks 31/08/1897, cited by Smith 1992:17; Wyatt 1972:110), there were a number of violent incidents between Aboriginal people and European pastoral settlers recorded in the 1820s. Charles Throsby wrote a letter to Governor Macquarie in September 1824, reporting that two Aboriginal girls had been abducted by servants of Captain Richards Brooks of Bungendaw (Bungendore), approximately 10km south east of the study area. Throsby reported that the men refused to give the girls up, and that their relatives were assembling with large numbers of spears (Jackson-Nakano 2001:25; Smith 1989:12).

In 1826, Governor Darling sent a detachment of troops to the County of Argyle when two stockmen were killed at Lake Bathurst, and unusually large numbers of Aboriginal people from different tribes began to assemble at Lake George and Inverary Park (the residence of David Reid, one of the Magistrates of the County of Argyle). The groups dispersed on the arrival of the troops, and an Aboriginal man was later gaoled for murder (Revitt and Revitt 1979:46-48; Jackson-Nakano 2001:25-26; *The Australian* 6/05/1826, pp2-3). One of the murdered men, Thomas Taylor, was described in a newspaper as a *quiet, harmless hut-keeper* from Lake Bathurst; however, Christiana Brooks, wife of Captain Brooks, noted in her diary that Aboriginal people *evinced some hostility to the stock keepers of particular stations* (*The Monitor* 29/11/1827, p6; Jackson-Nakano 2001:25-26). A Government Notice regarding the incident made it clear that the hostility likely stemmed from the actions of the stockmen:

The Governor is concerned to think, from the Reports He has received, that the Proceedings of the Natives are the Effect of Resentment at the Outrages committed upon them by Stock-keepers, who interfere with their Women, and by such, and other Acts of Aggression, provoke them to retaliate (The Sydney Gazette and New South Wales Advertiser 10/05/1826, p1).

According to oral tradition passed down from Gandangara elders there are undocumented massacre sites at Narrambulla Creek and the Eastgrove sporting ovals (D. Freeman pers. comm. 25/05/2011). Although the tradition and locations of the sites are unverified, this was an issue raised by Pejar LALC as being an important aspect of the interactions between Europeans and the local Aboriginal community.

4.3 Utilising Natural Resources

4.3.1 Using Indigenous Foodstuffs

The Wollondilly and Cookbundoon river systems were home to a variety of wildlife, including eels, black swans, ducks and other water birds. Swans and other water fowl nested on the rocky isles in Lake Bathurst (Govett 1977 [1836-7]:22-23). Animals in the area that would have been used by Aboriginal people as food resources included kangaroos and wallabies, possums and other small marsupials such as bandicoots, emu, wild turkey, echidna, native ducks, fish and eels, freshwater mussels, snakes, native bees and ants (Bennett 1967 [1834]:173,301; Govett 1977 [1836-7]:29,32,34-35,37; MacAlister 1907:88; Wyatt 1972:107; Koettig and Lance 1986:18).

In 1836, William Romaine Govett published a series of articles in *The Saturday Magazine* describing the Aboriginal people of the County of Argyle, and their customs. He noted that when hunting, they would occasionally set grass fires to ensnare kangaroos, which were then speared. This practice is known as 'fire-stick farming'. It encouraged regrowth of sweet young herbage, which in turn attracted kangaroos back to the area (Bennett 1967 [1834]:290; Govett 1977 [1836-7]:23). Possums were caught by climbing trees notched by tomahawks (axes), cutting a hole in the limb where the possum

was, and killing it with a blow from the axe with when it emerged (Govett 1977 [1836-7]:33-34). Some insects were eaten alive and whole, including native bees, ants and ant eggs (Govett 1977 [1836-7]:37).

The Ngunawal were among the Aboriginal groups that travelled to the south-eastern highlands to hunt Bogong moths (*Agrotis infusa*) in summer. Bogong moths migrate to the Bogong Mountains, Tumut and the Kosciusko region, where they aestivate at high altitudes in large numbers. Aboriginal groups gathered in the high ranges, and over the course of a couple of months feasted on moths roasted over hot ashes. There are accounts of moth feasts taking place into the 1850s; however, the practice of moth hunting had ceased by 1878 (Flood 1980:68-73,112; Helms 1890:14-15).

Bulrushes (*Typha* sp.) were collected from river and stream banks during spring. The starchy roots were baked, and the outer skin removed before eating (Bennett 1967 [1834]:183; Gott 1999). In 1836, James Backhouse, a naturalist and Quaker missionary, saw an Aboriginal woman eating raw sow-thistle as a salad (Backhouse 1843:441; Trott 1966). Koettig and Lance suggested that the plant he described was probably from the family Asteraceae (Koettig and Lance 1986:18). Govett described an 'apple-tree' (possibly *Eucalyptus bridgesiana*, R Falconer pers. comm. 29/11/11), which grew on the rich soil of the alluvial flats. He observed an Aboriginal man using an axe to make an incision in the tree, releasing a clear, watery potable fluid that possessed acidity reminiscent of cider (Govett 1977 [1836-7]:25). Sweet nectar was obtained from whitish deposits formed by insects on various trees, such as the Manna Gum (*Eucalyptus viminalis/E. mannifera*) (Aslanides 1983:2; Bennett 1967 [1834]:115,319-321).

From the 1820s onwards, farms and cultivation were established over what was once open forest, disrupting the traditional ways of life (NPWS 2003:206). The change in land use had a serious impact on the availability of once abundant natural resources:

The kangaroos have either been killed, or have fled in search of more retired forests. Sheep and cattle have taken their place, the emu and turkey are seldom seen, the millions of parrots have even become scarce [...] (Govett 1977 [1836-7]:26)

4.3.2 Aboriginal Clothing and Ornamentation

An illustration of Aboriginal people from the Mulwaree Plains in traditional dress was published in *The Saturday Magazine* in 1836, and shows a man and woman wearing possum skin cloaks. The cloaks were worn for protection rather than modesty, with the fur turned inward during cold and wet weather. The man is also wearing a string belt, which were made out of possum or kangaroo hair (Bennett 1967 [1834]:175; Govett 1977 [1836-7]:8; Jackson-Nakano 2002:10) (Figure 4.1).

Approximately thirty to forty possum skins were required to make a *good sized* cloak (Boswell 1890:6). The skins were stretched by securing them on the ground or on small sheets of bark with wooden pins, and then set out to dry in the sun or near a fire. The raw side was cleaned and softened by scraping it with a stone or shell, and marked with decorative patterns. The skins were then rubbed with grease, pierced with a sharp bone, and sewn together with a bone needle using fibres of stringybark or small sinews taken from the tail of a kangaroo or other animal. Following contact with Europeans, the process was adapted to incorporate new materials. By the 1830s, glass was sometimes used to scrape the skins, which could be sewn together more rapidly using large needles and whitey brown thread (Govett 1977 [1836-7]:8; Boswell 1890:9).



MALE AND FEMALE NATIVES OF NEW SOUTH WALES.

Figure 4.1 A sketch of Aboriginal people from the Mulwaree Plains ‘dressed in their usual manner’, 1836 (Govett 1977 [1836-7]:9)

In 1832, Bennett observed a number of Aboriginal groups gathered on the Goulburn Plains (now known as the Gunday Plains) to celebrate Christmas Day. People wore a mix of traditional dress and European-style clothing. The hair of the women was decorated with grease and red ochre, and their heads were adorned kangaroo incisors, possum tails, and *the extremities of other animals*. Some wore fillets (head-bands), called *Cambun* or *Bolombine*, bound around their foreheads and daubed with pipe-clay (kaolin). Pipe-clay was also used to decorate the upper body, including the upper face, breast and arms. Some of the men wore red ochre and fillets, while others hung yellow Sulphur-crested Cockatoo feathers from their beards (Bennett 1967 [1834]:323-326).

At an Aboriginal encampment at Tarlo in the 1830s, Govett observed two women wearing kangaroo teeth as head ornaments. One of them had a necklace made of small pieces of yellow reed, and her nasal septum was pierced with a small bone (Govett 1977 [1836-7]:29). Straw, sticks and emu bones

were worn by both men and women in septum piercings, which were regarded as highly ornamental (Bennett 1967 [1834]:176).

One of the men at the Tarlo camp was wearing a crescent-shaped brass breastplate, which hung from a chain around his neck (Govett 1977 [1836-7]:29). Breastplates were introduced by Governor Macquarie, to mark the chief of a tribe who could act as an intermediary with the government. They were given to Aboriginal people by Europeans as symbols of authority, although by the 1850s they were also awarded as badges of merit (Kaus 2010; Tazewell 1991a:2). According to a local history by Charles McAlister, breastplates were presented to the more noted chiefs in the County of Argyle, including Yarraginny, Kugulgong, Miranda, and Mulwaree Tommy (Brunton 1981 [1903]:4; MacAlister 1907:83). The breastplate of Mulwaree Tommy was found in the late nineteenth century at The Meadows, a property south east of Taralga (Figure 4.2). The breastplate belonging to *King John Cry Chief of the Duedolgong tribe, Argyle*, was found in 1901 in a field near the Tirranna Church, Tirranna (Smith 1992:32-34).



Figure 4.2 Breastplate of Mulwaree Tommy (Smith 1992:33)

4.3.3 Aboriginal Tools and Equipment

Contact between Aboriginal groups was not always peaceful, and raids and fights occurred between neighbouring groups. MacAlister quotes a report by the Reverend Benjamin Hurst, a Methodist Missionary stationed in Goulburn in 1842, that mentions frequent quarrels between Aboriginal tribes, and unsuccessful attempts by the missionaries to *induce them to associate peacefully for any length of time* (MacAlister 1907:90).

According to information provided by Mrs. Ruth Bell, there was a war in the vicinity of Lake George, and possibly Collector, between the Ngunnawal and the Wiradjuri, over Ngunnawal women who were kidnapped by the Wiradjuri to be wives (R. Bell pers. comm. 25/07/2011). The traditional country of the Wiradjuri is to the west of Goulburn Mulwaree LGA, in central NSW (Kabaila 1998:8).

Traditional weapons included spears, which were fashioned from reeds approximately 2-2 1/2 m long, or from sharpened hard wood generally 3.6- 4.2m long (Govett 1977 [1836-7]:36; Flood 1980:50). Spears were *tipped to a point*, and some were *barbed at the end with pieces of iron-bark* fixed in place with hardened wattle and other gum (MacAlister 1907:87) (Figure 4.3). They were used as weapons, as well as for hunting and fishing (Flood 1980:50-51).

Spear throwers (known as *wummerah* or *woomerah*), were *much used by the Argyle tribes*, and could double as a paddle when fishing in canoes. They were approximately 1m long, with a flat handle and hook at the end (MacAlister 1907:87; Govett 1977 [1836-7]:11). Boys practised throwing reed spears from a young age, by aiming at each other and parrying the missiles with a short stick (Govett 1977 [1836-7]:36). Knowledge of how to use traditional equipment, such as boomerangs, was still taught to young men at Yass in the twentieth century (R. Bell pers. comm. 25/07/2011).

Hatchets or axes (also called tomahawks by European observers) had a ground stone head made of *sharpened stone or flint*, fastened to a wooden haft. Iron-headed axes were adopted following contact with Europeans (Govett 1977 [1836-7]:11).

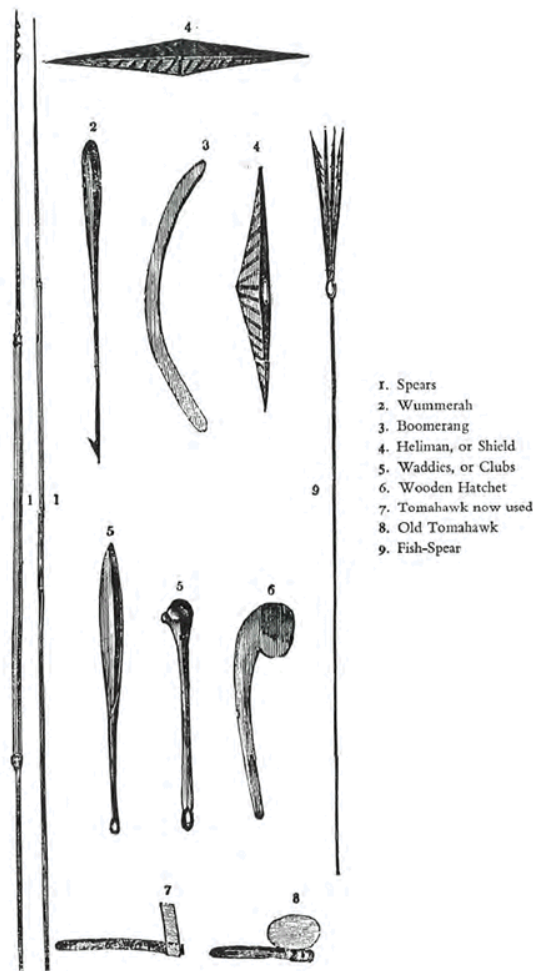


Figure 4.3 Aboriginal weapons (Govett 1977 [1836-7]:12)

Distinctive grinding grooves up to 5cm wide and 20cm long were formed in soft stone, where the edges of stone tools such as axes, chisels and knives were sharpened. Slabs of fine-grained sandstone were transported over long distances, and were used as whetstones in areas where there were no suitable natural stone outcrops (Flood 1980:200). An example of a portable sharpening stone was found at Shaws Creek in 1901 (Smith 1992:42).

Women carried one or two nets, which they used to carry necessary items. Lhotsky observed nets being made of Kurrajong fibres at Fish River. Govett records that a child could be *seated in one of these nets, and carried behind the mother's shoulders*. Women also carried wooden digging sticks, which were approximately 1.5m long, which had been burnt at one end to create a hardened point. The women had a *constant habit of stooping and digging for sweet potatoes, roots, and a sort of ground-nut*, which they gathered and kept in their nets for the evening meal (Govett 1977 [1836-7]:8,13; Lhotsky 1979 [1835]:41).

The bark of stringybark and box trees (*Eucalyptus* sp.) was used for making gunyas (shelters), and was also torn into strips to be used as rope. Gunyas were made by placing a sheet of bark over a fire, so it would expand and flatten in the heat. The bark was bent double, and fixed to the ground against the direction of the wind (Figure 4.4). Cooking fires were tended in front of the gunyas; and in winter, an additional sheet of bark was added to the back (Bennett 1967 [1834]:168; Govett 1977 [1836-7]:14,23).



NIGHT SCENE—THE GUNYAS, OR HUTS, OF THE NATIVES.

Figure 4.4 Gunyas at night, based on a description of an Aboriginal camp site at Tarlo (Govett 1977 [1836-7]:28)

4.4 Marking the Phases of Life

4.4.1 Being an adult

The Aboriginal community met periodically for initiation ceremonies, for the purpose of introducing boys to manhood (Howitt 1904:512). During the ceremony, young men had one of the incisors from their upper jaw removed (known as tooth avulsion), and were presented with a possum skin belt

(MacAlister 1907:87; Bennett 1967 [1834]:176-177; Govett 1977 [1836-7]:10; Mathews 1896:338-339,340). On attaining manhood, they were permitted to marry, attend corroborees, and participate in tribal assemblies *when any marauding or war expedition is in contemplation, or when the tribe is about to remove from one part of the country to another* (MacAlister 1907:86; Bennett 1967 [1834]:177). Mathews noted that in the historic period, coastal and inland tribes attended each other's ceremonies. Informants from the Shoalhaven told him that they attended ceremonies on the Tumut River, and people from Yass stated that they were present at ceremonies in Queanbeyan or Braidwood (Mathews 1896:327).

In a letter to the Daily Telegraph, Mary Gilmore identified the top of Rocky Hill near the Goulburn War Memorial as a 'bora ground' where initiations occurred. Two stone rings were still visible at this location in 1923, although by 1926 the larger one had been partially destroyed by a road (Smith 1992:35, 43). It is likely that ceremonial activities took place in this location, and that there may be burials in the vicinity (R. Bell and K. Denny pers. comm. 25/07/2011). MacAlister notes that initiation ceremonies were also performed on a little red hill opposite Kenmore Hospital (MacAlister 1907:85). There are a number of hills in the vicinity of the hospital that MacAlister may be referring to. The nearest hills are located between the rail line and Gorman Road, approximately 1km to the south east; adjacent to Taralga Road, approximately 1km to the north east; and near a bend in the Wollondilly River, approximately 1.5km east north east. The little red hill was not described in detail, and based on currently available evidence its location cannot be identified with more precision beyond this general area.

4.4.2 Dying

Mourning the dead

Few European people witnessed traditional Aboriginal funerary customs (Byrne 2007:8). In the 1830s, Govett encountered three women sitting at the graveside of an unknown individual near Mount Wayo, immediately north of the study area. They mourned by making small cuts on the back of their head with axes, and wept and lamented until they were exhausted (Govett 1977 [1836-7]:44-45). In 1849, Macalister described a similar public demonstration of grief at the funeral of Miranda, who was one of the chiefs in the County of Argyle. His funeral took place near Abercrombie, approximately 165km north of the study area. On that occasion, the women also wore knots of white pipeclay smeared in their hair and on their faces (MacAlister 1907:84-85). Men were observed mourning by *shout[ing] furiously* and making *wild exclamations, with fierce countenances and violent gestures* (Govett 1977 [1836-7]:44). In at least one case, the Aboriginal community remembered the location of a burial on the Mulwaree Plains which had been destroyed by European settlers, and the custom of women weeping at the burial site was still observed, even though the grave was no longer extant (Govett 1977 [1836-7]:45). Lhotsky noted that *to mention even the name of a dead person, give a deep apprehension to all Papuas [Aboriginal people] I met with* (Lhotsky 1979 [1835]:106).

Dealing with human remains

Aboriginal burial methods changed over time (Byrne 2007:11). There are only a few descriptions of earthen burial mounds in the Goulburn Mulwaree region, and according to Govett this type of burial was not common. This type of grave was sometimes marked with carved trees, and Etheridge suggested that only notable, initiated men were accorded such treatment; for example, *celebrated warriors, prominent headmen, and powerful wizards or "doctors"* (Etheridge 1918:11-12). The grave at Mount Wayo was a dome-shaped mound approximately 3 feet (90cm) high, surrounded by a flat gutter or channel that had an outside edge of clay. Trees around the grave had been incised with stripes, zigzags and other designs (Govett 1977 [1836-7]:45) (Figure 4.5).



Figure 4.5 Three women mourning at a grave near Mount Wayo (Govett 1977 [1836-7]:44)

Near Goulburn, Kugulgong and other Aboriginal people are known to have been buried in raised graves on the hill to the east of Lansdowne House (MacAlister 1907:85; Tazewell 1984:4). Some of these graves could still be seen in the 1860s; and interred remains may still be present, although this general area has since been disturbed by the construction of a dam, electricity substation, and housing subdivision (Hughes 1984:8; Wyatt 1972:110). In 2004, two hundred and ninety eight stone artefacts were identified during an archaeological survey of the Tall Timbers subdivision, to the north of Lansdowne House (Williams 2004:18). It was recommended that the surface artefacts be collected and a sample of the sub-surface artefacts salvaged through excavation (Williams 2004:24). This is one reason that this area was identified as culturally sensitive during consultation for this study, and it is believed that further archaeological material may be present in the immediate locality (K. Denny pers. comm. 25/07/2011).

An example of a different type of burial was found at Bungonia Caves, now part of Bungonia State Recreation Area. The skull of an Aboriginal child had been placed in a small chamber deep within a limestone cave, approximately 400 yards (365 m) north of Bungonia Lookdown. The skull was found resting on a skin, beneath a string net. A layer of stringybark and pile of flat stones had been placed over the top. No other human remains were found in the cave, although there were some smaller bones that were probably wallaby. The burial has not been dated; however, the skin was old and rotting with age when it was found, some time before it was described by Etheridge in 1893 (Etheridge 1893b:128-130).

4.5 Leisure

During Lhotsky’s journey from Sydney to the Australian Alps, he camped on the grassy banks of the Fish River. He observed male Aboriginal youths playing with a ball of wool, which they *threw to a great height, catching it with much dexterity* (Lhotsky 1979 [1835]:105). At Tarlo, Govett saw a young man playing a version of cat’s cradle (Govett 1977 [1836-7]:29):

[He was] *employed with two double sets of strings, which by twisting and changing in a very intricate manner, he constantly drew out with the back parts of his hands into a variety of forms and shapes, such as diamonds, squares and circles.*

Music and dancing were performed at corroborees. Songs were also commonly chanted at camp, before going to sleep at night. When three or four people were together, they all joined in the chorus, and kept time *by striking two sticks together* (Govett 1977 [1836-7]:29). Lhotsky described the music he heard at a corroboree as *majestic and melancholy* (Lhotsky 1979 [1835]:109):

Their strain was in 2-4 time, which they marked by beating crotchets, and in moments of greater excitement, quavers.

Aboriginal people also adopted some European holidays and pastimes. Bennett records that Christmas Day was regarded as a festival. In the 1830s, Aboriginal people gathered for a feast at Tirranna, and other smaller farms on the Gundry Plains, where settlers customarily distributed provisions and spirits among the collected tribes (Bennett 1967 [1834]:322-324).

The Goulburn races were first held in 1839 on the Old Township course, now beneath commercial and residential development in Goulburn. MacAlister described the spectators, and Aboriginal people supposedly outnumbered everyone else *by ten to one or more*, although it is possible that these numbers are exaggerated as MacAlister would have been a child when this event occurred (MacAlister 1907:30).

Govett claimed that Aboriginal men, women, and even children had become *exceedingly fond* of tobacco since its introduction. It could be stored in a bladder purse converted into a tobacco bag, and carried under a traditional string belt (Govett 1977 [1836-7]:8, 29) (Figure 4.4). In the early 1830s, Lhotsky was perplexed by the demand for tobacco, and could not satisfy the numerous requests he received for it: *I gave some bits to the first askers, and so on, but soon every tongue was loudly clamouring for tobacco* (Lhotsky 1979 [1835]:106). During this period, tobacco was among the goods given to Aboriginal farmhands as payment for labour (Tallong Community Focus Group 2010:62) (see Section 4.6.1).

4.6 Working

4.6.1 *Surviving as Indigenous People in a White-Dominated Economy*

Governor Macquarie began a policy of distributing blankets to Aboriginal people in 1814, and over time people became increasingly dependent on the annual government issue (State Library of New South Wales 2011). As access to traditional lands for hunting became more difficult and game became scarcer, blankets began to replace the traditional possum skin cloak as a means of keeping warm. Alternatively, they could be sold or exchanged for other goods (Tallong Community Focus Group 2010:33). Blankets were distributed at properties such as Lumley, Inverary Park and Reevesdale (originally named Parramarragoo) near Bungonia until 1843, and Tirranna to the south of Goulburn until c.1837. In 1843, government blanket distribution was centralised at Goulburn (Jackson-Nakano 2001:11-12, 15; Tracey and Tracey 2004:28). One local history states that blankets and rations were distributed by William Bradley at Lansdowne, where Aboriginal people camped on the hill near the homestead in the 1840s and 1850s (Wyatt 1972:110).

There is evidence that from the 1830s, Aboriginal men were employed as farm labourers and stockmen at rural properties such as Caoura, Bosworth, Glenrock and Bumballa. They undertook tasks such as *hunting for wild cattle and stripping bark*, and were paid with clothing or rations such as tobacco, beef and flour (Tallong Community Focus Group 2010:34-35, 62). In 1836, Backhouse encountered a tribe of Aboriginal people camping at a chain of ponds near Goulburn, two of whom

worked for a European settler *hewing wood* and *drawing water* (Backhouse 1843:440). Such activities continued in the 1840s, at which time the Reverend William Hamilton reported that local Aboriginal people were occasionally employed to strip bark, cut up fire-wood, gather potatoes, carry messages and ride after cattle (Report from the Select Committee on the Condition of the Aborigines, NSW Legislative Council Votes and Proceedings 1845 & 1846, cited in Smith 1992:27-28).

In the early years of European exploration and settlement, Aboriginal people worked as guides and trackers, and carried messages between camps and towns (Tallong Community Focus Group 2010:32; MacAlister 1907:86, 91). Their bush skills continued to be recognised, with trackers employed by the police force in the Goulburn and Yass districts in the early twentieth century. Other occupations during this period included breaking wild horses at Yass, and driving them overland through Goulburn to Sydney; and working as a linesman for the electricity commission (D. Delponte pers. comm. 18/07/2011; *Western Argus* 15/06/1926, p31; R. Bell pers. comm. 25/07/2011).

4.7 Governing

4.7.1 Administering Indigenous Affairs

In 1883, the Board for the Protection of Aborigines was established to provide recommendations concerning the welfare of Aboriginal people and to manage Aboriginal Reserves in New South Wales. The responsibilities of the Board included organising housing, and distributing rations and clothing (NSW Government State Records 2010; Thinee and Bradford 1998:20). The Board reported to the NSW Legislative Assembly on Aboriginal population numbers; which in the Goulburn area had apparently declined to between one and four people in the 1910s (Smith 1992:31).

Between 1875 and 1961, Aboriginal reserves and camps were established in places such as Boorowa, Brungle, Cootamundra, Yass, Oak Hill and in the Rye Park district near Blakney Creek, Brickney's Creek and Flakeney Creek (Thinee and Bradford 1998:345-346,350,371; Kabaila 1998:14; R. Bell pers. comm. 25/07/2011). Although these reserves are outside the boundaries of Goulburn Mulwaree LGA, many Aboriginal people moved between settlements and jobs, influenced by wide-ranging kinship networks and the availability of seasonal work including fruit picking and shearing. Others married into non-Aboriginal communities and moved into towns (Kabaila 1998:11, 13-14). Traditional knowledge and skills were passed down to members of the younger generation at places such as Hollywood Mission, a government-run reserve that operated near Yass between 1934 and 1960 (R. Bell pers. comm. 25/07/2011; Kabaila 1998:31). In the 1950s and 1960s, a Government policy of assimilation resulted in compulsory resettlement of some families into Yass, where the building of a small number of homes in town was sponsored by the Aborigines Welfare Board, the successor agency to the Board for the Protection of Aborigines (Kabaila 1998:30; NSW Government State Records 2010).

By the start of the twenty first century, official government records indicate that Indigenous people constituted approximately 2.2% of the total population of Goulburn Mulwaree LGA (575 people according to the 2006 census). There are a number of reasons for the apparent increase in Aboriginal population, including changes to the way in which the Indigenous population is counted, an increased birth rate, and an increase in the number of people identifying themselves as being of Aboriginal or Torres Strait Islander origin (Australian Bureau of Statistics [ABS] 2008;2006). The figures also showed that Aboriginal people in Goulburn Mulwaree are currently employed in a range of industries, including retail trade, public administration, and social services (ABS 2007).

5 Aboriginal Heritage Places

5.1 Introduction

The Local Aboriginal Land Councils whose boundaries are within or adjacent to Goulburn Mulwaree LGA made it clear to AMBS that they would prefer that detailed information about site locations available through the OEH AHIMS database was not publically released. However, historical research and consultation with the local Aboriginal community indicated that there are areas of Aboriginal heritage sensitivity within the LGA that Council should be made aware of when considering applications for development.

5.2 Aboriginal Archaeological Context

This section describes the nature of the known Aboriginal archaeology of the study area and is based on a review of relevant archaeological reports and publications.

5.2.1 Regional Archaeological Investigations

Two major regional archaeological investigations have been undertaken in Goulburn, and which are relevant to the current study. Koettig and Lance (1986) undertook a preliminary Aboriginal resources planning study for the City of Goulburn. They identified areas of known or potential Aboriginal cultural and archaeological significance, and analysed the distribution of sites in the landscape in relation to environmental variables such as landform, bedrock geology, and distance from water (Koettig and Lance 1986:26). Koettig and Lance proposed the following general trends in regional site distribution:

- Artefact scatters are the most common type of site in the region, and have been identified in all environmental contexts. They are most likely to occur on gentle, well-drained lower slopes within 100m of water. Artefact scatters at the junction of watercourses tend to be large, with high densities of stone artefacts. Underlying geology does not appear to be a significant factor in the location of this type of site;
- Quarries may be present on outcrops of raw stone materials suitable for artefact manufacture, many of which occur within the study area as localised, discrete outcrops of siliceous rocks (pebble beds, quartz veins or outcrops). Types of stone used in the manufacture of tools include chert, silcrete, quartz, quartzite and fine-grained volcanic rocks;
- Burial sites are rare, and historical sources indicate that they are most likely to be found on ridges and hill tops, in hollow trees, and in caves. In some cases they may also occur in sand bodies. Burials may be difficult to identify, as features that were used by Aboriginal people to mark graves, including carved trees and earth mounds, are unlikely to be preserved;
- Modified trees (scarred or carved) are rare, as scars are only likely to be present on trees at least 80-100 years old, and natural vegetation in the Goulburn region has been altered by fire and forest clearance. Most of the recorded modified trees in the study area have been destroyed in bushfires or removed to museums, such as the carved trees that were recorded at Yarra railway station and Armstrong's Paddock, Bungonia (Figure 5.1);
- Bora grounds are rare, and based on available site information and historical sources are most likely to be located on hill tops; however, their location cannot be predicted accurately;
- Shelters with art or deposit are found only in areas with suitable rock overhangs, such as sandstone outcrops with cavernous weathering. Large granite boulders and limestone rock shelters were also used as shelters; and
- Grinding grooves are most commonly found near creek lines with suitable sandstone outcrops. Sandstone slabs were also transported into areas where there was no suitable stone.

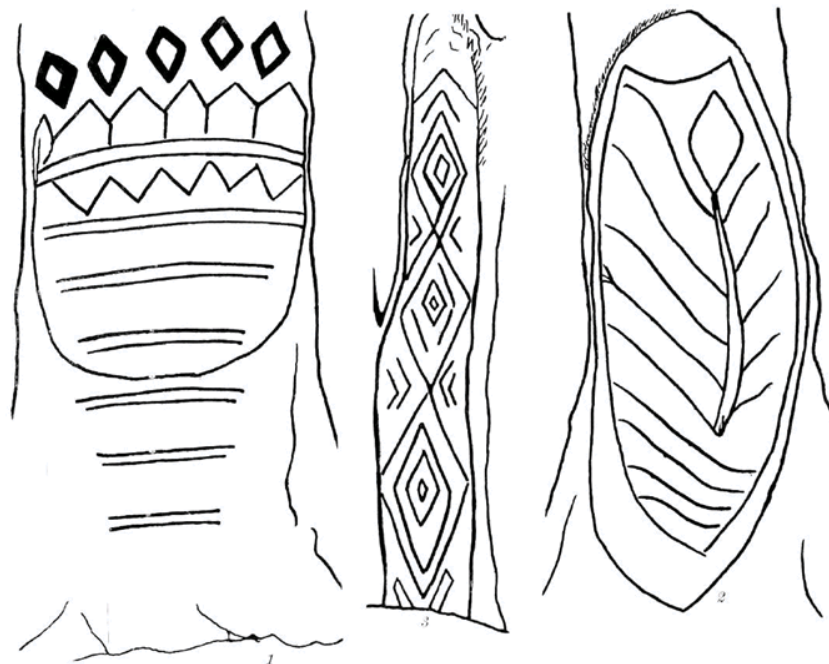


Figure 5.1 Drawings of carved trees which used to be located near Yarra railway station (left), and Armstrong’s Paddock, Bungonia (centre and right) (Etheridge 1918:Plate XIX)

Fuller (1989) undertook a field investigation to test the site distribution model proposed by Koettig and Lance, surveying a representative sample of environmental zones within the city of Goulburn. Seventeen stone artefacts scatters and five isolated artefacts were identified during the study. Two sites, located within 150m of an intermittent watercourse, also contained fragmented midden material, comprising mussel shell and shell from an unidentified species (Fuller 1989:5-6). Sites occurred in all environmental zones, including those identified by Koettig and Lance as having low potential archaeological sensitivity. The results of the field investigation were used to refine the Aboriginal site distribution model for Goulburn (Table 5.1):

Table 5.1 Aboriginal archaeological sensitivity of landforms in Goulburn

Landform	Potential Archaeological Sensitivity		
	(Koettig and Lance 1986:29-32)	(Fuller 1989:31-34)	
Alluvial flats adjacent to major watercourses	High	High	
Undulating hills and plains	Lower slopes adjacent to watercourses	High	High
	Gently undulating land, or plains	Not assessed	Low
	Hills – low (<700 metres above sea level [asl])	Low	Medium
	Hills – moderate (700-750 metres asl)		Low
	Hills – high (>700 metres asl)		Low
Hill tops	Low	Low	
Built-up areas (residential areas, Sooley Dam)	Moderate	Moderate	

5.2.2 Local Archaeological Investigations

Many archaeological assessments have been undertaken within Goulburn Mulwaree LGA, comprising small scale studies in response to proposed developments (for example, see Koettig 1988; Navin Officer 2003; Williams 2004); linear surveys for infrastructure projects such as proposed roads, transmission lines and water supply schemes (for example, see Koettig 1983; Navin Officer 2010; Silcox 1995); and surveys over larger areas for a variety of purposes including proposed quarries, subdivisions, mining leases and State Recreation Area management (for example, see ERM 2006; McBryde 1975; Hughes 1984; Haglund 1986; Silcox 1988).

Although the Aboriginal site distribution model proposed by Koettig and Lance (1986), and refined by Fuller (1989), was specific to the City of Goulburn, it has informed background research and survey methodologies for Aboriginal cultural heritage assessments across the LGA. To date, the findings of these investigations have been generally consistent with the site location predictions in the model, with stone artefacts scatters of varying densities the most commonly recorded site type (Williams 2004:15; Navin Officer 2003:12).

The distribution of registered Aboriginal sites within Goulburn Mulwaree LGA forms the basis for Aboriginal archaeological sensitivity mapping in the Goulburn Mulwaree DCP. Concentrations of sites have been identified in the vicinity of cities and towns such as Goulburn and Marulan, as well as in proximity to riverine resource zones such as Mulwaree Ponds and the Wollondilly River, and lacustrine resource zones including Lake Bathurst and The Morass (Figure 2.1). However, the site distribution pattern is partly the result of intensive surveys triggered by proposed developments, rather than accurately reflecting the nature of Aboriginal land use; and there is still potential for sites to occur outside these areas in the LGA.

5.3 Aboriginal Heritage Site Types

Previously recorded Aboriginal sites within the Goulburn Mulwaree LGA generally occur in the vicinity of watercourses, in elevated areas, and in areas with suitable geology or mature vegetation. Table 5.2 identifies and describes the types of Aboriginal sites which are known to, or potentially may, occur in the Goulburn Mulwaree LGA, and where such sites are usually located.

Table 5.2 Summary of known and potential Aboriginal site features for Goulburn Mulwaree LGA.

Site Feature	Details
Aboriginal Ceremony and Dreaming	Aboriginal ceremonial sites are locations that have spiritual or ceremonial values to Aboriginal people. Aboriginal ceremonial sites may comprise natural landforms and are usually identified by the local Aboriginal community as locations of cultural significance. They may not necessarily contain material evidence of Aboriginal associations with the place.
Bora/Ceremonial	Aboriginal ceremonial sites are locations that have spiritual or ceremonial values to Aboriginal people. They may comprise natural landforms and, in some cases, will also have archaeological material. Bora grounds, also known as Kuringal grounds, are a ceremonial site type. They usually consisted of a cleared area around one or more raised earth or stone circles, and often comprised two circles or ovals a short distance apart that were connected by a pathway. They can be accompanied by an anthropomorphic figure in the centre of the smaller circle, representing an ancestral or supernatural being (Flood 1980:143-145). Bora grounds are most often cited as being used for male initiation ceremonies (Howitt 1904; Mathews 1896). Unfortunately, raised earth features are easily destroyed by agricultural and pastoral activities, vegetation growth and exposure to weather, and are not visible on aerial photographs (Flood 1980:146). Bora/ceremonial sites have been recorded in the Goulburn Mulwaree LGA.
Burials	Aboriginal burial of the dead often took place relatively close to camp site locations. This is due to the fact that most people tended to die in or close to camp (unless killed in warfare or hunting accidents), and it is difficult to move a body long distances. Soft, sandy soils on, or close to, rivers and creeks, or near ant hills, allowed for easier movement of earth for burial; however, burials may also occur within caves, rock shelters or middens. Aboriginal burial sites may be marked by stone cairns, carved trees or a natural landmark, or may be identified through historic records, or oral histories. Burial sites have been recorded in the Goulburn Mulwaree LGA.
Contact/ Historical Sites	These types of sites are most likely to occur in locations of Aboriginal and settler interaction, such as on the edge of pastoral properties or towns. Artefacts located at such sites may involve the use of introduced materials such as glass or ceramics by Aboriginal people, or be sites of Aboriginal occupation or employment in the historical period.
Grinding Grooves	Grinding grooves are the physical evidence of tool making or food processing activities undertaken by Aboriginal people. Grinding grooves may be present portable sharpening stones, or on suitable outcrops of soft rock, such as sandstone. The manual rubbing of stones against each other creates grooves in the rock, which are often found on platforms near creek beds and other water sources to enable the wet-grinding technique. Grinding grooves have been recorded in Goulburn Mulwaree LGA.
Modified Trees (Scarred Trees/Carved Trees)	Tree bark was utilised by Aboriginal people for various purposes, including the construction of gunyas, canoes, paddles, shields, baskets and bowls, fishing lines, cloaks, torches and bedding, as well as being beaten into fibre for string bags or ornaments (Attenbrow 2010:114). The removal of bark exposes the heart wood of the tree, resulting in a scar. Over time the outer bark of the tree grows across the scar (overgrowth), producing a bulging protrusion around the edges. Trees may also have been scarred in order to gain access to food resources (e.g. cutting toe-holds so as to climb the tree and catch possums or birds), or to mark locations such as graves, tribal territories or ceremonial sites. Modified trees (scarred or carved) are rare, as scars are only likely to be present on trees at least 80-100 years old; therefore these sites most often occur in areas with mature, remnant native vegetation. Many of the modified trees recorded in Goulburn Mulwaree LGA have been destroyed in bushfires or removed to museums (Koettig and Lance 1986:20).
Middens (Non Human Bone and Organic Material)	Shell middens result from Aboriginal gathering and consumption of shellfish, in marine, estuarine or freshwater contexts. Middens may also include faunal remains such as fish or mammal bone, stone artefacts, hearths, charcoal and occasionally, burials. They are usually located on elevated dry ground close to the aquatic environment from which the shellfish has been exploited and where fresh water resources are available. Deeper, more compacted, midden sites are often found in areas containing the greatest diversity of resources, such as river estuaries and coastal lagoons. Accumulations of shell have been recorded within Goulburn Mulwaree LGA, and include freshwater shellfish and other riverine or estuarine species. Middens have been identified on the shores of lakes including The Morass and Lake Bathurst, as well as in association with stone artefact scatters identified in Goulburn City (McBryde 1975; Fuller 1989).
Shelter Sites with Art (Engraving, Painting or Drawing) or Occupation Deposit	Shelters are located in areas where suitable rock outcrops and surfaces occur, where weathering has resulted in suitable overhangs or recesses in boulder outcrops or cliff-lines. There are few rock outcrops within the study area that are suitable for use as art surfaces (Tracey and Tracey 2004:14); however, painted figures have been identified on Hawkesbury Sandstone at Marulan

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	and Tallong, in the east of Goulburn Mulwaree LGA (Tallong Community Focus Group 201030-31).
Stone Arrangements	Stone arrangements usually consist of geometric arrangements of portable stone on prominent rock outcrops, such as vantage points along escarpments where other key landmarks are visible. Some stone arrangements also include circles and pathways. They are thought to be ceremonial in nature, but may also have been used to mark territorial boundaries or to protect burials (Flood 1980:117,146-152).
Stone artefacts (Open Camp Sites/Stone Artefact Scatters/Isolated Finds)	Open camp sites represent past Aboriginal subsistence and stone knapping activities, and include archaeological remains such as stone artefacts and hearths. This site type usually appears as surface scatters of stone artefacts in areas where vegetation is limited and ground surface visibility increases. Such scatters of artefacts are also often exposed by erosion, agricultural events such as ploughing, and the creation of informal, unsealed vehicle access tracks and walking paths. These types of sites are often located on dry, relatively flat land along or adjacent to rivers, creeks and lakes. Camp sites containing surface or subsurface deposit from repeated or continued occupation are more likely to occur on gentle, well-drained slopes near reliable fresh water sources, at the junction of watercourses. Flat, open areas associated with water bodies and their resource-rich surrounds would have offered ideal camping areas to the Aboriginal inhabitants of the local area. Isolated finds may represent a single item discard event, or be the result of limited stone knapping activity. The presence of such isolated artefacts may indicate the presence of a more extensive, in situ buried archaeological deposit, or a larger deposit obscured by low ground visibility. Isolated artefacts are likely to be located on landforms associated with past Aboriginal activities, such as low hills that would have provided ease of movement through the area, and level areas with access to water, particularly creeks and rivers. Stone artefacts have been identified across Goulburn Mulwaree LGA.
Stone Quarries	Aboriginal quarry sites are sources of raw materials for the manufacture of stone tools. Such sites are often associated with stone tool artefact scatters and stone knapping areas. Raw material was obtained from suitable pebble beds, quartz veins or stone outcrops. Loose or surface exposures of stone or cobbles may be coarsely flaked for removal of portable cores. It is sometimes possible for raw materials to be sourced to quarry sites and provide evidence for Aboriginal movement and/or exchange.

