

Goulburn Mulwaree

Community Strategic Plan 2042

2025 Revision



Acknowledgement
of country

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

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Welcome

We are pleased to share our community's vision for the next 18 years; the Goulburn Mulwaree Community Strategic Plan 2042. This Plan presents an inspiring roadmap for our region as we move towards 2042 that captures a clear vision and compelling goals for our residents, businesses, community organisations and many partners and collaborators. This is the key strategic plan that will guide us as we work together to achieve great things for Goulburn Mulwaree.

Since the first Community Strategic Plan (Plan) was developed over a decade ago, it has been used by Council to inform decisions and set the agenda for long-term planning of projects, infrastructure and services. Goulburn Mulwaree Council has a custodial role in initiating, preparing and maintaining this Plan. The implementation of this plan draws upon the continuing partnerships with all levels of government and agencies, non-government organisations, businesses and the community.

With the election of a new council in September 2024, NSW Integrated Planning and Reporting legislation requires that this Plan be reviewed and updated to ensure that it reflects the community's priorities. This updated plan builds on the 2022 Community Strategic Plan, and considers the information gathered from engagement activities that took place in 2024. Our community have highlighted the strengths of our region and identified the key challenges we face.

This Plan emphasises the importance of fostering opportunities to connect with other people, places, and the environment. It also highlights concern around affordability living and housing, social concerns, access to health and medical services, and employment opportunities.

It articulates the central role that economic growth, health and wellbeing and environmental sustainability will play in strengthening our identity as a resilient community that is enjoyable for people of all ages.

Delivering this vision is not something we can achieve in isolation. Shared decision making and effective working partnerships with government agencies, non-government organisations, business and, of course, our community will be critical to our success.

The unique nature of this Plan is that it is a document for the whole community. If we are to succeed in creating the community we have envisioned with this Plan, we need to work together, and everyone is encouraged to play an active role in whatever way they can. This Plan is designed to encourage commitment to our future and a sense of common purpose and responsibility.

This is the Plan for our Goulburn Mulwaree, and we are committed to working with our community to reach our goals.

Vision

To build and maintain sustainable communities while recognising and respecting the region’s environment and heritage.

Vision definitions

Sustainable communities

Refers to both social, environmental, and economic sustainability. Social connections, civic leadership, environmental health, and economic prosperity can be sustained to meet current and future needs.

Recognising and respecting

Our region is rich in history and natural beauty. We acknowledge and value Traditional Custodian history and connection to Country, and everybody that has contributed to our community. We consider the local and global implications of decision-making and actions.

Environment

Considers both the local natural and the broader global environment, including resource use, sustainability and climate change issues.

Heritage

Includes both the history of Traditional Custodian of the Goulburn Mulwaree area and the settlement heritage and infrastructure of more recent times.

Our plan

About our plan

The Goulburn Mulwaree Community Strategic Plan (CSP) documents the aspirations and priorities of our community. It sets out a long-term vision for the region to 2042 and identifies the key priorities and strategies for achieving this.

It is the community’s plan, not a council plan. Goulburn Mulwaree Council is the custodian of the CSP; however, many other state agencies, businesses, industry groups, community groups, and individuals also lead and support the vision and strategic priorities.

Integrated Planning & Reporting Framework

An integrated approach to planning and reporting is required under the Integrated Planning and Reporting Framework set out in the *Local Government Act 1993* and the *Local Government General Regulation 2021*.

This framework requires that the Council develop a series of plans, strategies, and reports linked to the community vision and priorities set out in the CSP. The Community Strategic Plan is based on the social justice principles of equity, access, participation, and rights.



Our Goulburn Mulwaree

The Goulburn Mulwaree region is located in the Southern Tablelands of New South Wales and covers an area of 3,223 square kilometres. The region has a population of over 32,000 residents and boasts extensive natural beauty, a proud agricultural and mining history, and a range of established and emerging industries, such as intensive poultry farming, renewable energy production and health services.

