

# Attachments

## UNDER SEPARATE COVER

## ORDINARY COUNCIL MEETING

- 8.1.2 Delivery Program/Operational Plan Quarterly Progress Report
  - Attachment 1 Quarterly Progress Report - Q2
- 8.1.3 Invitation to Participate in National Road Safety Week 2020
  - Attachment 1 National Road Safety Week 2019
- 8.1.4 Request for Sponsorship for the New South Wales Rural Doctor's Bush Bursary and Country Women's Association Scholarship Program.
  - Attachment 1 Invitation for Cootamundra-Gundagai Regional Council to Participate in the 2020 Bush Bursary and Scholarship Program
  - Attachment 2 Introductory email P Kensit dated 17.12.2019
- 8.3.1 Recreational Needs Study Public Consultation
  - Attachment 1 Draft Cootamundra-Gundagai Recreational Needs Study
- 8.10.1 Draft Waste Strategy Three Month Public Exhibition
  - Attachment 1 Federal Government Consultation Regulation Impact Statement

**6:00PM, TUESDAY, 25 February, 2020**



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# Delivery Program / Operational Plan

## Quarterly Progress Report

2019/2020 Q2

### General Manager

#### General Manager

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Councillors will support and advocate for the needs of all members in our community.	4.1a (1)	Councillors available and contactable by community members	General Manager	Ongoing	100%	Councillor's contact information is available on Council's website and can be obtained upon request.
Investigate options to work in partnership and enter into joint venture arrangements to make better use of facilities within the local government area.	1.2c (5)	Provide Council representation on relevant Section 355 Committees	General Manager	In Progress	80%	Majority of s.355 committees have council representation. An updated report will be provided to council in the third quarter.
Actively seek and apply for funding opportunities which deliver additional income and contribute to community objectives.	2.1a (4)	Pursue available grant opportunities	General Manager	In Progress	50%	Awaiting the outcome of applications submitted for Stronger Country Communities round 3.

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Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Support and advocate for the installation of the National Broadband Network across the local government area.	2.1d (2)	Facilitate provision of information on the NBN to the Community on Council's website	General Manager	In Progress	50%	NBN is being rolled out and communicated to rate payers through various media channels.
Undertake connection of water supply to the Dog on the Tuckerbox site.	2.3c (4)	Commence preparation of an option agreement for the Dog on the Tuckerbox site	General Manager	Completed	100%	Option agreement has been established.
Seek funding for projects aimed at supporting the protection and sustainability of our natural environment.	3.1d (5)	Grant Funding opportunities pursued and secured when available	General Manager	In Progress	50%	Awaiting the outcome of applications submitted for Stronger Country Communities round 3.
Councillors will use all occasions presented to advocate for funding and assistance from other levels of government and agencies.	4.1b (1)	Seek funding opportunities when available	General Manager	In Progress	50%	Awaiting the outcome of applications submitted for Stronger Country Communities round 3.
Participation in LG NSW as the representative body of Local Government in order to improve the standing of Local Government in NSW.	4.1b (2)	Advocate for increases in federal assistance grant funding for Regional NSW	General Manager	Completed	100%	Council resolved and sent letters to support this action.
Participation in relevant REROC activities that will benefit the local government area.	4.1b (3)	Participation in REROC events and activities	General Manager	Ongoing	50%	Continued participation has taken place in REROC board meetings and other events and activities hosted by REROC.
Work in partnership with community members, businesses and all levels of government to deliver community priorities.	4.1b (6)	Participation in Stakeholder events and activities	General Manager	In Progress	50%	Attendance at various events and activities undertaken.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Support for Councillors to attend training, conference and development opportunities will be provided.	4.1e (1)	CGRC attendance at the Local Government NSW Annual General Conference	General Manager	Completed	100%	CGRC attended the Local Government NSW Annual General Conference. Report provided to the November Council Meeting.
Programs and activities which encourage and develop the capacity of current and future community leaders is provided.	4.1e (2)	Identify programs and activities which encourage and develop the capacity of current and future community leaders	General Manager	Ongoing	50%	Councillors have attended various seminars and training.
Provide and maintain services and infrastructure that assists the efficient and effective undertaking of the duties of the elected Council.	4.1e (3)	Continue to provide and maintain services and infrastructure to assist elected representatives in undertaking their duties	General Manager	Ongoing	50%	Councillors have attended various seminars and training. Hardware has been provided to facilitate Councillors in their role.
Support Council's elected representatives in undertaking their role in the community.	4.1e (4)	Continue to provide administrative support to Council's elected representatives to assist in undertaking their role in the community	General Manager	Ongoing	50%	Administrative support is provided to Council's elected representatives.
Review the efficiency and effectiveness of Council's adopted Organisational Structure and ensure the structure and staffing mix can adequately deliver the activities approved by Council.	4.3f (2)	Implement Operational Plan activities	General Manager	In Progress	25%	

*Development, Building and Compliance*

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Provide accurate and timely advice regarding existing and proposed development within the legislative scope of Council.	2.2a (3)	Inspections undertaken within 48 hours of notification	Manager Development, Building and Compliance	Ongoing	100%	This is an ongoing measure. All inspections are undertaken within 48 hours of notification with many being undertaken in 24 hours or less.
	2.2a (3)	Responses to enquiries provided within 5 working days	Manager Development, Building and Compliance	Ongoing	100%	This is an ongoing action with responses to enquiries provided within 5 working days, many are responded to in less time.
Develop and operate development control plans to ensure compliance with appropriate legislation and to achieve the best possible planning and development outcomes for the community.	2.2b (1)	Commence preparation of new draft Development Control Plan	Manager Development, Building and Compliance	In Progress	5%	Issues needed to be addressed in the DCP have begun to be identified.
Develop and operate development control systems which ensure compliance with appropriate legislation and achieve the best possible environmental outcomes.	3.1a (1)	Ongoing and continued assessment of all applications against environmental impact and legislative requirements	Manager Development, Building and Compliance	Ongoing	100%	This is a statutory requirement and completed by all assessment staff. All applications are assessed for impact in accordance with legislation, assessment reports and decisions are recorded.
Contribute to coordinated planning and reporting across local, regional, state and federal areas for the management of the environment.	3.1d (4)	Monthly lodgement of ABS statistics	Manager Development, Building and Compliance	Ongoing	100%	Reports completed and submitted as required.
	3.1d (4)	Monthly lodgement of Building Professionals Board (BPB) statistics	Manager Development, Building and Compliance	Ongoing	100%	Reports completed and submitted.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Develop and operate development control systems to ensure compliance with appropriate legislation and to achieve the best possible development outcomes for the community.	3.2a (1)	Provide Development Applicants with relevant information concerning Disability Discrimination legislation	Manager Development, Building and Compliance	Ongoing	100%	This is a standard condition on all applications.
Ensure new development is considerate of our heritage.	3.2a (2)	Assessment of all Development Applications includes heritage considerations as applicable and in accordance with the LEP	Manager Development, Building and Compliance	Ongoing	100%	All applications are assessed in accordance with legislative requirements, including heritage. The assessment reports and decisions are recorded as required by legislation
Ensure that planning and development controls are in place to promote and facilitate a variety of housing options for residents.	3.2b (1)	Commence preparation of new draft Development Control Plan	Manager Development, Building and Compliance	In Progress	5%	Issues needed to be addressed in the DCP have begun to be identified.
Determine development applications in an efficient and effective manner based on merit	4.1c (3)	80% of DAs determined within statutory 40 days' timeframe	Manager Development, Building and Compliance	Ongoing	100%	Development applications are assessed within legislative timeframes. 80% of applications meet this requirement. Staffing levels do, at times, make this difficult to achieve
Develop and operate safe food handling and public health controls.	1.3c (2)	Implement a Food Safety Education Scheme by promoting the benefits of food safety to our communities and educating operators on food safety practices	Manager Development, Building and Compliance	In Progress	10%	Fact sheets have been developed to assist food shop operators. Yearly inspections have commenced and owners are being coached on food safety.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Work with land-owners, farmers and other agencies to advocate for the protection of the local agricultural sector through an effective land-use strategy.	2.1b (1)	Complete Rural Land Strategy	Manager Development, Building and Compliance	In Progress	80%	Some additional work needs to be undertaken in regards to minimum lot size and justification. The strategy is to be circulate to government agencies for comment. The strategy is to be present to Council in February 2020.
Develop and operate development control systems which support the protection of agricultural land.	2.1b (2)	Commence development of new LEP and DCP	Manager Development, Building and Compliance	In Progress	5%	Some drafting of DCP controls have commenced. Issues to be transferred into the LEP from the strategies and studies have been identified and discussions begun on how these will translate into LEP controls
Implement a range of initiatives which support and promote the sustainable development of the towns' Central Business Districts and industrial land.	2.1e (1)	Commence preparation of Cootamundra and Gundagai Town Strategies	Manager Development, Building and Compliance	In Progress	80%	The Cootamundra 2050 Strategy has been adopted by Council. The Gundagai Town Strategy will commence in 2020.
Encourage growth in development and construction locally.	2.1e (3)	Develop factsheets for developing and building in the local area	Manager Development, Building and Compliance	In Progress	30%	Some fact sheets have been developed and updated. Staff are currently working through developing additional fact sheets and information for developers and the community.
Develop a new, comprehensive Local Environmental Plan for the local government area.	2.2a (1)	Commence preparation of new draft Development Control Plan	Manager Development, Building and Compliance	In Progress	5%	Issues needed to be addressed in the DCP have begun to be identified.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Identify and address current and future land-use needs through integrated strategic planning and development.	2.2a (2)	Commence preparation of new draft Comprehensive Local Environmental Plan	Manager Development, Building and Compliance	Not Yet Commenced	0%	Issues to be addressed in the Local Environmental Plan (LEP) have begun to be addressed. Staff focus is currently in developing, exhibiting and adopting the Local Strategic Planning Statements which will guide the further development of the comprehensive LEP.
	2.2a (2)	Develop Rural Land Use Strategy	Manager Development, Building and Compliance	In Progress	80%	Some additional work needs to be undertaken in regards to minimum lot size and justification. The strategy is to be circulate to government agencies for comment. The strategy is to be present to Council in February 2020.
Develop and operate development control plans to ensure compliance with appropriate legislation and to achieve the best possible planning and development outcomes for the community.	4.3a (4)	Develop new Section 7.11 Development Contribution plan and Section 64 Headworks Charges	Manager Development, Building and Compliance	Not Yet Commenced	0%	These plans will be drafted upon the completed of the Local Environmental Plan drafting.
Identify and follow-up opportunities to increase Council's revenue base including grant funding opportunities to deliver additional income to fund major projects.	4.3a (4)	Identify grant opportunities to fund major projects as they arise, lodge grant applications as appropriate	Manager Development, Building and Compliance	Ongoing	100%	Grants are applied for as appropriate and when available.

*Regulatory Services*

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Provide well-maintained cemeteries and efficient, appropriate and dignified cemetery operations and services that create the most peaceful surroundings possible for funeral parties and visitors.	4.3d (5)	Complete the Mapping of Cemeteries for plot identification, future planning and publishing of information online	Manager Regulatory Services	In Progress	85%	1 Cemetery left to photograph and map and record details.
	4.3d (5)	Develop a Cemetery Services Strategic plan	Manager Regulatory Services	In Progress	40%	Pending completion of mapping project.
A range of programs are supported, promoted and controlled to encourage and enforce responsible companion animal ownership.	1.3c (3)	Continue Companion Animals Audit	Manager Regulatory Services	Ongoing	50%	Animal Registrations from December trending upwards.
Develop and operate safe food handling and public health controls.	1.3c (2)	Implement a Food Safety Education Scheme by promoting the benefits of food safety to our communities and educating operators on food safety practices	Manager Development, Building and Compliance	In Progress	10%	Fact sheets have been developed to assist food shop operators. Yearly inspections have commenced and owners are being coached on food safety.
Maintain an active involvement and positive relationship with FRNSW, RFS and SES, Health, Ambulance, Police, Local Land Services and all emergency services organisations within the legislative framework and for the benefit of the community.	1.3d (3)	Liaise with Local Emergency Operations Controller to ensure coordination of emergency management assistance	Manager Regulatory Services	Ongoing	50%	Local Emergency Management Officer liaising with Emergency Management Officer on daily basis

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Provide administrative support for the co-ordination of the various emergency services to provide the most effective disaster management for the community.	1.3d (4)	Provide administrative support to emergency management meetings	Manager Regulatory Services	Ongoing	50%	Local Emergency Management Office present to assist at all Local Emergency Management Committee meetings.
A range of programs are supported, promoted and controlled to encourage and enforce responsible companion animal ownership.	1.3c (3)	Analyse data captured through Companion Animals Management System (CAMS) for resource reviews	Manager Regulatory Services	Completed	95%	Data captured and CAMs systems is up and running. Data not analysed as yet.
	1.3c (3)	Conduct two (2) Education and Awareness Days in regard to Companion Animals	Manager Regulatory Services	In Progress	75%	Initial session scheduled for Cootamundra Library January 2020.
	1.3c (3)	Conduct two (2) Free Microchipping Days for Companion Animals	Manager Regulatory Services	Completed	100%	Both Gundagai and Cootamundra held successful free microchipping events.
Co-ordinate between the District and Local Emergency Management Committees and provide effective emergency management assistance as required.	1.3d (1)	Liaise with the District and Local Emergency Management Committees to ensure coordination of Emergency Management assistance	Manager Regulatory Services	Ongoing	50%	Local Emergency Management Committee Meetings held every 2 months.
Develop and maintain effective and well tested emergency management plans.	1.3d (2)	Conduct annual review and update of the Local Emergency Management Plan and Emergency Management Procedures	Manager Regulatory Services	Completed	100%	Completed in August 2019.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Provide administrative support for the co-ordination of the various emergency services to provide the most effective disaster management for the community.	1.3d (4)	Establish and equip functional Emergency Operations Centres at Cootamundra and Gundagai	Manager Regulatory Services	In Progress	50%	Emergency Operations Centre in Cootamundra established and equipped and Emergency Operations Centre in Gundagai currently under investigation.
Provide, maintain and upgrade as funding permits the saleyards facility which allows the regular sale of animals from this and surrounding districts in a suitable environment.	2.1b (3)	Current Saleyards facility maintained	Manager Regulatory Services	Ongoing	50%	Saleyards facility maintained on a regular and ongoing basis.
Provide a facility through which used chemical drums can be disposed of correctly.	3.1c (3)	Provide a drum muster collection service each year at both Cootamundra and Gundagai	Manager Regulatory Services	Ongoing	50%	Approximately 1500 drums were collected for the period of July - December 2019.
A range of programs are supported, promoted and controlled to reduce and enforce illegal dumping.	3.1d (6)	Investigate options for technology, to enhance illegal dumping surveillance	Manager Regulatory Services	In Progress	20%	Obtaining quotes for Cameras and signage.
	3.1d (6)	Undertake illegal dumping surveillance	Manager Regulatory Services	In Progress	50%	There have been 15 incidents to December.
Noxious weeds will be contained, reduced or eliminated as appropriate.	3.1e (1)	Develop a Community Education and Awareness program in regards to weed management	Manager Regulatory Services	In Progress	40%	Ongoing.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
	3.1e (1)	Undertake Weed Control program in conjunction with Riverina Regional Strategic Weed Management Plan 2017-2022	Manager Regulatory Services	Ongoing	60%	Ongoing.
Promote and deliver programs and initiatives which promote and educate the community on noxious weeds and pest management practices.	3.1e (2)	Participate in the Managers Established Pest Animals and Weeds Project (MEPAAW)	Manager Regulatory Services	Completed	100%	Bio Security Officers attended Cootamundra Library Event.
Provide well-maintained cemeteries and efficient, appropriate and dignified cemetery operations and services that create the most peaceful surroundings possible for funeral parties and visitors.	4.3d (5)	Construct non-denominational beams at Coolac, Nangus, South Gundagai and Tumblong Cemeteries	Manager Regulatory Services	Completed	100%	All beams installed. Project Completed.
	4.3d (5)	Provide signage, seating and additional landscaping for the Gundagai Area Cemeteries	Manager Regulatory Services	In Progress	75%	Seats installed & Established Trees planted, awaiting further signage.