5.4 Areas of Aboriginal Heritage Sensitivity

As discussed in Chapter 2, it was made clear by the Aboriginal community that not all cultural heritage sites should be mapped or identified in detail, but that general areas that are important to the community, or where archaeological sites are present, could be indicated. A summary of areas of Aboriginal heritage sensitivity within the Goulburn Mulwaree LGA indicated by the historical research and through consultation with the local Aboriginal community is provided in Table 5.3. Table 5.4 identifies areas which have significance to the local Aboriginal community, but which are located outside of Goulburn Mulwaree LGA. It is important to note that this information should be used in conjunction with the mapping, as not all of the areas were able to be accurately located for mapping.

Table 5.3 Summary of areas of Aboriginal heritage sensitivity within Goulburn Mulwaree LGA mentioned in the thematic history

Area of Aboriginal Heritage Sensitivity	Reference/Source of Information
All Saints' Church, Emma Street, Eastgrove : corroboree site.	Wyatt (1972:111)
Armstrong's Paddock , Bungonia: scarred trees which are no longer extant.	Etheridge (1918:53, Plate XIX)
Badgerys Lookout View , Tallong: indicative natural heritage place with potential Indigenous heritage value.	Register of the National Estate (ID 100911)
Bosworth : place of employment for Aboriginal people in the historic period.	Tallong Community Focus Group (2010:34)
Bumballa : place of employment for Aboriginal people in the historic period.	Tallong Community Focus Group (2010:34)
Bungonia Caves , approximately 365 m north of Bungonia Lookdown: burial in cave.	Etheridge (1893b:128-130)
Bungonia State Recreation Area , Lookdown Rd, Bungonia: registered natural heritage place with Indigenous heritage value.	Register of the National Estate (ID 17092)
Caoura : place of employment for Aboriginal people in the historic period.	Tallong Community Focus Group (2010:34)
Eastgrove sporting ovals : reportedly a massacre site.	D. Freeman pers. comm. 25/05/2011
Glenrock : place of employment for Aboriginal people in the historic period.	Tallong Community Focus Group (2010:34)
Goulburn : blanket distribution centre.	Jackson-Nakano (2001:11)
Goulburn railway station : corroboree site.	Wyatt (1972:112)
Inverary Park : blanket distribution site.	Jackson-Nakano (2001:11) Smith (1992:22)
St Josephs Girls Home, Kenmore : camp site on banks of Wollondilly River	R. Bell pers. comm. 25/07/2011
Little red hill opposite Kenmore Hospital : ceremonial site.	MacAlister (1907:85)
Lansdowne House , Goulburn (Lansdowne Estate): blanket distribution site, camp site and burial site on the hill to the east.	MacAlister (1907:85) Tazewell (1984:4) Wyatt (1972:110)
Lumley Park : blanket distribution site.	Jackson-Nakano (2001:11) Smith (1992:22)

Near Mount Wayo : Aboriginal burial and carved trees which are no longer extant.	Govett (1977 [1836-7]:45)
Mulwaree Flats near the bridge at the brewery: corroboree site.	Tazewell (1991b:243)
Narrambulla Creek : reportedly a massacre site.	D. Freeman pers. comm. 25/05/2011
Parramarragoo , Bungonia (name changed to Reevesdale): blanket distribution site.	Jackson-Nakano (2001:11)
Old Railway quarry site on the Wollondilly River: corroboree site.	Tazewell (1991b:243)
Reevesdale , Bungonia (originally named Parramarragoo): blanket distribution site.	Jackson-Nakano (2001:11)
Rocky Hill near the Goulburn War Memorial / East Goulburn Church of England: bora ground/ceremonial site.	Tazewell (1991b:243) Smith (1992:35,43) R. Bell pers. comm. 25/07/2011
Shaws Creek : portable sharpening stone with grinding grooves.	Smith (1992:42)
'Tall Timbers' , Goulburn: camp site/open artefact scatter, area of Aboriginal heritage sensitivity near Lansdowne House.	K. Denny pers. comm. 25/07/2011 Williams (2004:18-23)
Tarlo : camp site.	Govett (1977 [1836-7]:29)
Tirranna : blanket distribution site, camp site	Jackson-Nakano (2001:12) Bennett (1967 [1834]:322-324)
Walking track between Goulburn and the Lachlan River: track to meeting place	R. Bell & K. Denny pers. comm. 25/07/2011
Walking track between Goulburn and Lake George: track to meeting place	R. Bell & K. Denny pers. comm. 25/07/2011
Wollondilly River : described in Gandangara creation story	D. Freeman pers. comm. 25/05/2011
Yarra railway station : scarred tree which is no longer extant	Etheridge (1918:53, Plate XIX)

Table 5.4 Summary of areas of Aboriginal heritage sensitivity outside Goulburn Mulwaree LGA.

Area of Aboriginal Heritage Sensitivity	Reference/Source of Information
Collector : reportedly the site of a conflict between the Ngunnawal and Wiradjuri.	R. Bell pers. comm. 25/07/2011
Fish River : camp site.	Lhotsky (1979 [1835]:104-105)
Hollywood Mission : government-run reserve near Yass from 1934-1960, burials.	R. Bell pers. comm. 25/07/2011 Kabaila (1998:31)
Lake George : meeting place, area with spiritual value, reportedly the site of a conflict between the Ngunnawal and Wiradjuri.	R. Bell pers. comm. 25/07/2011
Oak Hill , north Yass: Aboriginal settlement and historic period camp site, burials including infants.	R. Bell pers. comm. 25/07/2011 Kabaila (1998:30-31)

6 Protecting Aboriginal Heritage

The following recommendations are based on the statutory requirements, heritage best practice and consultation with the local Aboriginal community.

6.1 Statutory Provisions

The environmental planning instruments that protect Aboriginal heritage in the Goulburn Mulwaree Local Government Area are the Goulburn Mulwaree LEP 2009, and the Goulburn Mulwaree DCP 2009, Amendment No 1. They are intended to be applied in conjunction with Council policies such as the Aboriginal Archaeological Survey policy, currently in draft. These planning instruments require Council to consider the impact of proposed development on known or potential Aboriginal heritage places and archaeological sites within the Goulburn Mulwaree LGA.

6.1.1 Development Applications

When considering applications for development, Council should determine whether an Aboriginal Heritage Assessment has been undertaken, and whether there is any potential for an Aboriginal object, place or site to be affected by the development. If no such assessment has been undertaken by the proponent, and there is reasonable potential for an Aboriginal object, place, site or area to be affected, then Council should request that an Aboriginal Heritage Assessment be undertaken, in consultation with the local Aboriginal community in accordance with OEHS's *Aboriginal Cultural Heritage Consultation Requirements for Proponents 2010*, before development consent is issued. A flowchart outlining the assessment process and how it relates to current planning instruments, policies and guidance documents is included below (Figure 6.1).

Integrated Development

Any Development Application (DA) which proposes harm to an Aboriginal object or Aboriginal place must be dealt with as Integrated Development under Section 91 of the EP&A Act. Such applications must be forwarded to OEHS to determine whether the Director General of OEHS is prepared to issue an Aboriginal Heritage Impact Permit. Ultimately the DA cannot be approved by Council without the approval of OEHS, if an Aboriginal Heritage Impact Permit is required to enable the development to proceed.

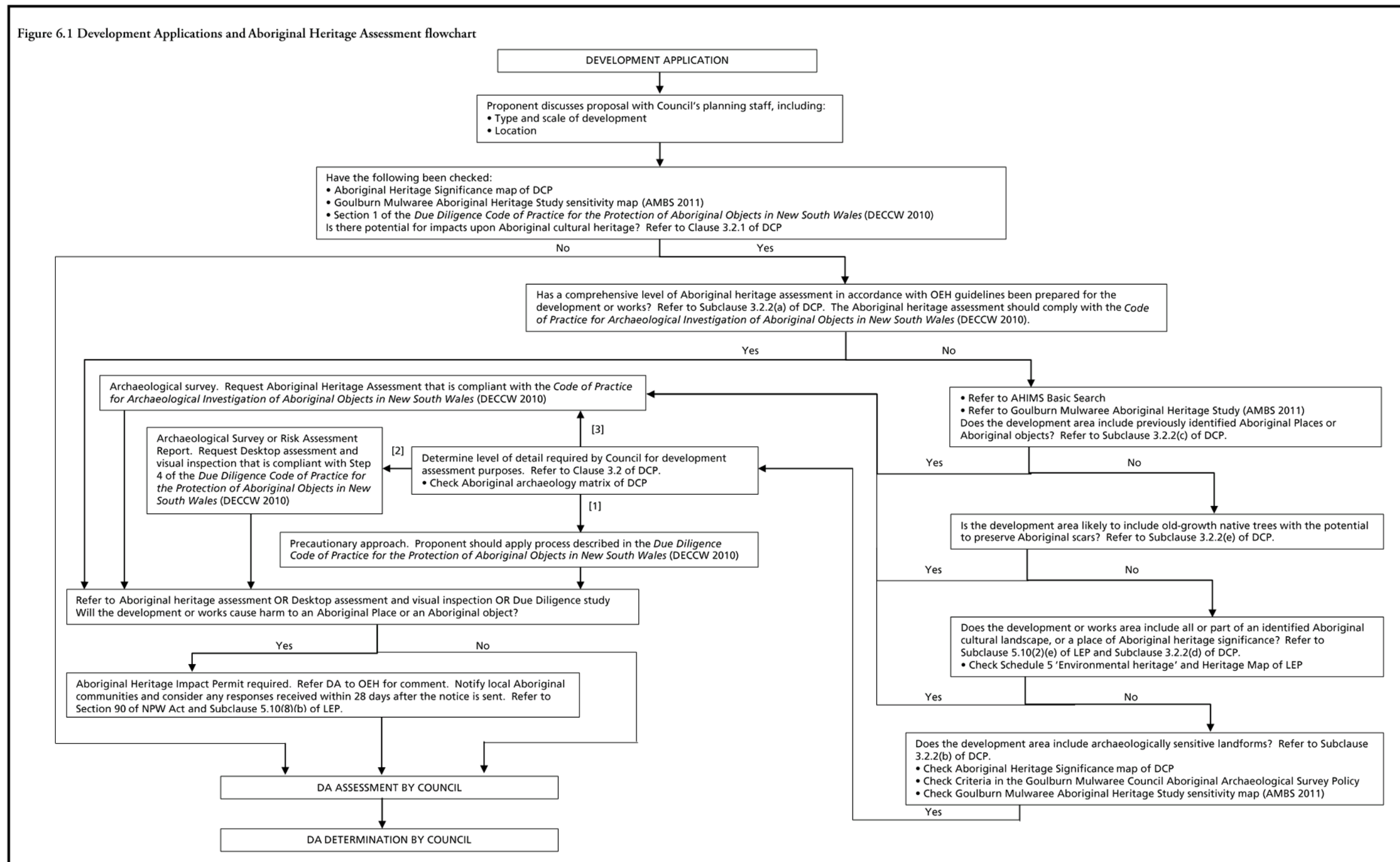
It is recommended that an Aboriginal Heritage Assessment be undertaken, in consultation with the local Aboriginal community in accordance with OEHS's *Aboriginal Cultural Heritage Consultation Requirements for Proponents 2010*, in cases of Integrated Development.

Due Diligence and a Precautionary Approach

In some instances, the Goulburn Mulwaree DCP allows development to proceed using a precautionary approach, without detailed field studies to assess potential impacts to Aboriginal cultural heritage. If artefacts are uncovered during works, all activities are required to cease until all relevant approvals have been obtained.

Council should require a due diligence process for assessing potential harm to Aboriginal objects to be undertaken as part of this approach, in accordance with the *Due Diligence Code of Practice for the Protection of Aboriginal Objects in New South Wales* (DECCW 2010) or an industry specific code of practice adopted by the NPW Regulation. Should a person later unknowingly harm an Aboriginal object without an AHIP, following a due diligence process will constitute a defence against prosecution for the strict liability offence under Section 86(2) of the NPW Act.

Figure 6.1 Development Applications and Aboriginal Heritage Assessment flowchart



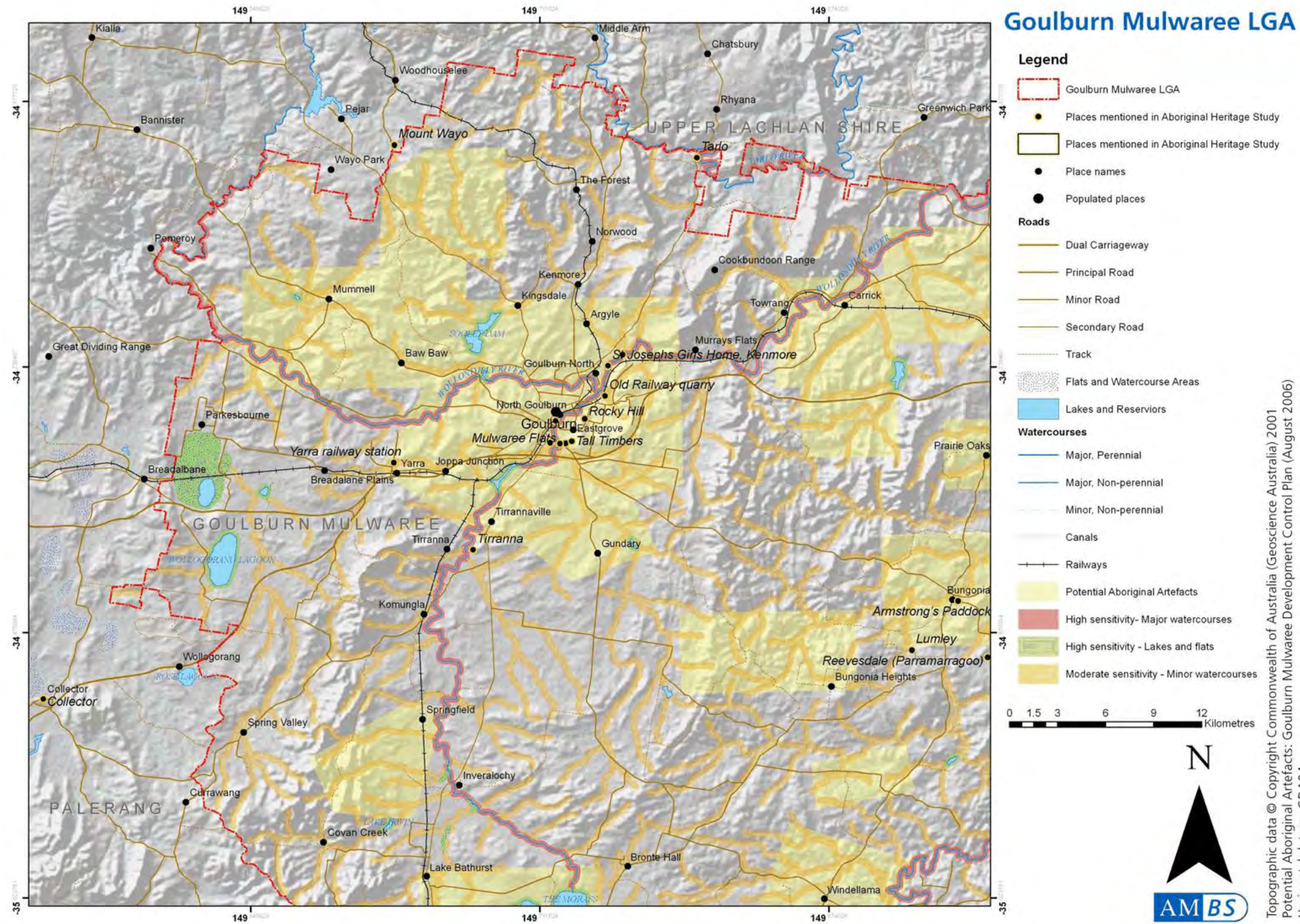


Figure 6.2 Areas of Aboriginal heritage sensitivity in the north west section of Goulburn Mulwaree LGA.

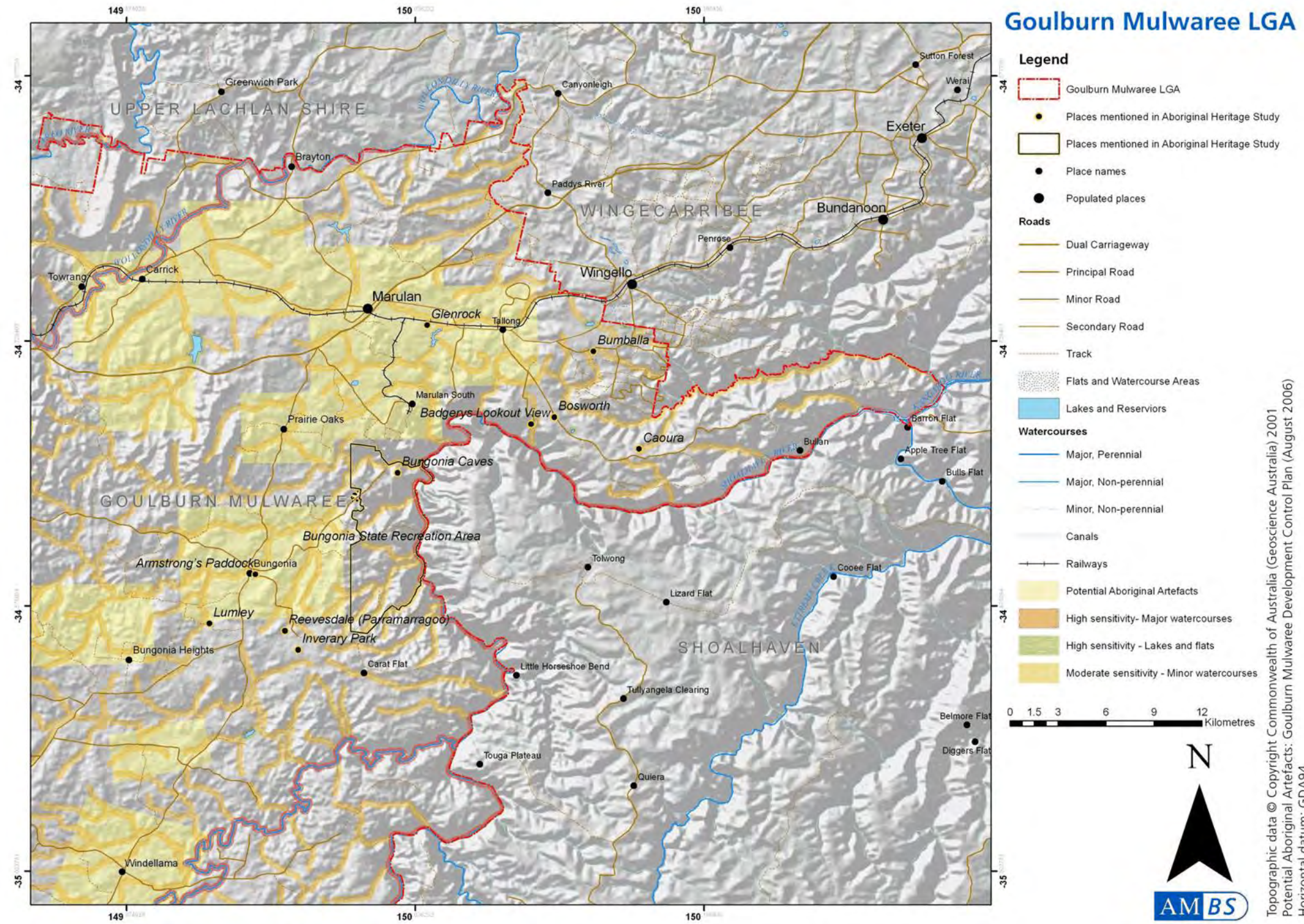


Figure 6.3 Areas of Aboriginal heritage sensitivity in the north east section of Goulburn Mulwaree LGA.

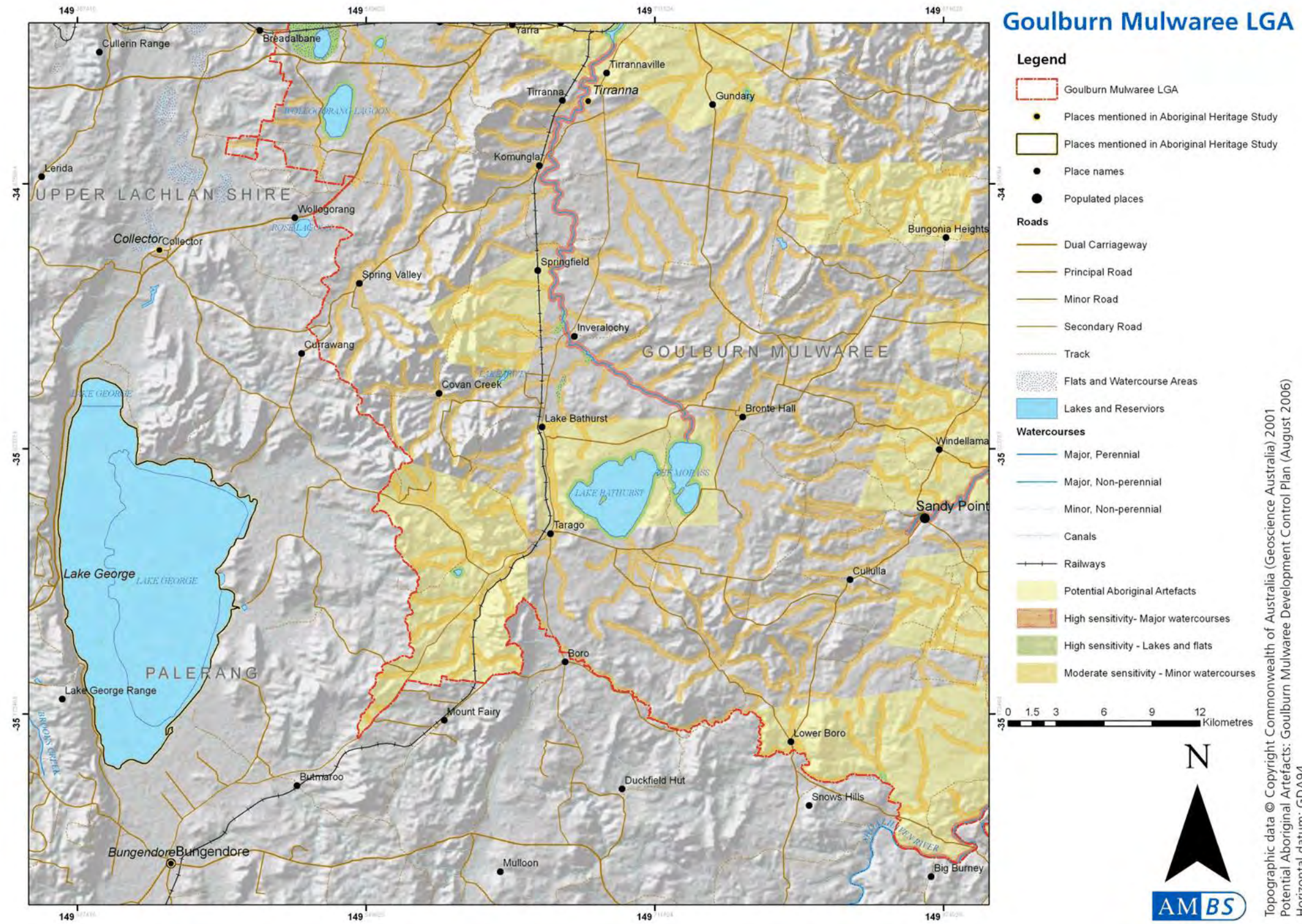


Figure 6.4 Areas of Aboriginal heritage sensitivity in the south west section of Goulburn Mulwaree LGA.

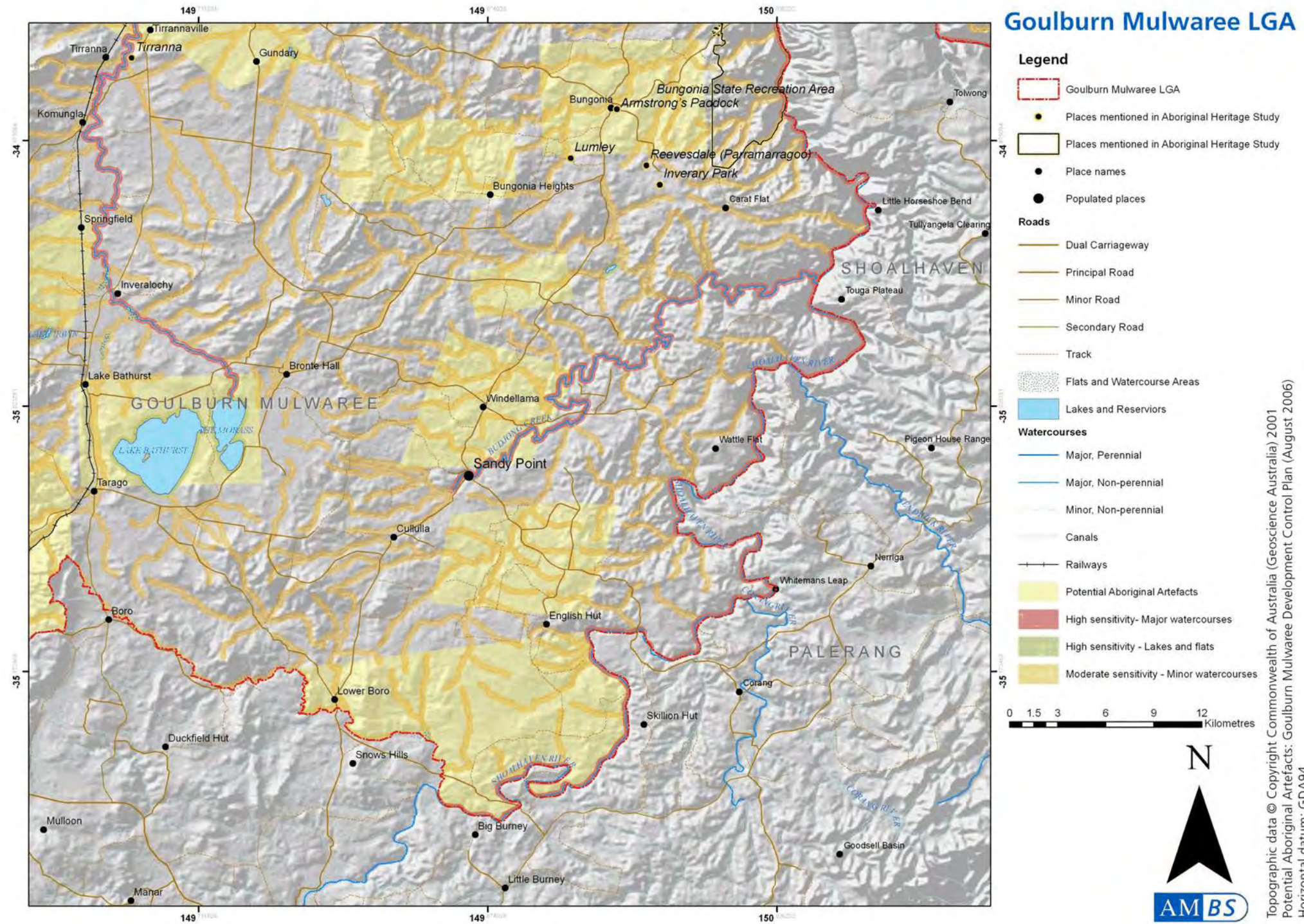


Figure 6.5 Areas of Aboriginal heritage sensitivity in the south east section of Goulburn Mulwaree LGA.

Confidentiality

Council is to treat Aboriginal heritage site mapping as confidential. Aboriginal heritage site mapping is only to be used to assist when considering the adequacy of the Aboriginal heritage components of development applications. The information should be considered as *need-to-know*, and should not be made publically available. Specific site location information should not be included on any publicly accessible media or websites. The report AMBS has provided to Council contains general Aboriginal heritage sensitivity mapping only, with buffers around sensitive areas, and as such can be treated as a publicly available document.

6.2 Protecting Aboriginal Cultural Heritage

6.2.1 Aboriginal Liaison

The local Aboriginal community of the Goulburn Mulwaree Council comprises a number of organisations. In the first instance, in liaising with the local Aboriginal community, Council should contact the CEO of the relevant LALC. Current contact details are:

Pejar Local Aboriginal Land Council
PO Box 289 GOULBURN NSW 2580
Phone: (02) 4822 3552
Fax: (02) 4822 3551

Illawarra Local Aboriginal Land Council
3 Ellen Street WOLLONGONG 2500
Phone: (02) 4226 3338
Fax: (02) 4262 2981

Batemans Bay Local Aboriginal Land Council
PO Box 542 BATEMANS BAY NSW 2536
Phone: (02) 4472 7390
Fax: (02) 4472 8622

Council should consider establishing a mailing list to disseminate information and facilitate participation in the ongoing identification, assessment and management of Aboriginal cultural heritage within Goulburn Mulwaree LGA. Members of the Aboriginal community who may wish to be involved could include (but should not be limited to) representatives of:

- Local Aboriginal Lands Councils;
- Traditional Owners/Native Title Holders;
- Elders Groups;
- Community Groups; and
- Aboriginal Corporations.

Aboriginal Community Feedback on the Aboriginal Heritage Study

Feedback from the Aboriginal community indicates that they are happy with the consultation process for this project; and wish to continue to be consulted regarding Aboriginal cultural heritage in Goulburn Mulwaree LGA.

The DCP includes an Aboriginal archaeology matrix and sensitivity mapping to determine the level of detail that is required for development applications or works proposals, and as such Pejar LALC have stated that they are satisfied with Council's current system of assessment.

This report has been provided to the local Aboriginal community for their review and comment. The feedback received is attached, and has been incorporated into the report where relevant. The Aboriginal community should be approached by Council for their input when the LEP and DCP are updated, and for comment prior to finalisation of the Goulburn Mulwaree Council Aboriginal Archaeological Survey Policy. The Aboriginal Heritage Significance map in the DCP should be updated to reflect the findings of recent Aboriginal cultural heritage assessments.

6.2.2 Review of the Aboriginal Heritage Study

This Aboriginal Heritage Study should be reviewed and updated, as appropriate, within ten years.

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Appendix A

Aboriginal Community Feedback



11 January 2012

AMBS
Attn: Ngaire Richards
6 Collage Street
SYDNEY NSW 2010

Dear Ngaire

GOULBURN MULWAREE ABORIGINAL HERITAGE STUDY-DRAFT REPORT

I write to thank you for forwarding the Goulburn Mulwaree Aboriginal Heritage Study- Nov 2011 draft report. It is a comprehensive report with much detail; I commend you on your hard work and thorough research. This report clearly outlines the high Aboriginal Significance of the whole Goulburn Mulwaree Local Government Area.

I agree with the recommendations of the report, it is imperative that in the first instance the Goulburn Mulwaree Council contacts the local Aboriginal Community and the CEO of the relevant Land Councils.

If you require any further comments, please don't hesitate to contact me on the number listed below.

Yours in Unity

Sharralyn Robinson
CEO
PH: 42 26 3338
FAX: 42 26 3360
M: 0410 125 463

From: Maria Natera [<mailto:MNatera@rspcansw.org.au>]
Sent: Friday, 6 September 2019 7:24 AM
To: Kate Wooll
Subject: FW: Preliminary Feedback Sought - Interagency Group - Draft Social Sustainability Strategy and Action Plan

Good morning Kate,

I have had a very quick look at the attached documents and would just like to comment that I don't see any pictures or any acknowledgement of people and pets. Pets are a massive part of many peoples lives and I can only imagine that they are a big part life for many people in Goulburn. Quite often people with pets need support and RSPCA NSW offer community services to give that support. I have attached a copy of our Home Ever After Program as an example.

I am due to attend a Goulburn interagency meeting on the 4th December to talk about our community programs that help keep people and pets together plus the Home Ever After Program, which give peace of mind to pet owners who don't have family or friends who can adopt their pet if the pet outlives them.

Thank you so much for giving me the chance to offer feedback and please don't hesitate in contacting me if you would like to talk.

Kind Regards

Maria Natera
 Coordinator
 Home Ever After Program
 Sydney and Southern NSW



M 0466 720 351
 W rspcansw.org.au
 A PO Box 34, Yagoona, NSW, 2199



Lead. Rescue. Protect.



"Please consider the environment before printing this email."

Attachment 4 - Stakeholder Meeting

A stakeholder meeting was held on 15 January, 2020 during the public exhibition period at the PCYC Goulburn attended by Councillors Alfie Walker and Carol James with representatives from Head Space, PCYC, NSW Police/PCYC, Mission Australia, Council’s Youth Worker, Council’s Community Services Coordinator and Council’s Business Manager Strategic Planning.

The following comments (Table 1) were made by the stakeholder group in relation to the *Draft Social Sustainability Strategy and Action Plan*:

Stakeholder Feedback - Workshop	Comments
<p>General</p> <ul style="list-style-type: none"> The role that the arts play in the GM LGA is important, the document needs to expand on this e.g. more about the Performing Arts Centre, theatre groups, libraries etc. P.15 add University of the Third Age (U3A), TAFE Hub and Country Universities Centre (CUC). 	<ul style="list-style-type: none"> Page 28 of the Background Report includes a section on Council major projects and specifically includes the Performing Arts Centre. The library and related services/programs are specifically mentioned in 31 of the Background Report. U3A and CUC can be added to p.15 of the Strategy document.
<p>Objectives 1.1 p.19</p> <ul style="list-style-type: none"> It is good that the SPARK Program received a specific mention. [Spark is a national non-profit organisation to help middle school students achieve successful futures. This is through a combination of transformative workshops and one on one mentorships, Spark is intended to engage students to think about what is possible for their futures in new and exciting ways.] Need to add in “What we heard” – needs for alternate schooling opportunities. Add action – Skills gap analysis in education in order to lobby for appropriate courses being provided in TAFE and CSU. Need for alternate schools in the public system. There is a need to provide a better alternate stream. 	<ul style="list-style-type: none"> Comment on SPARK noted. In p.41 of the Engagement Report, education services were included in the “top service delivery needs” section. Following the exhibition we could add the need for alternative schooling and also add it to the list of service needs trends and changes – as it needs to link also to the background documents if amended in the Strategy. This links with the Engagement Report and can be added as an action for lobbying/advocacy.

<p>1.2 p.20</p> <ul style="list-style-type: none"> • Add to “What we heard” – GM LGA is an area that fosters youth growth and development. Need to encourage more youth volunteer participation through Rotary etc. • Add action – Facilitate/organise a youth volunteer services day to get together and discuss different programs which can be accessed. Identify where volunteer services can link to programs/education. 	<ul style="list-style-type: none"> • Agreed • We can put this action in for consideration
<p>1.3 p.21</p> <ul style="list-style-type: none"> • Community Participation Plan now in place (prior to this Strategy being finalised). Amend develop Community Participation Plan to state read: “Review CPP to include provisions for the inclusion of youth consultation. 	<ul style="list-style-type: none"> • We can do this, but need to have further thought as to how this would work given statutory deadlines for DAs. Council will review the Community Engagement Strategy when the Community Strategic Plan (CSP) is redone with the new Council (following the election) – maybe the Engagement Strategy should be incorporated with the Community Participation Plan? Engagement with youth is broader than just town planning related matters.
<p>2.1 p. 24</p> <ul style="list-style-type: none"> • Amend third action as follows - “Proceed with development of a Reconciliation Action Plan and Aboriginal Employment Strategy. Add Human Resources to the “Resourcing” column for this. 	<ul style="list-style-type: none"> • Council’s current Equal Employment Opportunity Strategy includes Aboriginal employment. Consultation with HR would suggest that a separate strategy would be a double up.
<p>2.3 p.26</p> <ul style="list-style-type: none"> • Third action - refer to above comments on 1.2 re volunteers day? Need a separate volunteers day for youth 	<ul style="list-style-type: none"> • Council’s Market Events and Culture Branch - advised that there may not be sufficient youth services to warrant a whole Youth Volunteers Day. Also other forums such as Vibesfest (where there are youth services stalls), Community Services Christmas Party, Department of Family and Community Services (FACs) BBQs at Leggett Park and Interagency (with Youth Wellbeing network) potentially provides a forum for this. It may be that this area is sufficiently covered?

<p>3.1 p. 28</p> <ul style="list-style-type: none"> • There was a comment passed in relation to the first action that we need to educate the broader community on how to invite Councillors or dignitaries generally to events? • First action "White Ribbon Day" no longer known as this but as "Walk to End Domestic and Family Violence". • Add action – Councillor attendance to be required at Youth Council/committees? 	<ul style="list-style-type: none"> • Council could put together a fact sheet and send on to all community/stakeholder groups to assist with this. • Will change reference to "Walk to End Domestic and Family Violence" • As per first dot point. Even at the workshop there were pros and cons raised about this item. Essentially what is most important is having the attendance of an interested/engaged Councillor at the Youth Council rather than mandatory attendance. The current approach would appear to be working? It is intended that the Youth Council will stand on its own, with support from Youth Services Staff. Youth Council reports to a council meeting on a monthly basis and is meant to be independent but with the capacity to collaborate with Councillors as needs be.
<p>3.2 p.29</p> <ul style="list-style-type: none"> • First action – add "Advocate and assist/support for funding..." add in the resourcing column – "Grants Section to assist with compilation of grants for the community (note – not actually do the grants – may mean running a workshop etc on "how to"?) 	<ul style="list-style-type: none"> • Agreed, so long as it clear that Grants are not actually putting together/responsible for outside bodies' applications. No capacity to actually fully prepare outside grants.
<p>3.3 p. 30</p> <ul style="list-style-type: none"> • Add new action – Formalise Mayor's Emergency Relief Fund – to be there to support community through climate change/natural disasters. • Add new action – Promotion of local services/schemes/rebates to facilitate access/action. 	<ul style="list-style-type: none"> • This action has already been undertaken. Refer Resolution No. 2019/270 – 6 August 2019 • Council's Communications and Business Development Officer already does some of this promotion, it is, however, a matter of capacity within that position and it is not possible to cover off on all services etc within current capacity of that position.
<p>3.4 p.31</p> <ul style="list-style-type: none"> • Action 2 – consider adding consideration of sensor lights eg for skate park/rage cage rather than fixed period lighting (which is more appropriate for the walking track etc) 	<ul style="list-style-type: none"> • Consultation with Council's Community Facilities Manager required. This suggestion was partly in response to NSW Police concerns that lit areas may attract vandalism (and when unlit - lights indicate the presence of vandals). This may be a matter which could be addressed outside the Strategy.

<p>How will we measure our success? p. 32 – Strategy to Create stronger bonds between community members and community groups – add to column – What does success look like? New – <i>Increased Council involvement in community sector and networks.</i></p>	<ul style="list-style-type: none"> • Agreed
<p>Council’s Social Infrastructure, Services and Programs p. 53 – Youth Services – Amend third point to read “<i>Train staff to help with anything ranging from schooling, Centreline jobs etc.</i>” - Youth Services – delete the last dot point as the “breakfast before school” program is not accessible to all people (very specific program).</p>	<ul style="list-style-type: none"> • Agreed • Agreed



Strategic Asset Management Plan

Goulburn Mulwaree Council

April 2020



Document status

Job	Version	Approving Director	Date
7395	001	Greg Smith	October 2019
	002	Greg Smith	April 2020

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1. Executive Summary

This Strategic Asset Management Plan (SAMP) states the approach to implementing the principles and the objectives set out in the Asset Management Policy. It includes specific requirements to outline the processes, resources, structures, roles and responsibilities necessary to establish and maintain the asset management (AM) system. The asset groups covered by this SAMP are Buildings, Roads Infrastructure, Stormwater, Parks Infrastructure, Water and Wastewater assets.

The SAMP highlights major issues which need to be addressed for each of the asset classes over the next 10 years. The strategy also highlights the necessary actions for Goulburn Mulwaree Council to help close the gap between current asset management practice and move towards a 'best appropriate practice' position in the future.

Both the SAMP and the Asset Management Plans (AMPs) have been prepared in accordance with the International Infrastructure Management Manual (IIMM) and the Institute of Public Works Engineering Australasia (IPWEA) National Asset Management Strategy (NAMS) guidelines. Development of asset management plans for council infrastructure assets is a mandatory requirement for NSW local governments. The key findings for each asset class are included in the asset management plans section of this strategy and are covered in a concise but detailed manner.

This strategy includes Council's Asset Management Policy which has been updated in conjunction with this strategy. The policy provides a framework for managing infrastructure assets to support the delivery needs of the community.