Our main population centres are Goulburn, Marulan, Tallong, Tarago and other smaller villages and localities. The region is predominantly rural, with land mainly used for agriculture (notably sheep and cattle grazing) and extractive industries.

Goulburn, the most populous centre, services the surrounding region through the provision of tertiary services, including the newly redeveloped Goulburn Base Hospital, the Goulburn TAFE campus, Country University Centre, Hume Conservatorium of Music, Goulburn Performing

Arts Centre, Goulburn Aquatic and Leisure Centre, the NSW Police Academy and Driver Training Centre, and the Goulburn Correctional Centre.

Well-connected by its position on the Hume and Federal Highways, as well as the Main Southern Railway Line and the Goulburn to Canberra railway line, Goulburn Mulwaree is positioned two hours from Sydney, an hour from Canberra and just under two hours to the coast. Goulburn acts as a major intersection and distribution centre for freight movement across South-eastern Australia. Increasing connectivity via aviation is becoming available to the region via the growth of Canberra Airport, the development of the new Western Sydney Airport and the Goulburn Airport.

Further anticipated upgrades to the coast via the East-West connection to Nowra via Nerriga will improve the accessibility of the region to Port Kembla and the broader Illawarra and South Coast region.

Total population
32,710

SEIFA index*
972

Top industries of employment

- 1 Health Care and Social Assistance
- 2 Public Administration and Safety
- 3 Construction
- 4 Retail Trade
- 5 Education and Training

If the Goulburn Mulwaree Council area consisted of 100 people, there would be:

5
Aboriginal and Torres Strait Islanders

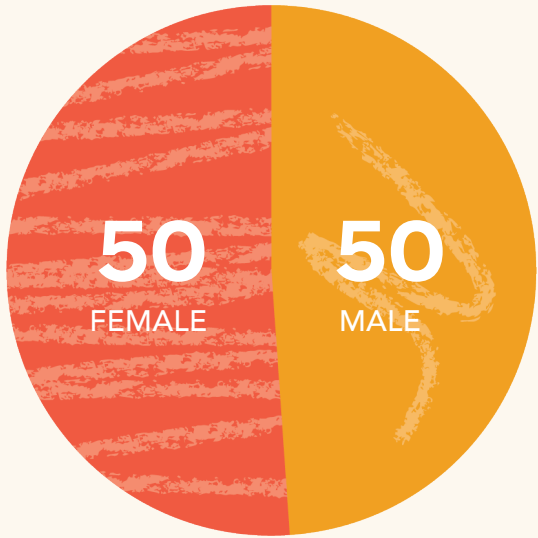
11
born overseas

6
speaking languages other than English at home

23
with an individual income less than \$400 per week

49
that completed higher education

51
that did not complete year 12



24: 0 – 19 years 49: 20 – 59 years
27: 60+ years



33
living by themselves

67
living in families



3
unemployed and looking for work

14
who volunteer

30
working part time

59
working full time



13
care for someone with a disability

7
have a disability



68
who own, or pay a mortgage on a house

29
who rent



74
who drove to work

3
who walked to work

* Socio-Economic Indexes for Areas (SEIFA) is a score that ranks areas in Australia according to relative socio-economic advantage

Source: Profile.id. Economy.id. ABS Census. BOSCAR, NSW Health stats. NSW Population Health Survey.

Community engagement

What we asked

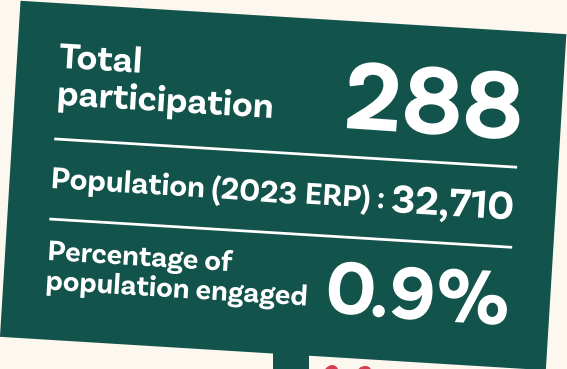
- 1. How do you feel about the vision in the endorsed CSP?
- 2. How are we tracking with the existing CSP?
- 3. What makes your community a great place to live?
- 4. What do you think are the main challenges facing your community?
- 5. What have you seen in another area/shire that you think would work well in your community?
- 6. What is one thing you would like to see achieved in your community in the next ten years?
- 7. What services or projects do you think Council should be prioritising or lobbying other levels of government for?

