



Goulburn Mulwaree Council

State of our Region Report

2021-2024

PRIDE
PASSION | RESPECT | INNOVATION | DEDICATION | EXCELLENCE

August 2024

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Acknowledgement of Country

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

Foreword

Welcome to Goulburn Mulwaree Council's State of our Region Report for 2021-2024.

We are pleased to present the Goulburn Mulwaree Council's State of Our Region Report for 2021-2024.

The Community Strategic Plan (CSP) of the Council outlines several Strategic Goals that will shape our priorities until 2036 across five key pillars: environment, economy, community, infrastructure, and civic leadership. This structure enables us to prioritise capital works projects while maintaining a holistic perspective. Our commitment is to collaborate with the community to achieve outcomes that instil pride in us all. As we prepare our end-of-term report, we are initiating the development of our next Community Strategic Plan, which will serve as a roadmap for the Councillors elected in the 2024 elections.

The Goulburn Performing Arts Centre (GPAC) has had in excess of 50,000 attendees since its opening in March 2022 and received a highly commended award at the Local Government Excellence Awards held in May 2022, in the Asset & Infrastructure category for projects over \$1.5 million.

The Goulburn Regional Art Gallery played host to the Archibald Prize 2023, an Art Gallery of NSW touring exhibition held 19 January to 3 March. This exhibition attracted over 4,700 people to the Gallery, many of which were visitors to Goulburn.

Over the past four years we have undertaken many projects that have had an incredibly positive impact on the Goulburn Mulwaree region. Roadworks on key routes such as Windellama Road, Middle Arm Road and Jerrara Road continue alongside bridge replacement projects that have improved our transport links. We have also continued to improve the liveability of the region with huge lengths of walking and cycling tracks particularly along our rivers, and extensions of footpaths in villages.

Along with the walking and cycling tracks we have built new playgrounds at Tony Onions Park in Marulan, replaced old, unsafe equipment in Bladwell Park with new inclusive playground equipment, built a state of the art Pump Track at Riverside Park and redeveloped the BMX Track at Roberts Park in Goulburn.

We have progressed with the planning phase for the Marulan Water and Wastewater Treatment Plants, as well as the augmentation of the Goulburn wastewater treatment plant to 40,000 equivalent persons. The construction of the reuse scheme and the ReUse Goulburn Recycling Centre has been successfully completed. Additionally, various annual capital and maintenance projects have been finalised. The replacement of the clarifier arms at the Goulburn Water Treatment Plant has been successfully executed, while planning activities for the wash water system at the plant are ongoing.

The Goulburn CBD Transformation Project was initiated to enhance residential density, housing diversity, affordability, and vibrancy while preserving the CBD's heritage significance and character. Collaborative efforts with various State Government agencies, spearheaded by Council, resulted in the development of the Call Before You Clear campaign. This initiative aims to educate the community on biodiversity laws and the necessity of obtaining approvals before clearing native and exotic vegetation. Over the period from 2021 to November 2023, Council successfully executed 8 Planning Agreements valued at over \$2.8 million. These agreements will not only deliver improved environmental and recreational outcomes for the community but also enable Council to manage assets dedicated through development in a more financially sustainable manner.

These successes reflect the hard work of our Councillors, staff, and community support. Together, we've laid a strong foundation for regional growth.

Moving forward, the Council is committed to careful financial management, focusing on efficiency to ensure stability and enhance the liveability of our region.



Chief Executive Officer
Aaron Johansson



Former Mayor
Cr Peter Walker
(2022 – 2024)

About this Report

In accordance with Section 402 of the *Local Government Act 1993* and the requirements of the Integrated Planning and Reporting Legislation and Guidelines (Office of Local Government) a ***State of our Region Report*** (formerly known as End of Term Report) is required detailing Council's progress in implementing the Community Strategic Plan (CSP) during its term. The focus of this report is on initiatives that Council has direct influence over and utilises a range of performance and assessment methods identified in its Community Strategy Plan and integrated planning documents.

In January 2022 Goulburn Mulwaree Council, Upper Lachlan Shire Council and Yass Valley Council prepared a joint Regional Community Strategic Plan (RCSP) for the tablelands region, this was adopted by Council on 19th April 2022. This report meets the requirements of the Legislation and reports on Council's progress and performance outcomes in implementing the Regional Community Strategic Plan strategies for each of the five Strategic Pillars of Council's operations during the three year Council term 2021-2024 (term reduced by 12 months due to COVID-19).

The Regional Community Strategic Plan is a ten year vision that was developed through close consultation between the community and the three Councils, Goulburn Mulwaree, Upper Lachlan Shire Council and Yass Valley Council. The RCSP identifies our priorities and aspirations as a community. To achieve the priorities identified, the RCSP is supported by the following implementation strategies:

- Delivery Program
- Operational Plan
- Resourcing Strategy

Contained within the Regional Community Strategic Plan and supporting plans are the five themes and strategic objectives undertaken by Council that provide a focus for the development of key strategies, program actions and performance measures. These are as follows:



Our Community – *We are a network of vibrant, inclusive, and diverse communities that value our co-operative spirit, self-sufficiency, and rural lifestyle.*

Strategic Objectives:

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



Our Economy – *To have a strong, growing economy that is resilient and provides for a diverse range of employment opportunities.*

Strategic Objectives:

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



Our Environment – *To appreciate our range of rural landscapes and habitats and act as custodians of the natural environment for future generations.*

Strategic Objectives:

- Our natural environment is maintained, protected and enhanced in line with community expectations.
- Adopt environmental sustainability practices.
- Our community is resilient to climate impacts.
- Our rural character and natural landscapes are protected and maintained.



Our Infrastructure – *Our infrastructure complements our natural surroundings and character while enhancing the lives of our community.*

Strategic Objectives:

- Safe and quality transport options are available for all residents to access major centres and services.
- We are proud of our liveable and accessible local places and spaces.
- Our existing community infrastructure is maintained and we plan for and support the development of infrastructure that meets community need.
- Water, waste and sewerage services meet the needs of our community.
- Improvements secured to future-proof telecommunications infrastructure.