1.1. Asset Values

In preparing this SAMP, it has been identified that Goulburn Mulwaree Council has an infrastructure and asset portfolio with a current replacement cost of approximately \$1.3 Billion. The six asset classes included in this plan and their values are detailed in the table below.

Table 1 Six asset classes and values

Asset Class	Gross Replacement Cost (CRC \$,000)	Written Down Value (WDV \$,000)	Annual Depreciation Expense (\$,000)
Buildings	\$88,919	\$46,849	\$1,757
Roads Infrastructure	\$822,626	\$593,002	\$9,848
Stormwater	\$144,139	\$104,906	\$1,894
Parks Infrastructure	\$5,401	\$3,133	\$252
Water	\$310,845	\$209,740	\$3,146
Wastewater	\$182,807	\$115,615	\$1,605
Combined	\$1,554,737	\$1,073,245	\$18,502



1.2. Asset Backlog

As per the 2018/19 Special Schedule 7 analysis, Council has a combined asset backlog of \$15.42 million to bring assets to satisfactory standard which is currently taken as Condition 3. The breakdown of backlog per asset class is shown in the following table.

Table 2 Asset Backlog Summary

Estimated Cost to Satisfactory	Backlog (\$,000)	Backlog Ratio % (Backlog / WDV)
Buildings	\$4,730	10.1%
Roads Infrastructure	\$44,408	7.5%
Stormwater	\$1,427	1.4%
Parks Infrastructure	\$47	1.5%
Water	\$1,463	0.7%
Wastewater	\$1,314	1.1%
Combined	\$53,389	5.0%

1.3. Asset Condition

Reviewing asset condition data shows that the most of council’s assets are in good condition except for 30.5% of councils Buildings assets which are currently in condition 4 (Poor). The reliability of council’s condition data varies between asset classes. The Buildings, Roads Infrastructure, Stormwater, Water and Wastewater assets have at a minimum a reliable data set. Conversely, Parks Infrastructure assets data is uncertain and unreliable. Details of Council’s current asset condition are shown in the table below. The condition is represented as a percentage of the replacement cost of Council’s six asset classes as well as shown as combined.

Table 3 Asset Condition Summary

Asset Class	Asset Condition (% of CRC)				
	1	2	3	4	5
Buildings	10.3%	32.6%	26.6%	30.5%	0.0%
Roads Infrastructure	24.3%	50.1%	13.3%	4.2%	8.1%
Stormwater	36.1%	35.2%	25.3%	2.5%	1.0%
Parks Infrastructure	26.1%	18.6%	50.2%	5.1%	0.0%
Water	20.1%	43.6%	34.8%	0.9%	0.5%
Wastewater	27.3%	29.5%	40.7%	1.7%	0.7%
Combined	23.4%	36.2%	34.7%	5.3%	0.4%



1.4. Expenditure and Reporting

The average capital and maintenance expenditure on Council assets over the ten-year forecast period is approximately \$39.7 million per year. This compares to the expenditure which is required to maintain, operate and renew the asset network as required, being \$44.1 million per year. While this result shows a significant funding shortfall over a 10-year forecasting period, only the Water and Wastewater asset classes had expenditure projections and requirements prepared for the 10-year period. All other asset classes were limited to a 4-year horizon, as such future expenditure was inferred from available data. As a result, the projected funding shortfall in years 3 and 4 has significant implications over the remainder of the 10 year period.

Table 4 Combined Asset Expenditure projections

Expenditure Projections (\$'000) – Combined Assets		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Actual	Renewal	\$28,179	\$25,958	\$17,759	\$9,029	\$13,827	\$10,604	\$10,071	\$11,370	\$12,788	\$13,701
	New and Expanded Assets	\$25,448	\$28,963	\$15,893	\$2,401	\$1,050	\$149	\$198	\$110	\$532	\$709
	Maintenance and Operational	\$15,078	\$15,455	\$15,842	\$16,238	\$16,644	\$17,060	\$17,486	\$17,924	\$18,372	\$18,831
	Total Expenditure	\$68,705	\$70,377	\$49,493	\$27,667	\$31,521	\$27,814	\$27,756	\$29,404	\$31,692	\$33,241
Required	Required Renewal (Depreciation)	\$16,487	\$19,943	\$20,981	\$21,741	\$22,310	\$22,878	\$23,451	\$24,039	\$24,645	\$25,267
	New and Expanded Assets	\$25,448	\$28,963	\$15,893	\$2,401	\$1,050	\$149	\$198	\$110	\$532	\$709
	Required O&M	\$14,808	\$15,363	\$15,959	\$16,378	\$16,796	\$17,218	\$17,651	\$18,094	\$18,553	\$19,027
	Total	\$56,744	\$64,269	\$52,832	\$40,520	\$40,157	\$40,245	\$41,301	\$42,243	\$43,730	\$45,004
Overall (GAP)		\$11,962	\$6,107	\$(3,339)	\$(12,853)	\$(8,636)	\$(12,431)	\$(13,545)	\$(12,839)	\$(12,038)	\$(11,763)
Maintenance Gap		\$270	\$93	\$(117)	\$(140)	\$(152)	\$(158)	\$(165)	\$(171)	\$(182)	\$(196)
Renewals Gap		\$11,692	\$6,015	\$(3,223)	\$(12,713)	\$(8,483)	\$(12,273)	\$(13,380)	\$(12,668)	\$(11,856)	\$(11,566)



1.5. Levels of Service

The objective of asset management is to enable assets to be managed in the most cost-effective way, based on an understanding of customer needs, expectations, preferences and their willingness to pay for any increase in the level of service.

A level of service is a measurable description of what Council delivers (or intends to deliver) in an activity which relates to something that can be controlled. Council has prepared specific community and technical levels of service which cover the Accessibility, Quality, Responsiveness, Affordability, Customer Satisfaction, Sustainability, Health and Safety and Financial Performance regarding the delivery of their infrastructure assets.

These have been developed for all asset classes and are detailed in the respective AMP’s and address the adopted lifecycle management of assets. The overarching SAMP establishes a basic framework to measure service level outcomes. It is important to note that while Service Levels have been developed and are informed by Council’s Community Strategic Plan, Council is yet to undertake community and stakeholder consultation to ‘accept’ the Service Levels.

1.6. High Level Strategic Actions

Table 5 High Level Strategic Actions

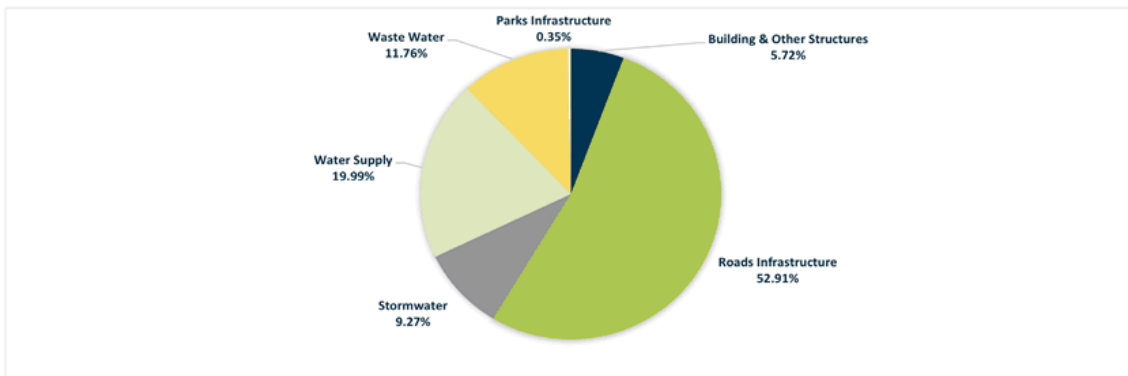
No.	Strategy	Desired Outcome
1	Continue the move from annual budgeting to long term financial planning. Particularly for asset classes currently limited by a 4-year projections horizon.	The long-term implications of Council services are considered in annual budget deliberations
2	Further develop and review the Long-Term Financial Plan covering ten years incorporating asset management plan expenditure projections with a sustainable funding position outcome	Sustainable funding model to provide council services
3	Review and update asset management plan financial projections and long-term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks	Council and the community are aware of changes to service levels and costs arising from budget decisions
4	Continue to Report Council’s financial position at Fair Value in accordance with Australian accounting standards, financial sustainability and performance against strategic objectives in annual reports, ensuring that Asset remaining lives are assessed on an annual basis	Financial sustainability information is available for Council and the community
5	Ensure Council’s decisions are made from accurate and current information in asset registers, on service level performance and costs and ‘whole of life’ costs	Improved decision making and greater value for money
6	Report on Council’s resources and operational capability to deliver the services needed by the community in the Annual Report	Services delivery is matched to available resources and operational capabilities
7	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions	Responsibility for asset management is defined
8	Implement an improvement plan to initially realise ‘core’ maturity for the financial and asset management competencies, then progress to ‘advanced’ maturity	Improved financial and asset management capacity within Council
9	Report annually to Council on development and implementation of asset management strategy and plan and long-term financial plans	Oversight of resource allocation and performance



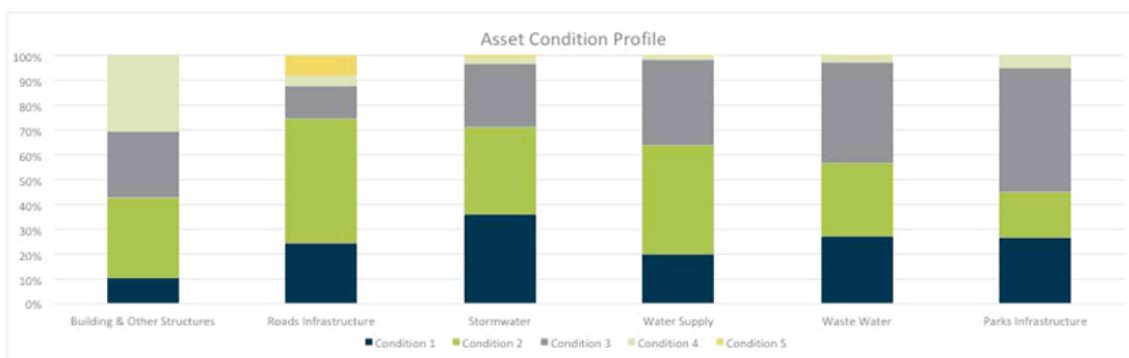
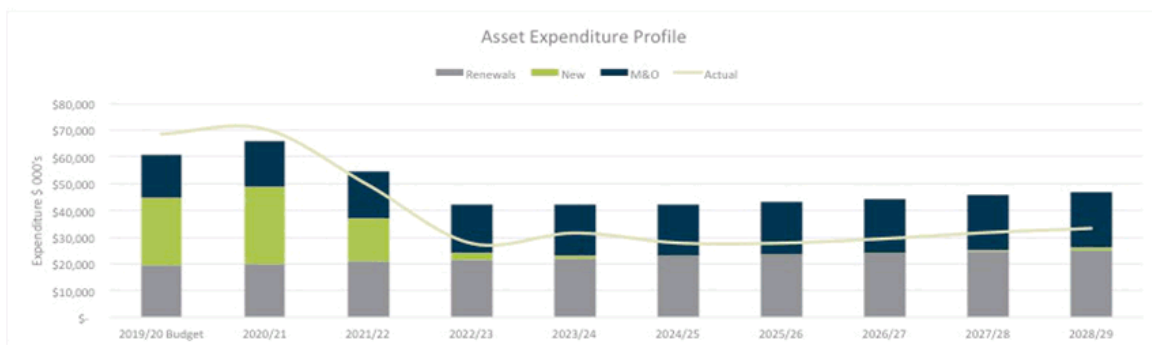
1.7. Performance Overview

Combined Assets

Total Asset Value \$1,554,737,737



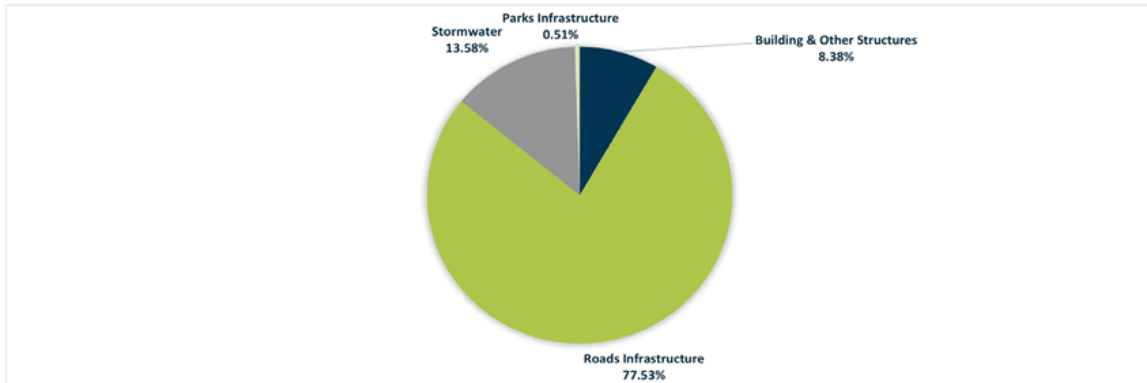
Ratio	Current 2018/19 Actual	Estimate 2028/29		Funding Gap
Infrastructure Renewals Ratio	87.49%	54.34%	Yr 1	-\$814,309
Infrastructure Backlog Ratio	1.71%	5.05%	Ave 5 Yr	-\$3,120,918
Asset Maintenance Ratio	108.33%	89.12%	Ave 10 Y	-\$8,280,855
Long Term Funding Ratio	76.66%			



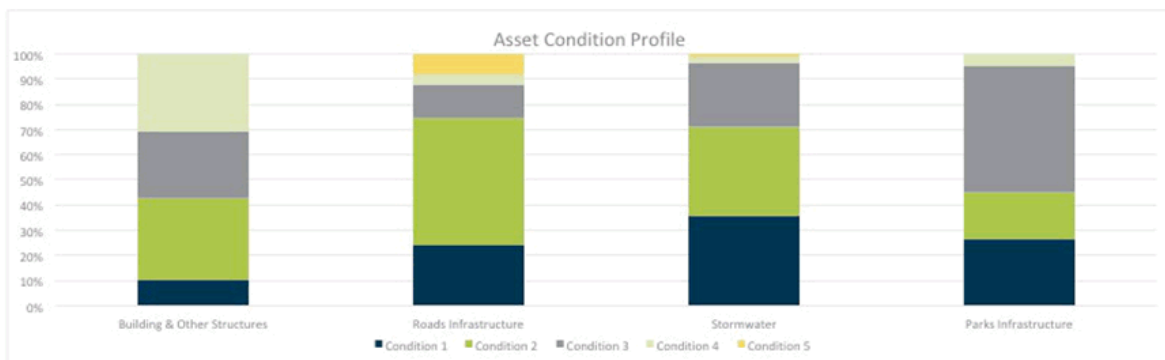


Combined GF Assets

Total Asset Value \$1,061,085,737



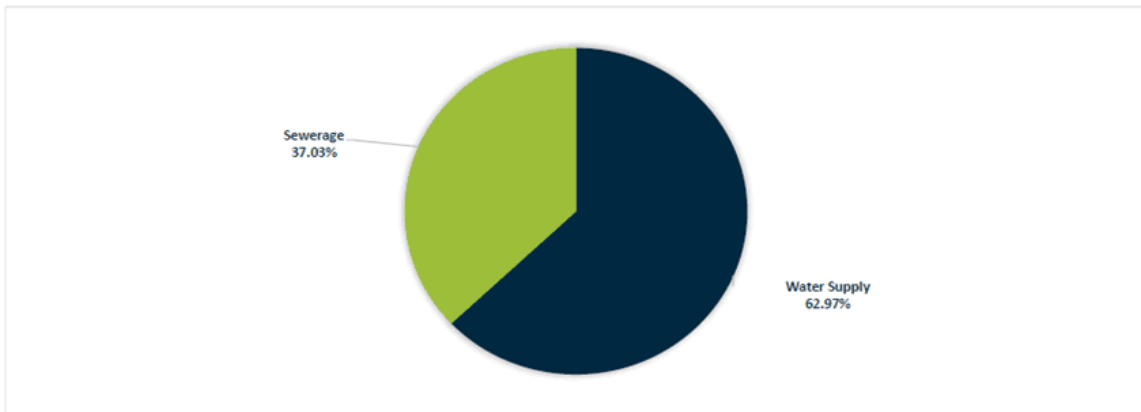
Ratio	Current 2018/19 Actual	Estimate 2028/29	Funding Gap	
Infrastructure Renewals Ratio	50.56%	39.27%	Yr 1	-\$3,712,000
Infrastructure Backlog Ratio	2.18%	6.95%	Ave 5 Yr	-\$6,516,610
Asset Maintenance Ratio	123.02%	87.54%	Ave 10 Y	-\$9,066,888
Long Term Funding Ratio	54.67%			



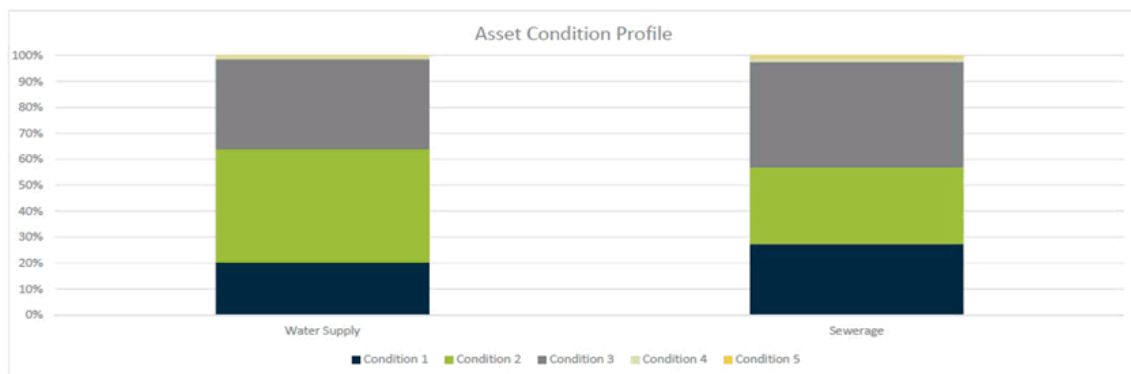
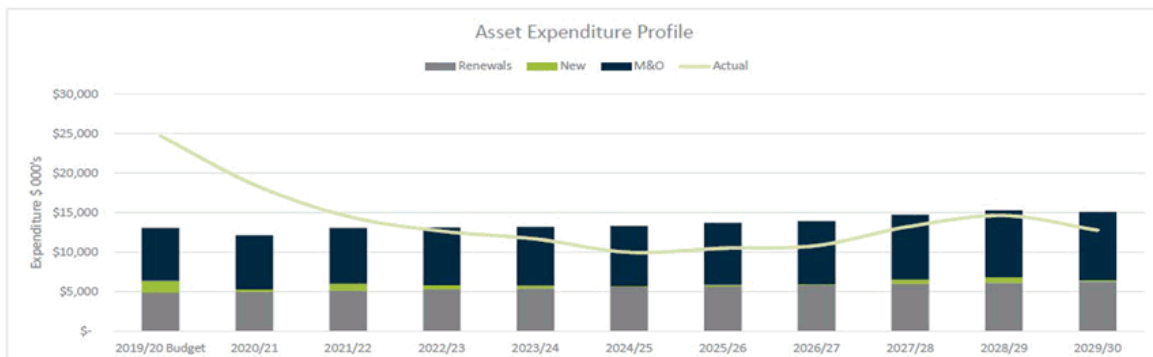


Combined W&S Assets

Total Asset Value \$493,652,000



Ratio	Current 2018/19 Actual	Estimate 2028/29		Funding Gap
Infrastructure Renewals Ratio	171.40%	101.17%		Yr 1 \$2,897,691
Infrastructure Backlog Ratio	0.85%	0.81%		Ave 5 Yr \$3,395,692
Asset Maintenance Ratio	92.42%	91.52%		Ave 10 Yr \$786,034
Long Term Funding Ratio	142.04%			





2. Introduction

2.1. Asset Planning – Background

Development of asset management plans for Council’s infrastructure is a mandatory requirement for NSW councils as per the NSW local Government Act 1993 and its subsequent amendments. As such, Goulburn Mulwaree Council has developed the following Strategic Asset Management Plan (SAMP) to cover the period 2020 – 2030. The key findings for each asset class are included in the Asset Management Plans section of this strategy and are covered in a concise but detailed manner.

The provision of infrastructure is one of the most important roles of Council as assets support the delivery of services that deliver on Council’s long-term objectives. A formal approach to asset management is essential to ensure that services are provided in the most cost-effective and value-driven manner. To ensure this, it is essential that Asset Management is fully aligned and integrated with Council’s Community Strategy and Long-Term Financial Plan. This ensures that community needs and expectations are well understood, and that funding requirements and consequences are understood and available.

Council’s current planning framework is based on the Institute of Public Works Engineering Australasia (IPWEA) NAMS model for asset management. Council has adopted a ‘Whole of Council’ approach beyond just a ‘Lifecycle’ approach and is committed to delivering value for money to the current and future generations of the community. The Strategic Asset Management Plan is underpinned by Council’s vision and values:

“One Team Delivering with PRIDE”

Passion Respect Innovation Dedication Excellence

These values are further detailed in Council’s Asset Management Policy.

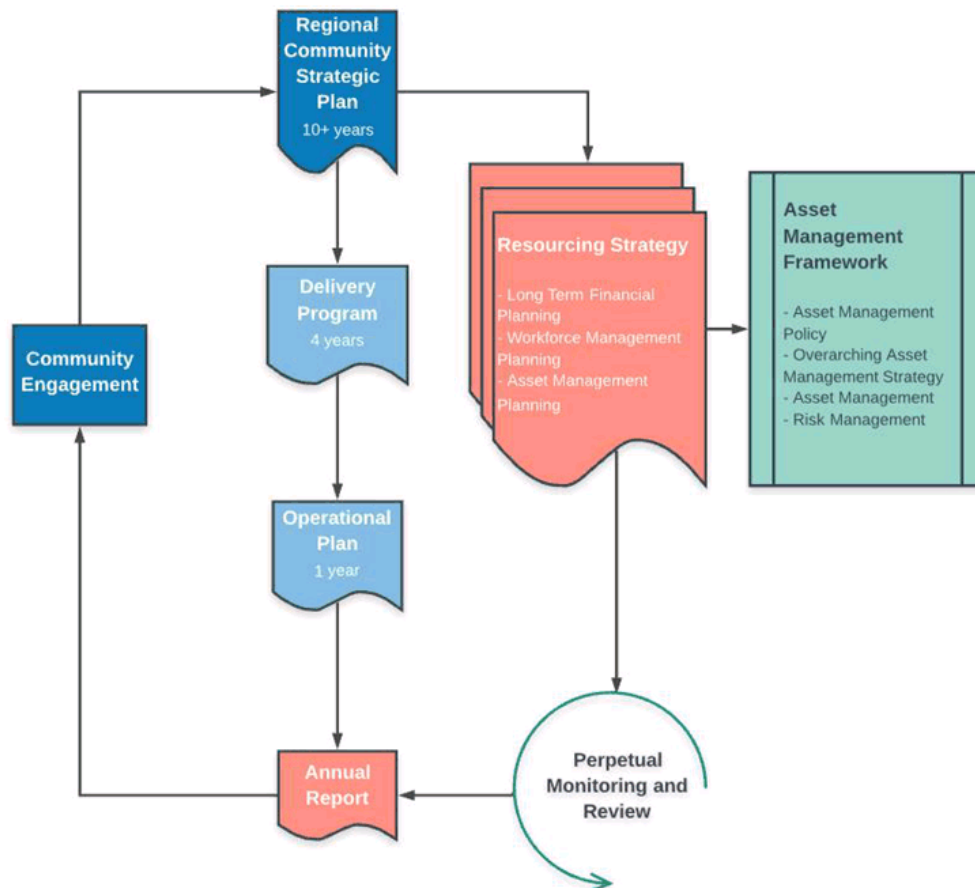
Figure 1 Goulburn Mulwaree Asset Management Planning Framework





Council’s framework has been developed in line with the legislated planning framework from the Integrated Planning and Reporting (IP&R) Guidelines for Local Government in NSW.

Figure 2 Relationship between Council’s Plans and Resourcing Strategies



- **Community Strategic Plan** - Outlines what the community wants; the objectives of the community and strategies to achieve those objectives.
- **Resourcing Strategy** - Details the resources available to Council to deliver the Community Strategic Plan.
- **Delivery Program/Operational Plan** - Details how Council will use the resources that it has, to meet the objectives in the Community Strategic Plan, specifically where Council has been identified as responsible or as a supporting partner in the identified strategies.
- **Annual Report** - Is the reporting mechanism used by Council to report on those activities and actions that Council proposed in its Delivery Program and Operational Plan.

This SAMP establishes a framework to enable the prioritisation of asset groups through planning, construction, maintenance and operation of infrastructure necessary to achieve the goals and objectives as set out in:

- The Tablelands Regional Community Strategic Plan 2036.
- Goulburn Mulwaree Resourcing Strategy 2030.



2.2. Scope of this Asset Management Strategy

This SAMP has been developed to provide the framework to ensure that Council's infrastructure assets are operated, maintained, renewed and upgraded to ensure that the Levels of Service are achieved in the most cost effective and sustainable way. It meets Council's commitments under the IP&R framework in that all Council's infrastructure assets are fully accounted for. Details on each asset class, including the inventory, condition, predicted and required expenditure are included in the appendices.

The audience for this SAMP is Council staff, the Council executive management team, elected representatives (councillors), interest groups, stakeholders and other interested members of the general community.

The specific objectives of this strategy are:

- to ensure a sustainable service offering to the community by evolving and embedding a culture of asset management
- to ensure decision-making reflects community value for this generation and the next
- to develop clearly defined and agreed service levels, to inform asset investment, to support the community's quality of life
- to drive quality service outcomes by taking a risk-based approach to the way assets are managed
- to ensure availability of resources to maintain assets over the long term

The strategy identifies the future funding requirements and service delivery in the context of:

- current asset condition and performance
- levels of service
- forecasted demand for infrastructure and services
- funding constraints.

This strategy supports Council's aim to have 'best value' asset management strategies and practices. This is achieved by continually developing and improving the whole of Council's knowledge, systems, processes and strategies. This will ensure that Council is providing the level of asset management necessary to competently, responsibly and sustainably manage the community assets for current and future generations.

This SAMP has been prepared using a 'top down' approach whereby analysis is applied at the 'system' or 'network' level. The focus is on current levels of service and current practices. It includes expenditure forecasts for asset maintenance, renewal and replacement based on local knowledge of assets and options for meeting current levels of service.

Future revisions of this SAMP will use a 'bottom up' approach for gathering information for individual assets to support the optimisation of activities and programs to meet the Levels of Service. The focus of future plans developed in this manner will include risk and performance optimisation, risk-based strategies, use of predictive methods and optimised decision-making techniques.



The format of this SAMP is outlined in the table below.

Table 6 Asset Management Plan Structure

Sections	Guidelines
1. Executive Summary	Provides a high-level summary of the combined asset management plans and highlights the main issues for consideration
2. Introduction	Outline of the purpose and scope of the plan and how the plan relates to other key policies and strategies
3. Asset Management Policy	Excerpt from Council’s adopted asset management policy outlining the principles guiding Council’s asset management practices
4. Asset Management Practices	Provision of a comprehensive strategic asset management gap analysis process for asset management
5. Levels of Service	Outline of levels of service and asset performance standards and customer/community expectations and feedback regarding levels of service
6. Future Demand	Identification of demand trends, factors which may influence demand, forecast changes in demand, impacts and implications of future demand and effects on future planning
7. Risk Management Plan	Provision of an asset-based risk management plan
8. Overarching Asset Management Strategy	Provision of a summary of Council’s overall asset strategy including asset management policy and identification of critical assets
Appendices – Individual Asset Data, AM Improvement Plan and Renewals Plan	Outline of asset information, operations and maintenance and capital planning information and processes and future directions for the physical management of the assets

2.3. Assets Covered by this Plan

The following asset groups are covered by this Asset Management Strategy and Plan:

- Buildings
- Roads Infrastructure
- Stormwater
- Parks Infrastructure
- Water
- Wastewater.

Full details of Council’s assets are covered in the individual Asset Management Plans found in the Appendix.

2.4. About Goulburn Mulwaree Council

Goulburn Mulwaree Council is a local government area located in the Southern Tablelands region of New South Wales and was formed in 2004 as an amalgamation of Goulburn City and parts of the former Mulwaree Shire. The region has an estimated 2018 population of 30,800 and covers a land area of 322,314 Ha. The city of Goulburn is a Regional Hub due to its proximity to Canberra and Sydney and offers a diverse range of employment, social, cultural and tourism opportunities for the region.



The area has both a rich aboriginal and colonial history. Aboriginal people have lived in the region for at least 21,000 years. Two major language groups were identified within the Goulburn Mulwaree region at the time of first European contact: the Gandangara to the north of Goulburn, and the Ngunawal to the south. The region was an important ceremonial meeting place for Aboriginal people with records of corroborees being held at Rocky Hill, Mulwaree Flats, Eastgrove and on the sites of the Goulburn railway station and the old railway quarry.

The first European settlement occurred in 1818 when Goulburn was discovered by James Meehan, an Irish explorer who named the town after Henry Goulburn, the Under-Secretary for War and the Colonies. The town prospered and grew, particularly with the expanding wool industry and with the completion of a railway line to Sydney and was proclaimed Australia’s first inland City in 1863. Goulburn’s prominence subsided with the founding of Canberra, the Australian Capital in 1913, however it remains an important regional hub contributing an estimated Gross Regional Product of \$1.45 billion in 2018 to the NSW economy.

2.5. Links to Council Plans and Strategies

The Strategic Asset Management Plan and Asset Management Plans have been prepared in line with the vision and strategies outlined in ‘The Tablelands Regional Community Strategic Plan 2016 – 2036’ (RCSP), a joint community strategic plan prepared collectively by Goulburn Mulwaree Council, Upper Lachlan Shire and Yass Valley Council.

Infrastructure assets will play both a direct and indirect role in achieving the strategic objectives of the RCSP. The following table indicates how Council’s assets play a role in the delivery of the key strategies outlined in the RCSP.

Table 7 Linkages to the Corporate Strategic Plan

Reference	Strategy	Buildings	Roads Infrastructure	Stormwater	Water	Wastewater	Parks Infrastructure
Goal - Our Environment							
EN1	Protect and enhance the existing natural environment, including flora and fauna native to the region			X	X	X	X
EN2	Adopt environmental sustainability practices	X	X	X	X	X	X
EN3	Protect and rehabilitate waterways and catchments			X	X	X	X
EN4	Maintain a balance between growth, development and environmental protection through sensible planning	X	X	X	X	X	X
EN5	To investigate and implement approaches to reduce our carbon footprint	X	X	X	X	X	X
Goal - Our Community							
CO1	Facilitate and encourage equitable access to community infrastructure and services, such as health care, education and roads	X	X	X	X	X	X
CO2	Encourage and facilitate active and creative participation in community life						X



Reference	Strategy	Buildings	Roads Infrastructure	Stormwater	Water	Wastewater	Parks Infrastructure
CO4	Recognise and celebrate our diverse cultural identities, and protect and maintain our community's natural and built cultural heritage	x					
Goal - Our Infrastructure							
IN1	Develop high speed rail links between the region, Canberra, Sydney, and Melbourne		x				
IN2	Improve public roads links to connect towns within the region and increase access to major centres		x				
IN3	Maintain and improve road infrastructure and connectivity		x				
IN4	Maintain and update existing community facilities, and support the development of new community infrastructure as needed	x					x
IN5	Ensure high quality water supply options for the towns in the region				x		
IN6	Implement safe, accessible, and efficient management and recycling options for general waste, green waste, and sewerage			x		x	
IN7	Secure improvements for, and future proof, telecommunications infrastructure	x					
IN8	Improve accessibility to, and support the development of, health and medical facilities in the region	x					
IN9	Improve accessibility to, and support the development of, education and training facilities in the region	x					



3. Asset Management Policy

3.1. Purpose

The purpose of this Asset Management Policy is to articulate Council's commitment to the establishment of a clear direction and framework for asset management. The ongoing implementation and improvement of the framework across the whole organisation will ensure that Council's portfolio of assets is managed in a coordinated, cost effective and financially sustainable manner.

3.2. Legislative Provisions

- Australian Accounting Standard AASB116
- Civil Liability Act 2002 & Civil Liability Amendment (Personal Responsibility) Act 2002
- Environmental Planning and Assessment Act 1979
- Environmental Protection Act 1994
- Local Government Act 1993
- National Parks & Wildlife Act 1974
- Native Vegetation Act 2003
- Protection of the Environment Operations Act 1997
- Threatened Species Conservation Act 1995

3.3. Principles

Council's asset management framework is underpinned by Council's five (5) foundational values:

- Passion
- Respect
- Innovation
- Dedication
- Excellence

3.4. Objectives

Goulburn Mulwaree Council is committed to implementing and continually improving its asset management framework so that our infrastructure asset portfolio is managed in an informed, coordinated and financially sustainable manner.

Council will demonstrate its commitment to asset management by:

- delivering value for money to the community through an informed balance of cost, risk and opportunities throughout the asset life cycle
- supporting assets solely for the purpose of delivering services to the community
- consulting with the community to determine desired, acceptable and affordable levels of service
- documenting all projected capital and operational expenditure requirements in asset class management plans so that funding can be allocated on an informed priority basis



- integrating asset expenditure requirements into Council's long-term financial plan to ensure adequate funding of assets
- documenting all projected consequences of unfunded operational and capital expenditure requirements so that the risks are clearly known, understood and communicated
- prioritising the maintenance and renewal of existing assets ahead of creating or acquiring new assets and disposing of assets where the costs and risks of retaining the asset exceed the benefits
- developing performance measures and targets for all asset management activities
- continually improving asset management practices and performance
- providing all councillors, executive and employees with appropriate communication, education and training to execute their asset management responsibilities.

3.5. Roles and Responsibilities

In order to ensure a whole of Council approach to Asset Management, Council has defined the following roles and responsibilities:

Elected Council

- Provide stewardship
- Consider the impact on Council's asset base of planning, financial and service level decisions
- Adopt the Asset Management Policy and Strategy.

Chief Executive Officer, Executive and Senior Leadership Team

- Ensure that sound business principles are reflected in the Asset Management Strategy and Plans that are developed and implemented
- Ensure community is involved and engaged on all key Council matters affecting service delivery
- Ensure service levels are communicated and agreed for all main asset groups
- Support the implementation of the Asset Management Strategy and associated Asset Management Improvement Plan
- Approve the Asset Management Plans
- Ensure integration and compliance of the Asset Management Policy and Strategy with other policies and business processes of the organisation
- Facilitate "best appropriate practice in asset management".

Asset Management and Design Teams

- Review Asset Management Policy and Strategy
- Take responsibility for the implementation of the Asset Management Improvement Plan
- Identify and develop appropriate policies and procedures to ensure effective asset management across the organisation.



Asset Management Managers and Technical Officers

- Develop and maintain Asset Management Plans
- Facilitate community consultation to establish agreed service levels
- Develop and maintain Asset Maintenance and Renewal plans
- Provide professional advice and comment to other departments of Council in relation to asset management
- Develop and maintain an asset management information system to facilitate efficient and effective asset management.

Responsibility of Management of Assets within Council

Councils have a responsibility under the Local Government Act 1993 to manage lands and other assets so that current and future local community needs can be met in an affordable way. As such, Council has responsibilities relating to infrastructure assets that includes that the:

- Councillors adopt the policy to ensure sufficient resources are applied to manage the assets
- Council owns all assets and acts as a steward for the assets, sets the asset management policy and vision, and ensures that resources are available for asset management activities
- Executive Team reviews the Asset Management Strategy (including the four-year Delivery Program) and asset business cases in line with this policy, advises Council on asset matters and is responsible for implementing asset management systems, policies and procedures
- Service Leaders, Asset Management and Design teams, delegated by Council to act in the capacity of asset owner and makes recommendations to Council, develops the Asset Management Strategy that recommends the most sustainable use of available funds across the asset portfolio, reviews all new asset acquisitions to ensure they are consistent with Council's long-term objectives, that the life cycle costs have been considered and that the asset can be funded within agreed risk tolerances
- Employees with management or supervisory responsibility are responsible for the management of assets within their area of responsibility as determined under the asset management plans.

In the short term, employees will be tasked under implementation plans, and will be responsible for the timely completion of the activities contained within those plans. In the medium term, awareness sessions will be conducted to ensure that employees are familiar with asset management and how it is applied within the Goulburn Mulwaree Council.

3.6. Adoption of Policy

Council's asset management policy is to be adopted by Council in 2019.



4. Asset Management Practices

4.1. Asset Management Information Systems

Goulburn Mulwaree Council's asset knowledge, information and data are corporate assets and are managed as part of the asset management framework. The current applications used by Council include:

- Works and Assets Module – Tech1 Enterprise Suite
- dTIMS Pavement Management System
- Mapinfo
- Excel and Access database
- Ausfleet

4.2. Data Collection and Validation

In the preparation of this asset management strategy and plans, Council has used the most current and up to date information available from Council's corporate finance system.

As part of Council's asset management improvement plan, Council aims to foster a culture of continuous improvement in service delivery to ensure best value in service provision for the community. This will be supported by the asset management plans including ongoing monitoring, audit and improvement practices which are to be used to optimise Council's operational and renewal expenditure.

4.3. Monitoring and Review Procedures

Council utilises a performance management framework to track the achievement of the RCSP, delivery program, operational plan and asset management improvement plan outcomes. This will be reviewed and reported on annually by the executive team.



4.4. Confidence in Data

The confidence in the asset data used as a basis for the financial forecasts has been assessed using the following grading system. See the table below.

Table 8 Asset data confidence scale

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Acceptable	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

Summary of confidence in asset data for all asset classes is detailed in the table below.

Table 9 Asset data confidence rating

Asset Class	Confidence Grade
Buildings	Highly Reliable
Roads Infrastructure	Reliable
Stormwater	Acceptable
Water	Highly Reliable
Wastewater	Highly Reliable
Parks Infrastructure	Very Uncertain

4.5. Funding Strategy

Council’s funding strategy aims to align Council’s long-term financial plan, asset management plans and annual budget to accommodate the lifecycle requirements of its assets. By having a unified process, all decision-making numbers can be traced back to the AMPs, thereby informing the annual budgets and forward programs providing a degree of certainty for delivery timeframes and resourcing requirements.

In order to ensure value, Council will plan capital upgrade and new projects to meet level of service objectives by:

- planning and scheduling capital upgrade and new projects to deliver the defined level of service in the most efficient manner
- undertaking project scoping for all capital upgrade/new projects to identify



- the service delivery 'deficiency', present risk and required timeline for delivery of the upgrade/new asset
- the project objectives to rectify the deficiency including value management for major projects
- the range of options, estimated capital and life cycle costs for each option that could address the service deficiency
- management of risks associated with alternative options
- evaluate the options against evaluation criteria adopted by Council, and
- select the best option to be included in capital upgrade/new programs
- reviewing current and required skills base and implement training and development to meet required construction and project management needs
- reviewing management of capital project management activities to ensure Council is obtaining best value for resources used.

Standards and specifications for new assets and for upgrade/expansion of existing assets are the same as those for renewal as shown in the appendices.



5. Levels of Service

5.1. Defining Level of Services

There are a variety of ways to describe Levels of Service (also known as service level). The concept adopted in this plan is that -

“Levels of service are output descriptions supported by quantifiable performance measures.”

A level of service is a measurable description of what Council delivers (or intends to deliver) in an activity which relates to something that can be controlled. Service levels may relate to:

- the reliability of an asset
- the quality of an asset
- having the right quantity of assets
- the safety / risk / security of the assets.

The objective of asset management is to enable assets to be managed in the most cost-effective way based on an understanding of customer needs, expectations, preferences and their willingness to pay for any increase in the levels of service.

5.2. Performance Measures

The level of service statement is supported by performance measure(s), also referred to as performance indicator(s), that indicate how the organisation is performing in relation to that level of service. The performance measure includes targets that are made up of community and technical measures. The customer measure relates to how the community receives the service, whereas technical measures support customer measures to ensure all aspects of organisational performance are being monitored, even those that may not be understood by customers.

In this plan, the level of services is prepared so that they are clearly and directly linked with the performance measures. For some performance measures in this plan, Council will have full control over the outcome, for example ‘respond to service requests within seven days’. However, it is important to recognise that some performance measures may be influenced by external factors. For example, the number of fatalities can be influenced by road management, but driver behaviours, police enforcement and a number of other factors also strongly contribute to the overall outcome.