How did you get involved

- Virtually – online surveys
- In conversation – group discussions

Participation

Over 280 people from the Goulburn Mulwaree area participated in the Towards 2042 Stage One engagement from 1 February to 15 March 2024.



* The Regional Wellbeing Survey, conducted annually by the University of Canberra, measures the wellbeing and quality of life of people living in rural and regional Australia.

Community engagement

What is important to you

When we asked the community what makes Goulburn Mulwaree a great place to live, the top five strengths were the community events, convenience to major centres and the coast, great regional lifestyle, the caring sense of community, and friends and family.

Compared to 2021 results, there has been more value placed on events and entertainment, friends and family, and arts and culture, and decreasing value placed on location and convenience, and the natural environment.

Main challenges

The main challenges identified by the community were concerns about Council's financial sustainability, leadership, and governance, and access to affordable housing and rentals. Consultation for this Plan was undertaken shortly after intense community engagement in relation to an application for a Special Rate Variation.

Social issues were raised as a concern especially around crime, personal safety, and drug use. Access to services, particularly health and medical care, was a significant challenge, with difficulties in seeing doctors and specialists, under-resourced hospitals, and inadequate mental health support. Respondents also identified concern for jobs and employment security.

The key changes since 2021 include increased difficulty in accessing housing, health and medical services, rising crime and drug use, and decreased interest in retention and support young people.

Key priorities

- People who took part in the engagement indicated they prioritise:
- Economic growth, with a focus on reducing the vacancy rate in town centres, small business support, and greater hospitality options.
 - The need for better engagement between Council and the community.
 - Improving health services through improved outpatient hospital care, and better access to doctors and mental health services.
 - Reduced environmental impact, including protecting the natural environment, leadership in climate adaptation and waste management.
 - Better community services, particularly aged care, childcare, disability support and family services.
- Changes in priorities since 2021 were minimal, with more focus on Council, health and community services, and less focus on economic growth and infrastructure, and sports and recreation.



Council’s role

Council is committed to understanding the community’s priorities, concerns and needs in terms of key services, facilities, and programs.

Whilst Goulburn Mulwaree Council is the custodian of the Community Strategic Plan, all levels of government, businesses, industry groups, community groups and individuals will share the responsibility for achieving our long-term community goals.

The Plan describes Council’s role in the delivery of each priority using the following terms:

Provide

Services, facilities, infrastructure, programs, planning, and engagement.

Collaborate

Partner with the community, business and industry, other councils, and other tiers of government.

Advocate

Amplify the voice of our community to get the best possible outcomes.

Sustainable Development Goals

In 2015, United Nations Member States, including Australia, adopted the 2030 Agenda for Sustainable Development, which outlines 17 Sustainable Development Goals (SDGs). These goals serve as a global blueprint for peace, prosperity, and sustainability for people and the planet, now and into the future.

As responsible global citizens, we have integrated the principles of the SDGs into the development of this Community Strategic Plan. By aligning our local strategies with these global goals, we ensure that our community not only addresses local priorities but also contributes to the broader vision of sustainable development worldwide.

These are the seventeen SDGs we have considered in the formulation of our strategies:

The goals include:

- 1. No poverty
- 2. Zero hunger
- 3. Good health and well-being
- 4. Quality education
- 5. Gender equality
- 6. Clean water and sanitation
- 7. Affordable and clean energy
- 8. Decent work and economic growth
- 9. Industry, innovation and infrastructure
- 10. Reduce inequalities
- 11. Sustainable cities and communities
- 12. Responsible consumption and production
- 13. Climate action
- 14. Life below water
- 15. Life on land
- 16. Peace, justice and strong institutions
- 17. Partnerships for the goals



Plan

The Goulburn Mulwaree Community Strategic Plan consists of five themes and strategic objectives:

A. Our community

To have a network of vibrant, inclusive, and diverse communities that value our cooperative spirit.