#### Community and Culture

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Ensure the best interests of local volunteer and community organisations are promoted where ever possible.	1.1c (1)	Identify appropriate avenues to promote and support the best interests of local volunteer and community organisations where ever possible	Manager Community and Culture	In Progress	30%	Including advertisements on the Cootamundra Local Facebook Page and advertising in the council newsletter.
Encourage volunteerism across the local government area.	1.1c (2)	Identify appropriate avenues to promote, support and encourage volunteerism across the local government area	Manager Community and Culture	In Progress	30%	Including advertisements on Cootamundra Local Facebook Page and advertising in the council newsletter.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Provide support and funding where possible to support a range of community groups deliver positive outcomes for the local community.	1.1c (3)	Investigate funding opportunities	Manager Community and Culture	In Progress	50%	The application for Women's Week funding was unsuccessful. Assisted Cootamundra Harness Club with a grant application.  Further investigation of funding will be undertaken and a regular newsletter will be sent to businesses, committees and event holders.
Develop and implement accessibility strategies as identified in the Disability Inclusion Access Plan.	1.1e (1)	Advocate for access to respite services for carers of disabled children	Manager Community and Culture	In Progress	20%	Engaging in industry discussion and keeping informed of changes.
	1.1e (1)	Advocate for the allocation of more resources for education, early intervention and childcare for children with a disability	Manager Community and Culture	In Progress	20%	Keeping informed of industry and changes.
	1.1e (1)	Conduct a triennial survey of service providers to garner information on access issues in the area	Manager Community and Culture	Completed	100%	Audit paperwork obtained and ready for assessment. Audit to commence once new planner is employed.
	1.1e (1)	Ensure information concerning accessible public transport including Community Transport is readily available	Manager Community and Culture	Completed	100%	Information is available and council is aware of where to refer people.
	1.1e (1)	Ensure signage on Council buildings is clear and easy to read	Manager Community and Culture	Completed	100%	Official audit yet to be completed but new signage installed.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
	1.1e (1)	Ensure that the needs of all stakeholders are considered on all Council committees	Manager Community and Culture	In Progress	25%	Provided a copy of DIAP to relevant staff to remind them of responsibilities.
	1.1e (1)	Ensure the Council's Community Strategic Plan considers barriers to an inclusive community and any issues raised	Manager Community and Culture	Completed	100%	DIAP actions incorporated into the Community Strategic Plan.
	1.1e (1)	Provide appropriate information on the available access in promotional material for community and tourism events	Manager Community and Culture	Ongoing	50%	Brochures are currently being updated.
	1.1e (1)	Provide opportunities for stakeholders to easily report access concerns	Manager Community and Culture	Completed	50%	Provided through council complaints process and the Access & Inclusion Committee.
	1.1e (1)	Provide support to community organisations in seeking funding for accessibility and inclusion projects	Manager Community and Culture	Ongoing	50%	Support provided to community organisations whenever possible to assist with sourcing funding.
	1.1e (1)	Review Council documents to make them easy to complete for people of all abilities. All forms to include how people can access assistance in completion	Manager Community and Culture	In Progress	30%	Facebook and Instagram posts are being captioned.
	1.1e (1)	Update existing Council channels to ensure that they have the ability to include access information and other stakeholder requirements, and that this is collected	Manager Community and Culture	In Progress	20%	Website updated with access information.
	1.1e (1)	When updating mapping and websites include access information on facilities and activities	Manager Community and Culture	In Progress	20%	Updates have been made to the Tourism website.

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Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Continue to consult with local health services providers and identify and advocate for opportunities to improve the quality and range of health services provided in the local government area.	1.3a (1)	Initiate and participate in Community Drug, Alcohol and Mental Health first response meetings	Manager Community and Culture	In Progress	50%	Attended meetings and provided assistance where able.
	1.3a (1)	Participate in Interagency Network opportunities	Manager Community and Culture	Ongoing	50%	Attended meetings.
Promote a wide range of health and community services offered by various agencies in the local government area.	1.3a (2)	Utilise available mediums for promotion of services	Manager Community and Culture	Ongoing	50%	Shared information given to Council by service providers.
Provide and maintain Mirrabooka Community Centre building to facilitate health and welfare needs of the community.	1.3a (3)	Undertake improvements at Mirrabooka Community Centre	Manager Community and Culture	In Progress	70%	Works complete except flooring.
Work with various agencies to promote a range of programs, activities and opportunities which improve the health, well-being and employability of our community.	2.4a (2)	Facilitate mediums to promote programs activities and opportunities offered in the local government area by other bodies	Manager Community and Culture	Ongoing	50%	Promotion provided through websites, social media and email newsletters on request.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Provide modern, vibrant and relevant library services, programs and activities to the community in conjunction with Riverina Regional Library (RRL).	1.1a (4)	Consider the needs of stakeholders in developing library collections and services	Manager Community and Culture	In Progress	65%	Currently hold staff planning days to gather new ideas and share successful collection strategies, programs and services between branches. Attend the annual library conference to keep current with trends in services and collections. Attend RRL meetings and training days to keep abreast of regional news and service implementation. Together these ensure that stakeholders are consulted and all the changing needs of stakeholders are met.
	1.1a (4)	Implement program to encourage Library membership and increase overall membership numbers	Manager Community and Culture	In Progress	70%	Cootamundra Library ran a Summer Reading club in January with a big prize draw at the end for children who had borrowed. The library obtained new members through this promotion and through the varied school holiday programs in January.
Encourage the development of initiatives to welcome new residents and make them aware of the opportunities which exist in the local government area.	1.1a (3)	Develop and retain current centralised information on the LGA's attributes in the towns and villages including features, events and services	Manager Community and Culture	In Progress	80%	Country Change Information for towns and villages uploaded onto Trello, an online tool for managing projects and personal tasks.
	1.1a (3)	Promote and make available, Livability Information to residents via Council's website	Manager Community and Culture	Completed	100%	Ongoing management of tourism and business websites and social media, newsletter content and email newsletters.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Build and sustain partnerships with cultural and arts bodies, and the local arts community, to support activities and to secure funding for cultural and arts development in the local government area.	1.1b (1)	Pursue available grant opportunities	Manager Community and Culture	In Progress	0%	Continuously looking for grant opportunities and funding pursued when appropriate.
Provide assistance to art and cultural bodies to promote and develop programs and facilities.	1.1b (2)	Advocate for funding for the Fit for the Future masterplan project for The Arts Centre Cootamundra	Manager Community and Culture	In Progress	80%	Currently looking at what is deliverable with existing funding.
Continue to provide and maintain the local museums both as a repository and for public viewing of valuable local historical memorabilia.	1.1d (1)	Continue to provide and maintain local museums	Manager Community and Culture	Ongoing	50%	Bradman's Birthplace - working on needed improvements Visitors Information Centre - obtaining the Driver Reviver Program Old Gundagai Gaol - working on completion of repairs.
Seek funding opportunities for the conservation and enhancement of local historical buildings and structures and undertake these activities.	1.1d (2)	Investigate funding opportunities	Manager Community and Culture	In Progress	25%	Further funding application due to increased funding requirement at the Old Mill Gundagai.
	1.1d (2)	Secure funding for Main Street Heritage Paint Scheme in Gundagai and the Wallendbeen Heritage Study	Manager Community and Culture	Completed	100%	Funding secured for Main Street Heritage Paint scheme in Gundagai and the Wallendbeen Heritage Study.
Facilitate the coordination and promotion of the different historical groups and heritage assets within the local government area.	1.1d (3)	Identify ways to promote the different historical groups and heritage assets within the local government area	Manager Community and Culture	In Progress	50%	Promotion through social media

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Enhance the amenity and appearance of our towns' main streets.	1.2a (1)	Commence preparation for the creation of a Masterplan for Cootamundra CBD	Manager Community and Culture	In Progress	0%	Currently looking at funding opportunities.
	1.2a (1)	Construct Gundagai Main Street Public Toilet	Manager Community and Culture	Completed	100%	Gundagai Main Street Public Toilet project completed.
Provide and maintain a clean and attractive streetscape.	1.2a (2)	Provide an attractive streetscape, by implementing the strategies identified in the Open Spaces Strategy	Manager Community and Culture	In Progress	20%	Strategies are being implemented.
Plan for and manage the construction of public space upgrades as funding permits.	1.2a (3)	Investigate options for improving access to local businesses	Manager Community and Culture	In Progress	20%	Waiting on recruitment of relevant staff
Improve the amenity of town and village entrances.	1.2b (1)	Plan signage upgrades for entry to towns and villages	Manager Community and Culture	In Progress	30%	Quotes and design in progress
Develop and implement an integrated Tourism and Economic Development Strategy for the Cootamundra-Gundagai region.	2.1a (1)	Analyse 'standardised visitor data' to build a visitor profile	Manager Community and Culture	In Progress	75%	Branding Marketing Strategy Draft is due at the end of February.
	2.1a (1)	Appoint an Economic Development/Tourism Officer in Cootamundra	Manager Community and Culture	Completed	100%	Tourism and Economic Development Officer appointed.
	2.1a (1)	Arrange two annual joint meetings with the Cootamundra Tourism Action Committee and the Gundagai Tourism Action Committee	Manager Community and Culture	In Progress	50%	One meeting held, further meeting to be held in March 2020.
	2.1a (1)	Commence preparation for creating and maintaining Council's tourism websites	Manager Community and Culture	In Progress	50%	Cootamundra tourism website complete, Council website requires upgrade.