5.3. Service Level Outcomes

The levels of service in this plan have been developed with a customer focus and grouped into core customer value areas that are referred to as ‘Service Level Outcomes’. These service level outcomes (sometimes referred to as service criteria) encompass:

- accessibility and/or availability
- affordability
- health and safety
- quality/condition
- reliability/responsiveness



- customer satisfaction
- sustainability.

Accessibility

To ensure the asset base performs as required it is essential that the asset, no matter which type of asset, is generally available to the community as required. As a service outcome, the Council’s customers will require assets that are accessible and can be relied upon to deliver the services that are not only expected, but the services that are required.

Quality/Condition

Asset quality is also very important. In this regard, Council should determine the quality of the assets required. Quality will have more to do with manner and type of the asset rather than its condition. An asset may be poor in quality yet have a condition which is described as good.

Condition is a measure of an asset’s physical condition relative to its condition when first constructed. When rating asset condition, Council uses a scale of 0 - 5, where 0 = new and 5 = totally failed. A copy of a typical condition rating matrix is detailed below.

Table 10 Asset condition rating matrix

Condition Rating	Condition	Descriptor	Guide	Residual life as a % of total life	Mean percentage residual life
1	Excellent	An asset in excellent overall condition, however, is not new and providing its intended level of service.	Normal maintenance required	>86	95
2	Good	An asset in good overall condition with some possible early stages of slight deterioration evident, minor in nature and causing no serviceability issues. No indicators of any future obsolescence and providing a good level of service.	Normal maintenance plus minor repairs required (to 5% or less of the asset)	65 to 85	80
3	Satisfactory	An asset in fair overall condition with some deterioration evident, which may be slight or minor in nature and causing some serviceability issues. Providing an adequate level of service with no signs of immediate or short-term obsolescence.	Significant maintenance and/or repairs required (to 10 - 20% of the asset)	41 to 64	55
4	Poor	An asset in poor overall condition, moderate to high deterioration evident. Substantial maintenance required to keep the asset serviceable. Will need to be renewed, upgraded or disposed of in near future. Is reflected via inclusion in the Ten-Year Capital Works Plan.	Significant renewal required (to 20 - 40% of the asset)	10 to 40	35
5	Very Poor	An asset in extremely poor condition or obsolete. The asset no longer provides an adequate level of service and/or immediate remedial action required to keep the asset in service in the near future.	Over 50% of the asset requires renewal	<10	5



Responsiveness

Council will maintain assets in a diligent manner and be responsive to the needs of the community now and into the future. Whilst this may be difficult in some instances, Council places a high emphasis on customer service and its responsiveness to customer enquiries. Strategies will be implemented to ensure that Council maintains a high level of customer support.

Affordability

Council will maintain its infrastructure assets in a cost-effective, affordable manner in accordance with responsible economic and financial management. In order for Council's assets to assist in meeting the strategic goals and in attaining optimum asset expenditure, Council will need to continually review its current operational strategies and adopt new and proven techniques to ensure that assets are maintained in their current condition.

Customer Satisfaction

Council will continue to provide services to the community in a manner that is efficient and effective. Council will continue to monitor community satisfaction with its current services and strive to improve community satisfaction where possible.

Sustainability

Council will ensure that its assets are maintained in a manner that will ensure the long-term financial sustainability for current and future generations. This will be achieved by ensuring efficient and effective service delivery and ensuring appropriate funds are allocated to maintain and renew infrastructure assets.

Health and Safety

Council will endeavour to identify and mitigate all key health and safety risks created by the provision of services. Examples of level of service based on safety might include the following:

- Services do not cause a hazard to people.
- Water is safe for swimming.

Each of the service level outcomes is related directly to the Council's Community Strategic Plan by the way each asset class helps deliver the services required by the community. These service level outcomes are essential to ensure the asset portfolio is not only maintained to a satisfactory level but also caters for the future demands of the community whilst balancing the potential risks to the community and the Council.

5.4. Financial Based Service Levels

The premise of asset management is that asset requirements and asset management strategies should be driven by defined and acceptable service levels and performance standards. This section defines the various factors that are considered relevant in determining the levels of service for Council's assets that have been used to provide the basis for the life cycle management strategies and works programme identified within this asset management strategy.

**Asset Backlog Ratio**

This ratio shows what proportion the infrastructure backlog is against the total value of a Council's infrastructure. The benchmark is less than 2%. The ratio is determined by dividing the estimated cost to bring assets to a satisfactory condition by the carrying value of infrastructure, building, other structures and depreciable land improvement assets.

Asset Consumption Ratio

The average proportion of 'as new' condition remaining for assets. This ratio shows the written down current value of the local government's depreciable assets relative to their 'as new' value. It highlights the aged condition of a local government's stock of physical assets and the potential magnitude of capital outlays required in the future to preserve their service potential. It is also a measure of Council's past commitment to renewal of the asset class. A consumption ratio of less than 50% would suggest that past renewal funding has been inadequate or that the asset could expect to decay more rapidly.

Asset Sustainability Ratio

Are assets being replaced at the rate they are wearing out? This ratio indicates whether a local government is renewing or replacing existing non-financial assets at the same rate that its overall stock of assets is wearing out. It is calculated by measuring capital expenditure on renewal or replacement of assets relative to the rate of depreciation of assets for the same period. A local government would need to understand and be measuring its renewal expenditure to be able to determine this ratio.

Asset Renewal and Renewals Funding Ratio

Is there sufficient future funding for renewal and replacement of assets? This ratio indicates whether Council is allocating sufficient funds in its long-term financial plan to adequately fund asset renewals.

Asset Maintenance Ratio

This ratio compares actual versus required annual asset maintenance for each asset class. A ratio of above 100% indicates that the council is investing enough funds that year to halt the infrastructure backlog from growing. The benchmark is greater than 100%.



6. Future Demand

6.1. Demand Forecast

The future infrastructure demand for community infrastructure and facilities is driven by changes and trends in:

- population growth / reduction
- changes in the demography of the community
- lifestyle changes
- residential occupancy levels
- commercial / industrial demand
- technological changes which impact the asset
- the economic situation
- government policy
- the environment.

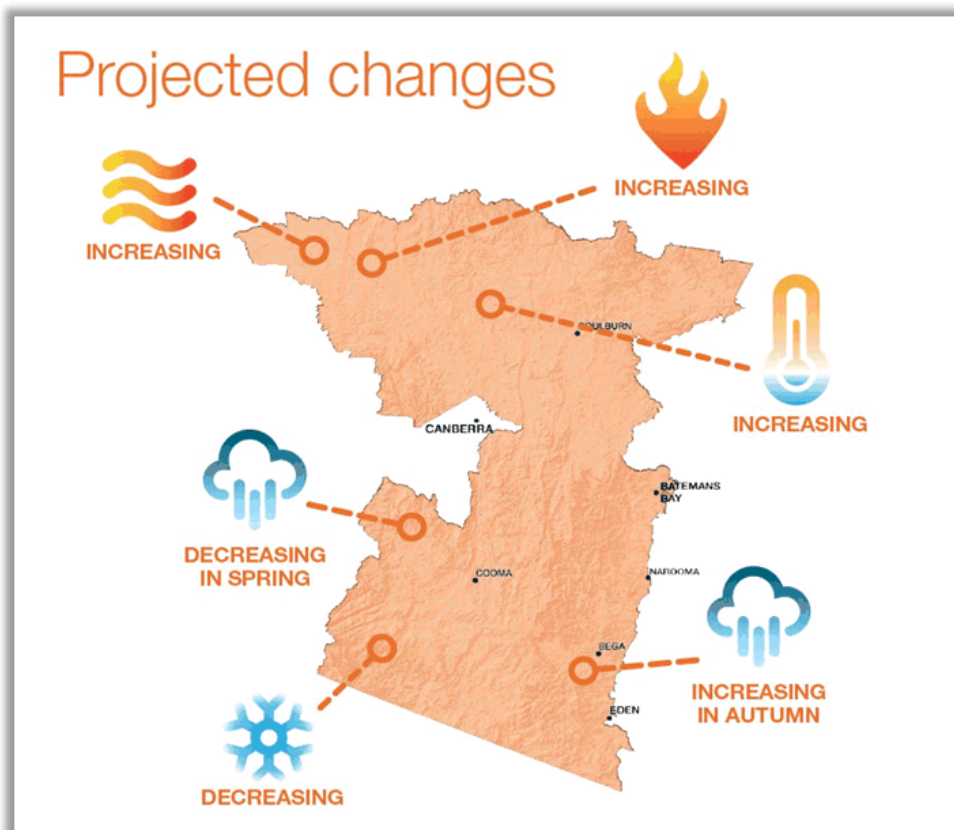
Table 11 Future demand impacts

Demand Drivers	Present Position	Projection	Impact on Services
Population Growth and Residential Development	Current estimated population is 30,850 which reside in approximately 13,560 private dwellings (85.9% are separate houses).	There has been an average annual growth of 1.2% in the region primarily driven by Net internal Migration.	Population growth will place an increased demand on assets, especially roads, stormwater assets and community centres.
Demographics	Around 27% of the population was over the age of 60 in the 2016 Census. Currently there is net migration into GMC in all age Groups except for 18 – 24year olds.	The population is expected to continue to age.	An increasing and older population will place an increased demand on some assets and increased accessibility requirements for footpaths, aged care facilities, community centres and recreation assets.
Lifestyle	Predominantly Rural Lifestyle.	Community engagement identified that the community wishes to maintain its rural lifestyle.	N/A
Commercial Industrial Demand	GMC is currently well established to benefit from globalisation. Its situated close to arterial highway/Rail Line and is close to Canberra’s 24 hours Air Freight.		
Technological Changes	High Speed Rail - would encourage significant growth in the region. Growth in Renewables Sector.	High Speed Rail Phase 2 - Current projects for the HSR Canberra to Sydney Leg to be operational 2035 - but dependant on Gov Policy. Sustained growth is expected in the Renewables Sector.	



Demand Drivers	Present Position	Projection	Impact on Services
Economic Situation	Annual GRP of 1%.	Estimated costs of Stage 1 (Sydney to Canberra) of the HSR project are expected to cost \$23B. GMC is expected to capture a portion of direct and indirect benefits from this expenditure. Completion of the HSR is expected to provide a significant boost to GMC.	If construction works are to go ahead there may be a significant burden on Council's assets as a result of the construction works.
Environment	The NSW and ACT Regional Climate Modelling (NARClIM) Project has undertaken climate modelling of the region for 2020 – 2039.	Expected climatic changes can be found in Figure 3 below. This includes: <ul style="list-style-type: none"> Overall increased temperatures in GMC Increase risk and intensity of natural disaster (Fire) events. 	Assets may be impacted by changes such as more severe weather events.

Figure 3 Impacts of Climate Change 2020 – 2039 NARClIM Modelling





6.2. Demand Management Strategies

Demand management strategies have been developed to effectively manage the growth of Goulburn Mulwaree. These can be found in the corresponding asset management plans found in the appendix. These strategies will need to be monitored to ensure that they capture and are responsive to changing community expectations and demographic profile as the region develops.

6.3. Demand Management Plan

The following general implications and impacts predicted on the Council assets, based upon changes and trends, are shown in the table below.

Table 12 Future demand factors

Demand Factor	Impact on Services
Population	Population growth will place an increased demand on assets, especially roads, stormwater assets and community centres
Demographics	An increasing and older population will place an increased demand on some assets and increased accessibility requirements for footpaths, aged care facilities, community centres and recreation assets
Roads Utilisation Changes	Smart, multi-modal Roads solutions will be required to keep up with the growth and provide cheap, efficient and sustainable means of Roads
Increasing Costs	Requirement to continue to maximise service delivery within the funding limitations
Environment and Climate	Assets may be impacted by changes such as increased severity of natural disasters and weather events
Technology	May require improved environmental/economical management of assets



7. Risk Management

Risk Management is defined in AS/NZS 4360:2004 as: “the culture, processes and structures that are directed towards realising potential opportunities whilst managing adverse effects”.

Council utilises a whole of Council integrated Risk Management Framework and has undertaken a risk assessment and created a mitigation plan to address risks for each asset class.

To assess individual risks, Council utilises the Failure Mode and Effect Analysis (FMEA) method. FMEA provides a simple methodology to quantify and score the probability, severity and ease of failure detection of potential risks and hazards.

Table 13 Guide to Quantification of Probability

Rank	Probability	Likelihood of Occurrence	Failure Rate
10	Very High	Failure is inevitable	1 in 2
9	Very High	Failure is almost inevitable	1 in 3
8	High	Critical process is not in control	1 in 8
7	High	Similar problems have been experienced in the past	1 in 20
6	Medium	Process in control with sporadic failures	1 in 80
5	Medium	Previous process had occasional failure	1 in 400
4	Medium	Process temporarily out of control	1 in 2000
3	Low	Process in control with isolated failures	1 in 15,000
2	Low	Failures unlikely	1 in 150,000
1	Remote	No known failures associated with identical process	1 in 1,500,000

Table 14 Guide to Quantification of Severity

Rank	Severity	Consequence
10	Dangerously High	Potential Fatality, serious injury or substantial financial loss
9	Extremely High	Potential serious injury, loss of major asset, breach of legislation
8	Very High	Failure potentially results in injury or making asset inoperable, financial loss
7	High	Failure causes high level of customer dissatisfaction, excessive claims and increased insurance premium
6	Moderate	Failure results in sub-system or asset partial malfunction, downtime, loss of revenue
5	Low	Loss sufficient to attract customer complaint
4	Very Low	Minor loss in mobility/availability or performance
3	Minor	Minor nuisance to customer or staff
2	Very Minor	Not readily apparent but it may reduce the value of product or service
1	None	No considered an issue



Table 15 Guide to Quantification of Detection

Rank	Probability of defect reaching interested party	Rate of Detection	Method of Detection / Quality Control
10	86 – 100%	Absolute Uncertainty	Defect or failure is not detectable at the onset
9	76 – 85%	Very Remote	Verification of control dependant on random sampling
8	66 – 75%	Remote	Process outcome is accepted based on no defect in sample
7	56 – 65%	Very Low	Process outcome 100% visually inspected or checked
6	46 – 55%	Low	Process outcome validated through go/no-go testing
5	36 – 45%	Moderate	Final Inspection, check or test performed before delivery
4	26 – 35%	Moderately High	Process in control and timely reaction to “out of specification” condition
3	16 – 25%	High	Proven process and capable for delivering all requirements
2	6 – 15%	Very High	All outcomes easily verified and validated
1	0 - 5%	Almost certain	Onset of Failure is obvious enabling 100% response to rectify before reaching interested parties

Table 16 Risk Identification and Mitigation - FMEA

Issue	Potential Effect	Severity (S)	Potential Cause	Probability (P)	Current Process Controls	Detection (D)	RPN
Additional Process Control Action	Responsibility and Target Completion Date	Action Taken	Risks after additional controls effectively implemented	S	P	D	(Residual) RPN

The risk assessment involves:

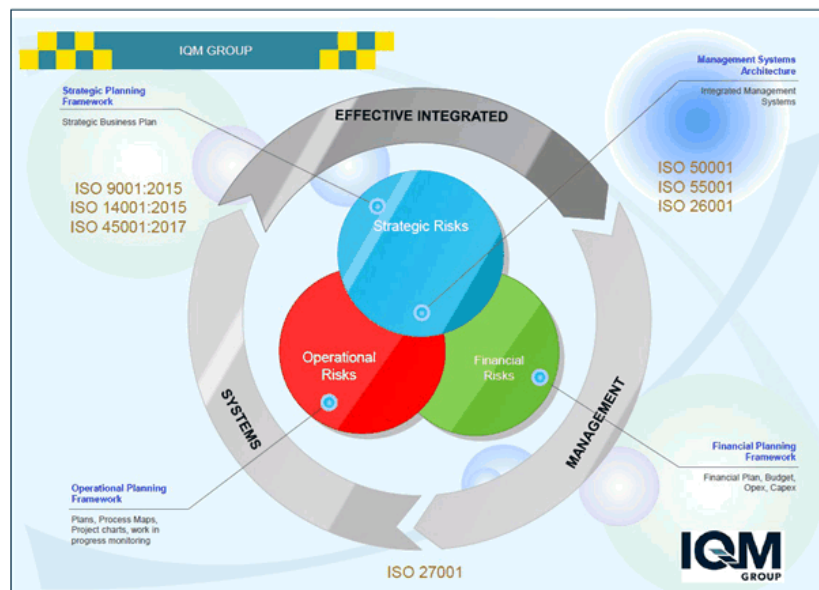
- identification and evaluation of community and service risks
- development of a risk treatment plan.



7.1. Risk Management Framework

Council’s Risk Management Framework covers a wide range of projects, programmes and activities. The plan incorporates Councils Strategic Planning Framework, Councils Management Systems Architecture, Financial Planning Framework and Operational Planning Framework. The plan feeds into the Delivery Programme and Operational Plan and is also to be used in management of assets or infrastructure related risk.

Figure 4 Risk Management Framework



Council operates a wide range of diverse projects, programmes and activities and has a large number of diverse stakeholders with varying needs and expectations. Therefore, the scope of Council’s organisation-wide risk management must encapsulate all activities. Specifically, the context of risk management will include the following:

Governance	Sound processes for decision-making i.e. the processes by which decisions are implemented or not implemented
Compliance	Meeting the expectations and requirements of those stakeholders who regulate the organisation
WH&S	Achieve fewer and less severe injuries, better trained and informed employers and workers, improved morale among workers
Financial	Includes strategic and business planning, financing and accounting
Operational	Includes programmes, activities and processes to deliver internal and external services
Environmental	Given exposure or series of exposures that may damage human health or the physical environment



7.2. Strategic Infrastructure Risks

Using Council Risk Management Framework, some high-level infrastructure-based risks have been identified that are associated with the management of the assets. These strategic risks are identified in following table.

Table 17 Risk identification table

Process	Issues of concern or potential failure	Potential Effect(s)	Severity (S)	Potential Cause(s)	Probability (P)	Current Process Controls	Detection (D)	RPN	Additional Process Control Action(s)	Responsibility and Target Completion Date	Action Taken	Risks after additional controls effectively implemented				
												S	P	D	(Residual) RPN	
Infrastructure Strategy	Failure to agree on customer service levels	Community expectations not met	8	Lack of Community engagement	8		4	256	Community Engagement Push Service and Strategy Reviews							
		Infrastructure is under/over funded														
		Infrastructure decision making is not strategic														
Insufficient Infrastructure Budget		Community expectations not met	8	Lack of Community engagement	6		4	192	Efforts are made to design and construct resilient and value driven infrastructure							
		Decline in condition/quality of assets/services														
Lack of Governance for Asset Management		Infrastructure decision making is not strategic	8		8		4	256	Establish Asset Steering Committee to provide guidance and direction for financial reporting and improvement activities							
Major Projects	Inadequate stakeholder engagement	Low quality works & service delivery	9	Inadequate staff project management expertise	8	Contractor & supplier management	4	288								
	Inadequate planning & investigation	Over expenditure		Inadequate works & service delivery supervision		Procurement process										
	Unrealistic timeframes	Dissatisfied stakeholders		Poor budget forecasting		Staff expertise										
	Insufficient budget	Reputation damage		Insufficient budget		Stakeholder meetings										
	Inadequate project management process	Financial loss		Unrealistic delivery timeframe		Project reporting										
	Insufficient staff expertise & resources to manage projects	Breach of contract		Latent conditions		Code of Conduct										
	Non-compliance with procurement process	Safety incidents		Inadequate process compliance		Budget monitoring										
	Safety noncompliance	Variations		Poor works scoping		Warranty										
	Inadequate contractor or supply resources	Delivery delays		Low contractor & supplier skill level		WHS system										
		Environmental breaches		Decentralised project management system		Project debrief meetings										
		Non delivery against operational plan		Inadequate stakeholder engagement		Design reviews & handover										
		Inconsistent project management will deter further works		Ongoing scope changes											Project planning	
				To many project management interactions											Independent estimates for large projects	
	Additional commitments of suppliers & contractor		Independent legal advice for large projects													
	Interaction between operations and project delivery		Development Approval process													



Process	Issues of concern or potential failure	Potential Effect(s)	Severity (S)	Potential Cause(s)	Probability (P)	Current Process Controls	Detection (D)	RPN	Additional Process Control Action(s)	Responsibility and Target Completion Date	Action Taken	Risks after additional controls effectively implemented						
												S	P	D	(Residual) RPN			
Assets	Inadequate maintenance program	Fatality	10	Insufficient budget	7	Ongoing asset inspection program	4	280										
	Ageing road network	Interruption to traffic movement		Incorrect budget allocation		Annual budget allocation												
	Not meeting community expectations	Insurance claims		Inadequate works supervision		Service Response procedure												
	Increased traffic movement	Low quality maintenance & repairs		Inadequate asset management practices		Audit of service response procedure												
	Increased freight movement	Reputation damage		Non-adherence to procedures		Annual unsealed road maintenance program												
	Specialist contractor availability	Financial loss		Inadequate works planning		Annual resealing program												
	Timely response to repairs	Rework		Not established level of service		Staff training												
	Relevant information not captured	Env. impacts		Increased traffic on rural roads		Weekly maintenance meeting												
	Road safety	Ongoing infrastructure damage		Short term road closure		Staff competencies												
	S94 contributions not maximised	Additional maintenance				Re-prioritise for urgent works												
	Excessive dry or wet weather					Tree removal procedure												
	Localised flooding					REF for rural roads works												
						Annual drainage maintenance & GPT program												
	Sign replacement																	
	Annual line marking program																	
	Vegetation management																	
	Road closure notification																	
	After hours response system																	



7.3. Critical Assets

Critical assets are those assets that are likely to result in a more significant financial, environmental and social cost in terms of impact on organisational objectives. By identifying critical assets and critical failure modes, organisations can target and refine investigative activities, maintenance plans and capital expenditure plans at critical areas.

ISO 55001 Cl 6.2.1.2b requires organisations to “review the importance of assets related to their intended outcomes, objectives and product or service requirements.” ISO 55002 Cl 6.2.2.1 suggests that “A key aspect of planning is the identification of events in which the functionality of assets is compromised, including potentially catastrophic events in which function is completely lost”. Council determines the criticality of assets based upon the following criteria:

- Complexity
- Impact of loss of Service
- Environmental Impact
- Health and Safety Impact
- Cost of Failure

Critical assets for each Asset class have been identified in their respective Asset Management Plans.



8. Expenditure Projections

8.1. Asset Values

In preparing this SAMP, it has been identified that Goulburn Mulwaree Council has combined infrastructure assets with a current replacement cost of just under \$1.3 billion. The major asset classes included in this strategy and their values are detailed in the table below.

Table 18 Summary of Combined Infrastructure Assets Values

Asset Class	Gross Replacement Cost \$000's (CRC)	Written Down Value \$000's (WDV)	Annual Depreciation \$000's Expense
Buildings	\$88,919	\$46,849	\$1,757
Roads Infrastructure	\$822,626	\$593,002	\$9,848
Stormwater	\$144,139	\$104,906	\$1,894
Water	\$310,845	\$209,740	\$3,146
Wastewater	\$182,807	\$115,615	\$1,605
Parks Infrastructure	\$5,401	\$3,133	\$252
Combined	\$1,554,737	\$1,073,245	\$18,502

8.2. Asset Backlog

As per the 2018/19 Special Schedule 7 analysis, Council has a combined asset backlog of \$15.42 million (1.7 % backlog ratio) to bring assets to satisfactory standard which is currently taken as Condition 3. The breakdown of backlog per asset class is shown in table below.

Table 19 Asset Backlog

Estimated Cost to Satisfactory	Backlog	Backlog Ratio % (Backlog / WDV)
Buildings	\$4,730	10.1%
Roads Infrastructure	\$44,408	7.50%
Stormwater	\$1,427	1.40%
Parks Infrastructure	\$47	1.5%
Water	\$1,463	0.7%
Wastewater	\$1,314	1.1%
Combined	\$53,389	5.0%



8.3. Asset Condition

Reviewing asset condition data shows that the most of council’s assets are in good condition except for 30.5% of councils Buildings assets which are currently in condition 4 (Poor). The reliability of council’s condition data varies between asset classes. The Buildings, Roads, Stormwater, Water and Wastewater assets have at a minimum a reliable data set. Conversely, Parks Infrastructure assets data is uncertain and unreliable. Details of Council’s current asset condition are shown in the table below. The condition is represented as a percentage of the replacement cost of Council’s six (6) asset classes as well as shown as combined.

Table 20 Asset Condition

Asset Class	Asset Condition (% of CRC)				
	1	2	3	4	5
Buildings	10.3%	32.6%	26.6%	30.5%	0.0%
Roads Infrastructure	24.3%	50.1%	13.3%	4.2%	8.1%
Stormwater	36.1%	35.2%	25.3%	2.5%	1.0%
Parks Infrastructure	26.1%	18.6%	50.2%	5.1%	0.0%
Water	20.1%	43.6%	34.8%	0.9%	0.5%
Wastewater	27.3%	29.5%	40.7%	1.7%	0.7%
Combined	24.1%	43.9%	22.8%	4.6%	4.6%

8.4. Expenditure and Reporting

The average capital and maintenance expenditure on Council assets over the ten-year forecast period is approximately \$39.8 million per year. This compares to the expenditure which is required to maintain, operate and renew the asset network as required being \$48.8 million per year. This represents an annual shortfall \$9 million of which \$1.9 million is attributable to a shortfall in Operations and Maintenance funding and \$7.1 million on average in renewal funding.

Further analysis shows that these funding gaps can be primarily credited to the following:

- \$6.1 million average annual shortfall in Transport Infrastructure Renewal
- \$1.9 million average annual shortfall in Stormwater Renewal
- \$1.1 million average annual shortfall in Water Supply Renewal

While this result shows a significant funding shortfall over a 10-year forecasting period, only the Water Supply and Sewerage asset classes had expenditure projections and requirements prepared for the 10-year period. All other asset classes were limited to a 4-year horizon, as such future expenditure was inferred from available data. As a result, the projected funding shortfall in years 3 and 4 has significant implications over the remainder of the 10-year period. Furthermore, additional work is required in confirming Parks Infrastructure assets data and community requirements and as such it is unclear whether this is an accurate representation of expenditure shortfall.



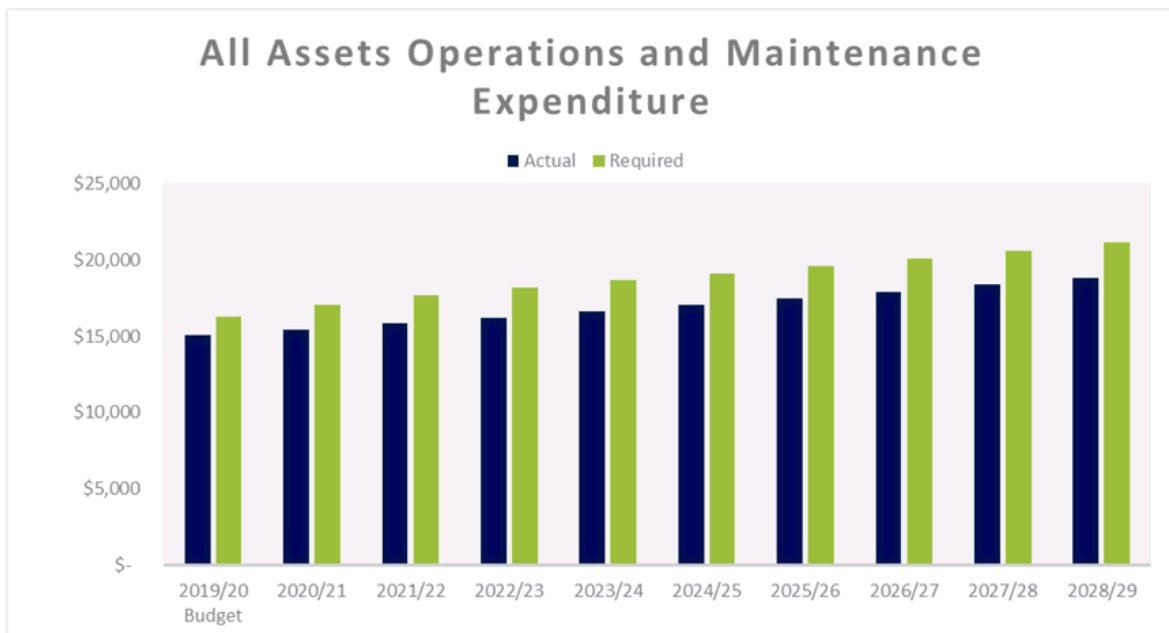
A summary of the projected expenditure requirements can be found in the table below.

Table 21 Combine asset expenditure projections

Expenditure Projections (\$000) – Combined Assets		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Actual	Renewal	\$28,179	\$25,958	\$17,759	\$9,029	\$13,827	\$10,604	\$10,071	\$11,370	\$12,788	\$13,701
	New and Expanded Assets	\$25,448	\$28,963	\$15,893	\$2,401	\$1,050	\$149	\$198	\$110	\$532	\$709
	Maintenance and Operational	\$15,078	\$15,455	\$15,842	\$16,238	\$16,644	\$17,060	\$17,486	\$17,924	\$18,372	\$18,831
	Total Expenditure	\$68,705	\$70,377	\$49,493	\$27,667	\$31,521	\$27,814	\$27,756	\$29,404	\$31,692	\$33,241
Required	Required Renewal (Depreciation)	\$19,224	\$19,898	\$20,935	\$21,694	\$22,262	\$22,828	\$23,401	\$23,987	\$24,592	\$25,213
	New and Expanded Assets	\$25,448	\$28,963	\$15,893	\$2,401	\$1,050	\$149	\$198	\$110	\$532	\$709
	Required O&M	\$16,259	\$17,082	\$17,722	\$18,189	\$18,654	\$19,122	\$19,603	\$20,094	\$20,604	\$21,129
	Total	\$60,932	\$65,943	\$54,550	\$42,284	\$41,966	\$42,100	\$43,201	\$44,191	\$45,727	\$47,051
Overall (GAP)		\$7,774	\$4,433	\$(5,057)	\$(14,617)	\$(10,445)	\$(14,286)	\$(15,446)	\$(14,787)	\$(14,035)	\$(13,810)
General Fund Asset Gap		\$(1,181)	\$(1,626)	\$(1,881)	\$(1,951)	\$(2,010)	\$(2,062)	\$(2,117)	\$(2,171)	\$(2,232)	\$(2,298)
Renewals Gap		\$8,954	\$6,060	\$(3,177)	\$(12,666)	\$(8,435)	\$(12,224)	\$(13,329)	\$(12,616)	\$(11,803)	\$(11,512)

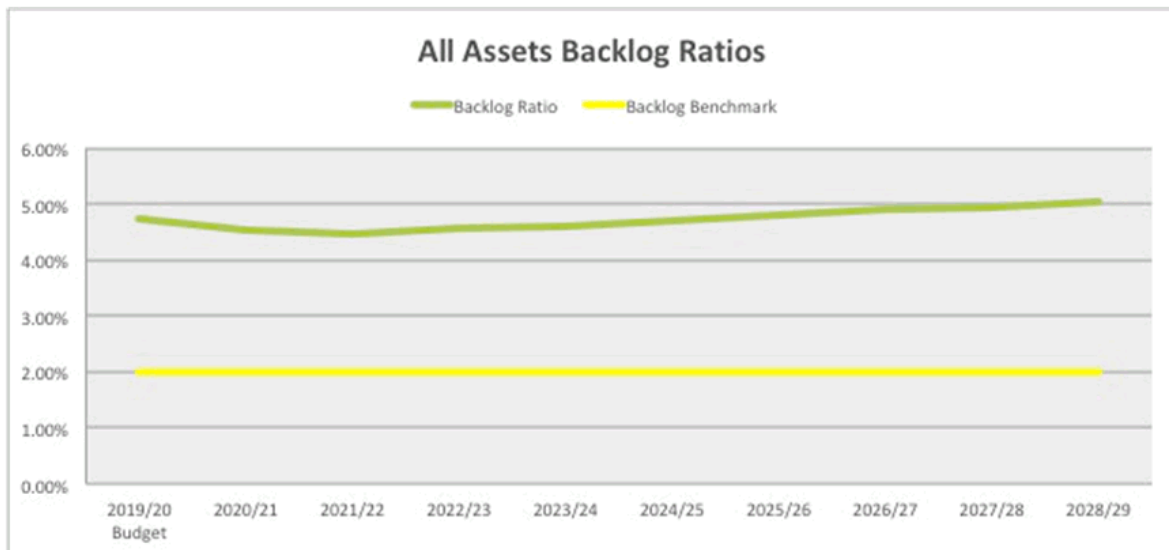
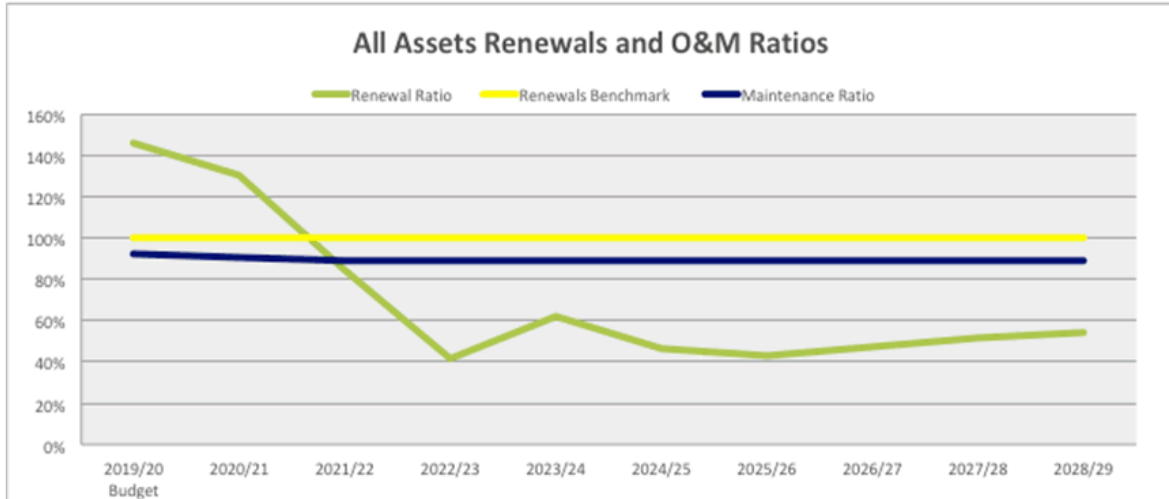


8.5. Financial Ratios





The Office of Local Government has established financial benchmarks for councils to strive towards and adhere to. The charts below showcase Council’s current financial service levels and the impacts of Council’s projected expenditure upon these service levels.





9. Asset Management Strategic Actions

The Asset Management Strategy is to enable Council to

- demonstrate how its asset portfolio will meet the service delivery needs of its community into the future
- manage assets in accordance with its Asset Management Policy
- ensure the integration of Council’s asset management with its Community Strategic Plan.

The Asset Management Strategy proposes the following strategies to enable the objectives of the Community Strategic Plan to be achieved.

Table 22 Asset Management Strategic Actions

No	Strategy	Desired Outcome
1	Continue the move from annual budgeting to long term financial planning. Particularly for asset classes currently limited by a 4-year projections horizon.	The long-term implications of Council services are considered in annual budget deliberations
2	Further develop and review the Long-Term Financial Plan covering ten years incorporating asset management plan expenditure projections with a sustainable funding position outcome	Sustainable funding model to provide Council services
3	Review and update asset management plan financial projections and long-term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks	Council and the community are aware of changes to service levels and costs arising from budget decisions
4	Continue to Report Council’s financial position at Fair Value in accordance with Australian accounting standards, financial sustainability and performance against strategic objectives in annual reports, ensuring that Asset remaining lives are assessed on an annual basis	Financial sustainability information is available for Council and the community
5	Ensure Council’s decisions are made from accurate and current information in asset registers, on service level performance and costs and ‘whole of life’ costs	Improved decision making and greater value for money
6	Report on Council’s resources and operational capability to deliver the services needed by the community in the Annual Report	Services delivery is matched to available resources and operational capabilities
7	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions	Responsibility for asset management is defined
8	Implement an improvement plan to initially realise ‘core’ maturity for the financial and asset management competencies, then progress to ‘advanced’ maturity	Improved financial and asset management capacity within Council
9	Report annually to Council on development and implementation of asset management strategy and plan and long-term financial plans	Oversight of resource allocation and performance



10. Overarching Asset Management Improvement Plan

Table 23 Overarching Improvement Plan

Ref No.	Improvement Plan tasks	Priority	Suggested Timeframe
1.	Asset Management Maturity		
1.1	Council is to achieve a Core level of Asset Management	High	2020
2.	Asset Data and Knowledge		
2.1	Clean asset data to ensure that asset condition is measured consistently across the various asset classes and sub classes.	High	
2.2	Develop an asset condition inspection strategy that ensures all assets are inspected on a regular basis.	Medium	
2.3	Clearly identify maintenance and operational activities as part of a maintenance management system, and clearly identify capital works projects as renewal, expansion or new asset expenditure.	Medium	
2.4	Develop and implement asset lifecycle strategy and processes for operations, maintenance, renewal, development and disposal of assets.	Low	
3.	Asset Knowledge Processes		
3.1	Valuation methodology and assumptions must be fully documented and applied.	High	
3.2	Undertake an annual desktop review of asset valuations ensuring that there is an annual review of useful life of assets.	High	
3.3	Ensure that the asset data in the Tech 1 system is the true record of Council’s assets and is up to date.	High	
3.4	Adopt consistent reporting methodology across all asset classes informed by current asset data.	Medium	
4.	Strategic Asset Planning Processes		
4.1	Determine the long-term expenditure requirements for Council’s assets based on a sustainable asset approach and incorporate findings in the Council’s LTFP.	High	
4.2	Review and readopt the Asset Management Policy to ensure that it is up to date and remains relevant.	Medium	
4.3	Ensure that all asset classes have up to date asset management plans.	High	
4.4	Revise asset management plans to include: <ul style="list-style-type: none"> refined level of service statements and clearly defined community and technical Level of Service targets forward programs identifying forecasts for renewals, new assets, upgrades, maintenance, operations and depreciation expenditure asset performance and utilisation measures with associated links to levels of service Identify critical assets for each asset class 	Medium	
4.5	Review and update asset management plans and long-term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks.	Medium	



Ref No.	Improvement Plan tasks	Priority	Suggested Timeframe
4.6	Review the Asset Management Strategy to ensure that it incorporates the most up to date and relevant information on each asset class.	Medium	
4.7	Integrate asset lifecycle planning and costing into the LTFP.	Medium	
5.	Operations and Maintenance Work Practices		
5.1	Implement a maintenance management system for maintenance planning and ensure that operational and maintenance requirements are specified against asset performance and service level expectations.	High	
5.2	Identify critical assets and incorporate critical asset risk mitigation plans into Council's emergency response planning procedures.	High	
6.	Information Systems		
6.1	Ensure that all Council's asset data is uploaded into the Tech 1 Asset system. This will require asset staff to: <ul style="list-style-type: none"> reconcile existing asset registers with the financial asset register ensure that current asset data is in a consistent format ensure that asset custodians clearly understand what information is required out of the asset management system to effectively manage the Council's assets. 	High	
6.2	Develop an operational process to ensure that the asset register integrates with the maintenance system, financial system and the spatial system. Ensure that that these are reconciled and aligned on a regular basis.	High	
7.	Organisational Context		
7.1	Implement a process for reporting on asset management progress and Improvement Plan status and create a process for bi-annual reporting to senior management.	Medium	
7.2	Ensure that asset reporting in the financial statements is up to date and consistent across each asset class.	Medium	
7.3	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions.	High	



Appendix 1 Asset Management Plan – Buildings

Council owns a large number of buildings that deliver a wide range of services to the community. These services include childcare, libraries, entertainment venues, rooms and halls for hire as well as public amenities such as showers and toilets. In addition, Council owns its administration building and depot which are both critical to the delivery of services.

As the owner and operator of building assets, Council has a responsibility for a number of functions including:

- Maintenance
- Renewal and Refurbishment
- Upgrades and Improvements
- Rationalisation of Assets.

The planning of these functions is outlined in this Asset Management Plan.

A1.1 Purpose of this Plan

The purpose of this Asset Class Management Plan is to develop a strategic framework for the maintenance and renewal of Buildings and Other Structures and to provide an agreed Level of Service in the most effective manner.

This plan includes the following scope of management:

- Asset Inventory, Values and Condition
- Asset Based Levels of Service
- Demand and Service Management
- Risk Management
- Development of the Long-Term Financial Plan (LTFP) for the maintenance and renewal of buildings.

A1.2 Introduction

A1.2.1 Stakeholders

Key stakeholders must be considered in the preparation and implementation of this Asset Management Plan to ensure the value of services justifies investment in the assets. It also ensures there is a greater understanding of stakeholders' expectations with regards to the facilities and services provided by Council.