B. Our economy

To have a strong, growing economy that is resilient and provides a diverse range of opportunities.

C. Our environment

To enhance our built and natural environments as we grow, and protect the natural environment for future generations.

D. Our infrastructure

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

E. Our civic leadership

Our Council operates ethically with good governance and empowers residents to participate in community development.

Each theme outlines the strategic objectives, strategies for achieving them, important partners and collaborators, and the specific role of the Council. A separate section explains the review and reporting process, and measures to track progress. The strategies in this Plan have been developed with careful consideration of the quadruple bottom line (QBL) and are grounded in Social Justice Principles.



A. Our community

To have a network of vibrant, inclusive and diverse communities that value our cooperative spirit.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
Our community's health, resilience and wellbeing is supported.	A.1. Improve access to health and community services and facilities for youth, older adults, and people with disabilities.	Advocate Collaborate Provide	Community members Community organisations and service providers NSW Government Australian Government
	A.2. Public health initiatives safeguard our community.	Advocate Collaborate Provide	
There is active and creative participation in community life.	A.3. Events that celebrate the identity of our towns, our heritage, and our culture.	Provide Collaborate	Community members Community groups and organisations Aboriginal and Torres Strait Islander community Business and industry NSW Government
	A.4. Develop compelling public spaces and experiences for the community across the region.	Provide Collaborate	
	A.5. Support community participation in arts and culture.	Provide Collaborate	
Our community is inclusive, connected, safe, and proud.	A.6. Acknowledge and embed local Aboriginal culture and stories within our community.	Collaborate Advocate	Community members Community groups and organisations Aboriginal and Torres Strait Islander community Business and industry NSW Government
	A.7. Improve social connection and public safety.	Provide Collaborate	
	A.8. Ensure new residents feel welcomed.	Collaborate	



Supporting documents, plans, or strategies

- Goulburn Mulwaree Action Plan 2020-2025
- Goulburn Mulwaree Council Events Strategy 2021
- Goulburn Mulwaree Council Social Sustainability Strategy and Action Plan 2019-2029
- Goulburn Mulwaree Council Youth Strategy 2024
- Goulburn Mulwaree Disability Inclusion Action Plan 2021-2026
- Pedestrian Access and Mobility Plan and Shared Path Strategy (PAMP)
- Southern NSW Destination Management Plan 2022-2030
- Tablelands Development Plan 2020-2025

B. Our economy

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

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
Our location attracts business and industry, boosting our local economy and jobs.	B.1. Enable business and industry growth and development.	Collaborate Advocate Provide	Business and industry ACT Government Tourism bodies Canberra Region Joint Organisation
	B.2. Promote the region as an ideal location to do business.	Collaborate Advocate	
Promote visitation to the region through local and regional tourism offerings.	B.3. Market the region as a tourist destination, highlighting its unique rural character, natural environment, heritage, and culture.	Provide Collaborate Advocate	Business and industry Other local government NSW Government Australian Government
	B.4. Attract regional, state, and national events that deliver economic outcomes for the community.	Provide Collaborate	
Our local established and emerging businesses are supported to thrive.	B.5. Support businesses to thrive and grow.	Provide Collaborate Advocate	Business and industry NSW Government Australian Government
	B.6. Foster a diverse and innovative industry base.	Provide Collaborate Advocate	



Supporting documents, plans or strategies

- Draft South East and Tablelands Regional Plan
- Draft South East and Tablelands Regional Transport Strategy
- Goulburn Mulwaree Council Events Strategy 2021
- Goulburn Mulwaree Council Social Sustainability Strategy and Action Plan 2019-2029
- Goulburn Mulwaree Destination Action Plan 2020-2025
- Goulburn Mulwaree Employment Land Strategy 2016
- Southern NSW Destination Management Plan 2022-2030
- Southern Tablelands Regional Economic Development Strategy
- Tablelands Development Plan 2020-2025