Our Civic Leadership – *Our leaders operate ethically with good governance and empower residents to participate in community development.*

Strategic Objectives:

- Council is effective, financially sustainable and responsible.
- Our community is informed and engaged in decision making.

Councillors 2021 – 2024

Goulburn Mulwaree State of our Region Report 2021 – 2024



Cr Peter Walker

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



Cr Andy Wood

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



Cr Carol James

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



Cr Daniel Strickland

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



Cr Andrew Banfield

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



Cr Jason Shepherd

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



Cr Michael Prevedello

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



Cr Bob Kirk

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



Cr Steve Ruddell

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

Snapshot of Achievements 2021 – 2024

Arts Infrastructure and Programs

- Goulburn Performing Arts Centre
- Festival of Regional Theatre
- Frostival Community Event

Museum upgrades including

- St Clair upgrade
- Rocky Hill Beacon
- The Goulburn Waterworks accessible pathway and pontoon
- Tallong and Belmore Park War Memorial refurbishments

Sport and Recreational Infrastructure

- Goulburn Aquatic and Leisure Centre
- The Regional Hockey Centre
- Cookbundoon and North Park Pavilions
- Carr Confoy Netball Court and Marulan Soccer Field Lighting
- Carr Confoy Netball Court resurfacing
- Carr Confoy and Bladwell Park Cricket pitches
- Water Reuse Scheme



Rocky Hill Beacon Installation



Goulburn Aquatic & Leisure Centre



North Park Pavilion



Goulburn Performing Arts Centre

Road Infrastructure

- Towrang and Carrick Bridges
- Windellama Road Stage 1
- Deccan and Clinton Street rehabilitation
- Roundabouts on Kinghorne and Bourke Streets
- Mountain Ash Road rehabilitation

Children and Youth Facilities

- The Pump Track
- BMX Track
- Marulan play space
- Tallong Skate Park and Basketball Court



Tallong Path, Basketball Court, Skatepark & Sheltered Picnic Table

Village Enhancements

- Bungonia Village parking, heritage and hall storage/accessibility upgrades
- Tallong Hall kitchen and accessibility improvements and pathway
- Tarago recreation ground shade sails, fencing, BBQ area and pathways
- Towrang Hall car park and fencing
- Marulan pathways

New and Upgraded Amenity Blocks

- Seiffert Oval
- Riverside Park
- Copford Reach
- North Park
- Prell Oval
- Tallong and Goulburn Recreation Areas
- Robert Park



Pump Track & BMX Track

A. Our Community

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

Strategic Objectives:

“Our community’s health and wellbeing are supported”

| Strategy | | Planned Outcome | Performance Outcomes |
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| A.1 | Advocate and facilitate discussions with relevant authorities and funding bodies to improve access to services and facilities for youth, older adults, and people with disabilities. | Continued implementation of Neighbour Aid and Centre based Respite i.e. CHSP (now known as Seniors Social Support Service) and Leisure Link i.e. NDIS programs. | All CHSP requirements have consistently been met. CHSP service passed Aged Care Quality and Safety Commission audit in 2023. NDIS program has been retained and service provision has consistently met the expectations of the NDIS Practice Standards. |
| | | Dedicated youth space/centre appropriately resourced. | Council assisted PCYC prepare a grant application to establish a dedicated Youth Centre behind the existing PCYC building off Avoca Street, Goulburn however PCYS was only successful in obtaining half the required funds to meet BCA requirements. Subsequently, PCYC undertook minor alterations within existing building to deliver limited youth activities for members only. |
| | | Development and implementation of 2021 – 2026 Goulburn Mulwaree Disability Inclusion Action Plan (DIAP). | Goulburn Mulwaree Council 2021--2026 DIAP completed and endorsed by NSW Disability Council. Ongoing implementation of the DIAP in consultation with staff, members of the public and other disability service providers. |

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| | | Location and concept of Community Centre defined following community consultation process. | Following a comprehensive review by a staff working party and Council's Community Centre Working Party, Council resolved to defer any further consideration of a new Community Centre due to the significant cost involved and a lack of funds available. |
| A.2 | Support youth programs that encourage empowerment, resilience, and capacity building. | <p>Deliver a range of youth programs operating year-round to address social, health and educational needs of youth.</p> <p>Network and develop relationships with young people and community services providers to support youth growth in the community.</p> | <p>A range of youth programs and events have been delivered annually including, Vibesfest, Youth Mentoring, Youth Week, School Holiday, term-based and school-based programs. There has been a large increase in youth participant numbers across the 3-year term, representing approx. 60% growth.</p> <p>In 2022 Council hosted a highly successful 3-day NSW Youth Conference.</p> <p>Completion of the Goulburn Mulwaree Council Youth Consultation Report 2024 following 9 months of consultation with local youth, families, and youth service providers.</p> |
| A.3 | Promote physical and mental health and partner to ensure our community has access to appropriate information and support services to improve health outcomes. | Network and develop relationships with service providers to support physical and mental health initiatives in the community. | <p>Council Youth Services has partnered with, or supported:</p> <ul style="list-style-type: none"> • headspace - to deliver Youth Mental Health, and Teen Mental Health First Aid training. • Anglicare - to deliver <i>Love Bites</i> healthy relationship training to local high school students. • headspace, Mission Australia and PCYC - to deliver <i>Save a Mate</i> youth drug & alcohol training to local high school students. |