Key stakeholders in preparation of this asset management plan are:

- **Councillors** – Adopt the Plan and ensure enough resources are applied to manage the assets and stewardship responsibility for the control and care of Councils Buildings.
- **Executive Management** – Report on the status and effectiveness of current asset management processes at Council.
- **Asset Management Team** – Co-ordinate development and implementation of AM Plans and asset management related matters
- **Asset Managers** – Implementation of AM Plans and management of assets under their direct control.



- **Federal and State Government Authorities and Agencies** – Regulate practice and requirements through legislation
- **Council Staff** - Responsible for the timely completion of tasks allocated to them from within the plans
- **Community and Rate Payers** Make

A1.2.2 Legislative Requirements

This Asset Class Management Plan was made in accordance with the following documents and legislative requirements.

Table 24 Buildings Legislative requirements

Legislation	Requirement
Civil Liability Act 2002 and Civil Liability Amendment (Personal Responsibility) Act 2002	Protects the Council from civil action by requiring the courts to take into account the financial resources, the general responsibilities of the authority and the compliance with general practices and applicable standards.
Disability Discrimination Act 1992	The Federal Disability Discrimination Act 1992 (D.D.A.) provides protection for everyone in Australia against discrimination based on disability.
Environmental Planning and Assessment Act 1979; Environmental Protection Act 1994; Protection of the Environment Operations Act 1997; National Parks & Wildlife Act 1974; Threatened Species Conservation Act 1995; Native Vegetation Act 2003;	Sets out the role, purpose, responsibilities and powers of Council relating to protection and preservation of the environment.
Local Government Act 1993	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery.
WH&S Act 2011 & regulations	Sets out Council’s responsibility to ensure health, safety and welfare of employees and others at places of work.
Libraries Act 1939	Sets our role of local governments in providing residents with access to information services.
Crown Lands Act 2016	Is an Act to provide for the administration and management of Crown land in the Eastern and Central Division of the State of NSW. Council has a large holding of Crown land under its care, control and management
Heritage Act 1977	Is an Act to conserve the environmental heritage of the State Several properties are listed under the terms of the Act and attract a high level of maintenance cost, approvals and monitoring. The possible acquisition of Hungry Point is affected by this act
Building Code of Australia	To meet all BCA requirements to meet the minimum necessary standards of relevant, health, safety (including structural and fire services), amenities and access to AS 1428.2
Building Fire and Safety Regulation 1991	The Act sets out the regulations for the compliance the following



A1.2.3 Links to Council Policy, Plans and Strategies

This Asset Management Plan has been informed by the following Council Plans and Strategies.

The Tablelands – Regional Community Strategic Plan

GMC – Resourcing Strategy 2030

GMC – Asbestos Policy

GMC – Asset Management Policy

GMC – Sustainability Policy

GMC – Work Health and Safety Policy

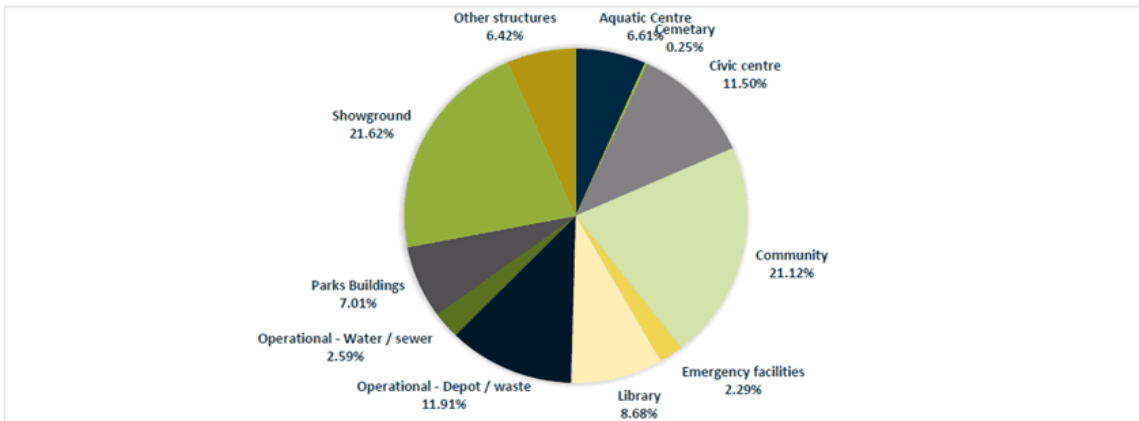
GMC – Youth Services Policy



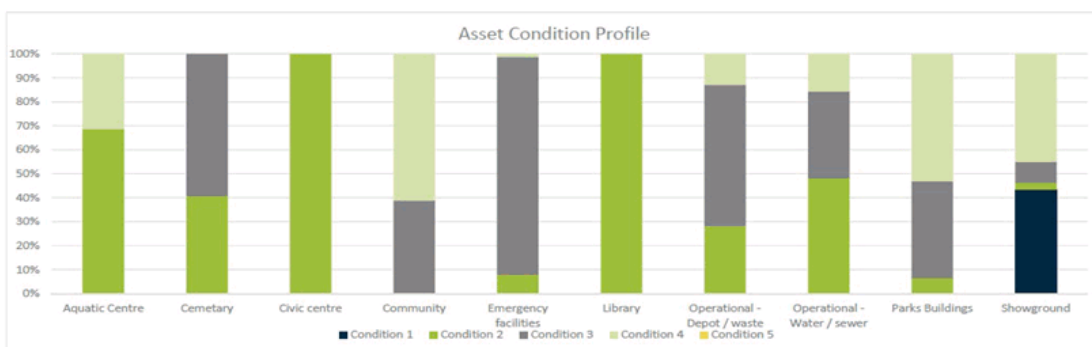
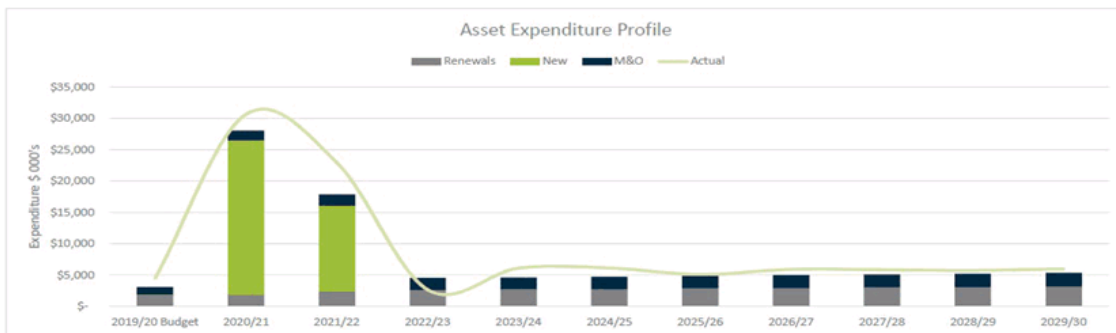
A1.2.4 Performance Overview

Building & Other Structures Assets

Total Asset Value \$88,919,000



Ratio	Current 2018/19 Actual	Estimate 2028/29	Funding Gap	
Infrastructure Renewals Ratio	34.09%	89.92%	Yr 1	-\$24,000
Infrastructure Backlog Ratio	10.10%	4.32%	Ave 5 Yr	\$1,436,582
Asset Maintenance Ratio	194.50%	138.25%	Ave 10 Y	\$1,183,726
Long Term Funding Ratio	115.66%			





A1.3 Asset Inventory, Values and Condition

Council Building Assets data is comprehensive and up to date having been revalued as of the 30th of June 2018. Council will continue to ensure the integrity of its asset data through continuous monitoring of its assets and planned revaluations in accordance with Councils Revaluation Policy. The table below provides a summary of the value and condition of Council’s Buildings and Other Structure assets.

Table 25 Building Asset – Inventory & Condition

Asset Group	Asset Component	No	Unit	Gross Replacement Cost (CRC) \$ 000's	Written Down Value (WDV) \$ 000's	Annual Depreciation Expense \$ 000's	Condition				
							1	2	3	4	5
Buildings	Aquatic Centre	3	No.	\$5,881	\$3,142	\$151	0.0%	68.6%	0.0%	31.4%	0.0%
	Cemetery	7	No.	\$222	\$154	\$3	0.0%	40.7%	59.3%	0.0%	0.0%
	Civic centre	1	No.	\$10,224	\$7,055	\$228	0.0%	100.0%	0.0%	0.0%	0.0%
	Community	26	No.	\$18,775	\$5,655	\$323	0.0%	0.0%	38.8%	61.2%	0.0%
	Emergency facilities	15	No.	\$2,036	\$1,029	\$25	0.0%	7.9%	90.8%	1.3%	0.0%
	Library	1	No.	\$7,716	\$5,729	\$176	0.0%	100.0%	0.0%	0.0%	0.0%
	Operational - Depot / waste	34	No.	\$10,594	\$5,483	\$138	0.0%	28.1%	59.0%	12.8%	0.0%
	Operational - Water / sewer	8	No.	\$2,306	\$1,232	\$29	0.0%	48.2%	36.1%	15.7%	0.0%
	Parks Buildings	37	No.	\$6,232	\$2,201	\$77	0.0%	6.5%	40.5%	53.1%	0.0%
	Showground	18	No.	\$19,224	\$11,307	\$435	43.4%	2.9%	8.8%	44.9%	0.0%
	Other structures		No.	\$5,706	\$3,862	\$173	15.0%	30.0%	55.0%	0.0%	0.0%
Grand Total				\$88,919	\$46,849	\$1,757	10.3%	32.6%	26.6%	30.5%	0.0%



A1.4 Asset Based Level of Service (LoS)

Goulburn Mulwaree Council’s Buildings portfolio provides facilities so that the local community and visitors can participate in a wide variety of recreational, cultural, educational and social activities. The Council’s administration building and depots are the base for Council’s employees who deliver essential services to the community.

Table 26 Building Assets – Service Levels

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Accessibility	Provision of sufficient facilities to meet needs	Customer complaints		
	Residents are aware of the range of facilities available and how to access them	Customer satisfaction survey or consultations	<ul style="list-style-type: none"> 80% of the community are aware of the facilities available to them 	
	Provide adequate physical access to facilities	Disability Discrimination Act (DDA) compliance	<ul style="list-style-type: none"> 80% of public facilities are DDA compliant Less than 5 complaints per year about problems with access for disabled people 	
Quality / Condition	Facilities provide a good quality experience for all users and customers	Customer complaints	<ul style="list-style-type: none"> User groups consulted once a year on their current and future facilities needs High level of compliance with key performance indicators for maintenance and cleanliness as measured through cleaning diary audits 80% of people agree that facilities are well appointed and comfortable 	
	Percent of physical assets in condition 3 or better	Condition assessment	<ul style="list-style-type: none"> 90% for all assets (by value) 	
Reliability / Responsiveness	Ensure services are reliable	Community satisfaction survey	<ul style="list-style-type: none"> 80% of the occupiers are satisfied with maintenance response times and security of tenure Tenants and users are advised at least 24 hours prior to any scheduled shut down Urgent maintenance requests resolved within 48 hours 	



Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Community Satisfaction and Involvement	Opportunity for community involvement in decision making are provided	Asset Management Plan	<ul style="list-style-type: none"> The buildings asset management plan is available on the website and for circulation to the public 	
	Service provide social benefit to the whole community	Community satisfaction report	<ul style="list-style-type: none"> At least 70% of the community agree that they have average or better facilities 	
Affordability	The services are affordable and managed using the most cost-effective methods for the required level of service	Review of service agreements and benchmark with other councils	<ul style="list-style-type: none"> Total operating and maintenance are not greater than benchmarking against comparable regional Council's All new and upgrade projects are planned and managed effectively and delivered on time, within scope and approved budget 	
Sustainability	Assets are managed with respect for future generations	Life cycle approach to managing assets	<ul style="list-style-type: none"> Prepare a ten-year asset condition and age-based renewals plan. Ensure the plan is approved by Council and updated every 4 years 	
	Assets meet financial sustainability ratios	Consumption ratio	<ul style="list-style-type: none"> Between 50% and 75% 	
		Renewal funding ratio	<ul style="list-style-type: none"> Between 90% and 110% 	
		Long term funding ratio	<ul style="list-style-type: none"> Between 95% and 105% 	
Health & Safety	Ensure buildings/facilities are safe and do not cause a hazard to people	Quarterly Inspections, operational reports and safety audits	<ul style="list-style-type: none"> Fewer than five reported incidents which can be attributed to poorly maintained facilities Annual Fire Safety Statements are certified for each facility requiring it Quarterly Safety inspections are carried out for each facility Fewer than five injury accidents as a result of building hazards reported per building per year 	
	A safe working environment provided for people involved in providing the service	WH&S reported incidents	<ul style="list-style-type: none"> the number of lost time injuries is less than 12 per year the number of Workers Compensation claims is less than six per year 	



A1.5 Future Demand / Demand Management Plan

Council evaluates the demand for services and the assets required to deliver them. Goulburn Mulwaree’s demand for new services will be managed through a combination of:

- managing existing assets
- upgrading of existing assets
- provision of new assets.

Demand management practices include non-asset solutions, insuring against risks and managing failures.

Council will continue to engage the community to monitor community priorities, needs and expectations regarding its Building Assets and Services to ensure that increased demand is met with sensible, sustainable and community driven planning.

Table 27 Building Assets – Future Demand impacts

Demand Factor	Impact on Assets	Demand Management Plan
Population	Places pressure on existing council facilities particularly around areas of high density.	Ensure that capacity and functionality of Council’s assets is monitored and forms part of the decision-making process regarding Councils capital works program.
Demographics	As the population ages, buildings and their surrounds (such as footpaths, car parks) and furniture may need to be upgraded to cater to a slower and less mobile population.	Modify or upgrade the facilities to meet the age ratios within the areas. multi age suitable premises to be included in design briefs for new buildings.
Technological Changes	The introduction of a High-Speed Rail network will increase demand on current parking resources and accelerate the growth of Goulburn as a regional hub.	Planning for intermodal public transportation infrastructure including multi-storey car parks.

A1.6 Current Practices

A1.6.1 Maintenance Strategies

Council’s buildings and facilities are continuously monitored and maintained to a safe standard that will maximise their long-term benefit to the community and in accordance with priorities set through comprehensive asset management planning. Monitoring and maintenance is prioritised based upon the criticality of Council’s Buildings assets.

A1.6.2 Renewal Strategies

Renewals are forecast based upon the lifecycle stage of the assets in conjunction with condition assessments. The condition of the renewable components of buildings assets are assessed in conjunction with the revaluation cycle and are updated accordingly in the Council asset management register.

Generally, renewals relating to buildings will take place on a component by component basis, e.g. kitchen, rather than whole building renewal. In certain circumstances the service offering of the building, even when renewed on a component basis, will not meet community’s expectations on service delivery. In these cases, renewal may occur by building replacement. This is usually triggered when the building lacks capacity to meet a changed need or that demand has changed to such a degree that the functionality of the existing building is no longer adequate.

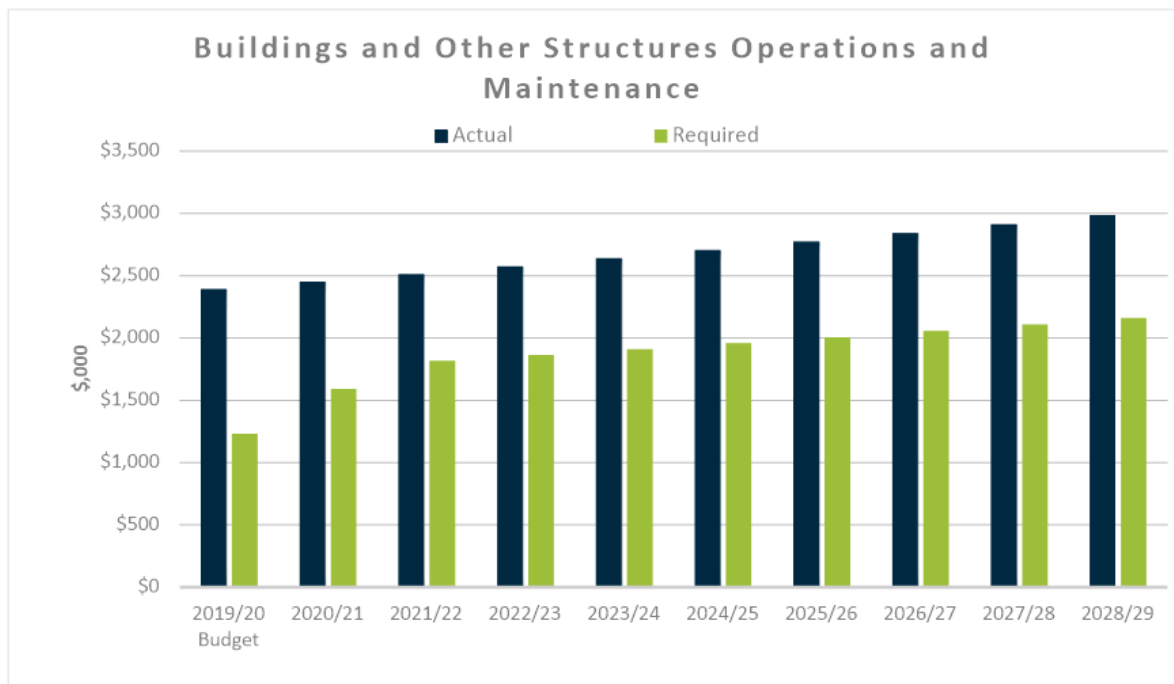
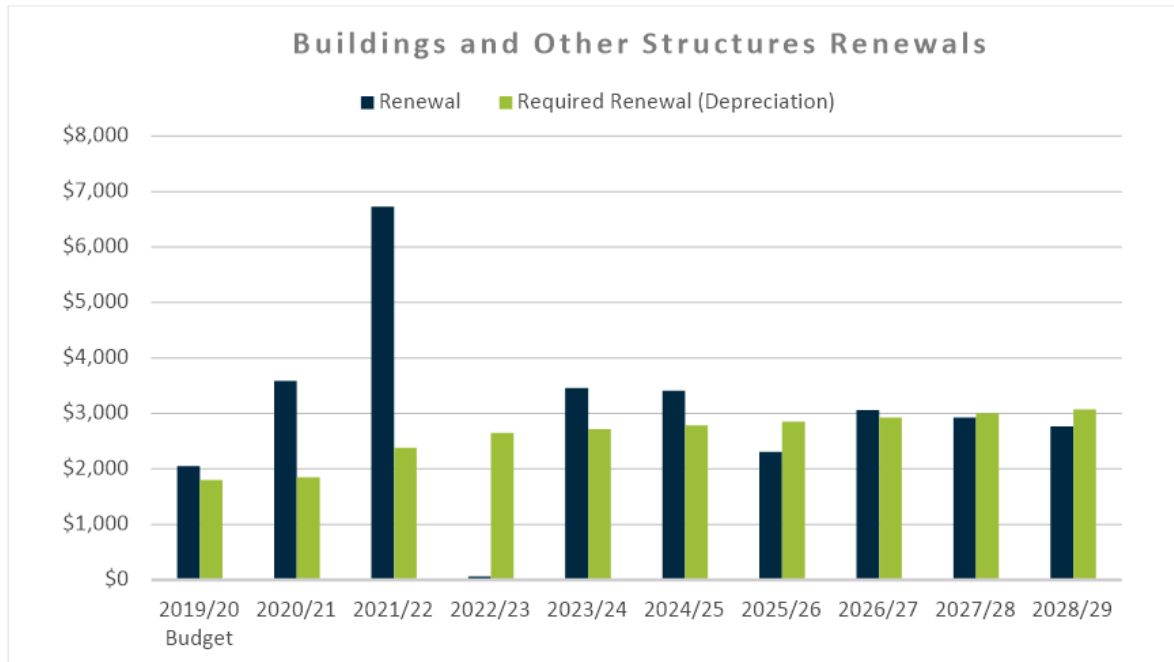


A1.7 Expenditure Projections (\$, 000s)

Asset lifecycle costs are the average costs required to sustain an asset over its useful life. These costs have been projected forward for the next ten years to inform Council’s Long-Term Financial Plan. The table below compares Council’s planned expenditure against the expenditure required to sustain its current levels of service.

Table 28 Building Assets – Expenditure projections.

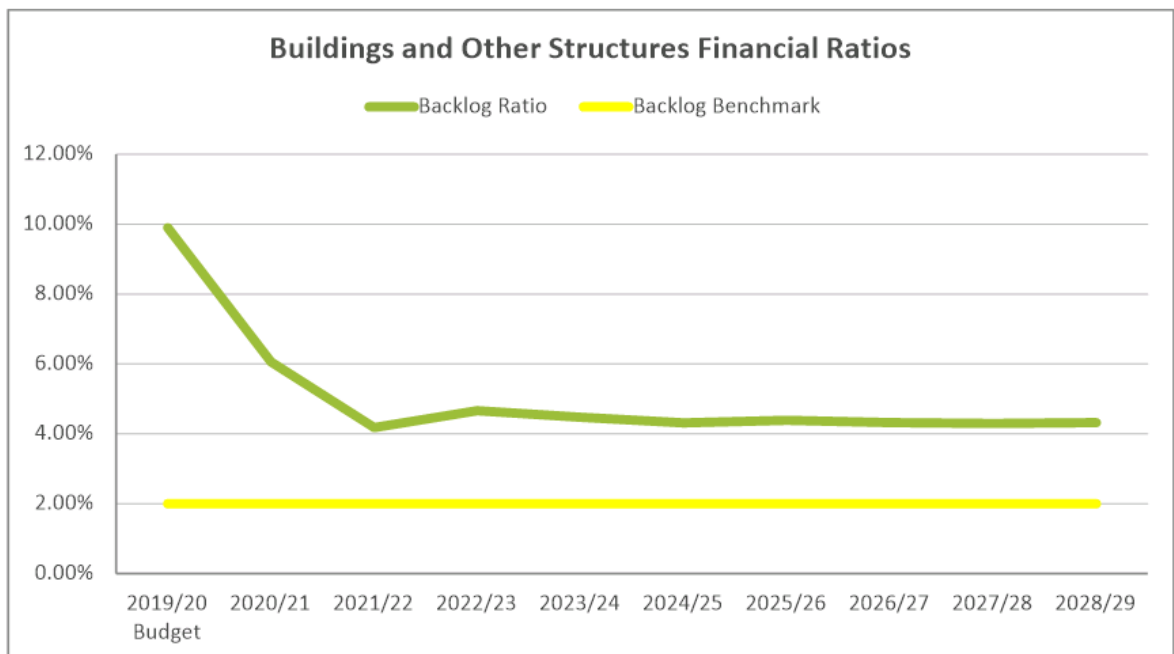
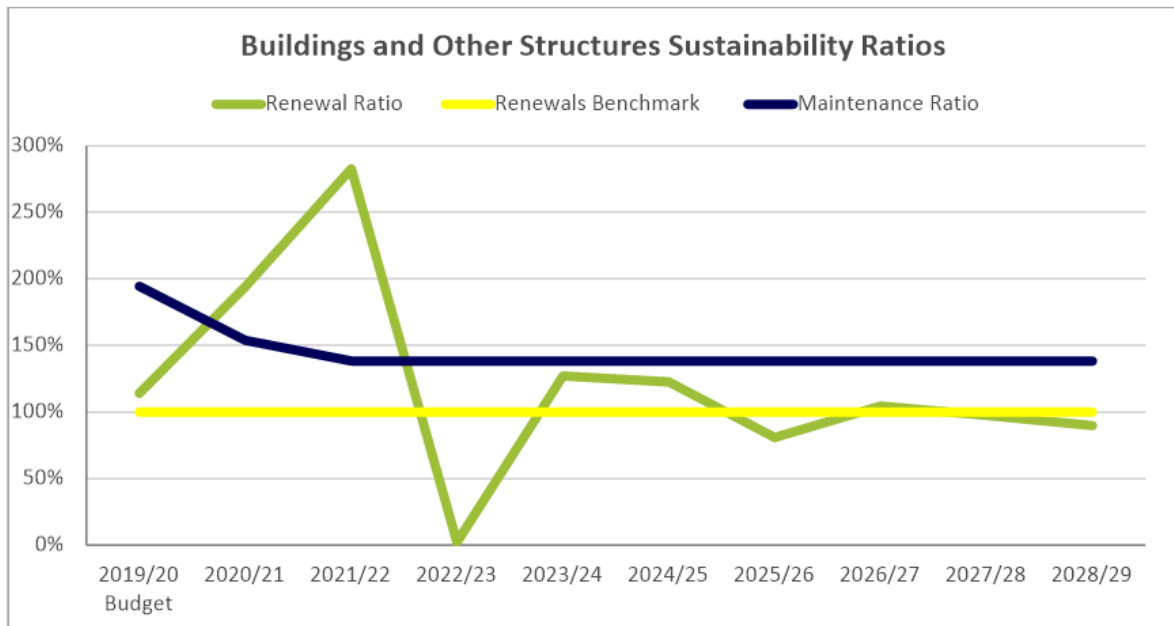
Budget Gap by Asset Group	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Actual										
Renewal	\$2,056	\$3,585	\$6,725	\$60	\$3,457	\$3,414	\$2,310	\$3,060	\$2,928	\$2,056
New and Expanded Assets	\$43	\$24,605	\$13,690	\$10	\$-	\$-	\$-	\$-	\$-	\$43
Operations and Maintenance	\$2,392	\$2,452	\$2,513	\$2,576	\$2,641	\$2,707	\$2,774	\$2,844	\$2,915	\$2,392
Total Expenditure	\$4,491	\$30,642	\$22,928	\$2,646	\$6,097	\$6,121	\$5,085	\$5,904	\$5,843	\$4,491
Required										
Required Renewal (Depreciation)	\$1,801	\$1,847	\$2,379	\$2,653	\$2,719	\$2,787	\$2,857	\$2,928	\$3,001	\$1,801
New and Expanded Assets	\$43	\$24,605	\$13,690	\$10	\$-	\$-	\$-	\$-	\$-	\$43
Required O&M	\$1,231	\$1,593	\$1,818	\$1,864	\$1,910	\$1,958	\$2,007	\$2,057	\$2,108	\$1,231
Total	\$3,074	\$28,045	\$17,887	\$4,526	\$4,629	\$4,745	\$4,864	\$4,985	\$5,110	\$3,074
Overall (GAP)	\$1,417	\$2,597	\$5,042	\$(1,880)	\$1,468	\$1,376	\$221	\$919	\$733	\$1,417





A1.8 Financial Ratios

The Office of Local Government has established financial benchmarks for councils to strive towards and adhere to. The charts below showcase Council’s current financial service levels and the impacts of Council’s projected expenditure upon these service levels.





A1.9 Risk

A1.9.1 Critical Assets

The following attributes of an asset were considered when looking at critical building assets.

Table 29 Building Assets – Criticality factors

Confidence Grade	High	Medium	Low
Civic purpose	yes		
Size	Large	Medium	Small
Multipurpose	>4 users	3 -2 users	1 primary user
frequency of use	Daily	3 - 4 time per week	1 - 2 time per week
Hazardous materials stored on site	yes		
Historical significance	yes		
Emergency Service / Management use	Yes		

Based on the above considerations Council staff have identified the following assets as of high criticality:

- Civic Centre (Goulburn) – including Art Gallery and Library
- 56 Clinton Street (Goulburn) – Department of Corrective Services
- Visitor Information Centre
- 38 Montague Street (Goulburn) – Mission Australia
- McDermott Centre (Goulburn) – Auburn Street

A1.9.2 Risk Management

As an owner of property that is available for Council and community use. Council must manage its property portfolio in a manner that reduces risk and meets community expectations.

A1.10 Confidence Levels

The confidence in the asset data used as a basis for the forecasts has been assessed using the following grading system.

Table 30 Building Assets – Data confidence rating

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.



Confidence Grade	General Meaning
Acceptable	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

The overall confidence level of the plan is Highly Reliable.

A1.11 Main Findings

While Council Buildings Asset data is currently comprehensive and of high quality allowing for effective condition-based lifecycle planning, further work is required with respect Councils Levels of Service. While Levels of Service currently exist, it is unclear whether they are being tracked and reported on and whether they were developed with community consultation. To ensure effective lifecycle planning, capacity and functionality should be a key consideration in conjunction with condition data and this should be captured as part of Councils Levels of Service.

Furthermore, Council current expenditure forecasts are limited by a 4-year horizon. By projecting expenditure over a 10-year period, we observe that council has adequately funded their Buildings assets. Over the 10-year period council averages an annual expenditure of around \$800,000 greater than required maintenance and as such should consider the balance of maintenance and renewal expenditure.

A1.12 Improvement Plan

Table 31 Building Assets – Improvement Plan

Improvement action	Effect on AMPs	Priority
Engage community with respect to Levels of Service	Lifecycle planning will be aligned with community expectations	Medium
Review functionality and capacity needs of Assets	Lifecycle planning will be aligned with community needs	Medium
Identify 10-year planned expenditure and budget	Financial Sustainability Modelling reflective of Council capacity and needs	High
Develop Risk Management Plans for Councils Critical Assets		High



Appendix 2 Asset Management Plan – Stormwater Drainage

Goulburn Mulwaree Council owns and manages an extensive network of stormwater assets across the LGA. These assets include pipes, pits, culverts, channels, and GPTs throughout the Council area that enables people to protect both life and property from larger storm events and minimise disturbances from minor storms.

A2.1 Purpose of this Plan

This Asset Management Plan (AMP) aims to demonstrate how stormwater assets can be provided and sustainably managed to meet the expectations and aspirations of the local community.

Stormwater drainage assets are designed, installed and managed to help meet the following key objectives that will ensure Goulburn Mulwaree is a water sensitive and conscience community:

- minimise risk for and impact of flooding
- ensure waterways are ecologically healthy
- minimise risk from grey and green infrastructure
- conserve potable water
- support water sensitive communities.

The outcomes of the AMP have helped inform the development of Council's Strategic Asset Management Plan (SAMP) and Long-Term Financial Plan (LTFP).

A2.2 Introduction

A2.2.1 Stakeholders

Key stakeholders must be considered in the preparation and implementation of this Asset Class Management Plan to ensure the value of services justifies investment in the assets. It also ensures there is a greater understanding of stakeholders' expectations with regards to the facilities and services provided by Council.

Key stakeholders to be consulted in preparation and revision of this asset management plan are:

- Community Groups
- Local Communities
- Councillors and council decision-makers.

A2.2.2 Legislative Requirements

This Asset Management Plan was made in accordance with the following documents and legislative requirements.



Table 32 Stormwater Assets – legislative requirements

Legislation	Requirement
Civil Liability Act 2002 and Civil Liability Amendment (Personal Responsibility) Act 2002	Protects the Council from civil action by requiring the courts to take into account the financial resources, the general responsibilities of the authority and the compliance with general practices and applicable standards.
Disability Discrimination Act 1992	The Federal Disability Discrimination Act 1992 (D.D.A.) provides protection for everyone in Australia against discrimination based on disability.
Environmental Planning and Assessment Act 1979; Environmental Protection Act 1994; Protection of the Environment Operations Act 1997; National Parks & Wildlife Act 1974; Threatened Species Conservation Act 1995; Native Vegetation Act 2003;	Sets out the role, purpose, responsibilities and powers of Council relating to protection and preservation of the environment.
Local Government Act 1993	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long-term financial plan supported by asset management plans for sustainable service delivery.
WH&S Act 2011 & regulations	Sets out Council’s responsibility to ensure health, safety and welfare of employees and others at places of work.
Crown Lands Act 2016	Is an Act to provide for the administration and management of Crown land in the Eastern and Central Division of the State of NSW. Council has a large holding of Crown land under its care, control and management.

A2.2.3 Links to Council Policy, Plans and Strategies

This Asset Management Plan has been informed by the following Council Plans and Strategies.

The Tablelands – Regional Community Strategic Plan

GMC – Resourcing Strategy 2030

GMC – Asset Management Policy Management Policy

GMC – Cross Connection Control & Backflow Prevention Policy

GMC – Stormwater Drainage and Rainwater Collection Systems Policy

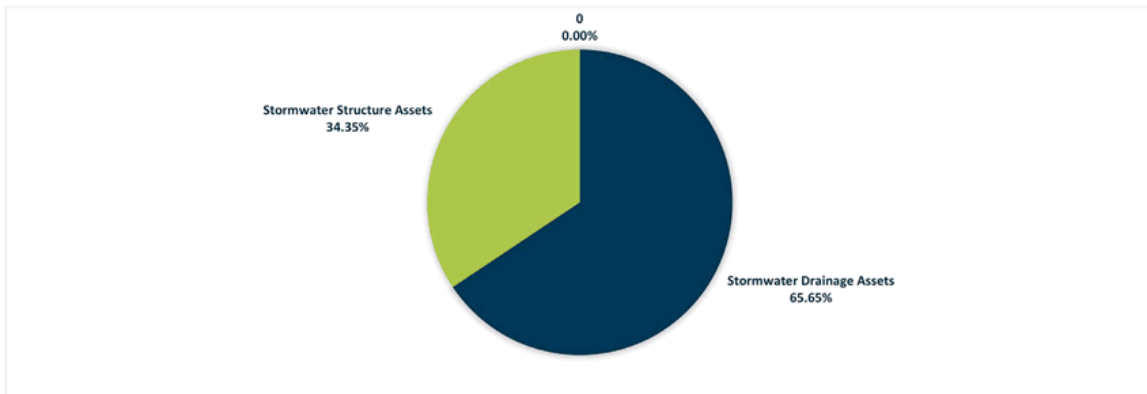
GMC – Development Servicing Plan for Water Supply, Sewerage and Stormwater



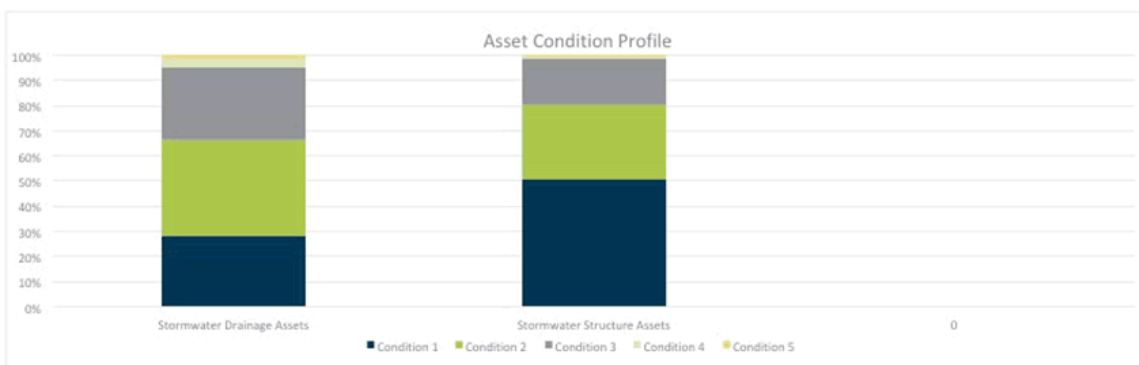
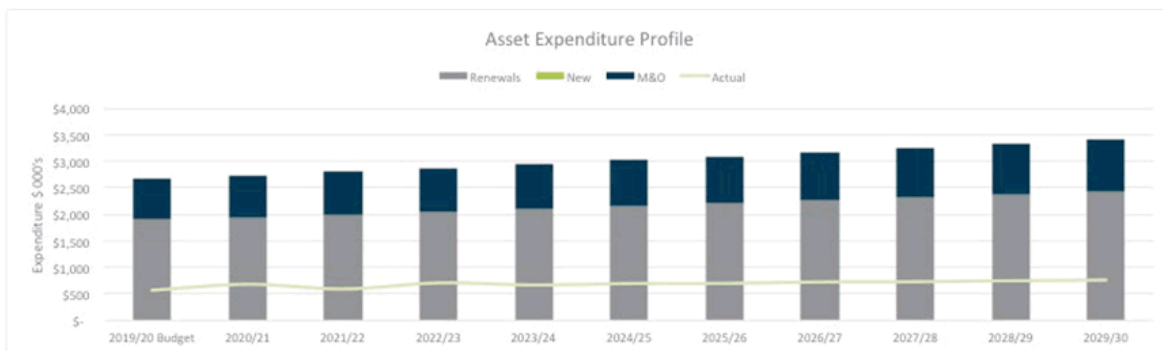
A2.2.4 Performance Overview

Stormwater Assets

Total Asset Value **\$144,139,319**



Ratio	Current 2018/19 Actual	Estimate 2028/29	Funding Gap
Infrastructure Renewals Ratio	0.00%	6.76%	Yr 1 -\$1,001,000
Infrastructure Backlog Ratio	0.00%	3.74%	Ave 5 Yr -\$1,966,806
Asset Maintenance Ratio	88.46%	60.89%	Ave 10 Y -\$2,188,034
Long Term Funding Ratio	6.89%		





A2.3 Asset Inventory, Values and Condition

The table below provides a summary of the value and condition of Council’s stormwater assets.

Table 33 Stormwater Assets – Inventory & Condition

Asset Group	Asset Component	Gross Replacement Cost (CRC) \$ 000s	Written Down Value (WDV) \$ 000s	Annual Depreciation Expense \$ 000s	Condition				
					1	2	3	4	5
Stormwater	Stormwater Drainage Assets	\$94,626	\$70,160	\$1,172	28.2%	38.4%	28.7%	3.3%	1.3%
	Stormwater Structure Assets	\$49,513	\$34,747	\$722	51.1%	29.1%	18.6%	0.9%	0.3%
Grand Total		\$144,139	\$104,906	\$1,894	36.1%	35.2%	25.3%	2.5%	1.0%

A2.4 Asset Based Level of Service (LoS)

Table 34 Stormwater Assets – Service Levels

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Accessibility	Minimal disruption due to bridge/culvert maintenance	Customer Satisfaction Score	CS score of >90%	
Quality / condition	Satisfactory provision of waterway crossing during flooding	Number / Annum	13	
Safety	Provide safe drainage systems free from preventable hazards	Number of reported injuries / damages to property	0	
Quality / condition	Conveyance capacity – trunk mains	Average recurrence interval	1 in 100 year	
Quality / condition	Conveyance capacity – collection network	Average recurrence interval	1 in 20 year	
Reliability / Responsiveness	Carry out routine maintenance as scheduled	Number / annum	3 times / annum	
Accessibility	Ensure access and reduced flooding through planned maintenance	Number of access issues per year	0	
Affordability	Provide stormwater services in a cost-effective manner	% of budget overrun	No budget overrun	
Safety	Provide clear safety signage	Number of reported defects per annum	0	



A2.5 Future Demand / Demand Management Plan

Demand for services provided by stormwater and waterway assets is expected to increase. Much of this will be driven by gradual development in the LGA, growing community expectations and awareness, and regulatory change.

Table 35 Stormwater Assets – Future Demand Impacts

Demand Factor	Impact on Services
Urban Growth and Development	Increased growth and development will have a two-fold effect. Firstly, development is likely to increase hard-surface areas and therefore increasing the run-off rates and the size/concentration of flow into Council’s existing assets. Secondly additional stormwater infrastructure capacity will be required to accommodate growth in rural residential households.
Climate Change	Climate change and long and short-term weather patterns, are expected to change such that storm events are more intense and the burden on stormwater assets is greater, making levels of service difficult to achieve.
Regulatory Control	NSW planning reforms are likely to be a regulatory driver for protecting water quality and stability within urban waterways. This will require a refinement of Councils current regulatory controls and may require the upgrade of both public and private infrastructure.

Where new assets are required to accommodate growth, they will be acquired either through land development or will be funded by Section 94 contribution plans. Council will continuously monitor its stormwater network to ensure that the current network has the capacity to accommodate growth and meet the needs of future demand.

A2.6 Current Practices

A2.6.1 Maintenance Strategies

Assets are operated and maintained to ensure the correct ongoing performance of the asset and to retain the condition and useful life of the asset. Operation and Maintenance demands typically increase with a decline in asset quality and as Councils assets age these demands are expected to increase.

Council currently undertakes regular planned visual condition inspections and maintenance of its rural culvert assets in line with its Levels of Service as well as following significant rainfall events. Urban assets are maintained on a cyclical basis and in accordance with any customer requests.

A2.6.2 Renewal Strategies

Council’s stormwater renewal program is currently driven by an age-based condition assessment approach. Given the current age of the portfolio, there is a significant portion of assets in condition 3 which presents a risk to Council in the medium term.