C. Our environment

To enhance our built and natural environments as we grow, and protect the natural environment for future generations.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
Our natural environment is maintained, protected, and enhanced in line with community expectations.	C.1. Protect and enhance the existing natural environment, including native flora and fauna, and our waterways and catchments.	Provide Collaborate	Community members Community groups and organisations Aboriginal and Torres Strait Islander community NSW Government
	C.2. Ensure effective weed and animal management.	Provide Collaborate Advocate	
Adopt sustainable and resilient environmental practices.	C.3. Adapt to the impact of climate change.	Provide Collaborate Advocate	Community groups and organisations Business and industry NSW Government Australian Government Emergency services
	C.4. Adopt environmentally sustainable practices.	Provide Collaborate Advocate	
	C.5. Adapt and respond to extreme events and natural disasters.	Collaborate Advocate	
Planning systems that facilitate development and consider the needs of the community whilst balancing liveability.	C.6. Support sustainable growth and protection of local character through strategic land and infrastructure planning, development assessment, and the management of risk through monitoring and compliance.	Provide Collaborate Advocate	Community members Community groups and organisations NSW Government Australian Government
	C.7. Facilitate access to diverse and affordable housing options.	Provide Collaborate Advocate	
	C.8. Protect our built, cultural, and natural heritage.	Collaborate Advocate Provide	

Supporting documents, plans or strategies

- Draft South East and Tablelands Regional Plan
- Draft South East and Tablelands Regional Transport Strategy
- Enforcement Policy
- Goulburn Floodplain Risk Management Study and Plan
- Goulburn Mulwaree Aboriginal Heritage Study
- Goulburn Mulwaree Council Climate Change Assessment and Adaptation Planning 2020
- Goulburn Mulwaree Council Local Emergency Management Plan
- Goulburn Mulwaree Council Social Sustainability Strategy and Action Plan 2019-2029
- Goulburn Mulwaree Employment Lands Strategy 2016
- Goulburn Mulwaree Heritage Study Review 2018
- Goulburn Mulwaree Local Infrastructure Contributions Plan
- Community Participation Plan
- Goulburn Mulwaree Residential Settlement Strategic Bushfire Study
- Goulburn Mulwaree Urban and Fringe Housing Strategy
- Local Strategic Planning Statement
- Marulan Flood Study
- NSW Invasive Species Plan
- Pedestrian Access and Mobility Plan and Shared Path Strategy (PAMP)
- South East Regional Strategic Weed Management Plan 2023-2027
- South Goulburn Threatened Species Plan

D. Our infrastructure

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

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
Safe and quality transport options are available for all residents.	D.1. Improve public and community transport options, to enhance access to services for all residents.	Advocate	Community organisations NSW Government Australian Government
	D.2. Plan for, and seek funding to, maintain and improve road networks, road safety, conditions, and connectivity	Provide Collaborate Advocate	
	D.3. Support infrastructure that enables active transport.	Provide Collaborate	
Essential infrastructure and services are safe and reliable.	D.4. Deliver secure and safe water supply, efficient sewer collection, well-managed waste services, and effective stormwater control.	Provide Collaborate	Business and industry NSW Government Australian Government
	D.5. Access to reliable digital connectivity services.	Advocate	
Our local places and spaces are accessible and enhance liveability.	D.6. Ensure community facilities are well-maintained, accessible, and appropriate.	Provide Collaborate	Community organisations Sporting groups and clubs NSW Government Australian Government
	D.7. Provide quality cultural and recreation facilities that encourage active lifestyles and participation across all ages.	Provide Collaborate	
	D.8. Create and maintain vibrant parks, gardens and playgrounds that offer enjoyable spaces for relaxation, play and social connection.	Provide Collaborate	
	D.9. Our town and village streetscapes are attractive, inviting, and functional.	Provide Collaborate	