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Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
	2.1a (1)	Consider Assess Trails, Art Trails and Walking and Riding Trails, in budget development deliberations inclusive of capital and operational expenditure, for 2019/20 and beyond	Manager Community and Culture	In Progress	20%	Awaiting the outcome of funding sought through SCCF3.
	2.1a (1)	Coordinate a workshop with businesses and Tourism Action Committees to plan for growth in the visitor economy held	Manager Community and Culture	In Progress	25%	Date set in February 2020 at Gundagai.
	2.1a (1)	Determine costing and funding source for an LGA wide promotional documentary	Manager Community and Culture	In Progress	20%	Basic interim versions have been created.
	2.1a (1)	Implement 'standardised visitor data capture'	Manager Community and Culture	In Progress	80%	Updated visitor recording sheets at the Heritage Centre and Bradman's Birthplace Visitors Book. Excel documents and other recording sheets to tally up monthly stats from these places. Entered data from Bradman's Birthplace from 2008 onwards as it had never been entered electronically.
	2.1a (1)	Implement masterplan improvements to Heritage Centre and have shovel ready for grant applications	Manager Community and Culture	Not Yet Commenced	0%	Need to develop a masterplan and seek council endorsement.
	2.1a (1)	In collaboration with investors/owners, assist in the creation of a masterplan for an outlet for local produce at the Old Gundagai Mill site	Manager Community and Culture	In Progress	40%	A Development Application has been approved. Construction Certificate and tender documentation are under preparation.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
	2.1a (1)	Prepare update reports to Council on achievements, against the action plan contained in the Tourism and Economic Development Strategy	Manager Community and Culture	Not Yet Commenced	0%	Items being reported through IP&R systems.
	2.1a (1)	Secure and develop The Motorcycle Collection as a tourism attraction in Cootamundra	Manager Community and Culture	In Progress	0%	Need to determine a suitable site.
Work in partnership with individuals, the private sector, other agencies and levels of government to deliver economic development initiatives.	2.1a (2)	Facilitate and host a meeting with businesses across the LGA annually to discuss business conditions and issues impacting growth	Manager Community and Culture	Completed	100%	Business Networking evenings to be held each October.
	2.1a (2)	Identify businesses who would partner with Council in a program of regularly updated information distributed from their premises	Manager Community and Culture	In Progress	30%	Dusty Road Coffee Roasters and Planted Cootamundra are two places that have identified and do currently display advertising of events and Cootamundra businesses etc. The Visitor Information Centre has now a wide range of information flyers about different activities, historical sites, eateries, accommodation and other relevant information. Many Gundagai Cafe's and retailers also display this information.
	2.1a (2)	Negotiate new memorandum of understanding with Cootamundra Development Corporation	Manager Community and Culture	Completed	100%	Memorandum of understanding has been negotiated with Cootamundra Development Corporation.
Implement strategies which encourage the growth of the local population.	2.1a (3)	Participate in Country Change initiative	Manager Community and Culture	Ongoing	50%	Information updates via Trello, an online tool for project and task management, for social media use.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Work with key partners to explore and advocate for opportunities to better utilise and develop transportation and freight networks which meet our community needs.	2.1c (1)	Investigate options to better use and develop transportation and freight networks in the Local Government area	Manager Community and Culture	In Progress	10%	Ongoing
Promote the development of efficient telecommunications technology for business, land owners, education and health needs.	2.1d (1)	Support and promote the NBN installation in the Local Government area, which drives high quality connectivity to meet business and student needs	Manager Community and Culture	Completed	100%	NBN roll out supported and promoted where appropriate.
Promote to the community and industry groups potential growth opportunities and development efficiencies.	2.1e (2)	Facilitate communication mediums for training and funding opportunities for businesses	Manager Community and Culture	Ongoing	50%	Ongoing though social media and newsletter
	2.1e (2)	Identify value adding opportunities (use of new technology, processes and packaging, collaborations, shared transport costs, use of waste materials for new products etc.) to maximise the opportunities in the sectors where Cootamundra-Gundagai's competitive advantage exists	Manager Community and Culture	In Progress	0%	Statistical information obtained ready for opportunities to be determined
Work in partnership with agencies and other levels of government to support local businesses.	2.1f (1)	Facilitate and support local business training opportunities	Manager Community and Culture	Ongoing	25%	Several training sessions have been held.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Work with key partners and local business owners, investors and employers to investigate, advocate for and promote opportunities for business development and networking.	2.1f (2)	Develop a list of available industrial land and publish quarterly updates on Council's website	Manager Community and Culture	Not Yet Commenced	0%	Yet to be undertaken. Awaiting website upgrade.
Maintain a close liaison and continue to work with Regional Development Australia.	2.1f (3)	Attend Regional Development Australia forums	Manager Community and Culture	Ongoing	50%	No forums held during the period but other opportunities to work with RDA discussed.
	2.1f (3)	Participate in the Country Change Initiative	Manager Community and Culture	Ongoing	50%	Ongoing
Develop and implement an integrated Tourism and Economic Development Strategy for the Cootamundra-Gundagai region.	2.3a (1)	Implement strategies from the Tourism and Economic Development Strategy	Manager Community and Culture	In Progress	65%	Strategy developed, implementation underway.
Work co-operatively with key partners to identify opportunities and to further promote the local government area to tourists and visitors.	2.3b (1)	Include access information on facilities and activities when updating mapping and websites	Manager Community and Culture	Ongoing	0%	Ongoing as updates are completed.
	2.3b (1)	Investigate options for the production of a Mobility Map	Manager Community and Culture	Not Yet Commenced	0%	Yet to be completed.
Work with the community to develop a marketing strategy for the local government area as a tourist destination.	2.3b (2)	Develop Branding Marketing Strategy for Tourism and Economic Development of the Local Government Area	Manager Community and Culture	In Progress	50%	Draft due February.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Ensure local programs, activities and events are actively promoted via a range of mediums to attract and encourage visitors and tourists.	2.3b (3)	Create, maintain and promote a Calendar of Activities, Programs and Community Events	Manager Community and Culture	Completed	100%	Calendar of Activities, Programs and Community Events have been created for both areas, and are regularly maintained and promoted.
	2.3b (3)	Develop Cootamundra Tourism Website and both hardcopy and email Events Newsletter	Manager Community and Culture	Completed	100%	Cootamundra Tourism Website and both hardcopy and email Events Newsletter developed.
	2.3b (3)	Implementing a competitive application based events funding program in the LGA with guidelines for grant process and eligibility criteria to be developed, by 31 December 2019, and advertising for applications, by 29 February 2020	Manager Community and Culture	Not Yet Commenced	20%	Draft guidelines prepared.
Provide a high quality accommodation facility at the Caravan Parks in Cootamundra and Gundagai for the use of visitors.	2.3c (3)	Review existing Caravan Park facilities, recommend improvements and consider funding options	Manager Community and Culture	Not Yet Commenced	0%	Yet to commence.
Maintain and improve the tourism infrastructure, facilities and services in the local government area to make our area an attractive place to visit.	2.3c (5)	Commence implementation of the recommendations of the Gundagai Gaol Masterplan	Manager Community and Culture	In Progress	20%	Drainage work underway.
	2.3c (5)	Develop Strategic Management Plan for WWII inland aircraft fuel depot	Manager Community and Culture	In Progress	10%	Interpretive concept developed for pull off bay.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Develop a Place Plan which incorporates the Economic Development, Open Space Recreation, Arts and Cultural and Disability Action Strategies.	4.1c (4)	Develop Placemaking plan for the planning decision and management of Public Spaces in the Local Government Area	Manager Community and Culture	Not Yet Commenced	0%	Yet to be completed
Provide and maintain Visitor Information Centres which meet the needs of tourists and visitors to our local government area.	2.3c (1)	Analyse Visitor Services Review conducted in 18/19 and conduct further research as necessary	Manager Community and Culture	Not Yet Commenced	0%	Yet to be completed
Undertake a redevelopment of the Gundagai Visitor's Information Centre.	2.3c (2)	Re-develop the Gundagai Visitors Information Centre, including removal of internal visitors toilets, provision of a theatre space and accessibility improvements	Manager Community and Culture	Not Yet Commenced	0%	Yet to commence. Seeking further funding.
Continue to foster and support the Youth Council.	4.1b (5)	Develop a Youth Council in Cootamundra	Manager Community and Culture	In Progress	35%	To be actioned in March 2020.

*Finance and Customer Service*

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Provide quality customer service during all "front line" interactions between Council and the community and in all other interactions between staff, agencies, Council and the community.	4.3d (1)	Develop and implement a new Customer Service Charter	Manager Finance and Customer Service	In Progress	60%	Customer Service Charter has been developed.  Implementation underway.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Requests for service are processed in an efficient and effective manner.	4.3d (4)	Complete Customer Satisfaction Survey to provide comparison data for the benchmark identified in 2018	Manager Finance and Customer Service	Not Due to Commence	0%	Will be conducted in Q4.
	4.3d (4)	Review responsibilities and provide training to enable customer service staff to respond to Planning and Rating enquiries	Manager Finance and Customer Service	In Progress	60%	Arrangements are underway to host a planning enquiries training session, using the same model as the rates training.
Ensure Council's long term financial planning supports the delivery of community expectations and financial stability.	4.3a (1)	Undertake processes to consolidate Council's rating structure	Manager Finance and Customer Service	In Progress	30%	Internal modelling complete. New land values to be uploaded in January that will allow further work by Dr Drew. Significant work to be completed in Q3.
Ensure the availability of finances are managed, controlled, reviewed and regularly reported on in order to provide the appropriate services and facilities within the allocated budget and achieve the maximum value for expenditure.	4.3a (2)	Prepare and implement procedures to enable all staff with budget responsibility to effectively operate Council's integrated budgeting process	Manager Finance and Customer Service	In Progress	80%	Improvements have been made to the overall reporting process. Focus for 3rd quarter is setup and training to allow staff to access more information without assistance from finance.
Support and funding for elections is provided as required.	4.3b (2)	Make provision in the Long Term Financial Plan for funding of the 2020 Council elections	Manager Finance and Customer Service	Not Due to Commence	0%	Will be included in 2020 budget, to be complied early 2020.

**Business**

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Deliver a range of programs, activities and events and ensure they are planned, promoted and executed in an efficient, inclusive and professional manner.	1.1a (1)	Develop a Civic Events and Ceremonial Functions Policy	Manager Business	In Progress	50%	A draft policy has been developed and will be circulated for comment at the beginning of the third quarter.
Work with our community to promote community spirit by assisting with the administration, organisation and promotion of events and community gatherings as required.	1.1a (2)	Develop and conduct a community survey to gauge community interests and expectations regarding local events and activities	Manager Business	In Progress	20%	Survey will be sent out when current Tourism Survey is completed.
A range of consultation and engagement activities will be offered to our community in order to plan the long term future direction of the local government area and to inform Council's decision-making.	4.2a (1)	Establish Digital Communication Panel	Manager Business	Completed	100%	Panel developed for surveys and for documents on Public Exhibition
Progress towards the achievement of the Community Strategic Plan objectives will be shared with the community via a range of communication methods.	4.2d (1)	Continue to promote the objectives of the community strategic plan via Council's media channels	Manager Business	Ongoing	50%	Media channels including the community newsletter, social media and media releases are being utilised to promote Council's strategies and plans
Current, informative and easy access to Council information is made available to the community using a range of	4.3c (1)	Develop Engagement Strategy to inform the community and receive feedback, including feedback on major projects	Manager Business	Not Yet Commenced	0%	To commence in 2020 once community survey's have been conducted.

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Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
communication methods, including traditional media and digital channels, Council's website, Community News newsletter and social media.	4.3c (1)	Improve services available on Council's websites through the development of eServices and online forms	Manager Business	Not Due to Commence	0%	To commence with the implementation of the Authority Upgrade to 7.1 which has been delayed due to scheduling issues until 2021.
Council ensures statutory compliance is achieved and demonstrates good governance practices.	4.3b (1)	Participate in the Alliance Legislative Compliance Framework Methodology	Manager Business	Ongoing	50%	Active participant in the Alliance Audit Risk and Improvement Committee.
Implement effective integrated risk management strategies and practices.	4.3b (3)	Undertake development of a Corporate Risk Register	Manager Business	In Progress	30%	Organisational risk register is under development in conjunction with Audit Risk and Improvement Committee.
Promote local employment and training opportunities within the Council organisation.	2.4a (1)	Develop Council Training Plan	Manager Business	In Progress	50%	HR Coordinator is currently collecting feedback from Managers and staff.
	2.4a (1)	Include consideration for disability inclusion in Council's Workforce Management Plan	Manager Business	In Progress	20%	To be included in the update of the Workforce Management Plan. Currently updating HR system so that data is correct.
	2.4a (1)	Investigate barriers that exist for people with a disability and their carers in accessing employment in council positions and standing for council positions	Manager Business	In Progress	20%	Coordinator HR to liaise with Disability and Inclusion Action Group.
	2.4a (1)	Relevant discrimination legislation to be included in EEO Policy, Staff Induction and Recruitment Training	Manager Business	In Progress	50%	Integration of EEO Policy and Plan are in the process of being adopted into induction and the recruitment process.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Implement strategies which promote Cootamundra-Gundagai Regional Council as being an employer of choice.	4.3f (1)	Review and enhance recruitment practices	Manager Business	Not Due to Commence	0%	Review of recruitment practices will commence in the fourth quarter.
Implement the Workforce Management Plan to support all staff in the delivery of community expectations.	4.3f (3)	Update statistics and demographics in the Workforce Management Plan	Manager Business	In Progress	20%	Currently updating HR system so that data is correct. Statistical update will take place in the third quarter.
Provide a safe and healthy environment for staff and contractors through compliance with all WH&S legislative requirements and minimising risk.	4.3f (4)	Develop internal Council newsletter and incorporate WHS messages to all staff	Manager Business	Not Yet Commenced	0%	Scheduled for initiation in 2020
Develop and implement a Staff Wellbeing Program	4.3f (5)	Develop and implement Staff Wellbeing Program	Manager Business	Not Yet Commenced	0%	To be actioned in 2020
Implement a training plan to enhance the skills and knowledge of staff across the organisation.	4.3g (1)	Develop Staff Training Plan	Manager Business	In Progress	50%	HR Coordinator is currently collecting feedback from Managers and staff
Provide learning and development opportunities to staff to develop the individual's potential and meet the needs of the community and organisation.	4.3g (2)	Develop succession plans for each Section of Council	Manager Business	Not Due to Commence	0%	To be initiated with performance reviews in third quarter
	4.3g (2)	Performance Review Program implemented and the first cycle	Manager Business	Not Due to Commence	0%	Performance Reviews to Commence in third quarter
Offer and promote free public wi-fi internet access in key public spaces across the local government area.	2.1d (3)	Continue to offer free Wi-Fi service at Council Libraries and Administration Centres	Manager Business	Ongoing	50%	Public Wi-Fi has been consistently available to designated areas.

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Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Implement effective integrated risk management strategies and practices.	4.3b (3)	Develop and implement an Internal Audit and Fraud Control Plan	Manager Business	Completed	100%	Internal Fraud Control Plan has been approved by Council.
Adopt and maintain information technology and communication services and infrastructure that assists the efficient and effective undertaking of Council's operations, increases productivity and adequately supports the organisation and our community's needs.	4.3d (1)	Work with the Customer Service Team to develop an Online Booking System for Council facilities	Manager Business	In Progress	15%	Investigation was put on hold pending software upgrades. Will recommence in 2020.
	4.3d (2)	Integrate Civica/Authority (Finance System) and Magiq Documents (EDRMS)	Manager Business	In Progress	15%	Research being carried out into requirements for integration and cost. Project report will be completed in fourth quarter.
	4.3d (2)	Review Business Systems and identify services that can be delivered on Council's Website	Manager Business	Not Yet Commenced	0%	To commence in 2020
Staff are supported in the achievement of organisational objectives by having access to a range of business tools, systems and technologies.	4.3g (3)	Provide ongoing enhancement to Staff Intranet	Manager Business	Not Yet Commenced	0%	Internet enhancement to commence in fourth quarter
Implementation of the Cootamundra-Gundagai Regional Council's suite of plans, including the Community Strategic Plan, Delivery Program, Operational Plan and resourcing plans.	4.1a (2)	Present half-yearly Progress Reports on 19/20 Operational Plan to Council and the Community	Manager Business	Ongoing	90%	Quarterly report to December 2019 will be included in the February Council Business Papers.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Council's corporate plans are informed by community expectations and are reviewed and updated on a regular basis to meet the changing needs of our community members.	4.1a (3)	Conduct 6 monthly review of Operational Plan and resourcing strategies	Manager Business	In Progress	80%	Report to go to February Council Meeting
The development of the Cootamundra-Gundagai Regional Council's integrated suite of plans, including the Community Strategic Plan, Delivery Program, Operational Plan and resourcing plans, provide a clear strategic direction and drives the organisation's activities.	4.1c (1)	Develop and adopt 2020-21 Operational Plan	Manager Business	Not Yet Commenced	0%	Will commence in early 2020 in conjunction with the budget
Council's decision-making and future planning shows evidence of being linked to Council's integrated suite of plans and the needs of our community.	4.1c (2)	All decision making reports, including strategies and plans are to show linkages to the relevant objective in the Community Strategic Plan	Manager Business	In Progress	50%	Linkages to the Community Strategic Plan are included in the Business Paper Reports.
Council will track the progress towards the achievement of the corporate plan objectives against measurable outcomes.	4.1d (1)	Pulse software Program is fully operational and used by all relevant staff	Manager Business	Completed	100%	Staff have received training and are using the software to provide updates on the relevant section of the Operational Plan to report progress.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
The integrated planning and resourcing documents will be reviewed and updated on a regular basis to meet the changing needs of our community members.	4.1d (2)	Develop a strategy to update Council's Integrated planning suite of plans and resourcing strategies on a regular basis to meet the changing needs of our community	Manager Business	Not Yet Commenced	0%	Strategy to update the Community Strategic Plan will commence in 2020.
	4.1d (2)	Integrated planning and resourcing strategies reviewed and updated as legislatively required	Manager Business	In Progress	50%	Regular reviews and updates are carried out as required
Progress on the achievement of corporate plan objectives will be shared with the community via a range of communication methods.	4.1d (3)	Develop and present report identifying Community communication options and strategies	Manager Business	In Progress	70%	Communication Officer will finalise report once the Community Survey is complete
Council will regularly and continuously seek community feedback to seek additional input to the Community Strategic Plan.	4.2b (1)	Relevant staff to undertake Community Engagement Training (IAP2)	Manager Business	Not Yet Commenced	0%	Training scheduled for March 2020
Cootamundra-Gundagai Regional Council's suite of plans will be reviewed and updated on a regular basis to meet the changing needs of our community members.	4.2b (2)	Develop a strategy to update the Community Strategic Plan on a regular basis to meet the changing needs of our community	Manager Business	Not Yet Commenced	0%	Strategy to update the Community Strategic Plan will commence in 2020.
Progress towards the achievement of the Community Strategic Plan objectives will be shared with the community via a range of communication methods.	4.2c (1)	Continue to promote the objectives of the community strategic plan via Council's media channels	Manager Business	Ongoing	50%	Media channels including the community newsletter, social media and media releases are being utilised to promote council's strategies and plans.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Promote the objectives of the Community Strategic Plan and work in partnership with community members, businesses and other local stakeholders to deliver community priorities.	4.2c (1)	Develop a Community Engagement Strategy to assist with delivering the objectives in the Community Strategic Plan	Manager Business	Not Yet Commenced	0%	For action in the third quarter
Develop and implement accessibility strategies as identified in the Disability Inclusion Access Plan.	1.1e (1)	In reviewing Council purchasing policy consider ways we can better support businesses which employ people with disabilities	Manager Business	In Progress	60%	Procurement Guidelines are currently under review and this is one of the elements under consideration
Ensure all procurement meets legislative and policy requirements and delivers best value for the community and the Council.	4.3a (3)	Develop a suite of Audit Reports to monitor procurement practices	Manager Business	In Progress	50%	Several audit reports have been developed and new reports are currently under development with the implementation of new Accounts Payable and Contract Management software.
	4.3a (3)	Undertake assessment and improvement of procurement processes	Manager Business	In Progress	60%	Implementation of Accounts Payables and Contract Management software has strengthened procurement processes. A panel of providers for Legal Services has been set up to streamline engagement of legal services. Code of Conduct training was provided to all staff involved in purchasing, Councillors and s355 Committee members and included information regarding procurement. Review of the Procurement Policy and Guidelines will be completed in the third quarter.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Council's records are managed in compliance with the appropriate legislation and supports efficient and effective work practices.	4.3d (3)	Review infoXpert workflows to streamline record keeping	Manager Business	In Progress	100%	Comprehensive review has taken place. Further updates to workflows will take place as required