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| | | | <ul style="list-style-type: none">• PCYC - <i>Fit 4 Life</i> and <i>Fit 4 Change</i> programs.• Local youth services for ongoing local high school outreach sessions. <p>CHSP and NDIS social support services have facilitated workshops / information sessions / expos on:</p> <ul style="list-style-type: none">• Seniors Rights and disability advocacy.• Aging well i.e. seniors' yoga.• Inclusion and connectivity.• Health and wellbeing i.e. mobility, stretching, cognitive exercise. |
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“There is active and creative participation in community life”

| Strategy | | Planned Outcome | Performance Outcomes |
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| A.4 | Events celebrate the identity of our towns, our heritage, and our culture. | Attract sports and adventure tourism opportunities and support the development of vibrant cultural and heritage events to grow the year-round visitor economy. | <p>Event Development Funding supported 29 events in 22/23 and 23/24 with funding of approx. \$170,000 provided, plus in-kind support.</p> <p>Financial Assistance and Fee Waivers were provided to a further 36 events in 22/23 and 23/24, plus in-kind support.</p> <p>The economic impact of several of the major events secured indicate:</p> <ul style="list-style-type: none"> • Hockey NSW State Championships - \$3.5M in Dec 2022 and again in 2023. • Judo International - \$1.14M |
| A.5 | Develop compelling public spaces and experiences for the community across the region. | Public areas, parks, open space, and facilities meet the community’s recreational, social, and cultural needs. | <p>Public spaces have been upgraded to enhance community experiences at various parks including Bladwell Park with the addition of a new playground, half-court basketball facility and cricket nets. Tony Onions Park Marulan with the addition of a medium sized adventure playground</p> <p>The continuation of user groups meetings across sports and recreation facilities such as the recreation area.</p> <p>The redevelopment of the Aquatic Centre to provide a broader range of experiences across a larger demographic within the region.</p> <p>The continuation of the walking track across Goulburn to provide a broad range of activities for all levels across the region.</p> |

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| A.5 (cont.) | Develop compelling public spaces and experiences for the community across the region. | Create a cultural environment that contributes socially and economically to the community. | <p>The dynamic programs and exhibitions offered at Goulburn Regional Art Gallery, Goulburn Performing Arts Centre (see summary in section below), Goulburn Mulwaree Library, the Museums and the various community and tourism events continue to develop and provide social and cultural benefits for the community.</p> <p>Activation of spaces through public art, including the very successful PAINT THE TOWN and Tarlo Bridge mural installations continue to add further vibrancy to the region.</p> |
| | | Council continues to provide arts and cultural facilities (Gallery, Library, Museums, Performing Arts Centre, and Events). | <p>Visitor numbers to Marketing, Events & Culture facilities for the periods 22/23 and 23/24 are noted below. Many public programs occurred across the various sites during this period also, as well as online engagement which are not captured in the below figures:</p> <p>Gallery 22/23 – 21,639 visitors; 258 education programs with 3,000 students; 19 exhibitions</p> <p>Gallery 23/24 – 21,688 visitors; 244 education programs with 2,548 students; 17 exhibitions.</p> <p>Library 22/23 – 74,614 visitors; 143,437 loans & renewals; 5,295 adults attended programs; 10,556 children attended programs.</p> <p>Library 23/24 – 80,627 visitors; 167,403 loans & renewals; 4,766 adults attended programs; 11,749 children attended programs.</p> <p>Rocky Hill 22/23 – 46,128 visitors</p> <p>Rocky Hill 23/24 – 43,303 visitors</p> <p>Waterworks 22/23 – 20,754 visitors</p> |

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| <p>A.5 (cont.)</p> | <p>Develop compelling public spaces and experiences for the community across the region.</p> | | <p>Waterworks 23/24 – 20,814 visitors</p> <p>The Goulburn Performing Arts Centre (GPAC) has been instrumental in expanding cultural and artistic opportunities and activities in the region, meeting and exceeding the criteria set out by Council in numerous ways:</p> <p>Developing compelling public spaces and experiences: GPAC has been instrumental in transforming the old town hall building into a vibrant hub of activity, hosting a variety of performances and events that cater to diverse audiences. These experiences have fostered a sense of community and enriched the cultural fabric of the region.</p> <p>Meeting community’s recreational, social, and cultural needs: GPAC has catered to the recreational, social, and cultural needs of the community significantly over the past two years. The venue has become a gathering place for people of all ages to engage in meaningful cultural exchanges.</p> <p>Development and delivery of cultural and creative assets: GPAC has been at the forefront of nurturing local talent and showcasing it to the wider community. It has developed and delivered a range of cultural and creative events, from theatre productions by Rocky Hill Musical Theatre Company, Bladwell Productions and The Lieder Theatre, to music concerts and dance</p> |
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| <p>A.5 (cont.)</p> | <p>Develop compelling public spaces and experiences for the community across the region.</p> | | <p>performances from Hume Conservatory and local primary and dance schools.</p> <p>Creating a cultural environment that contributes socially and economically: GPAC has not only enriched the region’s cultural life but also contributed to its economic vitality. It has attracted tourists, created jobs, and stimulated local businesses, demonstrating the power of arts and culture as an economic driver.</p> <p>Allocation of funds for public art commissioning and maintenance: Council’s commitment to the arts is evident in its allocation of funds for GPAC’s annual season shows. These shows provide a wide range of productions across multiple genres that would otherwise not be available to the community due to commercial pressures faced by private companies and individual producers.</p> <p>Provision of arts and cultural facilities: Council continues to provide a range of arts and cultural facilities, including the Art Gallery, Library, Museums, and the Performing Arts Centre. These facilities serve as vital platforms for cultural expression and learning.</p> <p>Visitation to arts and cultural facilities and events: GPAC’s diverse programming and inclusive approach has resulted in high visitation rates. Its events and facilities are enjoyed by locals and visitors alike, making it a popular cultural destination in the region.</p> |
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| A.5 (cont.) | Develop compelling public spaces and experiences for the community across the region. | | In summary, GPAC has played a pivotal role in meeting the Council's objectives, enriching the community's cultural life, and contributing to the region's social and economic development. It stands as a testament to the transformative power of the arts and culture. |
| A.6 | Build partnerships with key arts and cultural bodies and support community participation in arts and culture | Agreements in place with key arts and cultural bodies. | Agreements in place with Southern Tablelands Arts, Hume Conservatorium and Lieder Theatre for various projects, programs, and events. |
| | | Advocate for and continue to support and promote the Arts. | Funding secured for the development and enhancement of cultural programs and infrastructure, including: <ul style="list-style-type: none"> • Goulburn Performing Arts Centre • St Clair Villa Museum & Archives • Rocky Hill War Memorial & Museum • Goulburn Historic Waterworks • Goulburn Regional Art Gallery • Goulburn Mulwaree Library |
| | | Advocate for and support the digitisation of cultural collections across the Local Government Area. | Digitisation of Museum collections underway using in-house resources. Grant funding applications unsuccessful to date. |