Supporting documents, plans, or strategies

- Development Servicing Plan
- Floodplain Risk Management Plan
- Goulburn Mulwaree Action Plan 2020-2025
- Goulburn Mulwaree Council Climate Change Assessment and Adaptation Planning 2020
- Goulburn Mulwaree Council Events Strategy 2021
- Goulburn Mulwaree Council Social Sustainability Strategy and Action Plan 2019-2029
- Goulburn Mulwaree Disability Inclusion Action Plan 2021-2026
- Goulburn Mulwaree Local Environmental Plan 2009
- Integrated Water Cycle Management Plan 2011
- Local Infrastructure Contributions Plan
- Pedestrian Access and Mobility Plan (PAMP) 2024
- Southern NSW Destination Management Plan 2022-2030
- Tablelands Development Plan 2020-2025

E. Our civic leadership

Our Council operates ethically with good governance and empowers residents to participate in community development.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council’s role	Our partners
Council is effective, financially sustainable, and responsible.	E.1. Council resources, practices and processes are well-managed and governed to meet legislative requirements.	Provide Collaborate Advocate	Community members NSW Government CRJO Other advocacy organisations and networks
	E.2. Council actively advocates to advance opportunities for our region.	Collaborate Advocate	
	E.3. Foster transparent and accountable leadership that engages and inspires the community.	Provide	
Our community is informed and engaged in decision making.	E.4. Our community is empowered to access engagement opportunities and provide input into the future direction of the region.	Provide Collaborate	All community
	E.5. Residents have access to timely, relevant, and accurate information about issues that affect them.	Provide	



Supporting documents, plans, or strategies

- Code of Conduct
- Community Participation Plan
- Council Policies and Procedures

Our progress

Working together

This Community Strategic Plan outlines our collective vision for the future. We must work together to guide and implement strategies that move us towards these goals.

Council is proud to act as the custodian of the Community Strategic Plan, ensuring that the aspirations and priorities of our community are meaningfully documented and elevated among our partners.

Council’s commitment in responding to this plan is reflected in the Delivery Program, which translates strategic objectives into actionable plans over a four-year term, aligning with the Council election cycle.

Review

To ensure accountability and transparency, the plan is reviewed every four years in line with the Council term. This regular review allows the plan to adapt to changing circumstances and emerging community needs.

Reporting

Reporting on our progress is a key component of this process.

Council will prepare the State of the Shire Report in the year in which an ordinary election of councillors is held. This Report outlines the implementation and effectiveness of the Community Strategic Plan in achieving its objectives, and will be presented and endorsed to the second meeting of a newly elected Council.

Measures

The following tables outline the measures for determining whether the objectives of this plan are being achieved. They are not measures of Council’s performance, but a gauge for stakeholders to determine whether the community is moving closer to, or further away from, the vision.



Measure	Source	Baseline	Desired trend
Community			
Personal Wellbeing Index	UoC Regional Wellbeing Survey 2021	75.9	Stabilise
Community Wellbeing Index	UoC Regional Wellbeing Survey 2021	5.5	Increase
Sense of Belonging Index	UoC Regional Wellbeing Survey 2021	5.6	Stabilise or increase
Median Household Income (weekly)	ABS Census 2021	\$1471	Stabilise or increase
Index of Relative Socio-economic Disadvantage (IRSED)	ABS SEIFA 2021	972	Increase
Equity and Inclusion Index	UoC Regional Wellbeing Survey 2021	3.9	Increase
Percentage of children developmentally vulnerable on 1 or more domains	Australian Early Development Census 2021	22.3%	Decrease
Life expectancy at birth for all persons	Health Stats NSW 2020	83.4 years	Increase
Persons with a long-term health condition as a percentage of total population	ABS Census 2021	64.0%	Decrease
Persons with a mental health condition as a percentage of total population	ABS Census 2021	10.6%	Decrease
Voluntary Work for an organisation (all persons)	ABS Census 2021	13.8%	Increase
General Psychological Distress	UoC Regional Wellbeing Survey 2021	10.6	Decrease
Crime and Safety Index	UoC Regional Wellbeing Survey 2021	4.0	Decrease
Mortgage costs >30% of income	Profile ID	12.9%	Decrease
Rent costs >30% of income	Profile ID	33.6%	Decrease
Access to general health services	UoC Regional Wellbeing Survey 2021	5.0	Increase
Access to specialist health services	UoC Regional Wellbeing Survey 2021	3.4	Increase
Access to mental health services	UoC Regional Wellbeing Survey 2021	3.8	Increase