## Deputy General Manager

### Deputy General Manager

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Investigate, identify and promote opportunities that exist within the local government area for implementation of renewable energy technologies.	3.1b (1)	Negotiate terms of a power partnership agreement on various Council facilities	General Manager	In Progress	50%	Proposals being evaluated.
Ensure adequate project management techniques are in place to ensure the delivery of projects which meet the changing needs of our community on time, within budget and to an acceptable standard.	4.3e (2)	Undertake monitoring of project implementation	General Manager	Ongoing	25%	
Enhance the amenity and appearance of our towns' main streets.	1.2a (1)	Commence intersection improvements for the corner of West and Sheridan Streets in Gundagai	General Manager	In Progress	70%	Majority of civil works have been undertaken. Landscaping and pavements still to be completed.

### Civil Works

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Provide and maintain a safe and well maintained aerodrome for use by commercial and recreational aircraft and promote use by external users.	2.1c (2)	Provide aerial loading facilities for RFS firefighting aircraft	Manager Civil Works	Completed	100%	Works completed December 2019.
	2.1c (2)	Provide asphalt surface for motor sport activities	Manager Civil Works	Completed	100%	Asphalt surface provided at the Aerodrome.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Operate an efficient quarrying service in an environmentally responsible manner that meets all statutory requirements and standards.	3.1a (2)	Renew permit with Forestry Corporation to access Nanangroe Quarry	Manager Civil Works	Completed	100%	Agreement signed off.
Provide and maintain a stormwater disposal system which minimises the carriage of pollutants from the stormwater system to the creek and river systems.	3.1a (3)	Complete upgrade of stormwater infrastructure in accordance with the priorities identified in the stormwater priority assessment report	Manager Civil Works	In Progress	15%	Boundary Road project partially complete.
Maintain civil infrastructure including roads, footpaths, bridges and traffic facilities to agreed standards as set out in asset management plans.	3.2d (2)	Undertake annual road maintenance program	Manager Civil Works	Ongoing	55%	Ongoing as resources and conditions permit. Currently road maintenance being completed as required.
Undertake the annual footpath renewal and extension program.	3.2d (3)	Undertake Footpath Renewal and Extension Program	Manager Civil Works	Ongoing	45%	Works are being carried out when resources permit.
Improve functionality and amenity within Council's work depots.	4.3a (6)	Complete planning for improvements to Cootamundra Depot and Bradman Street Depot	Manager Civil Works	Not Yet Commenced	5%	Works still to commence.
Ensure that a supply of industrial and residential land is available at all times to facilitate the orderly expansion of the local government area.	2.2b (2)	Complete construction of roads and provisions of services for subdivision of industrial land at Turners Lane in Cootamundra	Manager Civil Works	Not Yet Commenced	0%	Awaiting design approvals.
	2.2b (2)	Market and promote Bourke Estate residential subdivision in Gundagai	General Manager	In Progress	50%	Marketing being undertaken as required and will continue.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
	2.2b (2)	Prepare preliminary planning proposal for Stage 2 of Claron Estate residential subdivision in Cootamundra, including access to the Cemetery	General Manager	In Progress	20%	Discussions are continuing.
Work in partnership with local agencies to identify and advocate for opportunities to improve overall community safety.	1.3c (1)	Road Safety Officer to work in partnership with RMS on RMS Road Safety Campaigns	Manager Civil Works	Ongoing	55%	Road Safety Officer working on projects in consultation with Transport for NSW.
Develop and implement strategies to improve safety and accessibility of all road users.	3.2d (1)	Ensure information is available for users of scooters and electric wheelchairs on footpaths. Pedestrian safety information should also be made available	Manager Civil Works	In Progress	60%	Information presented to relevant groups as requested.
	3.2d (1)	Road Safety Officer to work in partnership with RMS on RMS Road Safety Campaigns	Manager Civil Works	Ongoing	50%	Road Safety issues are being addressed and programs continuing.
Programs are developed to ensure the ongoing risk assessment and maintenance of Council facilities.	1.3b (7)	Review existing footpath network and facilities to determine upgrade and connectivity improvement requirements	Manager Civil Works	Ongoing	50%	Ongoing through the year.
Provide a safe and healthy environment for staff and contractors through compliance with all WH&S legislative requirements and minimising risk.	4.3f (4)	Monthly WHS reports and statistics discussed at Managers Meetings	Manager Civil Works	Ongoing	50%	Risk Manager having regular discussions at managers meetings

*Technical Services*

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Provide and maintain a stormwater disposal system which minimises the carriage of pollutants from the stormwater system to the creek and river systems.	3.1a (3)	Complete upgrade of stormwater infrastructure in accordance with the priorities identified in the stormwater priority assessment report	Manager Technical Services	In Progress	80%	Significant works completed on Stormwater Infrastructure including O'Hagan and Tor St Projects. Works are continuing at Luke St, South St and West St.
Maintain civil infrastructure including roads, footpaths, bridges and traffic facilities to agreed standards as set out in asset management plans.	3.2d (2)	Undertake Adjungbilly Road Heavy Vehicle Access Project	Manager Technical Services	In Progress	80%	Program was impacted prior to Christmas due to a lime supply issue. Works will be completed in the coming months following the works currently underway on Mullama Rd.
	3.2d (2)	Undertake annual road maintenance program	Manager Technical Services	Ongoing	55%	Ongoing Maintenance Grading and other routine works as appropriate.
Undertake the annual footpath renewal and extension program.	3.2d (3)	Undertake Footpath Renewal and Extension Program	Manager Technical Services	Ongoing	0%	Footpath works are programmed in accordance with allocated budget.
Improve functionality and amenity within Council's work depots.	4.3a (6)	Complete construction on Gundagai Depot Training Facility	Manager Technical Services	Completed	100%	Training Facility is operational.
Council's fleet of light vehicles and heavy plant is maintained to ensure efficient, cost-effective and timely service delivery.	4.3d (6)	Undertake plant replacement in accordance with related policies and programs	Manager Technical Services	Ongoing	60%	Approval received for replacement of Watercart and Excavator. Orders expected to be placed this week.
Programs are developed to ensure the ongoing risk assessment and maintenance of Council facilities.	1.3b (7)	Review existing footpath network and facilities to determine upgrade and connectivity improvement requirements	Manager Technical Services	Ongoing	40%	Routine maintenance ongoing. Creation of an updated PAMP has been discussed but not actioned to date.

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Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Provide a safe and healthy environment for staff and contractors through compliance with all WH&S legislative requirements and minimising risk.	4.3f (4)	Monthly WHS reports and statistics discussed at Managers Meetings	Manager Technical Services	Ongoing	50%	Injury statistics are discussed at managers meetings.

#### Assets

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Enhance the amenity and appearance of our towns' main streets.	1.2a (1)	Construct Gundagai Main Street Public Toilet	Manager Assets	Completed	100%	Work completed and final cost report to be prepared.
Provide and maintain a stormwater disposal system which minimises the carriage of pollutants from the stormwater system to the creek and river systems.	3.1a (3)	Complete upgrade of stormwater infrastructure in accordance with the priorities identified in the stormwater priority assessment report	Manager Assets	Ongoing	5%	Inadequate details of the stormwater net work asset data. Potential sites are to be identified for installation of Gross Pollutant Traps.
Provide and maintain a stormwater disposal system which allows the removal of stormwater from the towns in the most economical and efficient manner possible whilst minimising impact on natural environment.	3.2c (5)	Complete upgrade of stormwater infrastructure in accordance with the priorities identified in the stormwater priority assessment report	Manager Assets	Ongoing	0%	Design and construction of new systems / amplification is in progress.
Implement effective integrated risk management strategies and practices.	3.2c (6)	Undertake Cootamundra Flood Study	Manager Assets	In Progress	35%	Cootamundra Flood Study Interim report and presentation was made on 29 January 2020. Anticipated completion of the final report in March April 2020.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Develop and implement asset management plans and strategies for all transport assets.	3.2d (4)	Review and update condition assessment data across the local government area	Manager Assets	Ongoing	0%	Condition assessment on Clear water pumps at Gundagai Water Treatment Plant has been completed and one pump has been replaced and the other one is due to be replaced.
Advocate for State and Federal departments to improve public transport networks to meet the needs of our community.	3.2e (2)	Work with Riverina Joint Organisation on identified public transport initiatives	Manager Assets	Ongoing	0%	Completed Alum Tender for RERO and working RERO on other common tenders.
Develop Asset Management plans which deliver long-term financial sustainability and asset renewal.	4.3a (5)	Implement works programs to improve asset condition	Manager Assets	Ongoing	0%	Asset Management Plans are updated. Quotations has been called for Road Asset Valuation and the will be awarded in February 2020.
	4.3a (5)	Review and improve Asset Management Plans	Manager Assets	Ongoing	0%	Asset Management Plans and Asset Register are updated as more information are made available.
Staff are supported in the achievement of organisational objectives by having access to a range of business tools, systems and technologies.	4.3g (3)	Undertake integration of Mapping Systems with Council's Corporate Systems	Manager Assets	Ongoing	0%	Recycle water system at Cootamundra has been digitized and updated in January 2020 in the Mapping system.
Undertake connection of water supply to the Dog on the Tuckerbox site.	2.3c (4)	Deliver infrastructure for water supply extension to Dog on the Tuckerbox site	Manager Assets	In Progress	15%	Progress is slower than the initial forecast due to delays associated with Survey work by the survey contractor. Alternative are being sought.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Provide programs, information and services to our community to increase awareness of, and participation in, environmentally sustainable activities.	3.1d (1)	Investigate opportunities to use raw water	Manager Assets	Ongoing	25%	Raw water Licence is being sought from Natural Resources Access Regulator to extract water for irrigating sporting ovals and Golf course at Gundagai.
Encourage the best use of treated water through water saving measures.	3.1d (3)	Investigate opportunities to increase the use of reuse water	Manager Assets	Ongoing	30%	Demand for treated water has been very high at Cootamundra during the 2019/20. The demand exceeds the plant output and as a result of the storage in the effluent dam has been depleting.
Operate and maintain a water reticulation system capable of providing potable water to all connected premises with minimum disruption and maximum efficiency.	3.2c (1)	Implement an Integrated Water Cycle Management (IWCM) Plan	Manager Assets	Ongoing	25%	Draft report is due in March 2020 from PWA.
Undertake Cootamundra Water Main Replacement Program.	3.2c (2)	Continue Cootamundra Water Main Replacement Program	Manager Assets	In Progress	85%	Most of the works have been completed. At present work on Temora Road, Railway Crossing is being done after obtaining approval from ATRC.
Investigate options for the connection of a water supply to Nangus Village, and consult with the community.	3.2c (3)	Partner with Goldenfields Water to prepare business case for connection of water supply to Nangus Village	Manager Assets	In Progress	30%	Feasibility Studies has been completed and report submitted.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Operate and maintain a sewage system and treatment plant capable of removing sewage from all connected premises with minimum disruption and maximum efficiency.	3.2c (4)	Commence construction for the Gundagai Sewer Treatment Plant replacement	Manager Assets	Ongoing	30%	Tenders have been advertised and closing on 25 February 2020. Early earth works and retaining wall construction preliminary works are in progress for the construction of Sewage Treatment Plant at Gundagai,
	3.2c (4)	Invite tenders and enter into contract for the relining of Sewer Mains	Manager Assets	Completed	100%	Existing contract was extended for another year with Interflow for cleaning and lining. Using the provisions.