“Our community is inclusive, connected, safe and proud”

| Strategy | | Planned Outcome | Performance Outcomes |
|-------------|---|---|--|
| A.7 | We acknowledge and embed local Aboriginal culture and stories within our community. | Consultation with the Aboriginal community to better understand opportunities to embed Aboriginal culture and stories. | Reconciliation Action Plan endorsed and implementation underway. |
| A.8 | Design public spaces and residential developments to support social connection and public safety. | Design standards for development to achieve social connection and public safety in new development. | Design standards are incorporated in the Goulburn Mulwaree Development Control Plan 2009 in relation to “Safer by Design” principles. Additionally, opportunities for social connectivity and active recreational linkages are identified for each development as applicable. |
| A.9 | Support local initiatives that welcome new residents. | Positive promotion of the Goulburn Mulwaree area as a desirable destination to visit, live, work and invest. | Review of Profile ID migration data for the period July 2021 to June 2023 indicates <i>In Migration</i> of 4,216 and <i>Out Migration</i> of 4,147, resulting in a net gain of 69 new residents. Review of Profile ID business data for the same period indicates an increase of 66 new businesses. |
| A.10 | Encourage community pride through the beautification and maintenance of our villages and towns. | Opportunities for beautification and maintenance are sought through grants and allocation of appropriate budgetary funding. | Several Village based programs undertaken through BLERF (Bushfire Local Economic Recovery Fund, Local Roads & Community Infrastructure Program (Streams 1-4), Reconnecting Regional NSW, Regional Housing Program, Stronger Country Communities (Round 5) and Community War Memorial Fund. |

“Our communities have access to affordable and safe accommodation and housing”

| Strategy | | Planned Outcome | Performance Outcomes |
|-------------|---|---|--|
| A.11 | Advocate for funding to increase access to safe and suitable shelter and services that support people at risk or in need. | Opportunities for consultation and/or submissions to relevant Government Agencies or non-government organisations (NGOs) are pursued. | Collaboration agreement entered between Council and NSW Land and Housing Corporation (now Homes NSW) to facilitate the delivery of social housing. |

B. Our Economy

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

Strategic Objectives:

“Our location attracts business and industry, boosting our local economy and jobs”

| Strategy | | Planned Outcome | Performance Outcomes |
|------------|---|--|--|
| B.1 | Develop partnerships with the ACT Government and private industry to enable business and industry growth and development. | Opportunities for consultation and/or partnerships with Government Agencies and private industry are sought through active engagement. | Engagement through the Canberra Region Joint Organisation Economic Development Working Group with ACT Government representatives and private industry developed. |
| B.2 | Promote the region as an ideal location for emerging industries and start-ups. | Positive promotion of the Goulburn Mulwaree area as a desirable destination to live, work and invest. | <p>Undertaken advertising campaigns targeting emerging industry and start-ups businesses with an increase reported by Profile ID of 66 businesses during the term.</p> <p>Developed relationships with Investment NSW and Department of Regional NSW to target these markets within the wider NSW community.</p> |

“The local and regional tourism offering is expanded, increasing visitation to the region”

| Strategy | | Planned Outcome | Performance Outcomes |
|------------|---|--|---|
| B.3 | Market the region as a tourist destination, highlighting the regions unique rural character, natural environment, heritage and culture in consideration of the directions of the Tablelands Destination Development Plan 2020 to 2025, Southern Tablelands Brand Strategy and Destination Southern NSW Destination Management Plan 2022 to 2030 | Goulburn Australia and Southern Tablelands recognised as consumer brands and desirable destinations. | Review of Profile ID Tourism Value indicates that in 2022/23, the total tourism sales in the Goulburn Mulwaree area were \$281.7 million and the total value added was \$132.6 million. To the end of 2022/23 Domestic Visitor Nights were 740,028 and Domestic Day Trips were 729,317, with both figures returning to pre-Covid visitor levels. This is a positive indicator in the desirability of the region for visitors, with the purpose for visiting continuing to rank highest for Leisure and Visiting, Friends and Relatives, followed closely by Business. |
| | | Funding and support for cultural and creative assets appropriate for ongoing service delivery, including conservation, development and adaptive reuse. | Funding secured for the development and enhancement of cultural programs, events and infrastructure, including: <ul style="list-style-type: none"> • Goulburn Performing Arts Centre • St Clair Villa Museum & Archives • Rocky Hill War Memorial & Museum • Goulburn Historic Waterworks • Goulburn Regional Art Gallery • Goulburn Mulwaree Library |

| Strategy | | Planned Outcome | Performance Outcomes |
|------------|---|---|--|
| B.4 | Identify opportunities to bid for regional, state and national events that deliver economic outcomes for the community. | Increase of sports tourism, cultural and heritage events delivered for the community. | <p>Successful bids were made for the following events in 22/23 and 23/24:</p> <ul style="list-style-type: none"> • E-Sports League • Triathlon NSW State Duathlon • Swimming NSW Country Regionals • Tag20 ANZAC Cup (x2) • Run with the Wind • Festival of Small Halls (x2) • Boom Clash Rockstar • ACT & Southern NSW Rugby Union • Streamliners • Canberra Judo International • Geek Markets • Hockey NSW State Championships • Hockey NSW Masters • Carnival of Cups • 100th Anniversary Motorcycle Grand Prix |