Measure	Source	Baseline	Desired trend
Our Economy			
Gross regional product as a % of total State Gross Regional Product 2024	Profile ID 2024	0.3%	Increase
Total GST registered businesses 2023	Profile ID 2024	2560	-
Net change of GST registered businesses as a % of total businesses 2023	Profile ID 2024	-0.9	Stabilise
Total tourism sales as a percentage of NSW's total tourism sales 2022-23	Profile ID 2024	0.3%	Increase
Percentage of persons ages 15-64 years with a non-school qualification at Certificate III or above	ABS Census 2021	54.4%	Increase
Persons with no non-school qualifications	ABS Census 2021	40.0%	Decrease
Quality of local schools	UoC Regional Wellbeing Survey 2021	5.2	Increase
Total unemployed looking for work	ABS Small Area Labour Markets 2024	2.9%	Decrease
Environmental			
Landscape and Aesthetics Index	UoC Regional Wellbeing Survey 2021	5.7	Increase
Perceived Environmental Health Index	UoC Regional Wellbeing Survey 2021	3.6	Increase
CO2e emissions per capita	Snapshot Climate - Australian Emissions Profiles 2021-22	17.9 tonnes	Stabilise or decrease
Average Development Application lodgement time	NSW Planning Portal 2023-24	8 days	Stabilise
Average assessment days for Development Applications	OLG Your Council Report 2022-23	87 days	Decrease



Measure	Source	Baseline	Desired trend
Infrastructure			
Road length per capita	OLG Your Council Report 2022-23	36.7 kms	-
Quality of local roads	UoC Regional Wellbeing Survey 2021	2.7	Increase
Access to public transport	UoC Regional Wellbeing Survey 2021	2.5	Increase
Mains breaks per 100 kms – Water and sewer	NSW Water 2022-23	1.96 per 100 kms of main	Stabilise
Greenhouse Gas Emissions - Total water and sewer	NSW Water 2022-23	10924 CO2eq	Decrease
Recycling Rate	OLG Your Council Report 2022-23	39.1	Increase
Access to Telecommunications Index	UoC Regional Wellbeing Survey 2021	3.5	Increase
Number of public halls	OLG Your Council Report 2022-23	5	-
Number of public libraries	OLG Your Council Report 2022-23	1	-
Open public space	OLG Your Council Report 2022-23	1246.0 ha	-
Number of public swimming pools (including tidal and rock pools)	OLG Your Council Report 2022-23	1	-
Civic leadership			
Operating Performance Ratio	OLG Your Council Report 2022-23	1.2	Increase
Average residential rate	OLG Your Council Report 2022-23	\$1086.72	-
Typical residential bill for usage of water and sewerage	NSW Water	\$1441.50	-
Infrastructure backlog ratio	OLG Your Council Report 2022-23	5.9	Decrease
Community Leadership and Collaboration Index	UoC Regional Wellbeing Survey 2021	4.7	Increase
Elected Female Councillors	OLG Your Council Report 2022-23	1.9	Increase
Having a Say and Being Heard Index	UoC Regional Wellbeing Survey 2021	4.1	Increase

Acknowledgements

The Goulburn Mulwaree Community Strategic Plan 2022-2042 has been developed in partnership with the Goulburn Mulwaree community, Goulburn Mulwaree Council, the Canberra Region Joint Organisation, and Projectura.

Goulburn Mulwaree Council wishes to thank the community members, businesses, industry, and other stakeholders who gave their time and thoughts during the engagement process to inform the Plan.