*Waste, Parks and Recreation Services*

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Provide and maintain a clean and attractive streetscape.	1.2a (2)	Provide an attractive streetscape, by implementing the strategies identified in the Open Spaces Strategy	Manager Waste, Parks and Recreation Service	Completed	100%	6/2/20 - landscape regeneration/rehabilitation works that have been completed during the winter and spring months are continuing to be maintained on a weekly basis, within Time, Costs and Quality expectations.  12/2/20 - Works for 2019/2020 have been completed.  Work will recommence in 2020/2021 pending the allocation of funds.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Maintain and improve Council's parks and recreation and sporting facilities.	1.2c (3)	Complete revitalisation works to Council Parks, Gardens and Sporting Grounds across the local government area	Manager Waste, Parks and Recreation Service	Completed	100%	6/2/20 - Landscape refurbishment works have been completed for Winter/spring 2019 with the autumn program due to commence sometime in April/May/June 2020.  12/2/20 - Works for 2019/2020 have been completed.  Works will recommence 2020/2021 pending the allocation of funds.
Co-ordinate the provision of Council facilities for community use.	1.2c (4)	Public open spaces maintained, and capital improvement works identified and managed, as detailed in the Open Spaces Strategy	Manager Waste, Parks and Recreation Service	Completed	100%	6/02/2020 - All capital works as per the Stronger Community Grants program have been completed.  12/2/20 - Works for this financial year are completed.
Promote programs which encourage healthy lifestyle choices and activities.	1.3a (4)	Promote programs which encourage healthy lifestyle choices and activities as identified in the Recreation Needs Study and Open Spaces Strategy	Manager Waste, Parks and Recreation Service	Completed	100%	Draft Recreation Needs Study has been completed. 6/2/20 - Comments returned to Consultant to finalise the Recreation Plan.
Maintain and improve Council's parks and recreation and sporting facilities.	1.3b (1)	Construct Country Club Oval Clubhouse/Amenities Building	General Manager	In Progress	85%	Works are ongoing for completion of construction. Current works include a combination of structural and internal fit out.
Provide, maintain, renew and promote high quality sporting, swimming and	1.3b (1)	Develop Recreation Needs Study and Open Spaces Strategy	Manager Community and Culture	In Progress	50%	Draft complete.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
active recreational facilities and programs for the community, active sporting associations and visitors.	1.3b (1)	Facilitate comprehensive consultation sessions with stakeholders, the public and users, to assist in the development of the Public Open Spaces Strategy	Manager Community and Culture	Completed	100%	Includes Sports Council meetings and recreational needs study consultation.
	1.3b (1)	Undertake a full review of Council's Recreational Officers position descriptions to maximise opportunities for future recreational development	Manager Waste, Parks and Recreation Service	Completed	100%	Completed PDs currently with Human Resources for review and submission to the Consultative Committee for consideration.
	1.3b (1)	Undertake Fisher Park lighting upgrade	Manager Waste, Parks and Recreation Service	Completed	100%	Works completed to Time, Cost and Quality guidelines.
Provide and maintain parks and gardens that are aesthetically pleasing, accessible and are available for passive recreational pursuits.	1.3b (2)	Commence planning for the installation of a Regional Playground at Jubilee Park in Coolamundra	Manager Community and Culture	Completed	100%	Playground complete.
	1.3b (2)	Complete maintenance and revitalisation works to Council Parks, Gardens and Sporting Grounds across the local government area	Manager Waste, Parks and Recreation Service	Completed	100%	Landscape regeneration/rehabilitation works that have been completed during the winter and spring months are continuing to be maintained on a weekly basis, within Time, Costs and Quality expectations. Revitalisation works have been completed.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Develop and implement an inspection and maintenance plan for playground equipment.	1.3b (4)	Investigate funding opportunities to enhance Council playgrounds, indoor and outdoor sporting and passive areas to enhance accessibility	Manager Waste, Parks and Recreation Service	Completed	100%	Grant applications have been submitted for funding to build a bouncing pillow at the Cootamundra Aquatic Centre, Rock Climbing Wall at the Sports Stadium, upgrade of Pioneer Park, Palmer Park Wallendbeen, & Pump Track Cootamundra.
	1.3b (4)	Playground inspection and maintenance program developed and implemented for Cootamundra	Manager Waste, Parks and Recreation Service	Ongoing	75%	Ongoing as required. There is only one more scheduled inspection before the end of this financial year.
Undertake improvements to the Cootamundra and Gundagai swimming pool facilities.	1.3b (5)	Conduct a full operational review and report to council on the Cootamundra Aquatic Centre	Manager Waste, Parks and Recreation Service	In Progress	75%	Contractor is currently working on the document with a 22 week timeline. Expectations are that the first draft will be ready for review by staff in March 2020. 12/2/20 - Review is still in progress scheduled for completion March/April.
	1.3b (5)	Project manage and deliver a new splash play area at Cootamundra Pool	Manager Waste, Parks and Recreation Service	Completed	100%	Project completed on Time, to required Cost and Quality standards.
Work in partnership with active sporting associations, community groups and health providers to ensure sporting facilities are fit for current and future community need.	1.3b (6)	The current and future community needs of Council's Public Open Spaces are identified and actions implemented as per the Public Open Spaces Strategy	Manager Waste, Parks and Recreation Service	In Progress	80%	Draft completed and all comments returned to consultant. Consultant has been requested to complete works.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Programs are developed to ensure the ongoing risk assessment and maintenance of Council facilities.	1.3b (7)	Carry out and document regular safety inspections and implement work activities that will ensure that all facilities are in a safe and working condition fit for purpose	Manager Waste, Parks and Recreation Service	Ongoing	75%	Regular checks are ongoing and works are continuing.
	1.3b (7)	Develop a Detail Works Activity Program that will review the asset and condition, maintenance programs and unit costs to annually maintain these assets to an adopted standard	Manager Waste, Parks and Recreation Service	Completed	100%	A full review and report have been submitted to council and adopted. Adopted plan is now ready for consideration and implementation for the next 2020/2021 financial and operation plan review.
	1.3b (7)	Investigate funding opportunities to enhance Council playgrounds, indoor and outdoor sporting and passive areas to enhance accessibility	Manager Waste, Parks and Recreation Service	Completed	100%	Grant applications have been submitted for funding to build a bouncing pillow at the Cootamundra Aquatic Centre, Rock Climbing Wall at the Sports Stadium, upgrade of Pioneer Park, Palmer Park Wallendbeen, & Pump Track Cootamundra; results of grants yet to be announced.
Undertake a review of waste services across the Local Government area and develop a waste strategy that provides equitable waste services for all residents.	3.1c (1)	Undertake waste strategy review and community consultation	Manager Waste, Parks and Recreation Service	Completed	95%	Strategy completed and adopted in principal, report to Feb council meeting seeking approval to go to public exhibition.
Provide and maintain appropriate rubbish removal, disposal, recycling	3.1c (2)	Commence planning for construction of a re-use shop at Cootamundra Waste depot	Manager Waste, Parks and Recreation Service	In Progress	10%	Pending the outcome from the Waste Strategy consultation process.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
and greenwaste facilities in the most cost effective, environmentally sustainable and efficient manner.	3.1c (2)	Commence planning for construction of Waste Facilities and methods of operation as determined by the Waste Implementation Plan	Manager Waste, Parks and Recreation Service	In Progress	10%	Pending the outcome from the Waste Strategy consultation process.
	3.1c (2)	Undertake improvements at Gundagai Waste Depot as per the Waste Implementation Plan	Manager Waste, Parks and Recreation Service	In Progress	20%	Pending the outcome from the Waste Strategy consultation process.
Provide a facility for the composting and re-using of greenwaste.	3.1c (4)	Implement Cootamundra Regional Organics Project (CROP)	Manager Waste, Parks and Recreation Service	In Progress	10%	Pending the outcome from the Waste Strategy consultation process.
Provide programs, information and services to increase voluntary recycling and reuse to reduce waste to landfill.	3.1d (2)	Investigate funding opportunities and community consultation to locate a suitable adult change room in Cootamundra	Manager Waste, Parks and Recreation Service	Not Yet Commenced	0%	To be scheduled.
	3.1d (2)	Undertake construction of a new Adult Change facility to Gundagai	Manager Waste, Parks and Recreation Service	Not Yet Commenced	0%	To be scheduled.
Manage Council's waste collection, disposal and processing facilities.	3.2c (7)	Manage Council's waste collection, disposal and processing facilities in accordance with the Waste Strategy and Implementation Plan	Manager Waste, Parks and Recreation Service	Completed	100%	Being implemented in accordance with councils financial and implementation plan.

*Facilities*

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Undertake development of Cootamundra library outdoor area.	1.1b (3)	Develop outdoor space adjoining the Stephen Ward Rooms Cootamundra Library for indoor/outdoor meeting space	Manager Facilities	In Progress	40%	Awaiting further outcomes of the next round funding, as this space will be incorporated with proposed internal renovation.
Maintain and improve Council buildings and properties in accordance with asset management plans.	1.2c (1)	Create an Outdoor Reading Space adjoining the Gundagai Library	Manager Facilities	Completed	95%	Major works completed. Waiting for undercover tables and chairs.
	1.2c (1)	Design new Council developments with accessibility to the main entrance	Manager Facilities	Ongoing	25%	New builds are taking accessibility into consideration. It is an ongoing process.
	1.2c (1)	Future Council building upgrades to include all access considerations	Manager Facilities	Ongoing	25%	Access is being considered for all new builds. Consultation will be required in some cases with Access Committee as designs are being implemented.
	1.2c (1)	Investigate modifications to Council buildings to improve accessibility for staff	Manager Facilities	Ongoing	20%	This will be on a as needed basis and dependent on funding being available. Buildings which can be easily retro fitted will be prioritised. Further investigation and reporting is required.
Undertake a review of the environmental impact of Council-owned facilities and infrastructure and implement measures which Council's environmental impact.	3.1b (2)	Investigate funding sources for solar energy works for Council buildings	Manager Facilities	Ongoing	70%	Several companies have submitted proposal currently working through offers and ideas.
Provide an adequate mix of high quality, disabled accessible and appropriately located public toilet facilities.	3.2c (8)	Finish construction of the Gundagai Main Street Public Toilet	Manager Facilities	Completed	100%	The new facility has been completed and defects are being addressed.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Maintain and improve Council's parks and recreation and sporting facilities.	1.2c (3)	Sporting Grounds maintained as per the current adopted schedules and specifications	Manager Facilities	Ongoing	50%	Ongoing commitment from staff to keep grounds well maintained throughout the council area.
Co-ordinate the provision of Council facilities for community use.	1.2c (4)	Public open spaces maintained, and capital improvement works identified and managed, as detailed in the Open Spaces Strategy	Manager Facilities	Ongoing	50%	Ongoing capital improvements are being undertaken as per project scope.
Promote programs which encourage healthy lifestyle choices and activities.	1.3a (4)	Promote programs which encourage healthy lifestyle choices and activities as identified in the Recreation Needs Study and Open Spaces Strategy	Manager Facilities	Ongoing	50%	Local sporting facilities continually improved for use by all patrons.
Provide, maintain, renew and promote high quality sporting, swimming and active recreational facilities and programs for the community, active sporting associations and visitors.	1.3b (1)	Develop Recreation Needs Study and Open Spaces Strategy	Manager Facilities	In Progress	90%	Currently under review.
	1.3b (1)	Facilitate comprehensive consultation sessions with stakeholders, the public and users, to assist in the development of the Public Open Spaces Strategy	Manager Facilities	Completed	100%	A public meeting has been held throughout LGA and resulting ideas taken on board.
	1.3b (1)	Undertake improvements to the Gundagai Netball Courts lighting and amenities	Manager Facilities	Ongoing	40%	Works are currently underway with lighting works completed. Designs have been created for the new building.
	1.3b (1)	Upgrade Community Fitness infrastructure in Gundagai and Cootamundra	Manager Facilities	In Progress	60%	New playground equipment has been installed. Pump track and new half court will commence shortly. Fitness equipment is being looked at for walking tracks but will be subject to budget availability.

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Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Provide and maintain parks and gardens that are aesthetically pleasing, accessible and are available for passive recreational pursuits.	1.3b (2)	Complete maintenance and revitalisation works to Council Parks, Gardens and Sporting Grounds across the local government area	Manager Facilities	Ongoing	70%	Sporting ovals have been recently fertilized and irrigation repairs undertaken. New irrigation has been installed within the new garden beds of Carberry Park. Ongoing improvements are being implemented throughout the township.
	1.3b (2)	Complete re-development of border gardens to Gundagai playground areas	Manager Facilities	Ongoing	80%	Garden beds have been created, including the Sheridan Street intersection. Irrigation is being installed and plants are being swapped out.
Construct a large-scale Adventure Playground in Gundagai.	1.3b (3)	Commence construction of the Gundagai Large Scale Adventure Playground	Manager Facilities	In Progress	95%	Main construction works completed. Defects being addressed and surrounding landscaping works being undertaken.
Develop and implement an inspection and maintenance plan for playground equipment.	1.3b (4)	Playground inspection and maintenance program developed and implemented for Gundagai	Manager Facilities	Ongoing	50%	Inspections are continually being undertaken and format improved.
Undertake improvements to the Cootamundra and Gundagai swimming pool facilities.	1.3b (5)	Commence and complete re-painting works during off season to Gundagai Pool	Manager Facilities	Completed	100%	Re-painting of pools has been undertaken along with new ramp for disabled community members.
	1.3b (5)	Commence planning & tendering for disable ramp to Gundagai Pool	Manager Facilities	Completed	100%	All works completed for tiling and construction of ramp.
	1.3b (5)	Encourage the pool & gymnasium managers/ leasees to conduct activities for people of all abilities	Manager Facilities	Ongoing	80%	Activities are being encouraged and membership is increasing.
Work in partnership with active sporting associations, community groups and health providers to ensure sporting	1.3b (6)	Commence construction of the new facility building located at the Gundagai Netball Precinct as part of Recreation Master Plan	Manager Facilities	In Progress	50%	Final budget confirmed after lighting has been completed. Design is confirmed and discussions with builder underway

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Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
facilities are fit for current and future community need.	1.3b (6)	The current and future community needs of Council's Public Open Spaces are identified and actions implemented as per the Public Open Spaces Strategy	Manager Facilities	Ongoing	80%	Budget items being identified and planned for consideration
Programs are developed to ensure the ongoing risk assessment and maintenance of Council facilities.	1.3b (7)	Investigate funding opportunities to enhance Council playgrounds, indoor and outdoor sporting and passive areas to enhance accessibility	Manager Facilities	Ongoing	50%	Sites being identified and draft budgets to be formally put together
Develop and implement a street tree planting plan which enhances amenity and our natural environment.	3.1a (4)	Street Tree planting undertaken in accordance with Gundagai Street tree planting Masterplan	Manager Facilities	Ongoing	80%	Tree works still being carried out as per master plan along with general landscaping.
Reuse waste water to increase the amenity of Council parks, gardens and recreational facilities and to reduce the demand on the water supply.	3.1c (5)	Collaborate with Council departments to increase the use of re-treated water to Gundagai ovals	Manager Facilities	In Progress	70%	Discussions with Water/Sewer team ongoing. New irrigation system currently out to tender and being considered as part of the new sewer treatment plant.