“Our local established and emerging businesses are supported to thrive”

| Strategy | | Planned Outcome | Performance Outcomes |
|------------|--|--|--|
| B.5 | Support small and home-based businesses to develop through streamlined processes and business support. | Collaborate with Chamber of Commerce to run workshops during Small Business Month. | Workshops were delivered during Small Business Month in conjunction with the Chamber of Commerce. Additional workshops were also presented to support small and home-based businesses in partnership with Regional Development Australia Southern NSW & ACT. |

| Strategy | | Planned Outcome | Performance Outcomes |
|------------|---|---|---|
| B.6 | Support village development and opportunities for business and growth. | Preparation of Village Strategies to identify opportunities for growth and capital improvements. | Tarago Village Housing Strategy completed. Strategic studies to underpin further village strategies for residential growth undertaken such as the Strategic Residential Settlement Bushfire Study 2024. |
| B.7 | Foster a diverse, adaptive and innovative agricultural industry. | Planning controls developed for rural land to provide flexibility for diverse, adaptive, regenerative and innovative agricultural industry. | Amendments to NSW Planning legislation in relation to agritourism. Employment land zones reforms and LEP amendment 2023 – extension of permissibility of supporting agricultural industries across a wider area by consolidation of the IN1 General Industrial Zone with the IN2 – Light Industrial Zone, now E4 General Industrial. |
| | | Upgrade and maintain supportive local infrastructure to facilitate agricultural development. | Council continues to upgrade and maintain strategic transport routes to support local industry and its community. |
| B.8 | Enhance economic resilience to adapt and respond to shocks like COVID-19 and natural disasters. | Identify grant funding opportunities for the business community. | Grant opportunities that were identified from government and other sources were shared with the business communities via the Chamber of Commerce. |
| | | Support workshops which focus on economic resilience. | Promotion of the SRBEC Workshops and Resilience programs was undertaken with the Goulburn and Marulan Chambers of Commerce. |

C. Our Environment

“To appreciate our range of rural landscapes and habitats and are stewards of the natural environment for future generations”

Strategic Objectives:

“Our natural environment is maintained, protected and enhanced in line with community expectations”

| Strategy | | Planned Outcome | Performance Outcomes |
|------------|---|--|---|
| C.1 | Protect and enhance the existing natural environment, including flora and fauna native to the region. | Consultation, collaboration and/or submissions to relevant Government Agencies for the protection and enhancement of biodiversity. | <p>Regular and ongoing collaboration with relevant Government Agencies in relation to the protection and enhancement of biodiversity. Particularly with: NSW Department of Primary Industries (Fisheries), NSW Department of Climate Change, Energy, the Environment and Water, Local Land Services. Collaboration with matters such as:</p> <ul style="list-style-type: none"> • Management of critically endangered species such as the Pomaderris delicata and Tallong Midge Orchid. • Education campaigns such as Call Before you Clear to raise awareness in relation to approval processes. • Coordinated enforcement of unauthorised vegetation clearing/earthworks. • Updates to the Bionet Atlas to improve biodiversity mapping for the area. • Review of the South Goulburn Threatened Species Management Plan. |

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| C.1 (cont.) | Protect and enhance the existing natural environment, including flora and fauna native to the region. | Action all complaints regarding illegal clearing and pollution incidents. | All complaints regarding illegal clearing and pollution incidents actioned and appropriate regulatory action taken where required. |
| | | Enhance community understanding on the value of the native environment. | Council's Environment and Biodiversity Assessment Officer and the Environment and Health Team have participated in a variety of community-based education programs such as Call Before You Clear and Get the Site Right. |
| | | Opportunities for regenerative sites are sought. | This is largely now facilitated through the avoid principle embedded in the NSW Biodiversity Conservation Act and via the identification of significant biodiversity through the assessment of development applications (DAs), Planning Proposals and Reviews of Environmental Factors for Council capital works projects. |
| C.2 | Implement effective integrated weed and pest animal management. | Improved engagement with landholders and management of weeds on private property. | Ongoing participation in the NSW Weeds Action Program which involves a routine weed identification inspection for private properties across the LGA. |
| | | Review of Pesticide Notification Plan | Current version expires in June 2025. Review commenced in preparation for full revision in 2025. |

| Strategy | | Planned Outcome | Performance Outcomes |
|----------|--|--|--|
| C.3 | Protect and rehabilitate waterways and catchments. | Identify waterways protection and rehabilitation programs. | Grant funding was secured to rehabilitate a section of the Wollondilly River and Mulwaree Ponds waterways to remove weeds. |
| | | Improved water quality compliance through land management practices. | Council secured a grant to carry out a condition assessment for its water quality improvement devices across the local government area. The condition assessment will inform a future improvement program. |

“Adopt environmental sustainability practices”

| Strategy | | Planned Outcome | Performance Outcomes |
|----------|--|---|--|
| C.4 | Investigate and implement approaches to reduce our carbon footprint. | Promote recycling, re-use and composting programs. | Council has continued to promote recycling, reuse and composting. Council has built a purpose built waste centre (RUG) to facilitate greater separation of waste for recycling as well as reuse. The centre includes an education room for specific waste management education activities. |
| | | Further use of renewable power across Council sites where possible. | Council has added on site renewable power where possible on sites with building upgrades. Transition to renewable power continues to be investigated for across Council. |
| | | Development of programs to reduce Council's carbon footprint. | Council was an active participant in the CRJO's Net Zero working group to reduce Council's carbon footprint. |

| Strategy | | Planned Outcome | Performance Outcomes |
|------------|---|--|---|
| C.5 | Council to investigate and adopt environmentally sustainable practices across the organisation. | Promote environmentally sustainable practices, throughout Council's operations e.g. waste minimisation and sustainable purchasing. | Sustainable practices are reviewed across Council. Changes have been made to review power usage and optimisation of power use. |
| C.6 | Work with community, businesses, government and community support services to mitigate and adapt to the impact of climate change and adopt environmentally sustainable practices. | Opportunities for consultation and/or partnerships with community, businesses Government and community support services are sought through active engagement to identify environmentally sustainable practices to mitigate and adapt to the impact of climate change. | Council advocated for the improvement of the Building Sustainability Index ratings (BASIX) requirements for new buildings to be more regionally appropriate based on climate. BASIX has been updated to be regionally specific in relation to climate zones. Maintenance of updated natural disaster studies developed with community and Stage agency consultation, such as flood risk management studies and plans. Goulburn Floodplain Risk Management Study and Plan reviewed and adopted in 2022. Marulan Flood Study completed 2023. Strategic Residential Settlement Bushfire Study 2024. |