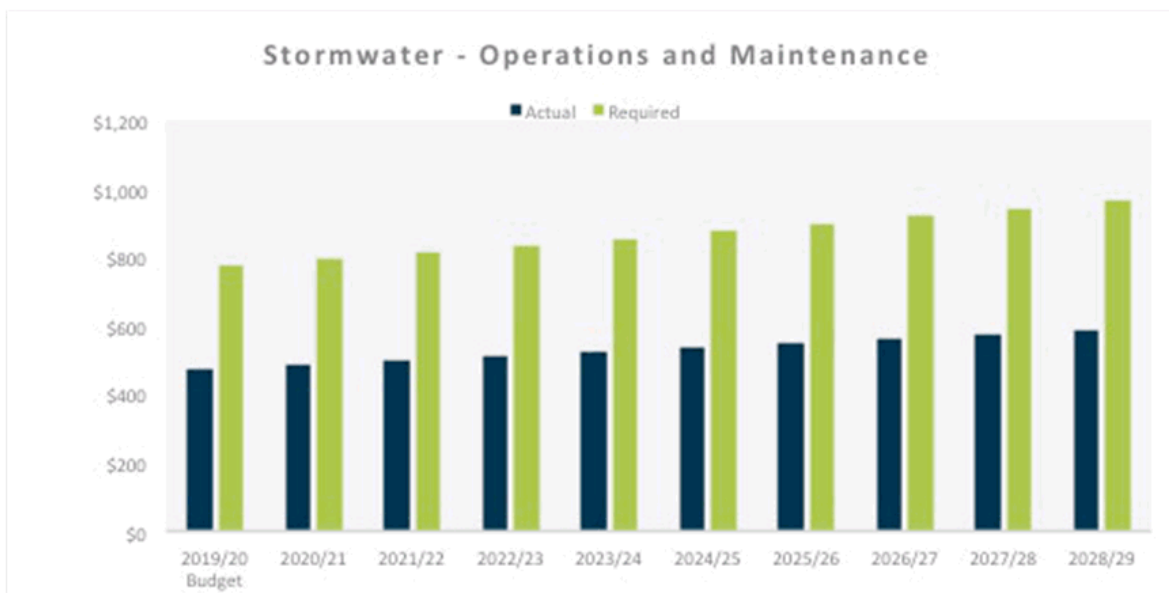
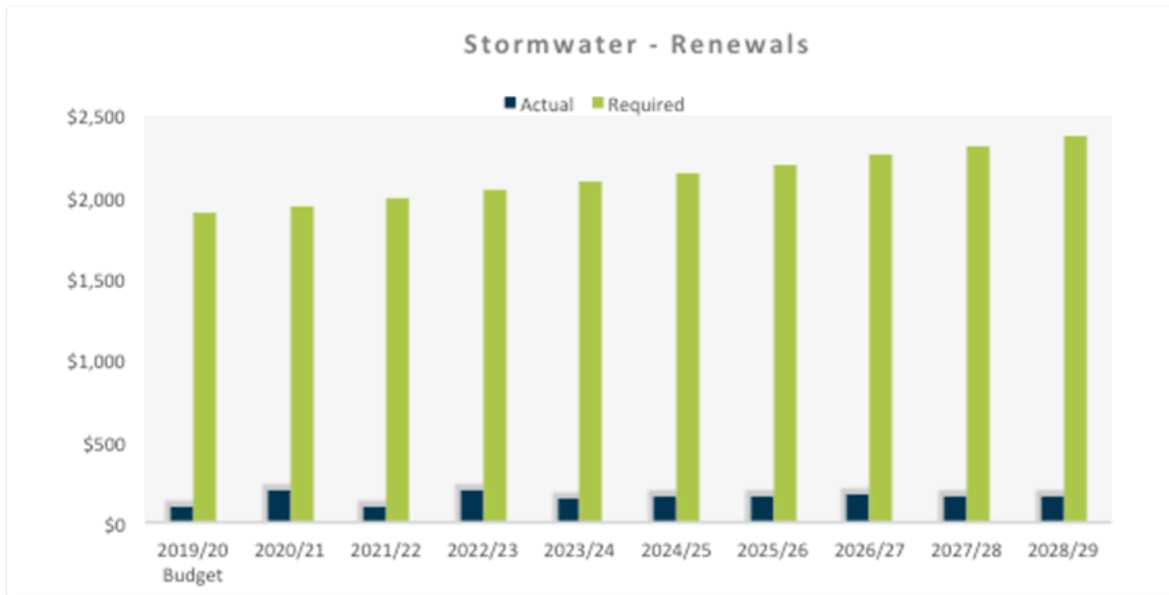


A2.7 Expenditure Projections (\$, 000s)

Asset lifecycle costs are the average costs required to sustain an asset over its useful life. These costs have been projected forward for the next ten years to inform Council’s Long-Term Financial Plan. The table below compares Council’s planned expenditure against the expenditure required to sustain its current levels of service.

Table 36 Stormwater Assets – Expenditure projections

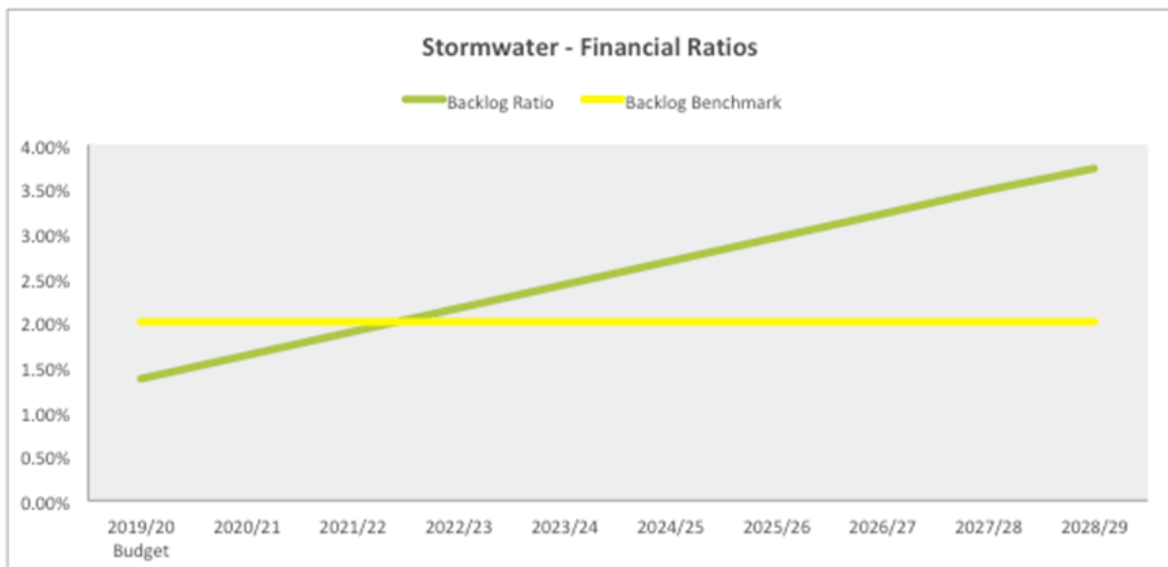
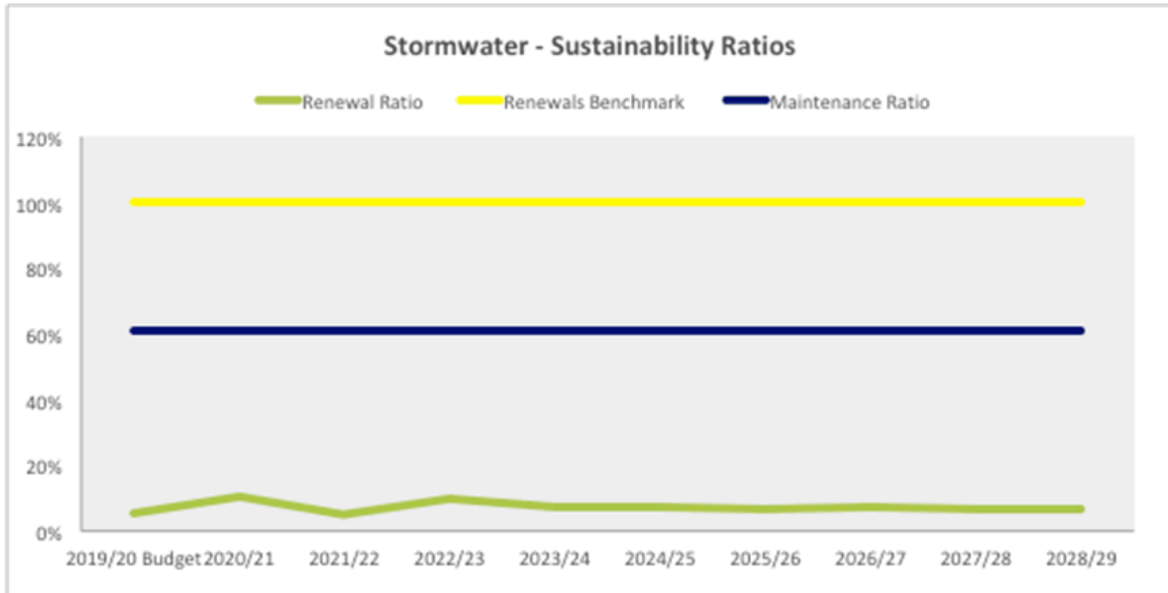
Budget Gap by Asset Group	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Actual										
Renewal	\$100	\$200	\$100	\$200	\$150	\$163	\$153	\$166	\$158	\$160
New and Expanded Assets	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Operations and Maintenance	\$472	\$483	\$495	\$508	\$520	\$533	\$547	\$560	\$574	\$589
Total Expenditure	\$572	\$683	\$595	\$708	\$670	\$696	\$700	\$727	\$732	\$749
Required										
Required Renewal (Depreciation)	\$1,894	\$1,942	\$1,990	\$2,040	\$2,091	\$2,143	\$2,197	\$2,252	\$2,308	\$2,366
New and Expanded Assets	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Required O&M	\$774	\$794	\$814	\$834	\$855	\$876	\$898	\$920	\$943	\$967
Total	\$2,669	\$2,736	\$2,804	\$2,874	\$2,946	\$3,020	\$3,095	\$3,172	\$3,252	\$3,333
Overall (GAP)	\$(2,097)	\$(2,052)	\$(2,209)	\$(2,166)	\$(2,275)	\$(2,324)	\$(2,395)	\$(2,446)	\$(2,519)	\$(2,584)





A2.8 Financial Ratios

The Office of Local Government has established financial benchmarks for councils to strive towards and adhere to. The charts below showcase Council’s current financial service levels and the impacts of Council’s projected expenditure upon these service levels.





A2.9 Risk

A2.9.1 Critical Assets

Council has adopted the following Criticality Matrix for its Stormwater Assets.

Table 37 Stormwater Assets – Criticality factors

Asset Attribute	High Risk	Medium Risk	Low Risk
Size	Box Culvert / Open Channel	Diameter >= 600mm	Diameter < 600mm
Flooding	1 in 5 year-Storm Event	1 in 20 year-Storm Event	1 in 100 year-Storm Event
Properties Impacted	Internal Property Flooding	External Property Flooding	

Council is currently in the process of identifying its critical assets.

A2.10 Confidence Levels

The confidence in the asset data used as a basis for the forecasts has been assessed using the following grading system.

Table 38 Stormwater Assets – Data Confidence rating

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Acceptable	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

The overall confidence level of the plan is considered to be ‘Acceptable’.



A2.11 Main Findings

Council’s stormwater asset register is comprehensive with appropriate levels of componentisation. Condition data however is currently extrapolated from the age of assets and as such the condition of the network is currently unclear and limits Councils ability for lifecycle planning. Currently, all assets are considered to be either in or better than ‘Condition 3’ and again it is unclear whether this is an accurate depiction of the network.

Furthermore, expenditure projections are limited by a 4 – year horizon and currently show a significant shortfall in renewal expenditure with an average annual shortfall of \$1.97 million per year if expenditure patterns are continued over a 10-year forecasting period. If this trend is to continue, stormwater backlog will increase beyond benchmark levels by around 2022.

Council also has further work to complete with regards to:

- community consultation regarding their Levels of Service as well as the tracking on service level performance.
- Risk management.

as well as confirming the asset criticality matrix and identifying critical stormwater assets.

A2.12 Improvement Plan

Table 39 Stormwater Assets – Improvement Plan

Improvement action	Effect on AMPs	Priority
Engage community with respect to Levels of Service	Lifecycle planning will be aligned with community expectations	Medium
Prepare Bi-Annual Report on Service Level Performance		Medium
Develop Condition Inspection strategy for Councils stormwater assets	Condition data will be confirmed and provide a clearer depiction of the network and allow for better lifecycle planning	High
Identify 10-year planned expenditure and budget	Financial Sustainability Modelling reflective of Council capacity and needs	High
Identify Critical assets and develop risk management plans		Medium



Appendix 3 Asset Management Plan – Parks Infrastructure

Goulburn Mulwaree Council's Parks Infrastructure provide many functions for the benefit of the community and the environment. Council's role as custodian is to balance the needs of the community with the needs of the environment for current and future generations.

Council as the owner and operator of its park's infrastructure assets has the responsibility for a number of functions including:

- Maintenance and Operations
- Renewal and Refurbishment
- Upgrade/Improvement
- Rationalisation, decommissioning and disposal of assets.

The planning of these functions is outlined in this asset management plan.

A3.1 Purpose of this Plan

The purpose of this asset management plan is to provide an agreed level of service for all of Council's Parks Infrastructure assets in the most cost effective, value generating manner. This plan provides information on asset condition, performance, service levels and risk to develop a long-term financial plan for Parks Infrastructure assets.

A3.2 Introduction

A3.2.1 Stakeholders

Key stakeholders must be considered in the preparation and implementation of this Asset Management Plan to ensure the value of services justifies investment in the assets. It also ensures there is a greater understanding of stakeholders' expectations with regards to the facilities and services provided by Council.

Key stakeholders in preparation of this asset management plan are:

- Council decision-makers such as Councillors, Executive Committee, Asset Management Group
- Community users of parks, playgrounds, foreshore facilities and sports grounds
- Facility Managers and Maintenance Managers
- Sports and Recreation clubs, groups and associations
- Regulatory bodies and grant providers such as the RMS.



A3.2.2 Legislative Requirements

This Asset Class Management Plan was created in accordance with the following documents and legislative requirements.

Table 40 Parks Infrastructure Assets – Legislative Requirements

Legislation	Requirement
Civil Liability Act 2002 and Civil Liability Amendment (Personal Responsibility) Act 2002	Protects the Council from civil action by requiring the courts to take into account the financial resources, the general responsibilities of the authority and the compliance with general practices and applicable standards.
Disability Discrimination Act 1992	The Federal Disability Discrimination Act 1992 (D.D.A.) provides protection for everyone in Australia against discrimination based on disability.
Environmental Planning and Assessment Act 1979; Environmental Protection Act 1994; Protection of the Environment Operations Act 1997; National Parks & Wildlife Act 1974; Threatened Species Conservation Act 1995; Native Vegetation Act 2003;	Sets out the role, purpose, responsibilities and powers of Council relating to protection and preservation of the environment.
Local Government Act 1993	Sets out the role, purpose, responsibilities and powers of local governments including the preparation of a long-term financial plan supported by asset management plans for sustainable service delivery.
WH&S Act 2011 & regulations	Sets out Council’s responsibility to ensure health, safety and welfare of employees and others at places of work.
Crown Lands Act 2016	Is an Act to provide for the administration and management of Crown land in the Eastern and Central Division of the State of NSW. Council has a large holding of Crown land under its care, control and management

A3.2.3 Links to Council Policy, Plans and Strategies

This Asset Management Plan has been informed by the following Council Plans and Strategies

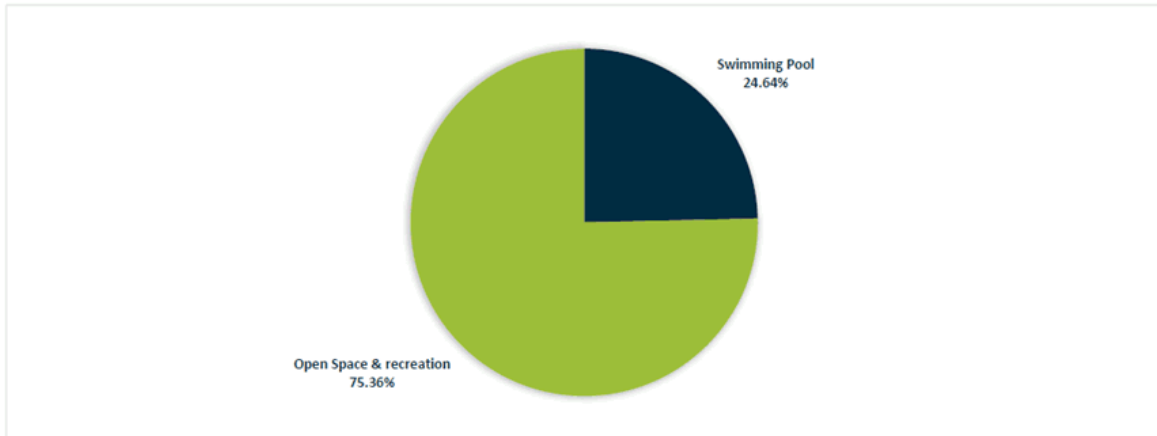
- The Tablelands – Regional Community Strategic Plan**
- GMC – Resourcing Strategy 2030**
- GMC – Asset Management Policy Management Policy**
- GMC – Asbestos Policy**
- GMC – Youth Services Policy**
- GMC – Cemetery Plan of Management**
- GMC – Sports Field Plan of Management**



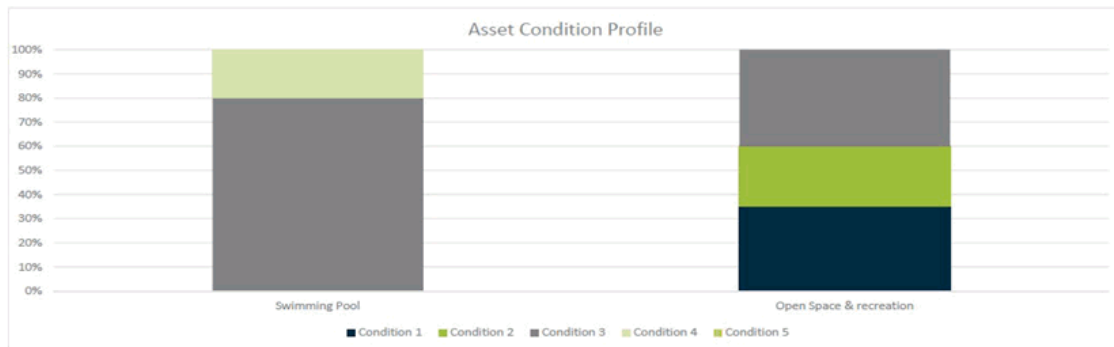
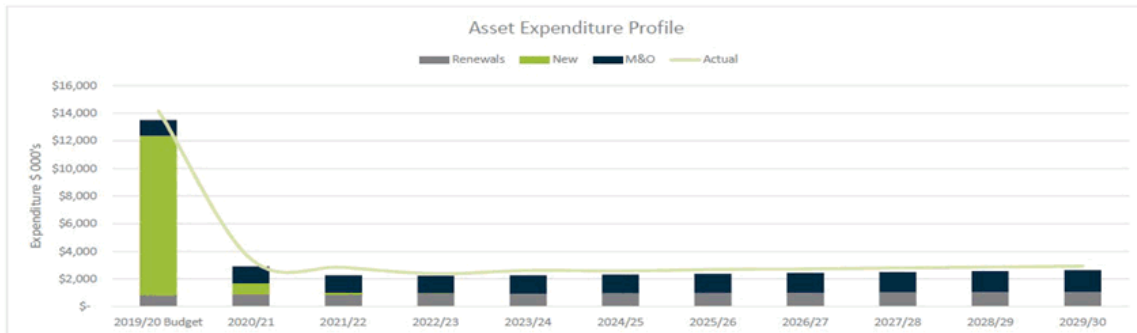
A3.2.4 Performance Overview

Parks Infrastructure Assets

Total Asset Value \$5,401,000



Ratio	Current 2018/19 Actual	Estimate 2028/29	Funding Gap	
Infrastructure Renewals Ratio	42.86%	19.44%	Yr 1	\$1,562,000
Infrastructure Backlog Ratio	1.49%	10.31%	Ave 5 Yr	\$636,881
Asset Maintenance Ratio	573.89%	175.97%	Ave 10 Y	\$478,041
Long Term Funding Ratio	33.44%			





A3.3 Asset Inventory, Values and Condition

The table below provides a summary of the value and condition of Council’s Parks Infrastructure assets.

Table 41 Parks Infrastructure Assets – Inventory & Condition

Asset Group	Asset Component	No	Unit	Gross Replacement Cost (CRC) \$ 000s	Written Down Value (WDV) \$ 000s	Annual Depreciation Expense \$ 000s	Condition				
							1	2	3	4	5
Parks Infrastructure											
	Swimming Pool			\$1,331	\$770	\$54	0.0%	0.0%	80.0%	20.0%	0.0%
	Other Parks Assets			\$4,070	\$2,363	\$198	35.0%	25.0%	40.0%	0.0%	0.0%
Grand Total				\$5,401	\$3,133	\$252	26.1%	18.6%	50.2%	5.1%	0.0%

Parks Infrastructure assets include a wide variety of assets such as Playgrounds, Recreation Reserves, Sports facilities, BBQ and picnic facilities, park furniture etc. For Council’s playground equipment, condition assessments are carried out on a regular basis.



A3.4 Asset Based Level of Service (LoS)

The asset-based Level of Service stated below are more specific measures as per the key service level outcomes described in the strategy above. This section specifically looks at Park Infrastructure asset class to create tailored measurable target performance measure. It is important to note that these asset-based level of service have not yet been consulted with the community and may likely be modified in time to fully match community’s expectations.

Table 42 Parks Infrastructure Assets – Service Levels

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Accessibility	Park facilities are accessible to everyone	Continuous monitoring as part of operational activities	Parks are open and accessible to community 365 days/year.	
Quality / Condition	Percent of assets in Condition 3 or better for active and passive parks	Condition assessment	90% for all assets	
	Reduction in number of defects	Annual inspection	Maintain defect at less than 10% for active parks and 15% for passive parks	
Reliability / Responsiveness	Percent compliance with Council’s documented response time	Council’s complaints register	90%	
	Compliance with maintenance servicing frequencies	Active and Passive parks servicing frequency	Meet at least 90% of frequency requirements for all asset categories	
Community Satisfaction and Involvement	Opportunity for community involvement in decision making are provided	Asset Management Plan	The Parks Infrastructure Asset Management Plan is available on the website and for circulation to the public	
	Park facilities are provided that meet community demand	Community satisfaction survey	Satisfaction rating is ‘high’ Fewer than 10 complaints received per annum regarding overcrowding of facilities	
Sustainability	Facilities are managed for future generations	Life cycle approach to managing assets	Prepare a ten-year asset condition and age based renewals plan. Ensure the plan is approved by authorities and updated every four years	



Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance	Current Performance
	Facilities meet financial sustainability ratios	Consumption ratio	Between 50% and 75%	
		Renewal funding ratio	Between 90% and 110%	
		Long term funding ratio	Between 95% and 105%	
Health & Safety	Safe park facilities are provided	Annual Inspections, operational reports and safety audits	Fewer than five reported safety incidents per year in parks and reserves Ensure Council complies with the Insurance Industry's requirement to have a policy on 'signage as remote supervision' Reduction in number of safety issues identified through audits Ensure new playground equipment is installed, maintained and operated as per AS 4685.0:2017 'Playground equipment and surfacing development, installation, inspection, maintenance and operation'	
	A safe working environment provided for people involved in providing the service	H&S reported incidents	the number of lost time injuries is less than 12 per year the number of Workers Compensation claims is less than six per year	
Affordability	Access to facilities and services is affordable and cost effective	Review of service agreements and benchmark with other councils	Total operating cost per hectare of park is in line with benchmarking against comparable regional Council's	

Although Council is yet to undertake Community consultation regarding the adopted Levels of Service, consultation during the development of the Regional Community Strategic Planned showed, that the community is overall satisfied with its Parks Infrastructure Assets (69% of residents were either Very Satisfied or Somewhat Satisfied). However, a common theme also identified through this consultation was that the community would like additional Parks Infrastructure asset particularly to support youth engagement. Furthermore, it is currently unclear whether the performance of these Levels of Service is captured and reported on.



A3.5 Future Demand/Demand Management Plan

The services provided by Council infrastructure are subjected to continual change and will vary depending on a number of factors. Planning for services from infrastructure requires Council to develop plans to accommodate any new services or the expansion/reduction of any existing services. Demand management plans enable this by minimising the impact of demand for new services on Council.

Council has identified the primary drivers of demand affecting its Parks Infrastructure assets and has prepared a demand management plan accordingly.

Table 43 Parks Infrastructure Assets – Future Demand Impacts

Demand drivers	Impact on services	Demand Management Plan
Population and migration change	Places pressure on existing active open space particularly in areas of high density	Identify areas of growth and establish plan for facility renewals.
Demographics	Changing service needs affect the design and scope of facilities	Understand the needs of the ageing population and design accordingly (i.e. equal access design for mobility impaired)
Economic factors	Advantaged households more likely to participate and have capacity to pay, less advantaged households may lack capacity to pay/participate	Management practices to ensure that active open space is accessible to all
Housing Trends	The demand for passive v active open space may increase. Increased density close to active open space may create conflict with residents e.g. floodlighting, high impact of traffic during peak times. 'Ownership' of open space by residents leading to potential conflict with sporting groups	Greater understanding of active v passive needs via a community consultation and development of Open Space strategy Condition assessment of floodlighting assets to be undertaken to ensure meeting with AUS standards Operational plans of management to be developed in areas with highly residential numbers.
Sports Industry Trends	The sports fields are already at capacity Greater demand for sports facility space by personal users/demand for road/public domain space for events	Consultation with clubs and schools about how much use is sustainable Improved Field Management, maintenance, renovation and rehabilitation processes New sporting developments to be focused on multi-use rather than one sporting code Gather data on current usage patterns of existing assets to determine where multi- purpose opportunities exist



A3.6 Current Practices

A3.6.1 Maintenance Strategies

Routine operations and maintenance activities are required to preserve the functionality and condition of Council's Parks Infrastructure assets. Council's playground equipment, condition assessment is carried out on a regular basis. For other recreational services assets, assessments are carried out using age-based methodologies where information is available. Reactive maintenance is undertaken in response to customer requests and accounts for 30% of Councils Operations and Maintenance Expenditure.

In accordance with Councils Park hierarchy the following assets as having high priority and will have a high a greater inspection/planned maintenance frequency:

- Belmore Park
- Toilet Blocks
- Cemeteries

A3.6.2 Renewal Strategies

Renewal actions are works to replace existing assets or facilities with assets or facilities of equivalent capacity or performance capability. Council has determined a satisfactory condition level of 4 with assets falling below this being recommended for renewal. Open Space assets are likely to be renewed due to functionality and or regulatory obsolescence rather than condition. Council considers these factors as key determinants in conjunction with asset condition in developing its Open Space capital program.

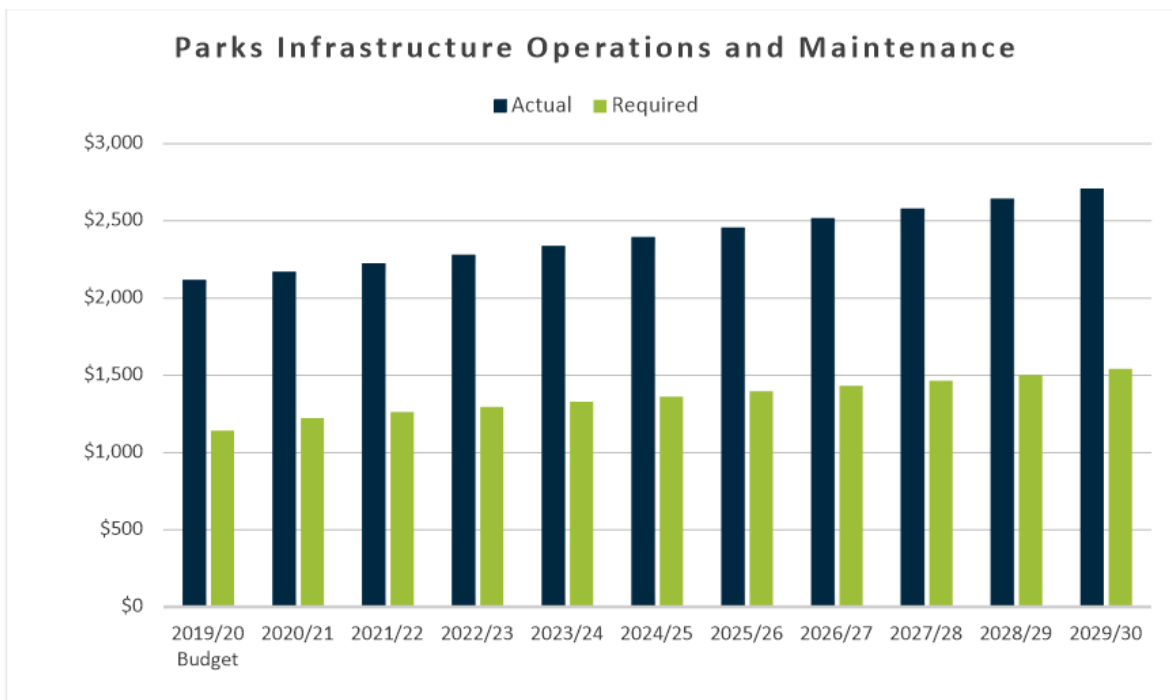
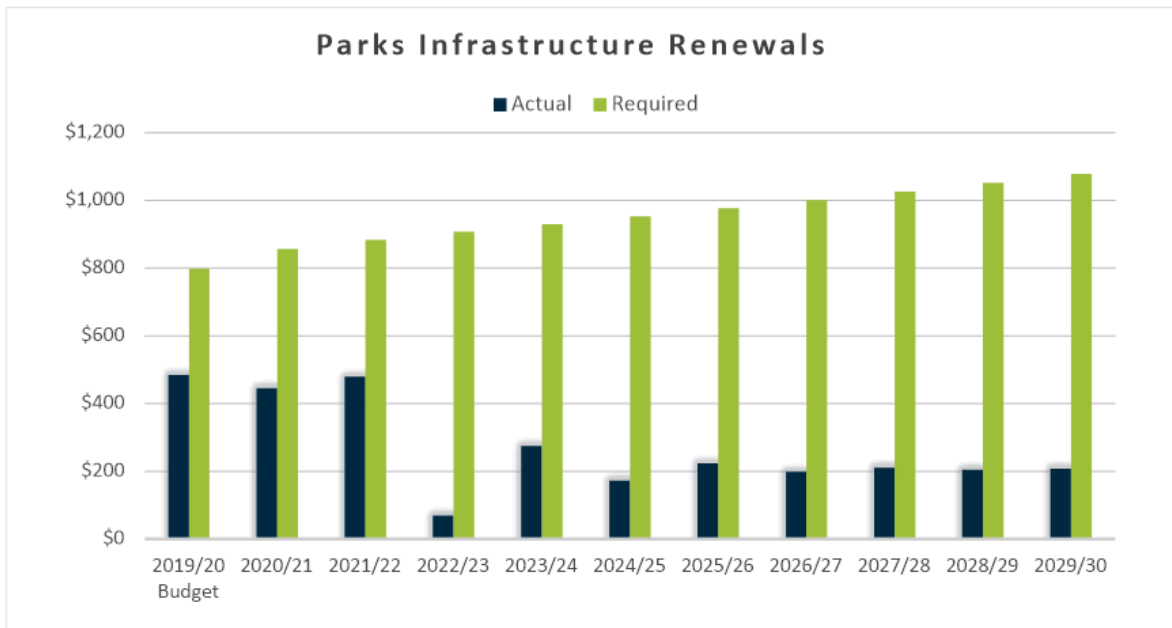


A3.7 Expenditure Projections (\$, 000s)

Asset lifecycle costs are the average costs required to sustain an asset over its useful life. These costs have been projected forward for the next ten years to inform Council’s Long-Term Financial Plan. The table below compares Council’s planned expenditure against the expenditure required to sustain its current levels of service.

Table 44 Parks Infrastructure Assets – Expenditure Projections

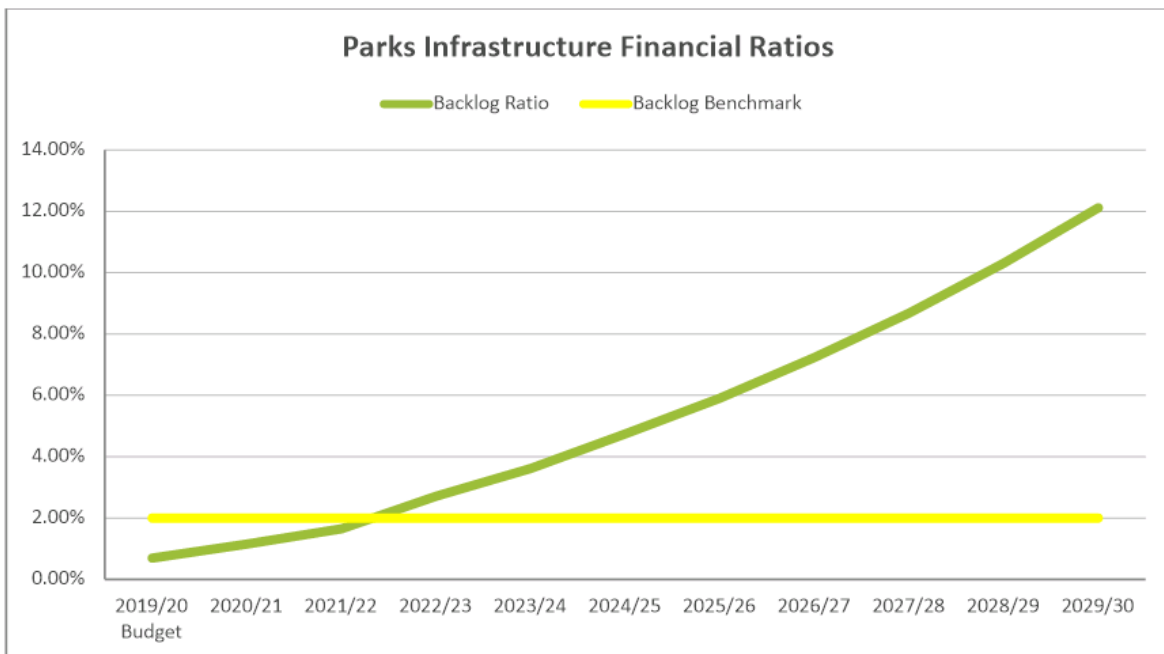
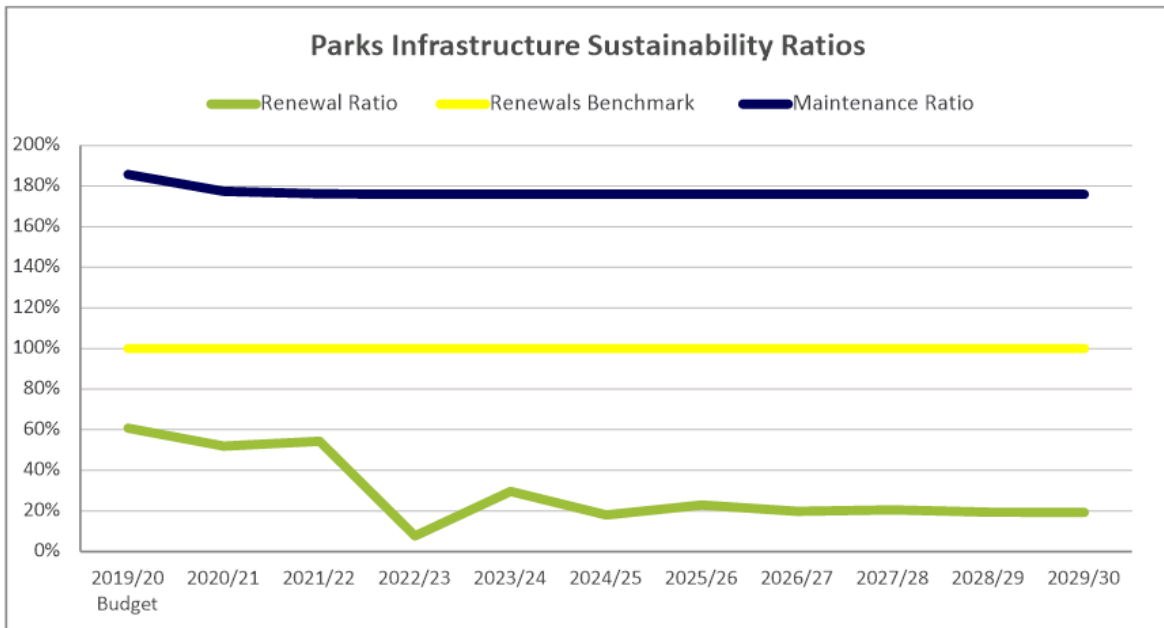
Budget Gap by Asset Group		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Actual											
	Renewal	\$485	\$445	\$480	\$70	\$275	\$173	\$224	\$198	\$211	\$205
	New and Expanded Assets	\$11,571	\$825	\$125	\$25	\$-	\$-	\$-	\$-	\$-	\$-
	Operations and Maintenance	\$2,118	\$2,171	\$2,225	\$2,280	\$2,337	\$2,396	\$2,456	\$2,517	\$2,580	\$2,645
	Total Expenditure	\$14,174	\$3,441	\$2,830	\$2,375	\$2,612	\$2,568	\$2,680	\$2,715	\$2,791	\$2,849
Required											
	Required Renewal (Depreciation)	\$798	\$857	\$884	\$907	\$930	\$953	\$977	\$1,001	\$1,026	\$1,052
	New and Expanded Assets	\$11,571	\$825	\$125	\$25	\$-	\$-	\$-	\$-	\$-	\$-
	Required O&M	\$1,140	\$1,224	\$1,263	\$1,296	\$1,328	\$1,362	\$1,396	\$1,430	\$1,466	\$1,503
	Total	\$13,510	\$2,905	\$2,272	\$2,228	\$2,258	\$2,315	\$2,372	\$2,432	\$2,493	\$2,555
	Overall (GAP)	\$664	\$535	\$558	\$147	\$354	\$254	\$307	\$284	\$298	\$294





A3.8 Financial Ratios

The Office of Local Government has established financial benchmarks for councils to strive towards and adhere to. The charts below showcase Council's current financial service levels and the impacts of Council's projected expenditure upon these service levels.





A3.9 Risk

A3.9.1 Critical Assets

Council has adopted the following Criticality Matrix for its Park Infrastructure Assets

Table 45 Park Infrastructure Assets – Criticality factors

Attribute	High Priority	Medium Priority	Low Priority
Size	Large	Medium	Small
Usage	Active/Sporting	Passive	Pocket
Playgrounds	> 2	1 – 2	
Amenities	Greater than 1		
Adjacent to Waterway		Yes	

Council has identified that there are no Critical Parks Infrastructure Assets.

A3.10 Confidence Levels

The confidence in the asset data used as a basis for the forecasts has been assessed using the following grading system.

Table 46 Parks Infrastructure Assets – Data Confidence rating

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Acceptable	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

The overall confidence level of the plan is considered to be ‘Very Uncertain’.



A3.11 Main Findings

Community consultation undertaken during the development of Councils Regional Strategic Plan identified that 24% of Goulburn respondents believed that Councils provision of Parks Infrastructure services was in the top 3 most important services provided by Council. Despite this, Councils parks infrastructure asset data is currently incomplete and does not provide adequate information for lifecycle planning. Whilst the community is generally satisfied with the provision and servicing of its Parks Infrastructure assets further consultation is required to ensure that Levels of Service are community endorsed. Service Levels also require performance tracking and annual reporting.

Currently council adequately funds Parks Infrastructure assets, however there is a significant disparity between the proportion of maintenance and renewal expenditure. Councils projected maintenance ratio is around 177% over the 10-year period in comparison to the average renewal ratio of 31%. Council should undertake a review of the classification of their maintenance works to see if any of the works are capital in nature and can be classified as renewals. Furthermore, council should review and consider the balance between maintenance and renewals works expenditure.

A3.12 Improvement Plan

Table 47 Parks Infrastructure Assets – Improvement Plan

Improvement action	Effect on AMPs	Priority
Prepare and undertake comprehensive asset data collection and condition inspection strategy	Lifecycle planning decisions undertaken on complete data set	High
Review Asset Hierarchy Matrix and adopt Hierarchies for cyclical and planned works programs		Medium
Develop and Engage community with respect to Levels of Service	Lifecycle planning will be aligned with community expectations	Medium
Review functionality and capacity needs of Assets	Lifecycle planning will be aligned with community needs	Medium
Identify 10-year planned expenditure and budget	Financial Sustainability Modelling reflective of Council capacity and needs	High



Appendix 4 Asset Management Plan – Roads Infrastructure

The provision of well maintained, safe and integrated Roads infrastructure is critical to supporting council's community in their residential, business and leisure activities. It facilitates the provision of multiple services by enabling the transportation of goods, materials and people and therefore can be considered a 'core' service of Council. In the next ten years, and likely beyond, Roads infrastructure will need to support an overall increase in population and a mostly ageing community.