## NRSW SUMMARY

**Now in existence for seven years, Yellow Ribbon National Road Safety Week (NRSW) held annually in May keeps growing in impact and support, with NRSW 2019 undoubtedly the biggest week yet.**

An initiative of the Safer Australian Roads and Highways (SARAH) Group, and brought to life by its Principal Partners (Governments, Corporates, Unions and NGOs), NRSW highlights the impact of road trauma and looks at ways we can reduce it.

Around the country events are held, yellow ribbons are displayed, and icons are lit up in yellow to remember those we have lost on the roads and to ask drivers to check their own behaviour and 'Drive So Others Survive'.

This year in partnership with United Nations Global Road Safety Week, NRSW had a potential reach of almost 810 million through 5660 media articles and social media mentions between 22 April and 26 May 2019.

Key events included the lighting of some of our most iconic buildings and bridges in cities and regional areas across the country along with community events, the introduction of road safety policies, safety campaigns, grants and other awareness raising events.

We acknowledge the fantastic work of our Principal Partners, the support of Governor-General Hon Sir Peter Cosgrove, AK, CVO, MC, our Federal, State and Territory Ministers and authorities, local governments, our police and emergency services, as well as those countless corporates, unions, NGOs and road safety leaders across the nation.

This year we were delighted to welcome over 60 councils from the ALGA who were very dedicated and creative in spreading the word among their communities. As local government is closest to their own people, SARAH and its Partners and Supporters recognise the importance of local efforts by our Mayors, Councillors and Road Safety Officers.

We would like to thank all our partners for their support in planning, developing and implementing NRSW across the country. They are all mentioned on the back page of this brochure and each one has our deep respect and thanks.

I hope you enjoy reading about our 2019 accomplishments in this report and we are already in the planning stages to make 2020 an even bigger year!

If you aren't yet part of NRSW we would invite you to contact us to see how you can help reduce the tragic and avoidable deaths and serious injuries still occurring on our roads.

Here's to an even better 2020!



Peter Frazer,  
President SARAH Group,  
*2019 Volunteer of the Year Australia,  
2020 NSW Local Hero Australian of the  
Year Finalist*



## 2019 HIGHLIGHTS

Each day of National Road Safety Week we focus on a different member of the community who can be affected by road trauma.

### Monday, May 6:

Today we pause at 12pm to remember the 1,200 people who died on Australia's roads last year.

### Tuesday, May 7:

Take the pledge, lead the way. Make your personal commitment - Pledge to Drive So Others Survive at [roadsafetyweek.com.au](http://roadsafetyweek.com.au)

### Wednesday, May 8:

'Move over, slow down'. When you see flashing red/blue or amber lights, move over and slow down to keep workers safe.

### Thursday, May 9:

Actively protect all those who are vulnerable on the road ahead, especially pedestrians, seniors and those with disabilities.

### Friday, May 10:

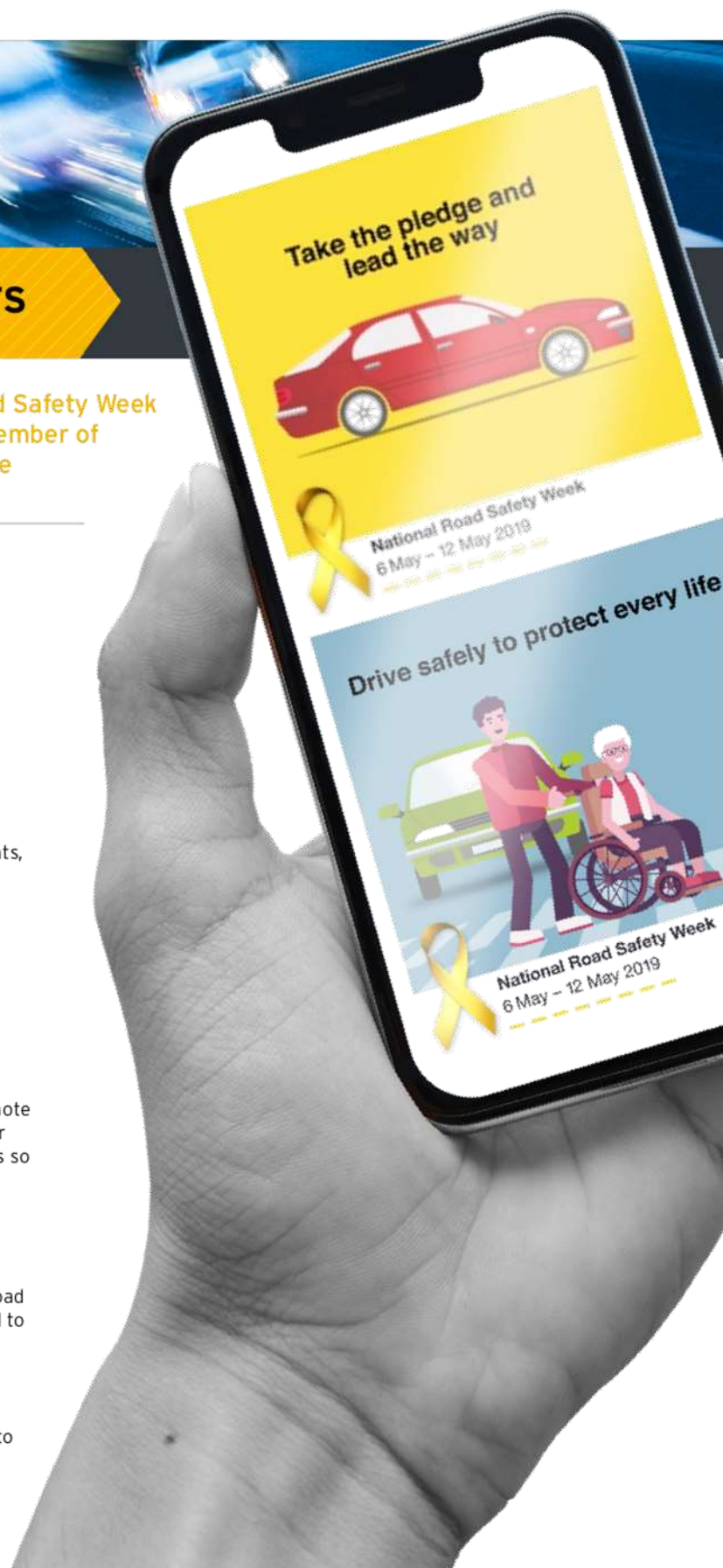
Shining a light on regional and remote drivers. Turn your headlights on for road safety and protect your mates so everyone gets home safe.

### Saturday, May 11:

Yellow Ride Day for cyclists and motorcyclist, some of our most vulnerable road users. Share the road and give them the space they need to be safe.

### Sunday, May 12:

For Mother's Day. The greatest gift you can give mum is for everyone to arrive home safe, drive so you and others survive.





## LIGHTING UP THE COUNTRY!

The flagship awareness-raising activity of the week saw a huge number of great Australian icons turned yellow. These included:

### ACT:

- Canberra International Airport (new)
- Museum of Australian Democracy at Old Parliament House
- National Carillion
- Kings Avenue overpass
- Questacon (National Science & Technology Centre)
- Ian Potter Foundation Technology Learning Centre
- Royal Australian Mint

### NSW:

- Sydney Harbour Bridge is lit yellow with projections on the pylons of Towards Zero, NSW State logo and a giant Yellow Ribbon
- Big Merino at Goulburn
- The Water Tower Albury
- Town Hall Clock Newcastle

### QLD:

- Brisbane: Parliament House, Story Bridge, Victoria Bridge, Reddacliff Place sculptures
- the Sir Leo Hielscher (Gateway) bridges
- Toowoomba: City Hall, Victoria Street Bridge
- Gayndah: The Big Orange
- Maryborough: Mary Poppins statue
- Goondiwindi: The Big Fish

### SA:

- Adelaide Oval
- Riverbank Footbridge

### TAS:

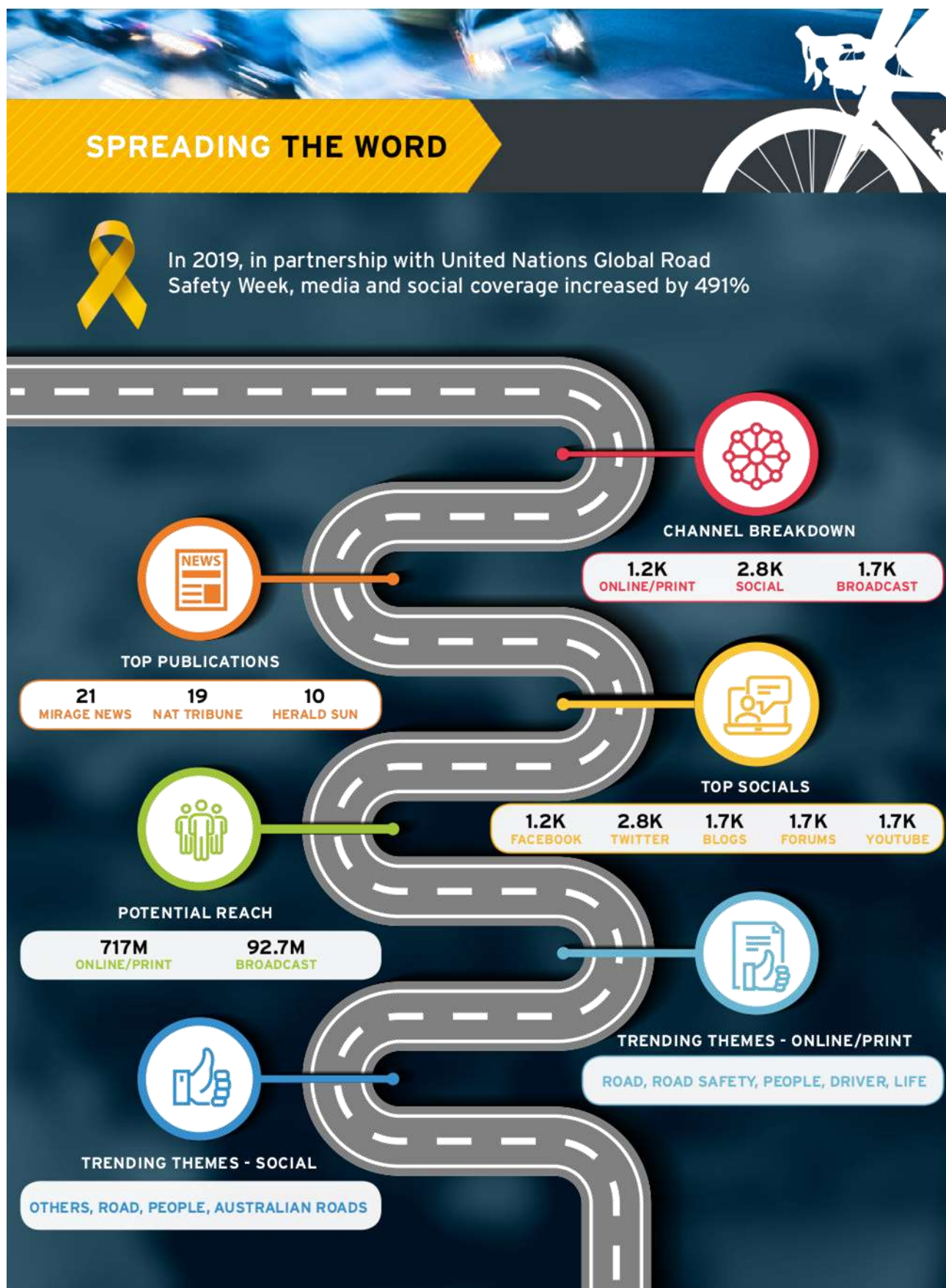
- Hobart Town Hall
- Launceston Town Hall
- Launceston, Richie Mills (Stillwater) Silos
- Hobart Roundabout Fountain
- Kingborough Council chambers
- Leven Bridge, Ulverstone
- Burnie Makers Centre

### VIC:

- Archie Graham Community Centre, Warrnambool
- Ballarat Town Hall, City of Ballarat
- Bolte Bridge and sound tube, Transurban
- Box Hill Town Hall, City of Whitehorse
- Catenary lights at the intersection of Moorabool and Malop Streets, City of Geelong
- Fletcher Jones Silver Ball, Warrnambool
- Flytower, Frankston Arts Centre
- M80 Ring Road & M2 Tullamarine Freeway Interchange Wall
- Malvern Town Hall, City of Stonnington
- Melbourne Star
- Royal Exhibition Buildings
- The Clocktower in Moonee Ponds, Moonee Valley City Council
- Town Hall, City of Melbourne
- Transport Accident Commission building, Geelong
- CBD Water Tower in Wodonga

### WA:

- WA Police Force Headquarters
- Council House
- Northbridge Piazza
- Yagan Square reeds and canopies
- New Mandurah Traffic bridge
- Koombana Bay Footbridge
- Tonkin Highway Sky Ribbon
- Elizabeth Quay
- Perth Cultural centre
- Matagarup Bridge
- Optus Stadium
- The Bell Tower
- State Library
- Albany Town Hall and Square
- Conor's Mill Toodyay
- Kellerberrin Community Men's Shed
- Toodyay Public Library
- Trafalgar Bridge
- RAC Arena





A huge thank you to all our Partners and Supporters who help our vision come alive!

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Principal Partners:




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Gold Partners:




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Supporters:





A huge thank you to all our our Government Supporters who help our vision come alive!

#### Lead Government Supporters:



#### Council Supporters:

In 2019, we welcomed almost 60 Councils as partners of National Road Safety Week, thanks to the enthusiastic support of the Australian Local Government Association. They lit icons, raised awareness, held events and got their communities involved through their local offices and facilities. We look forward to extending this support even further in 2020.