“Our community is resilient to climate impacts”

| Strategy | | Planned Outcome | Performance Outcomes |
|-------------|--|--|---|
| C.7 | Improve tree cover in urban areas with low canopy to reduce impacts of heat sinks. | Identify tree planting and maintenance opportunities within streetscapes and open parks. | Over 1,000 new trees were planted across the LGA. Council continues to maintain its tree canopy to reduce the environmental impacts caused by climate change. |
| C.8 | Improve community understanding of ways to care for yourself and others during extreme weather events and natural disasters. | Council to advocate with community groups and agencies for the development of resilience programs. | Council was an active participant in the CRJO's Blue Print for Resilience Project which will assist in informing the next Community Strategic Plan. Council also advocated for the improvement of the Building Sustainability Index ratings (BASIX) requirements for new buildings to be more regionally appropriate based on climate. BASIX has been updated to be regionally specific in relation to climate zones. |
| C.9 | Plan for and maintain climate resilient community facilities that cater to community needs in changing conditions. | Plan for new essential facilities to remain operational during most weather conditions for emergency and disaster responses. | Community facilities are designed to provide access in most weather conditions. |
| C.10 | Plan, respond and recover from natural disasters. | Ensure the currency of Council's Business Continuity Plan. | Thorough review of Business Continuity Plan about to commence |
| | | Work in conjunction with emergency service agencies and service providers in response and recovery actions resulting from natural disasters. | Council has continued to work collaboratively with emergency services to ensure positive outcomes as a result of natural disaster events. |

“Our rural character and natural landscapes are protected and maintained”

| Strategy | | Planned Outcome | Performance Outcomes |
|-------------|---|---|---|
| C.11 | Maintain a balance between growth, development, environmental protection and agriculture through sensible planning. | A balance is achieved between growth, development, environmental protection and agriculture. | Implementation of Urban and Fringe Housing Strategy recommendations for greenfield housing. Housing Strategy urban release areas are contiguous to existing residential land to minimise impacts on rural land and environmentally significant land. Areas of high biodiversity significance are avoided. |
| C.12 | Economic growth and development will consider the rural character, local environmental and historical features and community aspirations. | Economic growth and development considers the rural character, local environmental and historical features and community aspirations. | <p>Council submissions to State Significant Developments have highlighted rural values for consideration.</p> <p>Heritage Advisory program maintained to ensure specialist advice and consideration in relation to heritage. Ongoing position for Landscape and Heritage Planner.</p> <p>Updates to DCP to incorporate the Heritage Strategy Review 2018.</p> <p>Community participation as per Community Participation Plan. Additional use of Your Say web page for surveys in relation to CBD and Surrounds Project.</p> |
| C.13 | Implement planning and development policies and plans that protect our built cultural and natural heritage. | Planning and development policies and plans protect our built cultural and natural heritage. | <p>Planning and development policies implemented. LGA-wide update to heritage schedule in the LEP in 2021. Ongoing review of potential heritage items and conservation areas.</p> <p>Resourcing of positions dedicated to built and natural heritage conservation.</p> |

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| C.14 | Consider community feedback, local character and identity, economic factors and social impact in planning decisions. | Community feedback, local character and identity, economic factors and social impact is considered in planning decisions. | Ongoing implementation of the Community Participation Plan has been undertaken. Council is currently reviewing and updating the Community Participation Plan to reflect legislative and procedural changes. |
| C.15 | Encourage positive social and environmental contributions from developers. | Encouraged use of voluntary Planning Agreement where appropriate to achieve positive social and economic outcomes. | Between 2021 – November 2023 Council has executed 8 Planning Agreements with a total value over \$2.8 million. . |

D. Our Infrastructure

“Our infrastructure complements our natural surroundings and character while enhancing the lives of our community”

Strategic Objectives:

“Safe and quality transport options are available for all residents to access major centres and services”

| Strategy | | Planned Outcome | Performance Outcomes |
|------------|--|--|---|
| D.1 | We advocate for and support better public and community transport options to enhance access to services for all residents. | Maintain and improve existing road infrastructure. | Annual road infrastructure maintenance and renewal projects have been completed. |
| | | Advocacy undertaken for improved public transport services between our region and Sydney/Canberra. | Advocacy undertaken with TfNSW. Submissions made to South East Tablelands Transport Strategy. |
| | | Liaise with service providers to increase public bus coverage within the LGA. | Council continues to liaise with local bus companies and TfNSW to improve public transport within the LGA. |
| D.2 | Plan for, maintain and improve road networks. | Well-developed 5 year and 10 year forward works plan. | Council will carry out an Asset Condition Assessment to develop a 5 and 10 year works plan. |
| D.3 | Advocate for funding to improve road safety, conditions and connectivity. | Obtain funding to construct and rehabilitate problematic areas within the road network. | Funding secured to improve our road network. Projects include road rehabilitation and road safety improvements. |

| Strategy | | Planned Outcome | Performance Outcomes |
|------------|---|--|--|
| D.4 | Support infrastructure that enables active and passive transport. | Construct and maintain active and passive transport routes throughout the LGA. | Council has completed a comprehensive Pedestrian Access and Mobility Plan. To ensure its active and passive transport routes provide connectivity to its villages and CBD. |