A4.1 Purpose of this Plan

The purpose of this asset management plan is to demonstrate responsive management of assets (and services provided from assets), compliance with regulatory requirements, and to communicate funding needed to provide the required levels of service over a ten-year planning period.

The asset management plan provides a long-term assessment of the activities and actions required to deliver services related to Roads infrastructure assets. This asset management plan documents the levels of service currently provided, future demands on assets, as well as planned improvements. They take a 'whole of life' approach to managing Roads infrastructure assets.

This AMP details the methods Council uses to operate and maintain the Roads infrastructure asset network to achieve the following objectives:

- Ensure the assets are maintained at a safe and functional standard
- Ensure that all future asset financial commitments are identified and planned for in future operating budgets
- Ensure that all assets are assessed, maintained, and serviced to the highest possible standard
- Ensure that service levels are matched as closely as possible to the Council's ability to fund the service in a sustainable way
- Develop cost-effective asset management strategies for the long term

A4.2 Introduction

A4.2.1 Stakeholders

Key stakeholders must be considered in the preparation and implementation of this Asset Class Management Plan to ensure the value of services justifies investment in the assets. It also ensures there is a greater understanding of stakeholders' expectations with regards to the facilities and services provided by Council.

Key stakeholders in preparation of this asset management plan are:

- **Councillors** - Allocate resources to meet the organisation's objectives in providing services while managing risks. Ensure organisation is financially sustainable.
- **Residents** - Residents are the core users of transport infrastructure assets. Their needs, wants and expectations are conveyed to Council, which should be reflected in the desired levels of service.
- **Visitors** - Visitors are the second largest users of transport infrastructure assets, due to their likely frequency of use. Visitor's wants, needs and expectations drive the development in areas of the highest traffic and pedestrian usage. Increased Tourism and a better local economy.



- **External Parties** - Neighbouring councils and their communities, Road Users, Emergency services, Developers and Utility companies, Local Businesses, Community businesses, and Transport businesses ,Federal and State Government authorities and agencies such as RMS, local law enforcement and land use/development planning.
- **Insurers** - Insurers have an interest to drive the implementation of systems, which allow Council to be in a better position to gain a better knowledge in the condition of our assets. This should be reflected in the number of claims made against each asset group.

A4.2.2 Legislative Requirements

Table 48 Road Infrastructure – Legislative Requirements

Legislation	Requirement
Local Government Act (1993)	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery.
Road Act 1993	Set out the rights of members of the public to pass along public roads, the rights of persons who own land adjoining a public road to have access to the public road, and to establish the procedures for the opening and closing of a public road, to provide for the classification of roads, to provide for the declaration public authorities as roads authorities for both classified and unclassified roads, to confer certain functions (in particular, the function of carrying out road work), and to regulate the carrying out of various activities on public roads.
Environment Planning and Assessment Act 1979	Set out to encourage the proper management, development and conservation of natural and artificial resources for the purpose of promoting the social and economic welfare of the community and a better environment and the protection of the environment, including the protection and conservation of native animals and plants, including threatened species, populations and ecological communities, and their habitats.
Workplace Health and Safety Act 2011	Protecting workers and other persons against harm to their health, safety and welfare through the elimination or minimisation of risks arising from work.
Disability Discrimination Act 1992	To eliminate, as far as possible, discrimination against persons on the grounds of disability in the areas of the provision of goods, facilities, services and land.
Australian Accounting Standard AASB116	Reporting on asset condition and consumption to Councillors, management and the community.
Civil Liability Act 2002 and Civil Liability Amendment (Personal Responsibility) Act 2002	Protects the Council from civil action by requiring the courts to take into account the financial resources, the general responsibilities of the authority and the compliance with general practices and applicable standards.

This Asset Class Management Plan was made in accordance with the following documents and legislative requirements.



A4.2.3 Links to Council Policy, Plans and Strategies

This Asset Management Plan has been informed by the following Council plans and strategies.

The Tablelands – Regional Community Strategic Plan

GMC – Resourcing Strategy 2030

GMC – Asset Management Policy Management Policy

GMC – Cost Recovery for Kerb and Gutter and Paved Footpath Policy

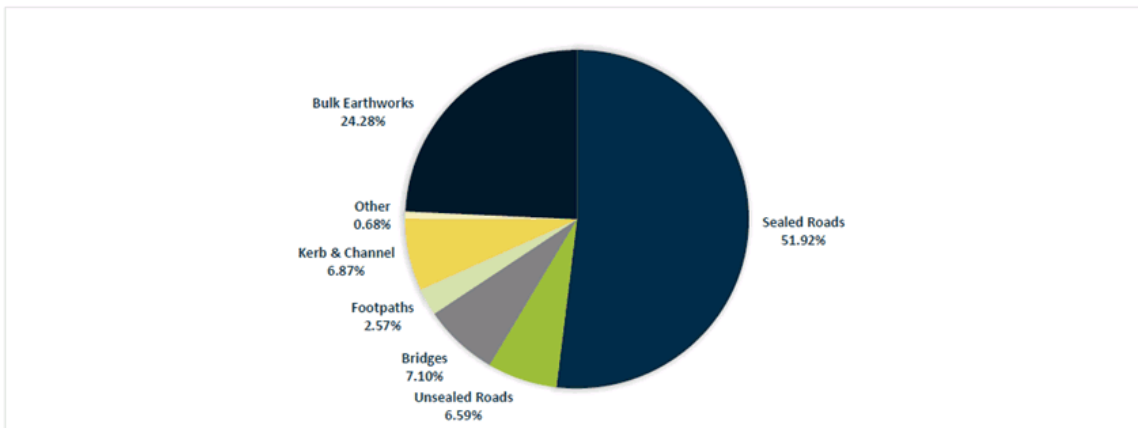
GMC – Subsidy for Sealing Rural Roads



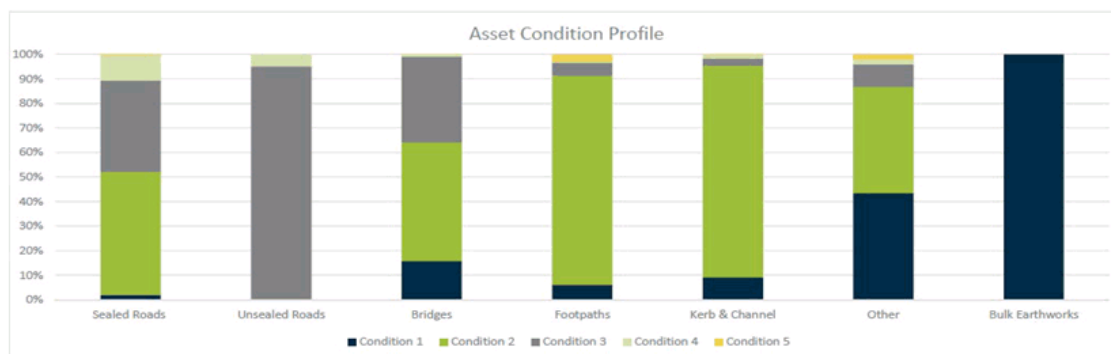
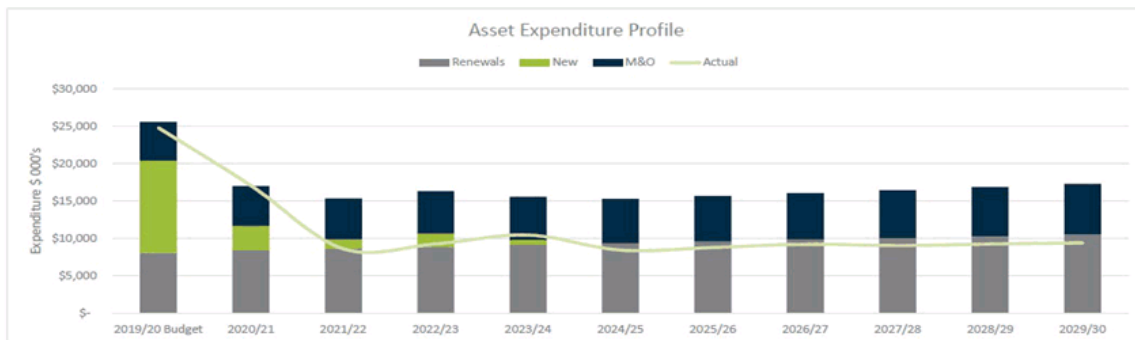
A4.2.4 Performance Overview

Roads Infrastructure Assets

Total Asset Value \$639,111,000



Ratio	Current 2018/19 Actual	Estimate 2028/29		Funding Gap
Infrastructure Renewals Ratio	60.55%	42.23%	Yr 1	-\$4,249,327
Infrastructure Backlog Ratio	1.70%	2.61%	Ave 5 Yr	-\$3,980,945
Asset Maintenance Ratio	76.81%	74.65%	Ave 10 Y	-\$5,411,030
Long Term Funding Ratio	61.17%			





A4.3 Asset Inventory, Values and Condition

The table below provides a summary of the value and condition of Council’s Roads Infrastructure assets.

Table 49 Road Infrastructure – Inventory & Condition

Asset Group	Asset Component	Gross Replacement Cost (CRC) \$ 000s	Written Down Value (WDV) \$ 000s	Annual Depreciation Expense \$ 000s	Condition				
					1	2	3	4	5
Roads Infrastructure	Bridge Assets	\$143,233	\$108,388	\$1,204	23%	45%	31%	2%	0%
	Footpath Assets	\$43,680	\$35,612	\$543	33%	66%	0%	0%	0%
	Kerb * Gutter Assets	\$94,288	\$73,158	\$1,139	16%	80%	2%	1%	0%
	Road Assets	\$453,515	\$290,294	\$6,796	12%	53%	14%	7%	15%
	Traffic Management Assets	\$7,166	\$4,804	\$166	48%	39%	9%	2%	2%
	Bulk Earthworks	\$80,746	\$80,746		100%	0%	0%	0%	0%
Grand Total		\$822,626	\$593,002	\$9,848	24.3%	50.1%	13.3%	4.2%	8.1%



A4.4 Asset Based Level of Service (LoS)

Goulburn Mulwaree Council provides infrastructure to underpin a service to the community. Consequently, Council has based service level planning around the infrastructure required to provide a desired service, then the operational requirements required to maintain the service.

Table 50 Road Infrastructure – Service Levels

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Accessibility	The road network is convenient, offers choices of travel, and is available to the whole community	Continuous monitoring as part of operational activities	Less than 5 km of roads where posted pavement strength restricts loading demand. 80% of residents and businesses think that the network is adequate to carry the vehicles and loadings required.	
Quality / Condition	The local road network is strategically and efficiently maintained, renewed and upgraded	Compliance with 'Road Management Targets	Maintenance, renewals and upgrades of all sealed, unsealed and gravel roads complies 100% with the Road Management Targets.	
	Footpaths and cycle assets are in good condition and are fit for purpose	Condition assessment and operational reviews	90% of assets are in Condition 3 or better. 90% of the footpaths are within acceptable defect level (less than 10%).	
	Kerb & gutter and traffic assets are in good condition and are fit for purpose	Condition assessment and operational reviews	90% of assets are in Condition 3 or better. 90% of the assets are within acceptable defect level (less than 10%).	
	Business district and residential streets and sumps are cleaned, and litter is removed, so that the streets are tidy and visually appealing	Customer satisfaction survey	Sweep streets and K&G in residential streets once every month.	
Reliability / Responsiveness	Traffic control systems are designed to improve traffic flow	Compliance with standards	100% compliance with AS 1348:1 Road and Traffic Engineering and Australian Road Rules legislations.	
Community Satisfaction and Involvement	Opportunity for community involvement in decision making are provided	Asset Management Plan	The Roads Asset Management Plan is available on the website and for circulation to the public.	
	Road facilities are provided that meet community demand	Community satisfaction survey	Satisfaction rating is "satisfactory" or above.	



Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance	Current Performance
	Service provide social benefit to the whole community	Community satisfaction report	Parking occupancy rates do not exceed 80% at times of peak demand.	
Sustainability	Assets are managed with respect for current and future generations	Consumption ratio	Between 50% and 75%.	
	Roads assets meet financial sustainability ratios	Renewal funding ratio	Between 90% and 110%.	
		Long term funding ratio	Between 95% and 105%.	
Health & Safety	The network feels safe to use and is regarded safe in comparison to other similar networks	Annual Inspections, operational reports and safety audits	Fewer than five reported safety incidents resulting from road design as factor. Ensure Council complies with the delineation standards for local roads where line marking is provided.	
	Traffic signs and marking are easy to understand	Routine safety inspections	Less than 10% traffic signs found missing or damaged.	
	Roadworks sites are safely managed	Routine safety inspections and independent audits	All active roadwork sites are audited at least once per month 100% compliance achieved at all sites. 60% of residents think that roadwork sites are well managed, signage is clear and they are safe to pass through.	
	Lighting is provided to enhance safety for all road users and to aid navigation and security	Compliance and customer surveys	Lighting installations and upgrades comply with AS 1158 for Council owned lighting. Fewer than 10 complaints per year from residents about poor lit areas for Council owned lighting.	
	A safe working environment provided for people involved in providing the service	H&S reported incidents	The number of lost time injuries is less than 12 per year. The number of Workers Compensation claims is less than 6 per year.	
Affordability	Access to facilities and services is affordable and cost effective	Review of service agreements and benchmark with other councils	Total maintaining and operating cost per km is maintained in line with benchmarking against comparable regional councils.	

Community consultation undertaken for the regional community strategic plan identified that a significant portion (36.6%) of Goulburn Mulwaree residents were dissatisfied or very dissatisfied with ‘roads, footpath and drainage construction and maintenance’ within Council. Further investigation is required to understand the root of the problems and as such it is important for council to gain community feedback and regarding its Levels of Service.



A4.5 Future Demand / Demand Management Plan

Demand for services provided by roads assets is expected to increase. This will be primarily driven by gradual growth and development in the LGA, increased industrial and mining operations, growing community expectations and awareness, and regulatory change.

Table 51 Road Infrastructure – Future Demand Impact

Demand Factor	Impact on Assets	Demand Management Plan
Population	Roads will become more congested with the increase in population, putting greater strain and usage on transport infrastructure.	Regulatory - Heavy Vehicle restriction, Speed restrictions and local area traffic management Promote low cost alternatives to road finishes
Demographics	Increased need for footpath facilitation to accommodate walking frames and mobile scooters in built up areas	Supply - Modification of access to asset, for example in local area traffic management schemes
Socio Economic	Higher expectation of services and presentation of roads assets, and the way we deliver them	Operations –Consider new technology for maintaining and managing traffic infrastructure

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures.

Non-asset solutions focus on providing the required service without the need for the organisation to own the assets and management actions including reducing demand for the service, reducing the level of service (allowing some assets to deteriorate beyond current service levels) or educating customers to accept appropriate asset condition.

Demand for new services will be managed through a number of strategies:

- Supply side - a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand
- Regulation - restrict time of use and type of use
- Incentives - pricing and subsidies.



A4.6 Current Practices

A4.6.1 Maintenance Strategies

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition, including regular ongoing day-to-day work necessary to keep assets functioning e.g. footpath repair, pothole patching but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life.

Service Level Agreement – Maintenance of Roads Assets

A key element of advanced asset management planning is determining the most cost-effective mix of planned and unplanned maintenance

The Service Level agreement defines:

- the inspection frequency for Roads infrastructure assets
- the response times for attention to defects identified by inspection
- the works to be performed to address defects identified by inspection
- identify road assets in poor condition to include in Renewal Program.

Standards and Specifications for Maintenance

Maintenance work is generally carried out in accordance with industry standards and specifications.

A4.6.2 Renewal Strategies

Council will plan capital renewal and replacement projects to meet Service Level objectives and minimise infrastructure service risks. The capital program has been primarily driven by asset condition and works are prioritised on the following factors:

- Safety Risk – Accident Potential
- Heavy Vehicle Use
- Network Significance
- Cost / Benefit
- Environmental Factors.



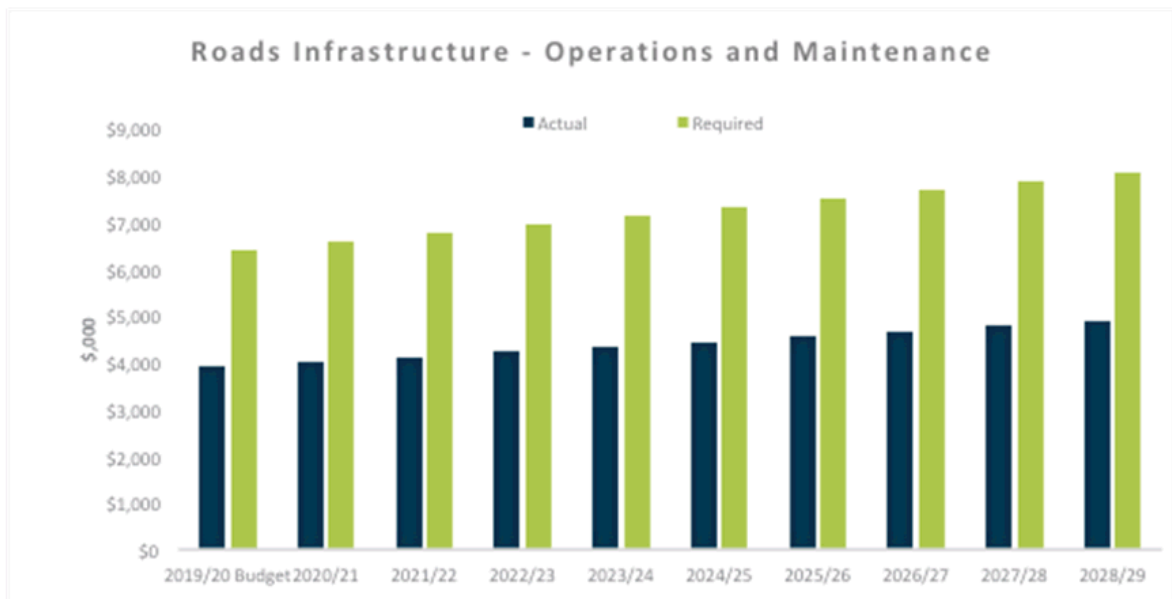
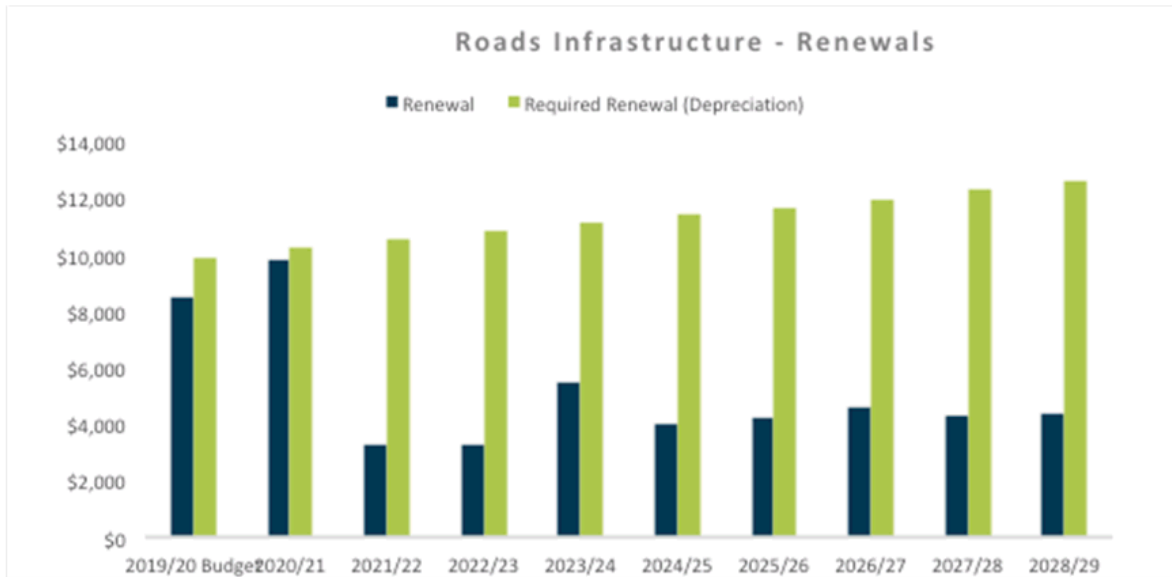
A4.7 Expenditure Projections (\$, 000s)

Asset lifecycle costs are the average costs required to sustain an asset over its useful life. These costs have been projected forward for the next ten years to inform Council’s Long-Term Financial Plan. The table below compares Council’s planned expenditure against the expenditure required to sustain its current levels of service.

A4.7.1 Transport Assets

Table 52 Road Infrastructure – Expenditure Projections

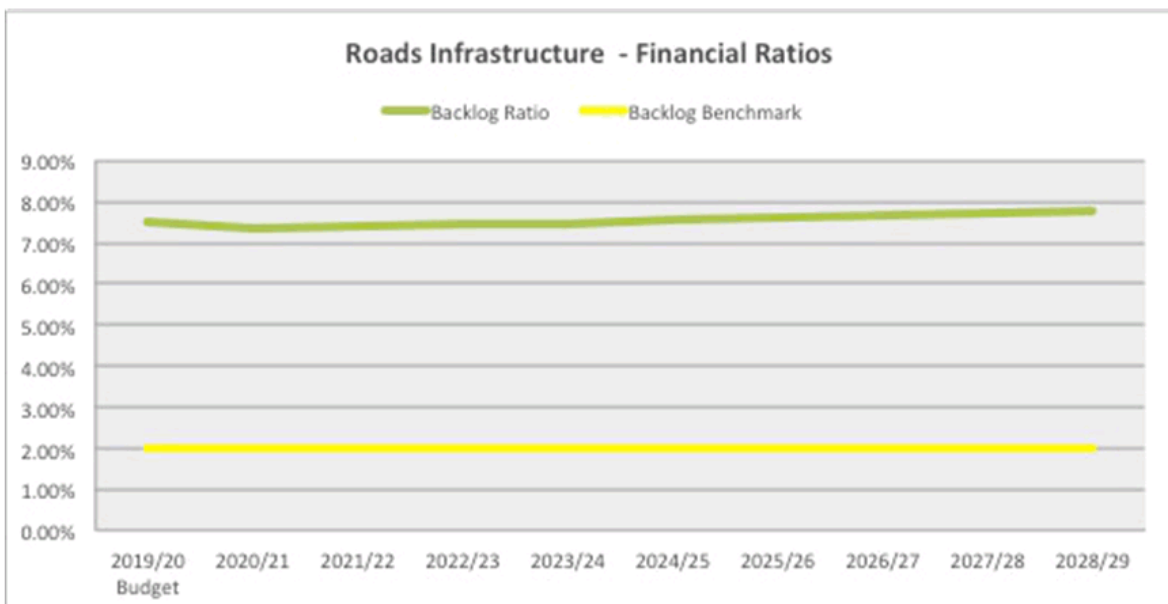
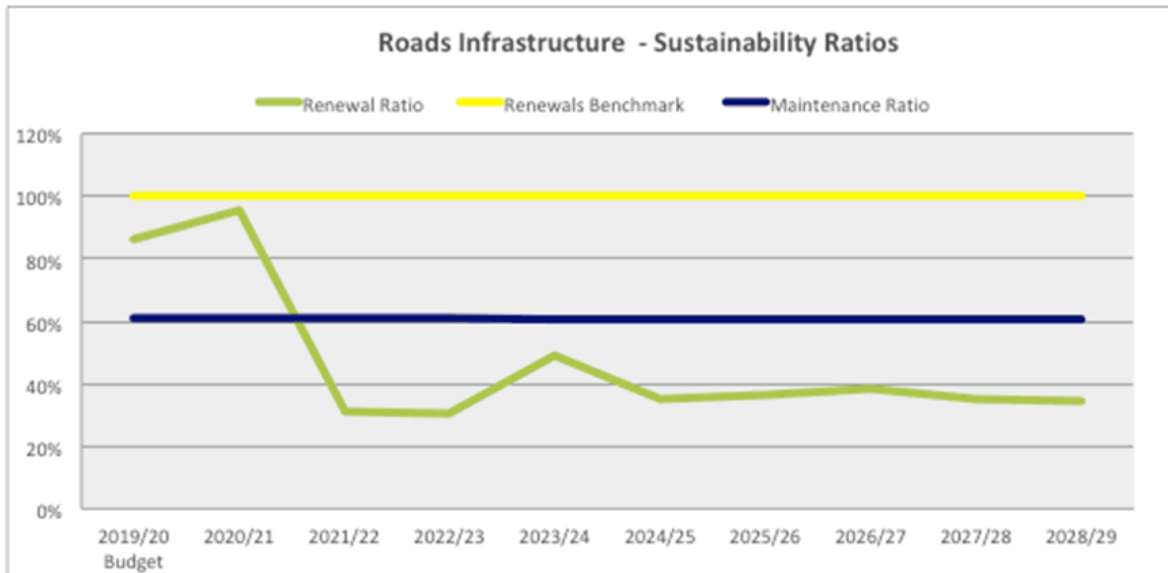
Budget Gap by Asset Group	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Actual										
Renewal	\$8,517	\$9,795	\$3,291	\$3,271	\$5,452	\$4,005	\$4,243	\$4,566	\$4,271	\$4,360
New and Expanded Assets	\$12,343	\$3,262	\$1,210	\$1,787	\$680	\$-	\$-	\$-	\$-	\$-
Operations and Maintenance	\$3,921	\$4,019	\$4,119	\$4,222	\$4,328	\$4,436	\$4,547	\$4,660	\$4,777	\$4,896
Total Expenditure	\$24,781	\$17,075	\$8,619	\$9,280	\$10,460	\$8,440	\$8,789	\$9,227	\$9,048	\$9,256
Required										
Required Renewal (Depreciation)	\$9,848	\$10,245	\$10,540	\$10,819	\$11,111	\$11,397	\$11,682	\$11,974	\$12,273	\$12,580
New and Expanded Assets	\$12,343	\$3,262	\$1,210	\$1,787	\$680	\$-	\$-	\$-	\$-	\$-
Required O&M	\$6,410	\$6,596	\$6,770	\$6,953	\$7,132	\$7,311	\$7,493	\$7,681	\$7,873	\$8,069
Total	\$28,601	\$20,103	\$18,520	\$19,559	\$18,923	\$18,707	\$19,175	\$19,654	\$20,146	\$20,649
Overall (GAP)	\$(3,820)	\$(3,027)	\$(9,901)	\$(10,279)	\$(8,463)	\$(10,267)	\$(10,386)	\$(10,428)	\$(11,098)	\$(11,393)





A4.8 Financial Ratios

The Office of Local Government has established financial benchmarks for councils to strive towards and adhere to. The charts below showcase Council’s current financial service levels and the impacts of council’s projected expenditure upon these service levels.





A4.9 Risk

A4.9.1 Critical Assets

The following attributes of an asset are to be considered when considering critical road assets.

Table 53 Road Infrastructure – Criticality Factors

Criticality	High	Medium	Low
Road Classification	State	Regional	Local
Annual Average Daily Traffic	5,000	1,000	
Average Daily Heavy Vehicle Traffic	20	10	
Railway Crossing	Yes		
Locality		Urban	Village / Rural
Bus Route		Yes	

Council has determined the criticality of its roads based upon the above matrix.

A4.10 Confidence Levels

The confidence in the asset data used as a basis for the forecasts has been assessed using the following grading system.

Table 54 Road Infrastructure – Data Confidence rating

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Acceptable	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

The overall confidence level of the plan is considered to be ‘Reliable’.



A4.11 Main Findings

Councils road transport data is comprehensive, up to date and allows for effective life cycle planning and decision making. While the asset portfolio is generally in satisfactory condition (12.3% of assets in condition 4 or 5), community consultation undertaken during the development of the RCSP revealed that a portion of the community was unsatisfied with councils’ roads infrastructure. This is highlighted by the fact that 15% of Councils road pavements are considered to be in poor condition.

Currently, identified expenditure forecasts are limited to a 4-year horizon and this has impacted the 10-year projections in this plan. There is an average annual renewal expenditure shortfall of approximately \$6.1 million which will result in a degradation of the condition of the network and an increase in backlog.

A4.12 Improvement Plan

Table 55 Road Infrastructure – Improvement Plan

Improvement action	Effect on AMPs	Priority
Develop and Engage community with respect to Levels of Service	Lifecycle planning will be aligned with community expectations	Medium
Review functionality and capacity needs of Assets	Lifecycle planning will be aligned with community needs	Medium
Identify 10-year planned expenditure and budget	Financial Sustainability Modelling reflective of Council capacity and needs	High



Appendix 5 Asset Management Plan – Water Supply

Goulburn Mulwaree Council owns and manages an extensive network of active and passive water supply assets across the LGA. There are two dams with a total storage capacity of 15,250 ML supplying Goulburn. The Goulburn Mulwaree Council system comprises a conventional water treatment works at Goulburn (35 ML/d), a micro-filtration water treatment works at Marulan, 11 service reservoirs (50 ML) eight pumping stations, 36.5 ML/d delivery capacity into the distribution system, 74 km of transfer and trunk mains, and 219 km of reticulation. The water supply is fully treated. These assets are used to provide water services to the Goulburn Mulwaree community in accordance with the guidelines and regulations set down by the DPI Water, NSW Health and the Office of Environment and Heritage.

Council as the owner and operator of its water supply assets has the responsibility for several functions including:

- Maintenance and Operations
- Renewal and Refurbishment

The planning of these functions is outlined in this asset management plan.

A5.1 Purpose of this Plan

This Asset Management Plan (AMP) aims to demonstrate how water supply assets can be provided and sustainably managed meeting not only regulatory compliance but also the expectations and aspirations of the local community. The outcomes of the AMP have helped inform the development of Council's overarching Strategic Asset Management Plan (SAMP) and Long-Term Financial Plan (LTFP)

A5.2 Introduction

A5.2.1 Stakeholders

Key stakeholders must be considered in the preparation and implementation of this Asset Class Management Plan to ensure the value of services justifies investment in the assets. It also ensures there is a greater understanding of stakeholders' expectations with regards to the facilities and services provided by Council.

Key stakeholders to be consulted in preparation and revision of this asset management plan are:

- Councillors
- Council Executive and Leadership Team
- Council Staff
- Community Residents and Businesses
- Developers
- NSW Health
- DPI Water



A5.2.2 Legislative Requirements

This Asset Management Plan was made in accordance with the following documents and legislative requirements.

Table 56 Water Supply Assets – Legislative Requirements

Legislation	Requirement
Civil Liability Act 2002 and Civil Liability Amendment (Personal Responsibility) Act 2002	Protects the Council from civil action by requiring the courts to take into account the financial resources, the general responsibilities of the authority and the compliance with general practices and applicable standards.
Disability Discrimination Act 1992	The Federal Disability Discrimination Act 1992 (D.D.A.) provides protection for everyone in Australia against discrimination based on disability.
Environmental Planning and Assessment Act 1979; Environmental Protection Act 1994; Protection of the Environment Operations Act 1997; National Parks & Wildlife Act 1974; Threatened Species Conservation Act 1995; Native Vegetation Act 2003;	Sets out the role, purpose, responsibilities and powers of Council relating to protection and preservation of the environment.
Local Government Act 1993	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long-term financial plan supported by asset management plans for sustainable service delivery.
WH&S Act 2011 & regulations	Sets out Council’s responsibility to ensure health, safety and welfare of employees and others at places of work.
Crown Lands Act 2016	Is an Act to provide for the administration and management of Crown land in the Eastern and Central Division of the State of NSW. Council has a large holding of Crown land under its care, control and management.
Dam Safety Act 1978	This act establishes the Dam Safety Committee that ensures the safety of dams in NSW
Fluoridation Act of Public Water Supplies Act, 1957	Allows a water supply authority to add fluoride to its water supply

A5.2.3 Links to Council Policy, Plans and Strategies

This Asset Management Plan has been informed by the following Council Plans and Strategies.

The Tablelands – Regional Community Strategic Plan

GMC – Resourcing Strategy 2030

GMC – Asset Management Policy Management Policy

GMC – Drinking Water Quality Policy

GMC – Water Use Policy

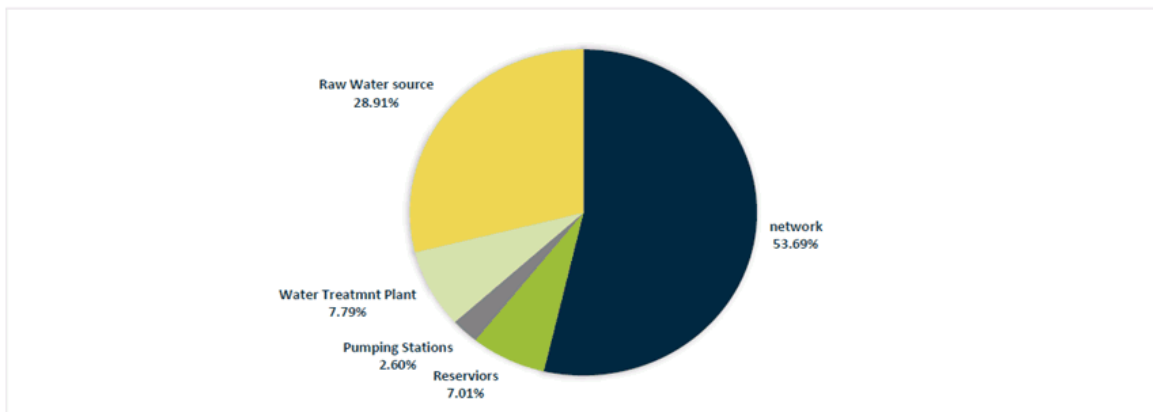
GMC – Development Servicing Plan for Water Supply, Sewerage and Stormwater



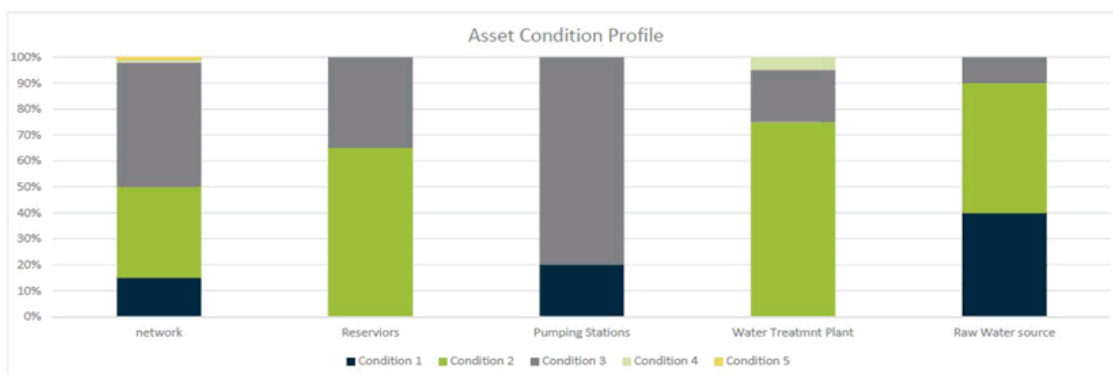
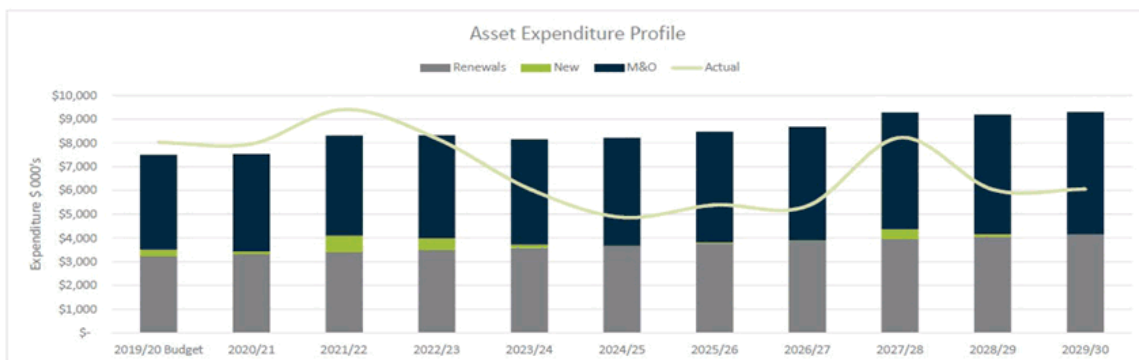
A5.2.4 Performance Overview

Water Supply Assets

Total Asset Value \$310,845,000



Ratio	Current 2018/19 Actual	Estimate 2028/29	Funding Gap
Infrastructure Renewals Ratio	87.35%	31.67%	Yr 1 -\$665,159
Infrastructure Backlog Ratio	0.70%	1.27%	Ave 5 Yr -\$139,275
Asset Maintenance Ratio	93.15%	92.52%	Ave 10 Y -\$1,345,525
Long Term Funding Ratio	81.59%		





A5.3 Asset Inventory, Values and Condition

The table below provides a summary of the value and condition of Council’s stormwater assets.

Table 57 Water Supply Assets – Inventory & Condition

Asset Group	Asset Component	No.	Unit	Gross Replacement Cost (CRC) \$ 000s	Written Down Value (WDV) \$ 000s	Annual Depreciation Expense \$ 000s	Condition				
							1	2	3	4	5
Stormwater											
	Network			\$166,891	\$120,556	\$3,146	15.0%	35.0%	48.0%	1.0%	1.0%
	Reservoirs			\$21,801	\$4,993	\$0	0.0%	65.0%	35.0%	0.0%	0.0%
	Pumping Stations			\$8,078	\$4,430	\$0	20.0%	0.0%	80.0%	0.0%	0.0%
	Water Treatment Plant			\$24,203	\$12,297	\$0	0.0%	75.0%	20.0%	5.0%	0.0%
	Raw Water source			\$89,872	\$67,464	\$0	40.0%	50.0%	10.0%	0.0%	0.0%
Grand Total				\$310,845	\$209,740	\$3,146	20.1%	43.6%	34.8%	0.9%	0.5%



A5.4 Asset Based Level of Service (LoS)

Table 58 Water Supply Assets – Service Levels

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Pressure	Minimum Pressure when delivering 15L/min	Meters Head	30	
Drought Restrictions	Level of restriction supplied through a repeat of the worst drought on record	% of Normal usage	5/10/20	
Drought Restrictions	Frequency of restrictions (on average)	No. / 10 years	1	
Quantity	Availability of Supply – Domestic peak day	L/tenement/day	4,000	
Quantity	Availability of Supply – Domestic annual	kL/tenement/year	250	
Quantity	Availability of Supply – total annual average consumption	ML/year	4,125	
Interruptions	Percentage of interruptions which are planned	% of total interruptions	95	
Interruptions	Number of days’ notice to domestic customers for planned interruptions	Days	1	
Interruptions	Number of days’ notice to commercial customers for planned interruptions	Days	7	
Interruptions	Number of days’ notice to institutional and industrial customers for planned interruptions	Days	14	
Interruptions	Max duration of unplanned interruptions	Hours	4	
Interruptions	No. of unplanned interruptions	No./customer/year	1	
Compliance	Compliance with Local Government Regulations for the availability of water for firefighting	% of area where minimum flow rates are achieved	100%	
Quality	Sampling Frequency	Samples / year	TBC	
Quality	Microbiological compliance	% of compliant samples	100%	
Quality	Physical parameters compliance with ADWG	% of compliant samples	100%	
Quality	Chemical parameters compliance with ADWG	% of compliant samples	100%	
Quality	pH compliance	% of compliant samples	100%	



Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Quality	Turbidity compliance with ADWG	% of compliant samples	100%	
Quality	Total coliforms compliance with ADWG	% of compliant samples	100%	
Customer Response	Response time to customer complains of supply failure – Priority 1 (failure to maintain continuity or quality supply to a large number of customers or to a critical user at a critical time)	Hours	Immediate	
Customer Response	After hours response time to customer complaints of supply failure – Priority 1	Hours	Immediate	
Customer Response	Response time to customer complains of supply failure – Priority 2 (failure to maintain continuity or quality of supply to a small number of customers or to a critical user at a non-critical time)	Hours	Action and Repair within 12 hours	
Customer Response	After hours response time to customer complaints of supply failure – Priority 2	Hours	Action and Repair within 12 hours	
Customer Response	Response time to customer complains of supply failure – Priority 3 (failure to maintain continuity or quality of supply to a single customer)	Working Days	1	
Customer Response	Response time to customer complains of supply failure – Priority 4 (minor problem or complaint which can be dealt with at a time convenient to the customer and the water authority)	Days	5	
Customer Response	Response time to written complaints (other than supply failure)	Working days	10	
Customer Response	Response time to personal complaints (other than supply failure)	Working days	1	
Special	Response time to special customers – Hospital – dialysis unit response to failure	Minutes	45	
Special	Response time to special customers – Abattoir			
Special	Response time to special customers – Prison			



A5.5 Future Demand / Demand Management Plan

Demand for services provided by water supply assets is expected to increase. Much of this will be driven by gradual development in the LGA, growing community expectations and awareness, and regulatory change.