*"National Road Safety week is an important initiative raising awareness about the impact of road trauma and how we as a community can help reduce it.*

*Too many lives are lost on our roads and we are all responsible for doing our bit to help make a difference in bringing the toll down.*

*The Federal Government is pleased to provide ongoing support to National Road Safety Week, committing \$100,000 over four years to the SARAH Group for this important national event.*

*We all know someone touched by road trauma. It's an issue affecting every Australian, whether you are a driver, passenger, pedestrian or cyclist and I hope the attention given to road safety this week encourages everyone to think about safety and the role we each play as road users.*

*I also commend Peter Frazer on his continued advocacy in this space which helps bring attention to the realities of road crashes."*



**- HON MICHAEL McCORMACK MP**

Deputy Prime Minister and Minister for Infrastructure and Transport and Regional Development



*"National Road Safety Week is an annual initiative from the Safer Australian Roads and Highways (SARAH) Group, highlighting the impact of road trauma across Australia and ways to reduce it.*

*Traffic incidents remain one of the biggest killers in Australia. Every month, about 100 Australians die on our roads. Every day, about 100 people are hospitalised for road crash related injuries. Road Safety is everyone's responsibility and National Road Safety Week is crucial in reminding people of that.*

*I would like to congratulate the President of the SARAH Group, Peter Frazer, for the work that he and his organisation do in promoting this week and pay tribute to Peter's tireless work in advocating awareness for this extremely important issue."*

**- SENATOR GLENN STERLE** Shadow Assistant Minister for Road Safety



*"Altus joined forces with the SARAH Group in 2015, having seen Peter deliver a moving presentation to a Roads Industry Forum on the merits of Driving So Others Survive. With our goal being to Get Everyone Home Safely, we immediately recognised the alignment between his organisations message and our own. Peter works with us throughout the year to help engage our large, at risk workforce on staying safe, with special emphasis in the lead up to, and during National Road Safety Week. This week has phenomenal impact across the country and we can't recommend enough the benefits of working alongside the SARAH Group and its other great partners."*

**- JEFF DOYLE CEO, Altus Traffic Australia**



*"The Department of Planning, Transport and Infrastructure (DPTI) supports this important annual safety initiative and places a strong emphasis on South Australian's to drive carefully to highlight the importance of protecting people on the roads. To mark the week, national and state icons, including South Australia's own Adelaide Oval and Riverbank bridge, turn yellow to honour those lost and demonstrate the nation's pledge to drive safely."*

**- The Department Of Planning, Transport And Infrastructure SA**



*"It was both a duty and a pleasure for the RIAA to participate in National Road Safety Week 2019. It's the RIAA's duty because all of us, and people we love, are road users in some way, shape, or form. That risk touches us all. It is beholden upon all of us to do whatever we can to reduce that risk, and supporting National Road Safety Week is one small part of that for the RIAA. It is also a pleasure to participate in such a professionally run event, and meet those brave souls touched by the Road Toll, as we come together to make a difference."*

**- PAUL ROBINSON General Manager, Roadmarking Industry Association of Australia**



*"Roads Australia first came into contact with the Sarah Group when we hosted Peter Frazer as a speaker at our Regional Road Summit in 2015. Since then he has become not just a valued member of the RA family, but an incredibly powerful and passionate advocate for road safety.*

*Our annual conference takes place each year in the same month as National Road Safety Week, and provides us with an additional opportunity to cast the spotlight on the work of the SARAH Group, and its underlying message.*

*We're proud to be a supporter of Peter and his organisation, and look forward to playing a continuing role in the success of National Road Safety Week."*

**- MICHAEL KILGARRIFF CEO, Roads Australia**



*"The TMAA has been committed to voicing the vision of National Road Safety Week for many years. TMAA has been working with Peter Frazer from SARAH to raise the profile of the Yellow Ribbon, representing road victims, but even more, the promise of safety on roads for all. To quote Peter: everyone deserves to get home safe. No exceptions."*



**- STEPHEN O'DWYER TMAA President and LOUISE VAN RISTELL TMAA Executive Officer**



*"Our involvement as a Principal partner of the SARAH organization and National Road Safety Week provides the opportunity in a small way to express the essence of what drives us at Ennis Flint, saving lives through safer roads. We recognize that each day our customers jobs place them in harm's way as they go about applying roadmarking materials to make our roads and highways safer for all who use them. Supporting Peter and others in their tireless pursuit of road safety is truly humbling and we celebrate the progress that is being made such as the new traffic law in NSW aptly called Sarah's Rule."*

**- ROD TWEED MD Asia Pacific, Ennis-Flint**



NRSW 2019 was undoubtedly a huge success however, despite this there is still much more work to be done. The number of deaths and serious injuries from road incidents in Australia continue to remain at the same level, around 1,200 while at over 36,000, the number of seriously injured continues to increase.

We know that we are being heard by the road safety leaders and policy makers of Australia. Indeed in September of this year, the NSW Government brought in Sarah's Rule, named after our own Sarah Frazer, a 'slow down move over' regulation which will see vehicles legally bound to slow down when they see flashing lights are on the side of the road thereby increasing the safety of our emergency services and roadside assist workers and tow truck drivers.

As part of next year's National Road Safety Week, we will continue to pursue an expanded nationally consistent #SarahsRule to protect all who are vulnerable on the road ahead.

Our hope is for NRSW to continue to grow until our national symbol for road safety, the yellow ribbon, is as recognised and understood by Australians as its pink counterpart, and that each May every single driver on the roads will pledge to drive so others survive and carry this behaviour throughout the year with them.

#### NRSW 2020: Our Vision

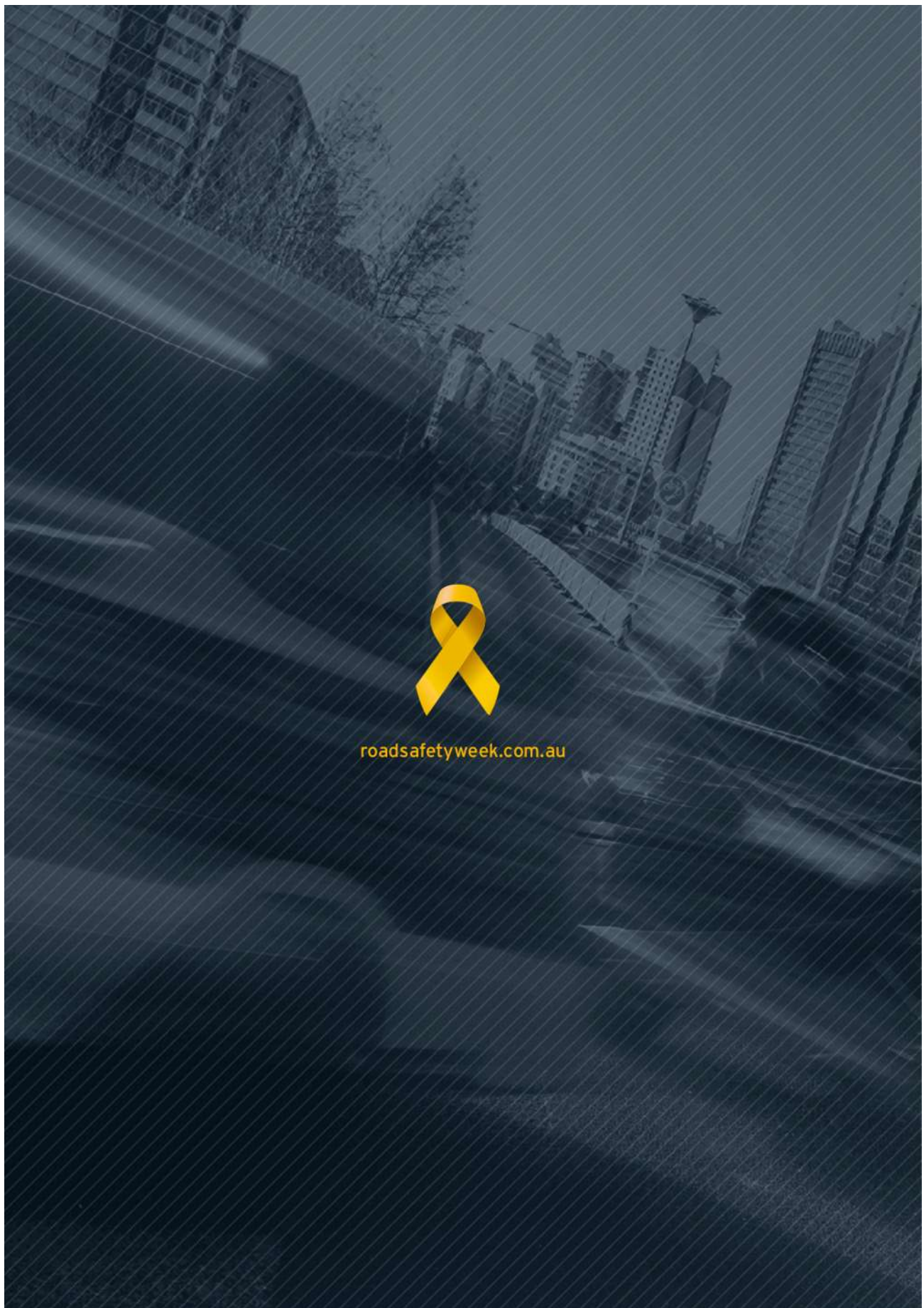
Our Vision is for NRSW to continue its growth as a key national annual event and for every road user in the country to not only understand what the yellow ribbon stands for, but to check and modify their behaviour when they see it.

We want to extend our reach to drive the road safety message across the whole year and help reduce the number of deaths on our roads to zero.

In 2020 we are creating space for more Partners to join us on this journey, alongside our current Partners and Supporters. As you can see from our testimonials, our Partners receive many and varied benefits from their constituents, clients, staff and members for being an active part of NRSW. It is a cause that resonates far and wide.

If you want to be part of this compelling and effective road safety campaign, please contact SARAH Group President Peter Frazer on 0466 968 700 or [president@sarahgroup.org](mailto:president@sarahgroup.org).







17 December 2019

Cootamundra Shire Council  
Executive to the General Manager  
Mary-Anne McInerney  
PO Box 420  
Cootamundra NSW 2590

Dear Ms. McInerney,

**Re: The 2020 Bush Bursary/Country Women's Association (NSW) Scholarship Program**

I am writing to invite Ms. McInerney on behalf of the Cootamundra Shire Council to participate in the Bush Bursary/Country Women's Association (NSW) Scholarship program in 2020.

**What are the Bush Bursary and CWA (NSW) Scholarships?**

The Bush Bursary and Country Women's Association (CWA) (NSW) Scholarships provide selected nursing, midwifery and medical students in NSW and the ACT with funding to assist with costs associated with their studies. In return, students spend two weeks on a rural placement in country NSW during their university holidays. Lachlan Shire Council initiated this scholarship in 1996 and the CWA of NSW first funded a student in 1997. Over the past two decades, the program has grown to be a well-respected initiative among those studying to pursue a rural health career.

**How do the scholarships work?**

The scholarships are offered annually to selected nursing, midwifery and medical students in NSW and the ACT and are financially supported by the rural councils of NSW, the CWA and NSW Rural Doctors Network (RDN). This scholarship will be the only opportunity of its type available to nursing and midwifery students in NSW. The Council investment is **\$3,000 plus GST**, for one or two students.

**Why should the Cootamundra Shire Council be involved?**

Over the past two decades, more than 350 students have participated in the Bush Bursary program. Our ability to place students is limited by the number of councils involved and the number of placements sponsored. In 2019, RDN received 125 applications for the program, our **highest number ever** – yet we only had 17 places on offer. With more placements available, there is more opportunity for RDN to expose the next generations of doctors, nurses and midwives to rural medical practice and lifestyle.

Please read the attached short information pack for more information about how the Cootamundra Shire Council can help promote rural NSW living to a future health professional by investing in a Bush Bursary Scholarship.

Page 1 of 4

I am more than happy to discuss this opportunity with you further if you need more information.

Yours sincerely,

A handwritten signature in black ink, appearing to be 'CR' or 'Chris Russell'.

Chris Russell  
NSW Rural Doctors Network  
Future Workforce Manager  
[students@nswrdn.com.au](mailto:students@nswrdn.com.au)  
02 8337 8100

# Bush Bursary information pack 2019

## Why is the Bush Bursary Scholarship important?

RDN is driven by a fundamental belief that access to quality healthcare is the right of every Australian, no matter where they live. To create a skilled and sustainable health and medical workforce in rural and regional towns, we work with the next generation of practitioners to encourage them to choose a career in country NSW. Our research shows that positive immersion experiences in rural health settings are known contributors to students choosing rural medical and health careers.

RDN and local councils work together to provide a positive Bush Bursary experience and showcase the incredible rural lifestyles available to students.

## NSW Rural Doctors Network's role

- Advertising and promotion of the Bush Bursary Scholarships to eligible students studying at universities in NSW/ACT
- Recruitment and selection of Bush Bursary recipients
- Administration of funds from sponsoring councils to Bush Bursary recipients
- Matching recipients to sponsoring councils
- Organisation of placement for the sponsored Bush Bursary student, including liaising with local medical practitioners and community groups, accommodation and social aspects of the two-week placement.
- Ongoing support and information for recipients and councils throughout the year
- Distribution of research and evaluation about the Bush Bursary to stakeholders and interested parties

## Cootamundra Shire Council role

- Investment of **\$3,000 (+GST)** for two sponsored students
- Nomination of contact person from within council or associated organisation
- Liaise with RDN and sponsored Bush Bursary student regarding placement arrangements
- Liaise with RDN, Bush Bursary recipients and local media (where appropriate) to promote the placements in your community
- Assist RDN in sourcing accommodation in the community for the students whilst they are on placement

In 2012 RDN completed a longitudinal study of scholarship recipients from 1996–2006 to track their career choice and practice locations. The study found:

- one-quarter of previous scholarship recipients were working in a rural or regional area when surveyed
- 41% of scholarship holders spent their first and second postgraduate years (PGY) in a non-metropolitan hospital
- 35% of PGY3 scholarship holders were in a non-metropolitan hospital.

These figures equate to 140 combined years spent in the rural and regional medical workforce and are significant as they indicate a high proportion of scholarship holders began their careers in a non-metropolitan area, spending two or three years as junior rural doctors.

# Bush Bursary information pack 2019

## Bush Bursary case study: Barham, NSW

Nicola Marshall is enrolled in a Doctor of Medicine and Surgery at the Australian National University and spent two weeks in Barham on the banks of the Murray River in southwest NSW during January 2019.

### *In her words:*

"The **placement was incredibly educational**, mostly in terms of communication and learning a lot about how certain topics are addressed with patients through manner and techniques. I also learned a lot about the workplace and how the different services interact with each other and work together in a rural area.

"From a coursework perspective there were a lot of things that linked in with what I have studied so far, and **I had the opportunity to practice some practical skills**. I also got to see and learn about things we haven't covered yet at university, so it was good to get some level of familiarity with that.

"**The community was so welcoming**. Kerry organised a lot of people to get in touch while I was there, so I had numerous dinner invitations from different local families, tours of local farms and nearby towns, even a trip to see a Shakespeare performance on the banks of a nearby lake! My hosts also took me canoeing a couple of times, swimming in the river, and introduced me to a lot of people.

"I think if anything **the appeal of rural medicine has just strengthened** – I've definitely seen a lot of the challenges that it brings, but it also seems so rewarding and the kind of relationships I saw between doctors/nurses and patients is what I want from my career."