“We are proud of our liveable and accessible local places and spaces”

| Strategy | | Planned Outcome | Performance Outcomes |
|------------|--|---|---|
| D.5 | Upgrade community facilities to improve service provision and accessibility. | Maintain and upgrade community facilities to expand participation in sporting, social and cultural activities and/or events throughout the LGA. | New pavilions, sporting infrastructure, play spaces, public toilets and lighting upgrades have been carried out to sporting facilities and recreational spaces in the LGA. |
| D.6 | Green spaces are planned for and preserved to balance development and liveability. | Development and review of Plans of Management for Crown Reserves managed by Council and community land owned by Council. | <p>The following Plans of Management (PoM) were adopted by Council in the current term;</p> <ul style="list-style-type: none"> • Goulburn Recreation Area • Goulburn Historic Waterworks • Victoria Park • Carr Confoy Sportsground & Park <p>Council also endorsed the draft Belmore Park PoM and approval was received from Department of Planning, Housing, and Infrastructure – Crown Lands and Public Spaces (DPHI) in late May 2024. This draft PoM is scheduled to be placed on exhibition in July 2024.</p> <p>Preparation of the draft Sportsgrounds PoM (covering Cookbundoon, Hudson Park, North Park, Marulan Soccer Fields & Marulan Sportsground) is nearing completion and will be submitted to Council in October for endorsement</p> |

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| D.6 (cont.) | Green spaces are planned for and preserved to balance development and liveability. | | before sending to DPHI for approval to place on exhibition. |
| | | Future urban development include appropriate provisions for green space. | Council's <i>Development Control Plan 2009</i> identifies requirements for local open space in proximity to residential development. Typically, these open spaces are negotiated with Planning Agreements and provided with appropriate recreational facilities such as playgrounds. Opportunities taken up as they arise during both the rezoning and development assessment phases. Open space is also identified in new development on land constrained due to flooding and biodiversity. |
| | | All public reserves maintained to an appropriate standard. | Annual maintenance and renewal programs completed. |
| D.7 | Streetscapes and parking are accessible, well designed and maintained. | Development of annual Capital Works and Maintenance programs that incorporates streetscapes and parking improvements. | Annual maintenance and renewal programs completed to improve streetscapes and parking. |
| D.8 | Protection and preservation of historic and heritage buildings. | Natural and built heritage recognised as an integral part of our community. Heritage listings in Council's LEP are reviewed and updated. | Council's LEP (via Amendment 22) list was updated and reviewed in late 2021. A list of additional draft items has been prepared and is being presented to July 2024 Council Meeting for consideration. |
| | | Ongoing programs supporting heritage such as Local Heritage Grant Scheme and Heritage Advisory Service. | Local Heritage Grant Scheme and Heritage Advisory Service was maintained. |

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| D.8 (cont.) | Protection and preservation of historic and heritage buildings. | Preservation of natural and built heritage. | Preservation of built and natural heritage is considered at both a strategic and development assessment level. Compliance action is undertaken as required where natural or built heritage is impacted. |
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“Our existing community infrastructure is maintained and we plan for and support the development of infrastructure that meets community need”

| | Strategy | Planned Outcome | Performance Outcomes |
|-------------|--|--|--|
| D.9 | Advocate to the NSW and Federal Government to provide adequate health and medical facilities in the region. | Opportunities for consultation and/or submissions to relevant Government Agencies or non-government organisations (NGOs) are taken up. | Through continued advocacy the Southern Tableland Health Board was fortunate enough to receive a new health precinct in Goulburn to the value of \$165 Million. The redeveloped health facility also has a new medical imaging department, the latest in digital theatres, a new four-storey clinical services building, new car parking, landscaping and ANU Rural Clinical School. |
| D.10 | Support the development of community health and recreation services and infrastructure that is accessible to those experiencing transport barriers | Opportunities for advocacy to relevant Government Agencies or non-government organisations (NGOs) are taken up. | An increase of over 20 kms of walking tracks across the city of Goulburn which will aid in the increase of the health and wellbeing of the residents. |

| Strategy | | Planned Outcome | Performance Outcomes |
|-------------|--|--|---|
| D.11 | Ensure adequate and appropriate land is zoned for business and industrial purposes. | Review of Council's Employment Lands Strategy 2016. | Review of Council's Employment Lands Strategy 2016 has commenced and will also incorporate a Rural Lands Strategy component. Council has already commissioned and received an Economic Health Check to provide data to inform the next phase of the project. |
| D.12 | New and existing infrastructure is designed and maintained with consideration of climate change impacts. | Planned new infrastructure and upgrades to existing facilities consider environmental sustainability measures. | Wherever possible Council incorporates sustainability measures in its projects. |

“Water, waste and sewerage services meet the needs of our community”

| Strategy | | Planned Outcome | Performance Outcomes |
|-------------|---|---|---|
| D.13 | Ensure high quality water supply options for the towns in the region. | Delivery of operations, maintenance and upgrade projects to ensure compliance with Drinking Water Management Plan and Australian Drinking Water Guidelines. | Operational and maintenance works completed on an ongoing basis. Annual capital works program established and completed as per the delivery plan. Review of drinking water management plan completed in conjunction with NSW Health. Completion of Dam Safety Management system. Works completed in compliance with Dam Safety Management system. |
| D.14 | Provide safe and efficient sewer collection services across the region. | Delivery of operations, maintenance and upgrade projects to ensure safe and efficient transport and treatment of sewage. | Operational and maintenance works completed on an ongoing basis. Annual capital works program established and completed as per the delivery plan. |

| Strategy | | Planned Outcome | Performance Outcomes |
|-------------|---|--|---|
| D.15 | Investigate safe and secure water supply and sewer collection options to accommodate regional growth and drought proof our communities. | Delivery of capital works as per Council's Integrated Water Cycle Management Plan, Strategic Business Plan and Drinking Water Management System. | Addressing Regulatory Assurance Framework compliance has commenced. |
| D.16 | Provide waste collection services that encourage the source separation of organic waste and recycling. | Council meets its obligations under Regional and State Waste Strategies. | Baseline Waste data continues to be collected and reported to all relevant authorities including EPA in order to meet regional and state Waste Reduction & Recycling Targets. |
| | | Provision of waste collection services to maximise source separation. | Council operates a three-bin kerbside collection service with provides residents with a means to source separate and recycle. Waste collected at waste management sites is separated at the various waste management sites. Fogo is processed on site and offered for sale as and when available. |
| D.17 | Provide waste centres that prioritise and encourage recycling and reuse. | Provide waste facilities that enable the separation of reusable materials, recyclables and organic waste for composting. | The newly completed RUG facility will provide greater opportunities for promotion and supervision of source separation. This includes the provision of a Community Recycling Centre, Resource Recovery Centre and Reuse shop that will foster greater recycling rates and promote circular economy initiatives reducing waste to landfill and maximising recycling. |
| | | Continuation of recycling education program within the community. | Councils Education officer has successfully met with local groups to discuss and educate on waste issues and recycling initiatives. Other waste activities have been arranged with the CRJO. |