Table 59 Water Supply Assets – Future Demand Impact

Demand Factor	Impact on Assets
Population	The increase in population will impact on the number of people and properties connected to the water supply system. Council is under continued pressure to minimise household water consumption and as such should be used as a demand management strategy to ensure the longevity of the supply and storage network.
Increasing Costs	Will be a requirement to continue to maximise service delivery within the funding limitations.
Environment and Climate	Changes in rainfall as a result of climate change may have an effect on the reliable storage capacity for drinking water. There is likely to be tightening of controls on discharges from the water supply system and greater environmental controls.
Technology	May require improved environmental management of construction and the management of the water supply network into the future.

A5.6 Current Practices

A5.6.1 Maintenance Strategies

Council relies on a combination of proactive and reactive maintenance for the management of its Water Supply assets. Council has undertaken extensive Monte Carlo modelling to determine the risk profile of its active network and has developed an asset inspection program accordingly. This includes annual inspection of its pumping infrastructure and biennial inspections of its reservoirs. Maintenance works are subsequently scheduled in accordance with the findings. Maintenance works on the passive network are largely reactive from customer requests/complaints.

A5.6.2 Renewal Strategies

Council’s capital works program is primarily driven by the risk profile of its assets network. The risk profile incorporates; criticality, age, condition, material as well as the amount of maintenance work/service requests undertaken for the asset. Capacity and functionality also play a key role in renewal and upgrade decisions with Council recently completing the 10 year rebuild of its water treatment plant and commencement of an annual relining program of its passive network.



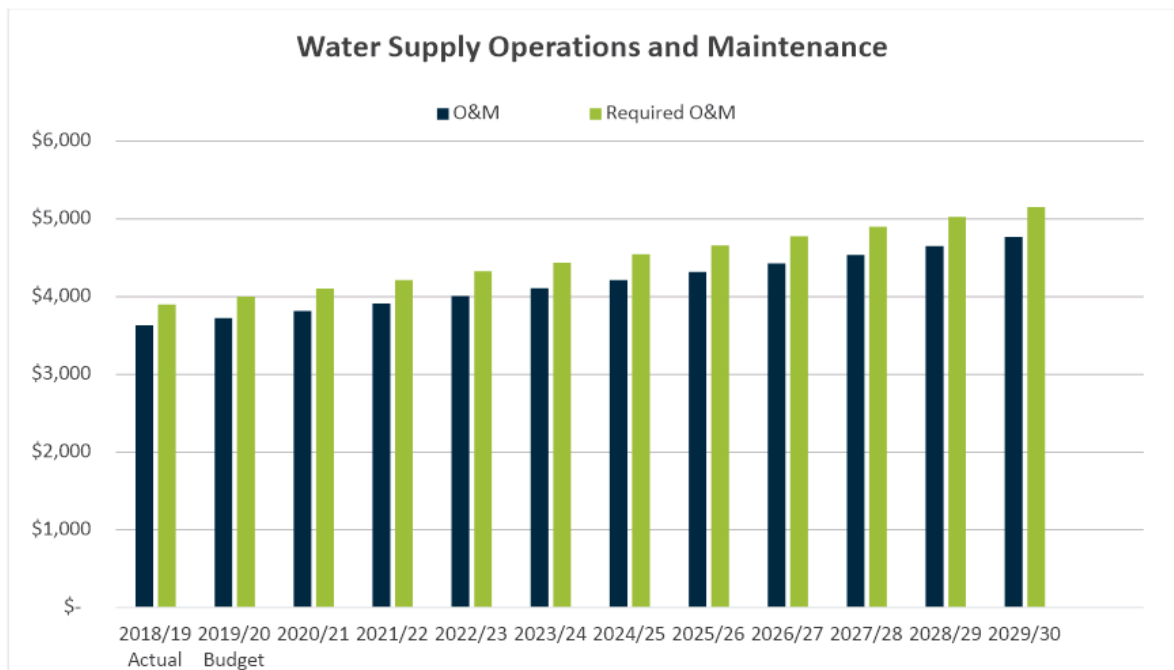
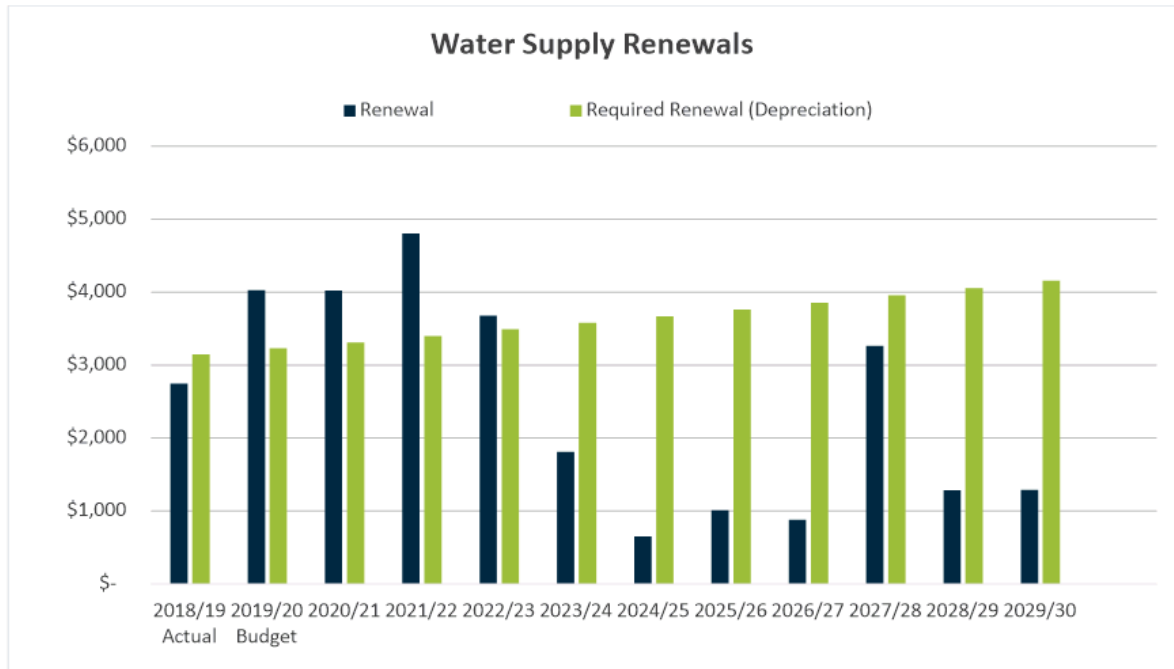
A5.7 Expenditure Projections (\$, 000s)

Asset lifecycle costs are the average costs required to sustain an asset over its useful life. These costs have been projected forward for the next ten years to inform Council’s Long-Term Financial Plan. The table below compares Council’s planned expenditure against the expenditure required to sustain its current levels of service.

Table 60 Water Supply Assets – Expenditure Projections

Budget Gap by Asset Group		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Actual											
	Renewal	\$4,024	\$4,022	\$4,806	\$3,675	\$1,812	\$654	\$1,010	\$880	\$3,266	\$1,284
	New and Expanded Assets	\$279	\$121	\$693	\$505	\$141	\$1	\$61	\$39	\$424	\$106
	Operations and Maintenance	\$3,724	\$3,817	\$3,912	\$4,010	\$4,110	\$4,213	\$4,318	\$4,426	\$4,537	\$4,650
	Total Expenditure	\$8,027	\$7,960	\$9,411	\$8,190	\$6,063	\$4,869	\$5,388	\$5,346	\$8,227	\$6,041
Required											
	Required Renewal (Depreciation)	\$3,227	\$3,309	\$3,399	\$3,489	\$3,578	\$3,667	\$3,760	\$3,854	\$3,955	\$4,055
	New and Expanded Assets	\$279	\$121	\$693	\$505	\$141	\$1	\$61	\$39	\$424	\$106
	Required O&M	\$4,001	\$4,103	\$4,214	\$4,325	\$4,435	\$4,546	\$4,661	\$4,778	\$4,902	\$5,026
	Total	\$7,508	\$7,533	\$8,306	\$8,320	\$8,155	\$8,215	\$8,481	\$8,671	\$9,281	\$9,187
	Overall (GAP)	\$519	\$427	\$1,105	\$(130)	\$(2,091)	\$(3,346)	\$(3,092)	\$(3,325)	\$(1,055)	\$(3,146)

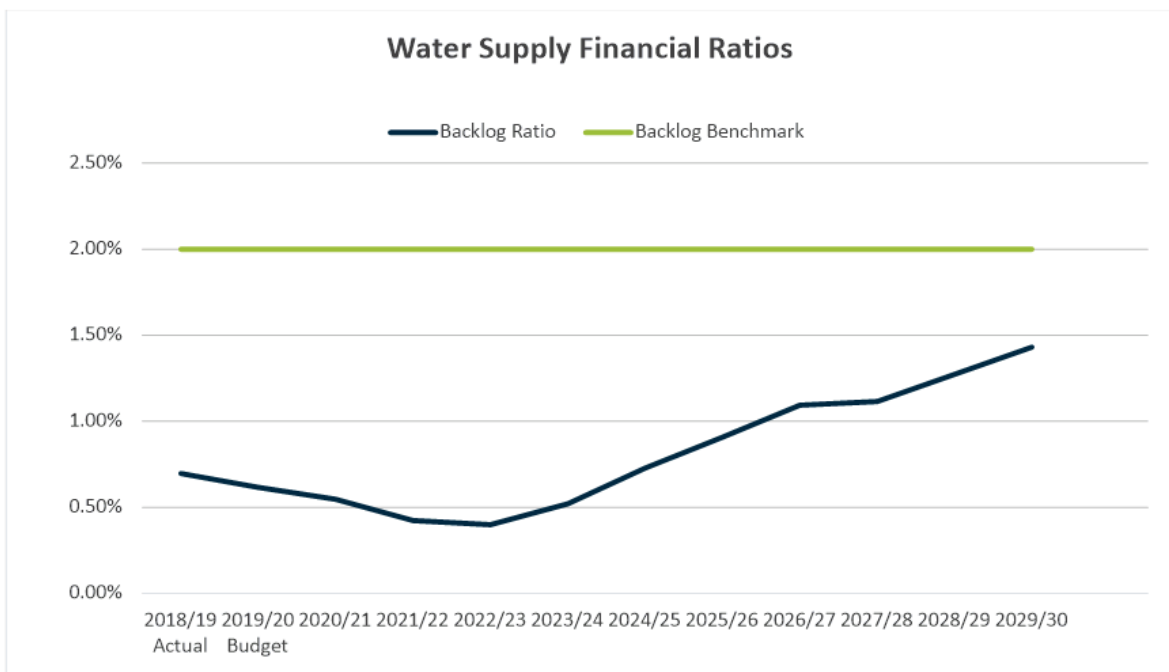
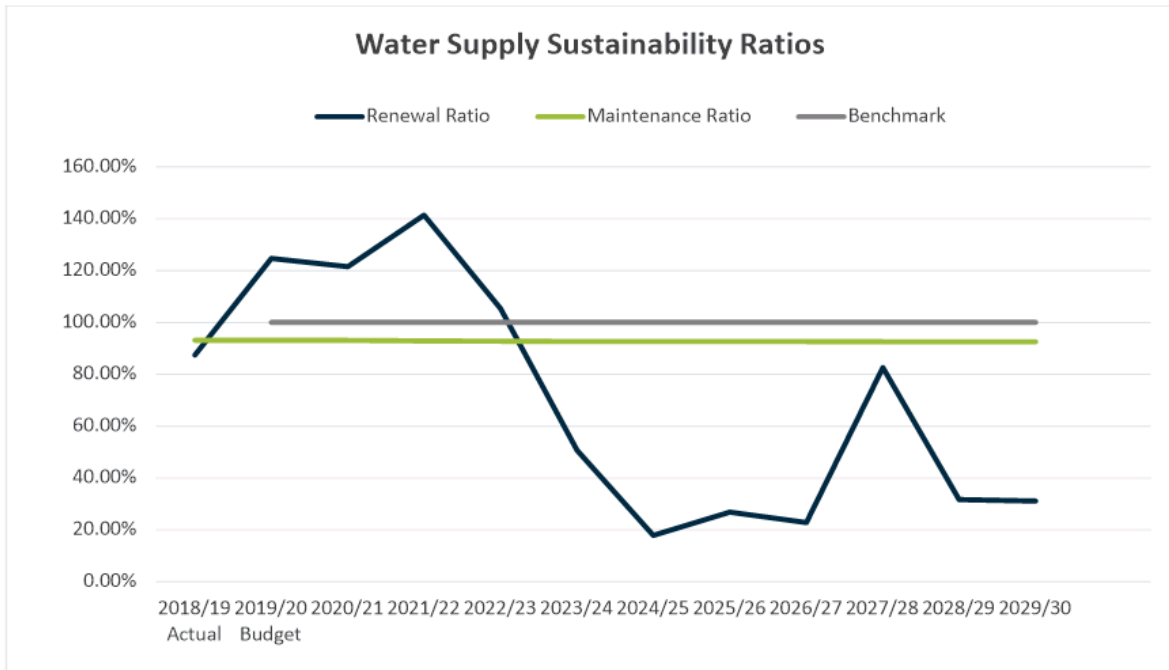
Council’s capital works program includes a number of upgrade works, which for the purpose of projections assumed a disposal of 50% of the value of works undertaken.





A5.8 Financial Ratios

The Office of Local Government has established financial benchmarks for councils to strive towards and adhere to. The charts below showcase Council’s current financial service levels and the impacts of Council’s projected expenditure upon these service levels.





A5.9 Risk

A5.9.1 Critical Assets

The following attributes of an asset are to be considered when considering critical water supply assets.

Table 61 Water Supply Assets – Criticality Factors

Water Supply	High	Medium	Low
Water treatment plants	Yes		
Supply dams & Reservoirs	Yes		
Water bores		Yes	
Service	Emergency service / hospital / patient care	Commercial / Industrial	Residential
Reticulation	Supply service	Trunk network	Residential reticulation
Pump stations	Rossi Pump Station		Other pump stations

Council has identified the following water supply assets as critical:

- Pejar Dam
- Sooley Dam
- Rossi Pump Station
- Rossi/WTP Pipeline
- Goulburn Treatment Plant
- Marulan Water Treatment Plant
- Low Level Reservoir Goulburn.

A5.10 Confidence Levels

The confidence in the asset data used as a basis for the forecasts has been assessed using the following grading system.

Table 62 Water Supply Assets – Data Confidence rating

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Acceptable	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

The overall confidence level of the plan is considered to be ‘Highly Reliable’.



A5.11 Main Findings

Councils water supply data is comprehensive and of good quality, however work is required in identifying the condition of its passive network. This will allow council to undertake a more proactive approach in maintaining its assets and promote its capability for better lifecycle management and planning.

Council has an extensive 30-year capital works program which focuses heavily on asset renewals. The current 10-year forecasts project an annual shortfall of around \$1.4 million which can primarily be attributed to renewals (\$900,000 average annual shortfall). While this will ultimately result in a degradation of the asset network, current backlog levels are well below industry benchmarks and benchmark levels will not be reached within the 10-year horizon.

A5.12 Improvement Plan

Table 63 Water Supply Assets – Improvement Plan

Improvement action	Effect on AMPs	Priority
Prepare condition inspection strategy for Council’s passive assets	Lifecycle planning decisions undertaken on complete data set	High
Undertake condition inspection of Council’s passive assets	Lifecycle planning decisions undertaken on complete data set	Medium



Appendix 6 Asset Management Plan – Wastewater

Goulburn Mulwaree Council owns and manages an extensive network of active and passive wastewater assets across the LGA. The system has two sewage treatment works providing secondary and tertiary treatment. The system comprises a 31,100 EP treatment capacity (Trickling Filter and Oxidation Pond), 27 pumping stations (15 ML/d), 12 km of rising mains, and 227 km of gravity trunk mains and reticulation. Treated effluent is discharged to land. Council's objective is to safely collect, transport and treat sewerage wastes in a way that best serves the current needs of the community and the demands of increased growth within the Regulations and Guidelines set down by both Federal and State authorities.

A6.1 Purpose of this Plan

This Asset Management Plan (AMP) aims to demonstrate how wastewater assets can be provided and sustainably managed to meet not only regulatory compliance but also the expectations and aspirations of the local community. The outcomes of the AMP have helped inform the development of Council's Strategic Asset Management Plan (SAMP) and Long Term Financial Plan (LTFP).

A6.2 Introduction

A6.2.1 Stakeholders

Key stakeholders must be considered in the preparation and implementation of this Asset Management Plan to ensure the value of services justifies investment in the assets. It also ensures there is a greater understanding of stakeholders' expectations with regards to the facilities and services provided by Council.

Key stakeholders to be consulted in preparation and revision of this asset management plan are:

- Councillors
- Council Executive and Leadership Team
- Council Staff
- Community Residents and Businesses
- NSW Health



A6.2.2 Legislative Requirements

This Asset Management Plan was made in accordance with the following documents and legislative requirements.

Table 64 Wastewater Assets – Legislative Requirements

Legislation	Requirement
Civil Liability Act 2002 and Civil Liability Amendment (Personal Responsibility) Act 2002	Protects the Council from civil action by requiring the courts to take into account the financial resources, the general responsibilities of the authority and the compliance with general practices and applicable standards.
Disability Discrimination Act 1992	The Federal Disability Discrimination Act 1992 (D.D.A.) provides protection for everyone in Australia against discrimination based on disability.
Environmental Planning and Assessment Act 1979; Environmental Protection Act 1994; Protection of the Environment Operations Act 1997; National Parks & Wildlife Act 1974; Threatened Species Conservation Act 1995; Native Vegetation Act 2003;	Sets out the role, purpose, responsibilities and powers of Council relating to protection and preservation of the environment.
Local Government Act 1993	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery.
WH&S Act 2011 & regulations	Sets out Council's responsibility to ensure health, safety and welfare of employees and others at places of work.
Crown Lands Act 2016	Is an Act to provide for the administration and management of Crown land in the Eastern and Central Division of the State of NSW. Council has a large holding of Crown land under its care, control and management.

A6.2.3 Links to Council Policy, Plans and Strategies

This Asset Management Plan has been informed by the following Council Plans and Strategies.

The Tablelands – Regional Community Strategic Plan

GMC – Resourcing Strategy 2030

GMC – Asset Management Policy Management Policy

GMC – Liquid Trade Waste Policy

GMC – Private Pumping of Sewage Policy

GMC – Septic Tank, Chemical Toilet & Pan Waste Disposal Policy

GMC – Waste Management and Disposal Policy

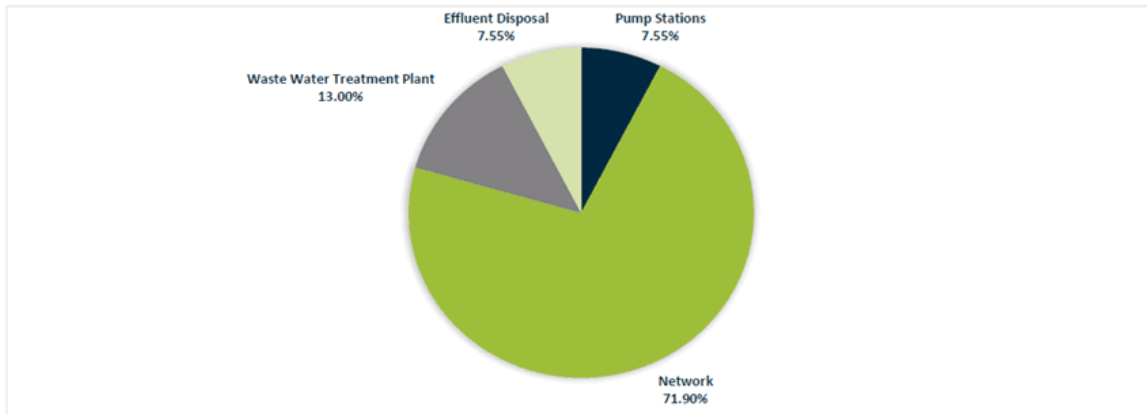
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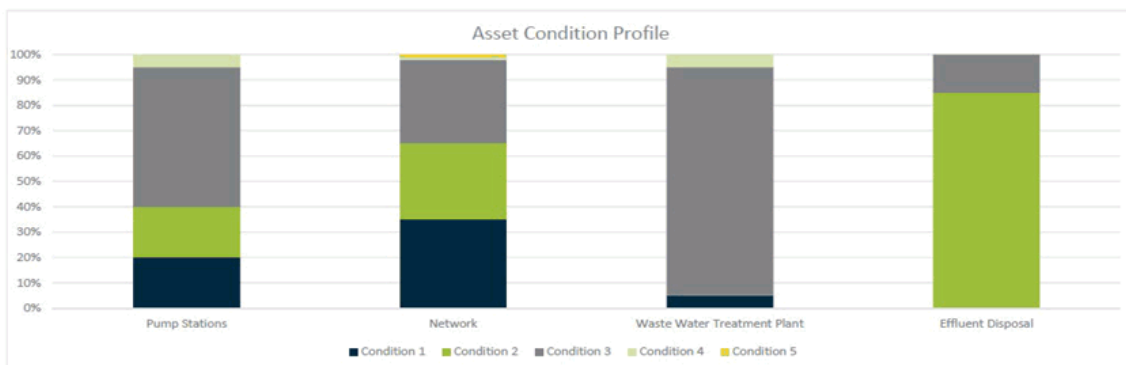
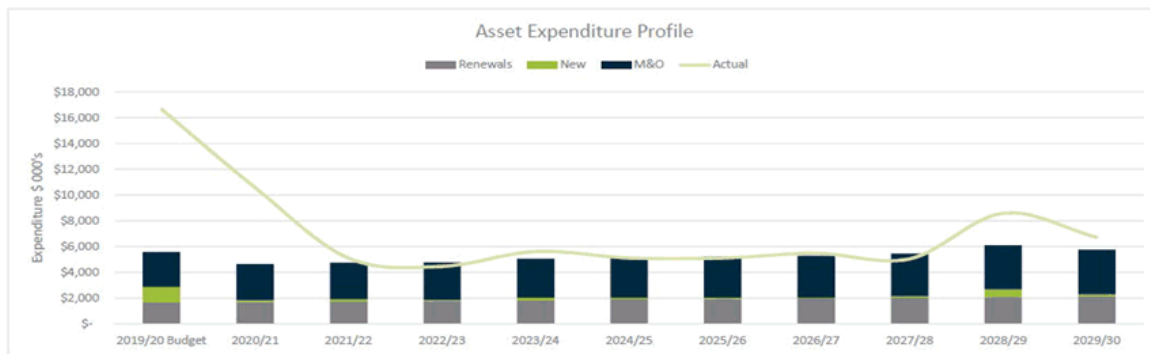
A6.2.4 Performance Overview

Waste Water Assets

Total Asset Value \$182,807,000



Ratio	Current 2018/19 Actual	Estimate 2028/29	Funding Gap	
Infrastructure Renewals Ratio	336.14%	236.38%	Yr 1	\$3,562,850
Infrastructure Backlog Ratio	1.14%	0.00%	Ave 5 Yr	\$3,534,967
Asset Maintenance Ratio	91.33%	90.04%	Ave 10 Y	\$2,131,558
Long Term Funding Ratio	260.00%			





A6.3 Asset Inventory, Values and Condition

The table below provides a summary of the value and condition of Council’s wastewater assets.

Table 65 Wastewater Assets – Inventory & Condition

Asset Group	Asset Component	No	Unit	Gross Replacement Cost (CRC) \$ 000s	Written Down Value (WDV) \$ 000s	Annual Depreciation Expense \$ 000s	Condition				
							1	2	3	4	5
	Pump Stations			\$13,794	\$8,082	\$1,605	20.0%	20.0%	55.0%	5.0%	0.0%
	Network			\$131,442	\$97,722	\$0	35.0%	30.0%	33.0%	1.0%	1.0%
	Waste-Water Treatment Plant			\$23,760	\$1,122	\$0	5.0%	0.0%	90.0%	5.0%	0.0%
	Effluent Disposal			\$13,811	\$8,689	\$0	0.0%	85.0%	15.0%	0.0%	0.0%
Grand Total				\$182,807	\$115,615	\$1,605	27.3%	29.5%	40.7%	1.7%	0.7%



A6.4 Asset Based Level of Service (LoS)

Table 66 Wastewater Assets – Service Levels

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Availability	Availability of domestic wastewater services	% of all tenements that are connected	100	
Quality	Number of controlled expected failures	No. of failures per year	2	
Quality	Number of controlled unexpected failures	No. of failures per decade	2	
Quality	Number of uncontrolled unexpected failures – private property	No. of failures per year	200	
Quality	Number of uncontrolled unexpected failures – public property (sensitive)	No. of failures per year	5	
Quality	Number of uncontrolled unexpected failures – public property (other)	No. of failures/10km of mains/year	1	
Customer Response	Response time to system fault – Priority 1 (major failure to contain sewage within the sewer system or any problem affecting a critical user at a critical time)	Hours	Immediate	
Customer Response	After hours response time to customer complaints of system fault– Priority 1	Hours	Immediate	
Customer Response	Response time to customer complains of system fault – Priority 2 (minor failure to contain sewage within the sewer system or any problem affecting a critical user at a non-critical time)	Hours	Action and Repair within 12 hours	
Customer Response	After hours response time to customer complaints of supply failure – Priority 2	Hours	Action and Repair within 12 hours	
Customer Response	Response time to customer complains of network failure – Priority 3 (minor failure to contain sewage affecting a single property or as a ‘bad odour’)	Working Days	1	
Customer Response	Written complaint of general nature (defined as ‘minor operational problem, complaint, or inquiry, which can be dealt with at a time convenient to the customer and the local authority’)	Days	10	
Customer Response	Personal complaint of general nature	Days	2	



Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Odours/Vectors	No. of incidents resulting in a complaint	No. / year	2	
Treatment Works	No. of days when odour is detectable outside the plant's buffer zone	No. / year	0	
Treatment Works	No. of days when maximum level of noise is greater than 5dB above the background level	No. / year	0	
Compliance	Compliance with effluent discharge and Biosolids management licensing requirements	Compliance percentage	100	



A6.5 Future Demand / Demand Management Plan

Demand for services provided by wastewater assets is expected to increase. Much of this will be driven by gradual development in the LGA, growing community expectations and awareness, and regulatory change.

Table 67 Wastewater Assets – Future Demand Impact

Demand Factor	Impact on Assets
Population	The increase in population will impact on the number of people and properties connected to the sewerage system. There will likely be more pressure to reduce and improve the quantity and quality of sewerage effluent.
Increasing Costs	Will be a requirement to continue to maximise service delivery within the funding limitations.
Environment and Climate	There is likely to be tightening of controls on discharges from the sewerage system and greater environmental controls. Further, it is likely that effluent reuse schemes will increase.
Technology	May require improved environmental management of construction and the management of the sewerage network into the future.

A6.6 Current Practices

A6.6.1 Maintenance Strategies

Council currently assesses wastewater asset condition in conjunction with its cyclical cleaning and maintenance program of its active assets and with CCTV of its passive network. While a large portion of Councils maintenance is reactive in response to customer requests, council undertakes scheduled maintenance works which are planned and prioritised by the assets; condition, age, materials and frequency of reactive service requests.

A6.6.2 Renewal Strategies

Councils capital renewal program aims at improving the condition and functionality of council’s active and passive wastewater network. The program developed has been informed by extensive modelling which is verified by on-site inspections and CCTV data. Prioritisation of works is based upon the condition and criticality of assets.

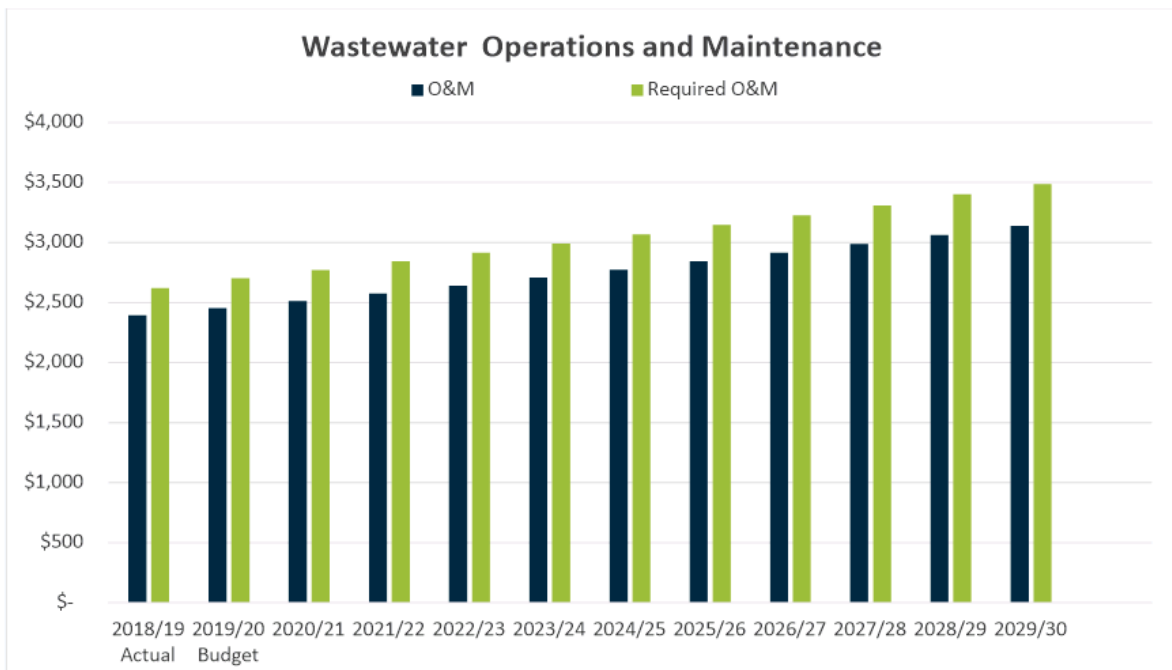
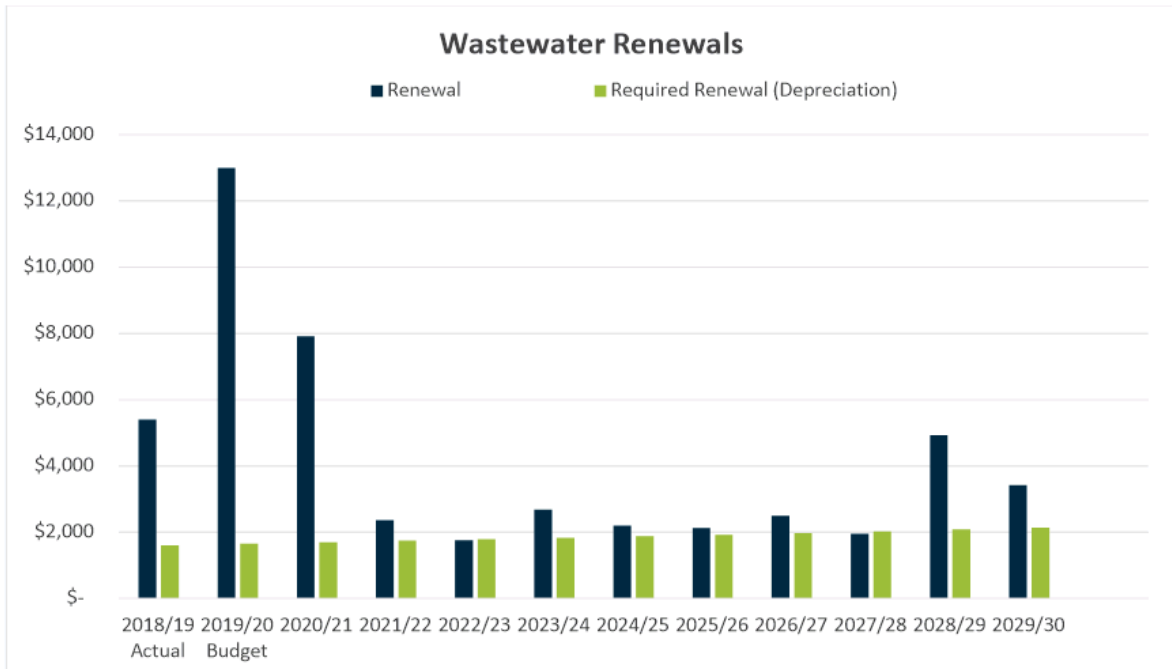


A6.7 Expenditure Projections (\$, 000s)

Asset lifecycle costs are the average costs required to sustain an asset over its useful life. These costs have been projected forward for the next ten years to inform Council’s Long-Term Financial Plan. The table below compares Council’s planned expenditure against the expenditure required to sustain its current levels of service.

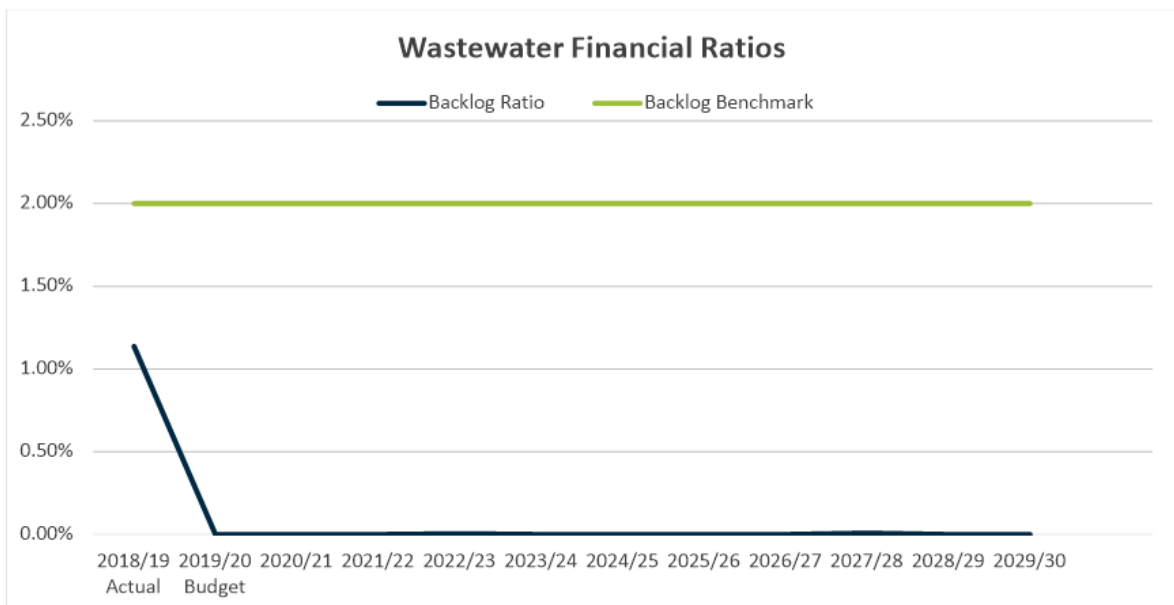
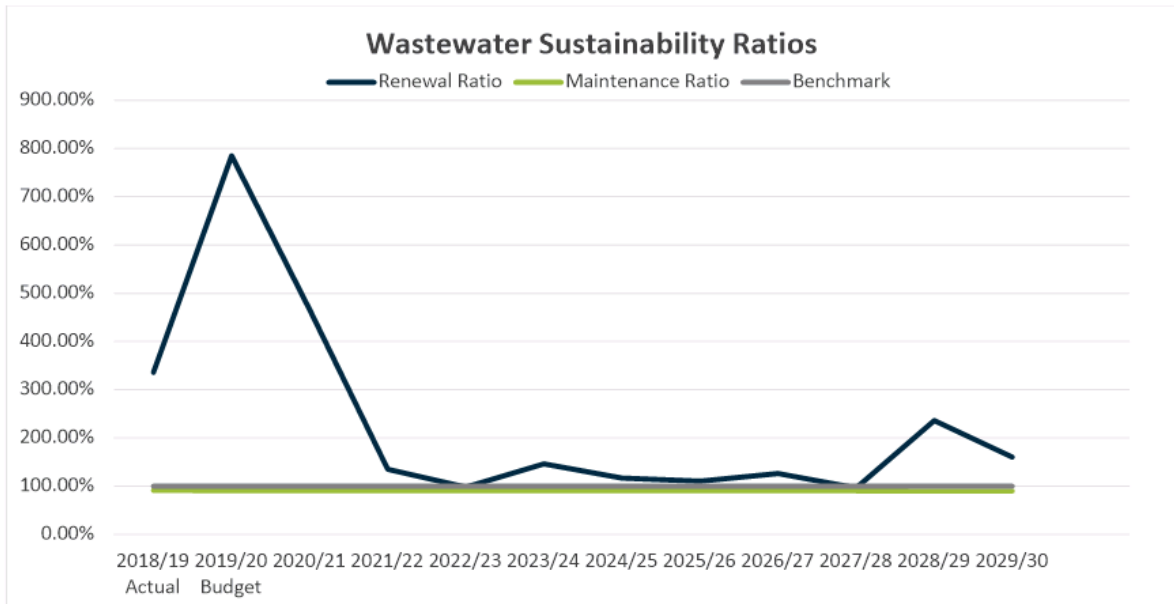
Table 68 Wastewater Assets – Expenditure Projections

Budget Gap by Asset Group		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Actual											
	Renewal	\$12,998	\$7,911	\$2,358	\$1,753	\$2,681	\$2,197	\$2,132	\$2,499	\$1,955	\$4,926
	New and Expanded Assets	\$1,212	\$150	\$175	\$74	\$229	\$148	\$137	\$71	\$108	\$603
	Operations and Maintenance	\$2,453	\$2,514	\$2,577	\$2,641	\$2,707	\$2,775	\$2,844	\$2,915	\$2,988	\$3,063
	Total Expenditure	\$16,662	\$10,575	\$5,109	\$4,468	\$5,618	\$5,120	\$5,114	\$5,485	\$5,051	\$8,592
Required											
	Required Renewal (Depreciation)	\$1,656	\$1,698	\$1,742	\$1,787	\$1,833	\$1,880	\$1,929	\$1,978	\$2,028	\$2,084
	New and Expanded Assets	\$1,212	\$150	\$175	\$74	\$229	\$148	\$137	\$71	\$108	\$603
	Required O&M	\$2,703	\$2,773	\$2,844	\$2,917	\$2,993	\$3,070	\$3,148	\$3,228	\$3,310	\$3,402
	Total	\$5,570	\$4,621	\$4,762	\$4,777	\$5,055	\$5,098	\$5,214	\$5,277	\$5,446	\$6,089
	Overall (GAP)	\$11,092	\$5,954	\$348	\$(309)	\$563	\$22	\$(101)	\$208	\$(395)	\$2,503



A6.8 Financial Ratios

The Office of Local Government has established financial benchmarks for councils to strive towards and adhere to. The charts below showcase Council’s current financial service levels and the impacts of Council’s projected expenditure upon these service levels.





A6.9 Risk

A6.9.1 Critical Assets

The following attributes of an asset are to be considered when considering critical wastewater assets.

Table 69 Wastewater Assets – Criticality Factors

Wastewater	High	Medium	Low
Rising main	Yes		
Material	Clay	Concrete / PVC	
Flood zone		Yes	
Waterway	Line runs parallel to waterway	Line runs perpendicular to waterway	
Reticulation size	> 300mm diameter	200 - 300mm diameter	150mm diameter
Pump stations	Yes		
Backup pump and power	No		
Catchment	Large	Medium	Small

Council has identified the following assets as critical to the wastewater network:

- BP West Sewer Pump Station Marulan
- Wastewater Treatment Plant Goulburn
- Effluent Pump Station Water Treatment Plant
- Low Level Reservoir Goulburn.

A6.10 Confidence Levels

The confidence in the asset data used as a basis for the forecasts has been assessed using the following grading system.

Table 70 Wastewater Assets – Data Confidence rating

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Acceptable	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

The overall confidence level of the plan is considered to be ‘Highly Reliable’.



A6.11 Main Findings

Councils asset wastewater data is comprehensive and of good quality allowing for effective lifecycle planning and management. While councils technical Levels of Service are currently captured and published due to regulatory requirements, it is unclear whether community levels of service are captured and reported on.

Expenditure projections show that council has budgeted adequate renewals to reduce the backlog of wastewater assets over a 10-year forecasting period. Operations and Maintenance expenditure however is slightly underfunded over the forecasting period with an average annual shortfall of \$291,000.

A6.12 Improvement Plan

Table 71 Wastewater Assets – Improvement Plan

Improvement action	Effect on AMPs	Priority
Undertake community consultations regarding Councils Community Service Levels and ensure performance is captured and reported on	Lifecycle planning will be aligned with community expectations	Medium
Review functionality and capacity needs of Assets	Lifecycle planning will be aligned with community needs	Medium
Identify 10-year planned expenditure and budget	Financial Sustainability Modelling reflective of Council capacity and needs	High