“Improvements secured to future-proof telecommunications infrastructure”

| Strategy | | Planned Outcome | Performance Outcomes |
|-------------|--|--|---|
| D.18 | Advocate for servicing of telecommunications blackspot areas. | Opportunities for consultation and/or submissions to relevant Government Agencies or non-government organisations (NGOs) are taken up. | Throughout the term of Council there has been continued advocacy to telecommunication providers to ensure increase connectivity across the region. This has resulted in increased mobile phone and data coverage across the Local Government area including the uptake of new technologies that supports the phasing out of the 3G Network. |
| D.19 | Advocate for a more stable telephone and high speed internet communications network. | Opportunities for consultation and/or submissions to relevant Government Agencies or non-government organisations (NGOs) are taken up. | Throughout the term of Council there has been continued advocacy to telecommunication providers to ensure increase connectivity across the region. This has resulted in increased mobile phone and data coverage across the Local Government area including the uptake of new technologies that supports the phasing out of the 3G Network. |

E. Our Civic Leadership

“Our leaders operate ethically with good governance and empower residents to participate in community development”

Strategic Objectives:

“Council is effective, financially sustainable and responsible”

| Strategy | | Planned Outcome | Performance Outcomes |
|------------|--|---|---|
| E.1 | Council practices and processes are undertaken in a safe manner that meets legislative requirements. | Council meets its obligations under the relevant legislation. | Council participates in an annual audit process undertaken by the Mutual, State Cover. Council received a score of 96%. |
| E.2 | Manage resources in a responsible manner that supports the ongoing viability of Council. | Council’s finances are managed to ensure ongoing service delivery levels and appropriate asset management can be sustained. | Unqualified audits achieved throughout the reporting period. Sustainability assessment undertaken resulting in application being made for Special Rate Variation |
| | | Council undertakes responsible procurement practices that ensures value for money. | Council has undertaken all procurement in accordance with its policies and procedures that have been developed to ensure compliance with legislative requirements and to ensure best value for money. |
| | | Effective project management to ensure projects meet allocated budget and set timeframes. | Projects are proactively managed to ensure budget, timeframes, resource allocation meet allocated requirements. |
| | | Regular review of services provided and levels of service. | Development of Service Review Framework underway |

| Strategy | | Planned Outcome | Performance Outcomes |
|------------|--|--|---|
| E.3 | Governance provides a sound basis for decision making. | Decision making is based on policies and procedures in accordance with legislative requirements. | Policies and procedures reviewed every two years or as required. |
| E.4 | Make doing business with Council easier. | Develop policies and procedures that streamline community interactions with Council whilst maintaining Legislative compliance. | Existing policies and procedures are reviewed every two years or as required to ensure legislative compliance. New policies are developed in accordance with legislative requirements with a strategic focus. |
| | | Quality customer service provision. | Customer Service satisfaction survey responses must be >85% good/excellent. This was achieved. |
| | | Support Council to be compliant, efficient and more effective through use of technology. | Existing IT Strategic Plan identifies projects and outcomes. The results are reviewed by both the IT Risk and Governance Committee and ARIC to ensure compliance and effectiveness. |
| E.5 | Council actively participates in regional bodies such as the Canberra Region of Joint Councils to identify opportunities for our region. | Council be an active participant in the CRJO and all relevant working groups. | This term Council has been actively involved in the CRJO organisation. In addition to this Council has also been involved in regional advocacy groups such Country Mayors, Regional Cities, SEATS and recently admitted to Regional Capitals Australia. |
| E.6 | Manage assets in a proactive way across their lifespan. | Asset management plans are developed and maintained for all classes of infrastructure assets. | Council adopted its Asset Management Strategy and Asset Management Plans. |

“Our community is informed and engaged in decision making”

| Strategy | | Planned Outcome | Performance Outcomes |
|------------|--|---|--|
| E.7 | Council seeks to understand the aspirations of the community and works collaboratively to solve local issues. | Maintain an up to date Community Participation Plan with use of relevant media to encourage community collaboration and engagement. | Ongoing implementation of the Community Participation Plan has been undertaken. Council is currently reviewing and updating the Community Participation Plan to reflect legislative and procedural changes. |
| E.8 | Our community is empowered to access engagement opportunities and provide input into the future direction of the region. | Community consultation utilises traditional media alongside social media and face to face engagement. | Council uses traditional media, social media and face to face engagement methods through drop-in sessions to engage with our community. Council has also partnered with EngagementHQ to develop a ‘Your Say’ page for Council to seek community feedback on relevant projects, policies and procedures. |
| E.9 | Residents have access to timely, relevant and accurate information about issues that affect them. | Up to date information on Council’s website. Timely media releases and briefing to the media. | Council’s website is continually updated to ensure the most up to date information is provided to our residents. Media releases are written and distributed to media in real time. |

| Strategy | | Planned Outcome | Performance Outcomes |
|-------------|---|---|---|
| E.10 | We engage 'hard to reach' parts of our community in decisions that affect them and our region. | Council conducts an annual program of Community Outreach Meetings. | Council conducted 'Drop-In' sessions in all villages within our Local Government Area to speak to our residents and discuss Council's intention and need to apply for a Special Rate Variation application. |
| | | Utilise innovative engagement tools to reach our youth. | Council uses social media, Engagement HQ, in school small group work, surveys, and Face to Face engagement to reach our Youth. |
| E.11 | Residents from across the community are encouraged and supported to become involved in regional decision making forums. | Publicise regional decision making forums to community through Council's social media channels. | Relevant regional decision-making information is shared to the community through Council's social media channels. The most recent example of this was seeking community input on Councils Towards 2024 Community Strategic Plan |