*Nicola Marshall, Bush Bursary Scholarship recipient, January 2019*

### *In the community's words:*

"Just a note to let you know how much we appreciated having two such wonderful students in Barham. Both Nicola and Tim have been a delight and feedback from everyone involved in their social or clinical activities has been incredibly positive.

"From my point of view, both students were keen to get involved in anything on offer. They were polite, very pleasant, eager to learn and used their initiative. I think the clinical placements worked well ... and gave them an excellent insight into life as a rural health professional."

*Kerry Stirling, Registered Nurse - Border Group; Secretary – Local Health Medical Trust, Barham*

---

### **How to participate**

Please complete the enclosed sponsorship form and **return it by Friday 3 May 2019** via email or post. Contact details are included on the form.

**Thank you for considering this opportunity to showcase country NSW to a future rural health professional. Your support is greatly appreciated.**

**From:** [Phillipa Kensit](#)  
**To:** [Mail](#)  
**Subject:** Attention: Executive to the General Manager Mary-Anne McInemey  
**Date:** Tuesday, 17 December 2019 3:09:57 PM  
**Attachments:** [image001.png](#)  
[image002.png](#)  
[image003.png](#)  
[image004.png](#)  
[image005.png](#)  
[image006.png](#)  
[image007.jpg](#)  
[Cootamundra\\_Council Invitation\\_2020\\_Bush Bursary.pdf](#)

---

Dear Mary-Anne,

Following a conversation I had with your college last week, I have been given your contact details and wanted to follow up and send you a formal invitation to participate in the 2020 [NSW Rural Doctor's Network Bush Bursary and Country Women's Association Scholarship Program](#).

Growing up in rural NSW myself and practicing as a Registered Nurse in rural and remote NSW, I am extremely proud to have the opportunity to facilitate the NSW Rural Doctor's Network Bush Bursary and Country Women's Association Program and hopefully engage with the Cootamundra Shire Council. As I am sure you will agree, access to and the provision of quality and safe health care services and providers in rural and remote locations is a priority across rural Australia. In providing students the opportunity to immerse themselves in communities such as Cootamundra and the Cootamundra Shire Council both clinically and socially, our research shows we are more likely to see graduate health professionals pursuing a career in regional, rural and remote areas in their first, and first several years, post graduating from University. We believe it is through these experiences that we can transform and create sustainable change in rural healthcare in the future.

In the past years we have collaborated with some Shires nearby to Cootamundra, including Temora Shire Council which have been extremely successful. Thus, we would love the opportunity to continue and extend our engagement within the area and provide our students the opportunity to immerse themselves within the Cootamundra Shire Council communities, which I believe will have so much to offer.

Once again, I want to sincerely thank you for your time and interest and look forward to hearing from you and engaging further in the future.

Kind regards,

Pip

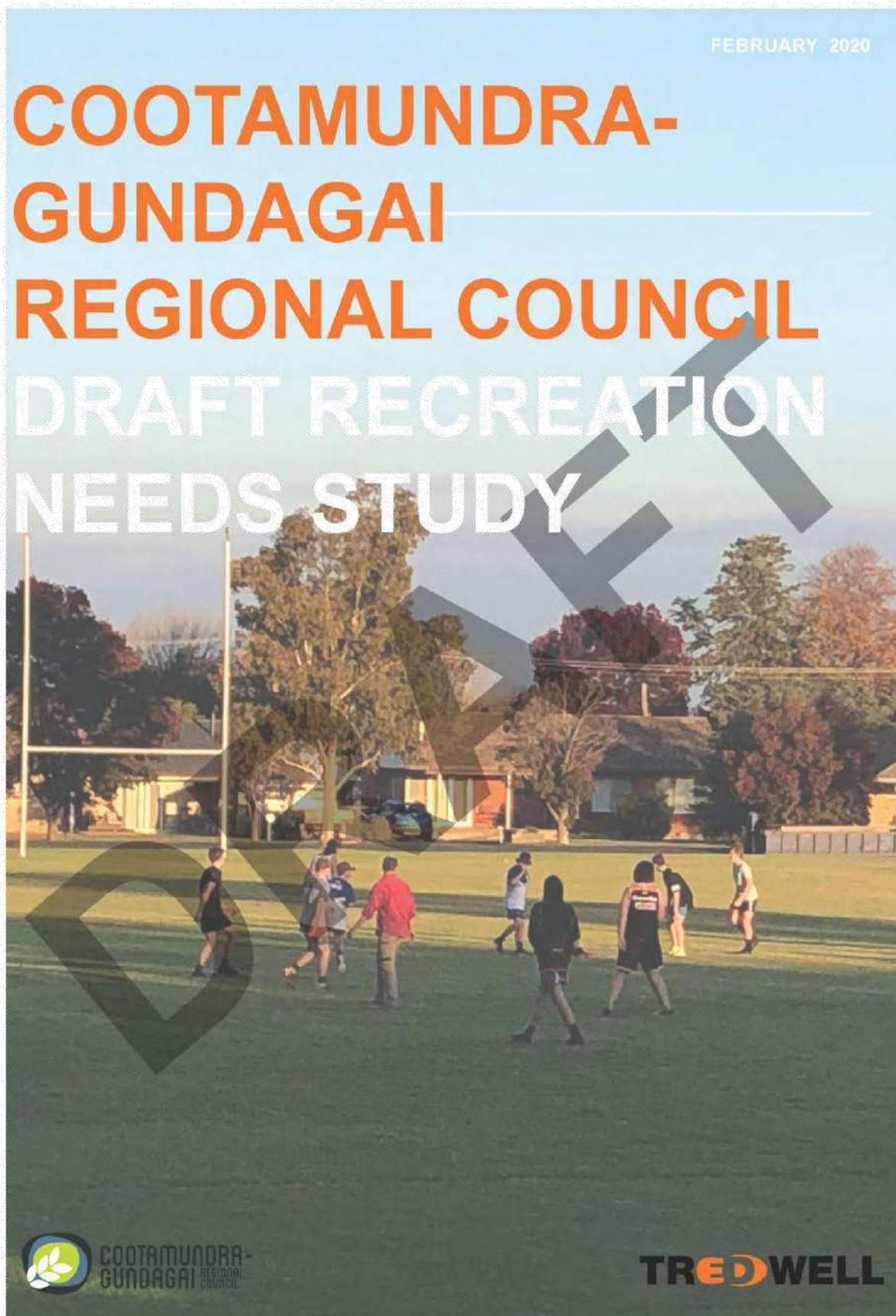
**Phillipa Kensit**  
Program Lead  
Work Days – Monday, Tuesday & Thursday

image001



image007





## Acknowledgements

The following people and organisations are acknowledged and thanked for their contribution to the Recreation Needs Study.

Miriam Crane, Manager Community and Culture, Cootamundra-Gundagai Regional Council

Andrew Brock, Manager Facilities, Cootamundra-Gundagai Regional Council

Mayor Abb McAlister, Cootamundra-Gundagai Regional Council

Cootamundra-Gundagai Regional Council Elected Members and Staff

Community workshop attendees

Community members

Survey respondents

## Disclaimer

We make every reasonable effort to ensure the information we source for your report is true, correct and accurate and that we fully and properly represent our findings to you.

We endeavour only to work with reputable and experienced partners to obtain information and prepare our findings. Despite these efforts, the content and information provided by any third party is outside of our control and we do not make any warranty, representation or guarantee that such information is true, correct and free from errors or omissions.

We will take all reasonable steps to verify any information obtained by us from third parties however we are not liable, whether directly or indirectly, for any loss, cost, expense, claim or inconvenience arising as a result of your use of such information.

## For further information

Tredwell Management Services

**TREDWELL**

T: (08) 82346387

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W: [www.tredwell.com.au](http://www.tredwell.com.au)

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# Executive Summary



## 00 Executive Summary

### Project Overview

Cootamundra-Gundagai Regional Council was formed in 2016, after the merger of the former Gundagai Shire and Cootamundra Shire Councils. Because of this merger and changing sport and recreation needs and aspirations Council is striving to strategically plan for the region for the next 10 years.

Tredwell Management Services was engaged to prepare a Recreational Needs Study for the Cootamundra-Gundagai region.

The aspirations and key directions for the Cootamundra-Gundagai region have been identified by Council's key strategic document *Our Place, Our Future: Community Strategic Plan 2018-28*. This Recreation Needs Study aligns with this plan, focusing on the four key directions:

- A vibrant and supportive community
- A prosperous and resilient economy
- Sustainable natural & built environments
- Good governance

### Project Scope

The Recreation Needs Study considers the following:

- Review of the relevant strategies, plans, documents, policies and information.
- Appraisal of participation trends and rates, along with a demographic analysis.
- Consultation with the community on current and perceived future usage of sports and recreation facilities.
- Design of strategies that will guide sport and recreation provision over the next 10 years.
- Detail of action plans for providing quality sport and recreation opportunities for the communities of Cootamundra-Gundagai as well as visitors.

### Our Region

The Cootamundra-Gundagai Council area covers an area of 3,981 square kilometres of the Riverina region incorporating the towns of Cootamundra and Gundagai, as well as the villages of Coolac, Adjungbilly, Muttama, Wallendbeen, Stockinbingal, Nangus and Tumblong.

It has a population of 11,141 representing 6.7% of the Riverina population. Future population trends (growth or decline) are likely to continue in a similar pattern to the 2011 to 2016 movements.

### Key Directions

The strategic direction for sport and recreation is guided by a number of state, regional and local policies and plans, as well as peak body strategic directions. Partnerships and cross-agency collaboration allow planning for sport and recreation facilities, programs and services to support various strategic outcomes such as health and local economic development.

Key points included in many of these strategic documents are the importance of:

- Well managed facilities that meet the needs of users.
- A strategically focused and empowered sport and recreation sector.
- More people participating in sport and active recreation.

More people participating in physical activity is the desired outcome as it is a key risk factor contributing to disease burden in Australia. 1 in 2 adults (55%) did not meet the physical activity guidelines in 2017-2018 (Australian Institute of Health and Welfare, Australian Government).

The CGRC Community Strategy acknowledges the issues facing the region and strategically plans to turn these into opportunities to achieve the community's vision. Key issues identified are:

- The Merging of Two Councils
- Employment and Investment
- Tourism and Promotion
- Ageing Population
- Changing Climate
- Land Tenure

## 00 Executive Summary

### Roles in Recreation Provision

While the Council takes a lead role in facilitating sport and recreation opportunities within the community, it is supported by federal, state, peak governing bodies, other services providers and community, including many volunteers. Successful delivery of sport and recreation facilities, programs and services are dependent on partnerships and ongoing cooperation between all levels of government and the community.

### Trends

The key trends which are likely to impact on recreation include:

- Increasing popularity of individualised sport and recreation activities.
- Increasing popularity of adventure/ extreme/ lifestyle sports.
- Rising cost of sport participation.
- Growing cohort of older Australians.
- Inactivity in children is growing.
- Australians having less time available for recreation.
- Participation rates in traditional organised sports declining.
- Modified formats of the more traditional organised sports are also increasing in popularity (e.g. T20, AFL 9s).
- The emergence of female participation in traditionally male dominated sports.
- Technological advances have also introduced a wide range of fitness apps (e.g. Map My Ride/Run, STRAVA).
- Sport becoming increasingly professional & commercial.
- Community sporting clubs moving towards becoming an organisations with corporate structures and formal forms of governance.
- Potential impacts of climate change.
- Public/private/community partnerships with schools (private and public), private providers and across local/state/federal levels of government.

### Benefits & Motivators

Sport and recreation provide a wide range of individual and community benefits (i.e. economic, environmental, leadership).

*AusPlay* results found that the key motivator for Australians to be active is *physical health or fitness*, followed strongly by *fun/enjoyment*.

### Facility Inventory

Cootamundra and Gundagai are the primary hubs for recreation opportunities across the LGA. They provide access to core recreation facilities, such as ovals (i.e. cricket, rugby), pitches (i.e. soccer), courts (i.e. tennis, netball), courses (i.e. golf, horse), aquatic facilities, showgrounds and youth precincts (i.e. skateparks) and cater for social to elite needs by offering a variety of programs, events and competitions to the community and visitors.

The smaller villages across the region typically have a community hall, a court(s), oval, playground and associated amenities. These recreation facilities vary considerably across the region, often dependent on current population numbers and the availability of individual community members to participate in and maintain these facilities.

An inventory of sport and recreation facilities in the Cootamundra-Gundagai area was completed as part of this study. Information was drawn from site visits, Council records, strategic documents, sporting and recreational groups and from community members. The review has focused on Council owned facilities and key community owned facilities.

The review identified over 50 key recreation sites and multiple trails across the Cootamundra-Gundagai region.

### Community Profile

A Community Profile Page (Appendix 1) is provided for each town or village showcasing important information & data such as:

- Key Facilities
- Clubs & Organisations
- Challenges and Opportunities
- Consultation Vision/Themes

## 00 Executive Summary

### Consultation

The engagement mechanisms used in the development of the Recreation Needs Study included an online user-group survey and community survey, community workshops and key stakeholder meetings/ interviews.

The online user group survey indicated that their highest club priorities related to the following:

- Facility improvements
- Increase (and/or stabilise) participation numbers and memberships
- Junior development & player pathways
- Increase number of volunteers, coaches and umpires
- Financial sustainability

Community workshops were held in eight key towns of Coolac, Muttama, Wallendbeen, Gundagai, Stockingbingal, Nangus, Tumlong & Cootamundra. These were well attended and provided significant input into the study.

The workshop format was centred around the "Community Wheel" interactive workshop tool. This provided attendees with the opportunity to rate the following aspects of sport and recreation within their local area:

- Access
- Recreation and Sport Clubs and Associations
- Facilities
- Economic Development
- Programs and Activities
- Community Governance

The views expressed in these workshops are detailed on each village/town community profile.

The community survey was made available online and in hard copy. The survey responses provided valuable insight into the nature of participation across the region as well as the issues and opportunities relating to recreation facilities, programs and services.

The survey noted that 95% of respondents Agree or Strongly Agree that "Recreation is an important aspect of the community"

### Vision & Facility Planning Principles

A vision has been created that seeks to reflect the aspirations of the community in relation to planning for recreation development.

*"A healthy community through thriving recreational opportunities supported by active towns and villages with high quality facilities, clubs and programs".*

### Facility Planning Principles

1. Maximum community participation
2. Shared precincts and community hubs
3. Sustainability
4. Partnerships
5. Working together with our community
6. Placemaking
7. Effective Management & Maintenance

### Strategic Recommendations & Action Plan

The Strategy and Action Plan, with the associated costs and partners has been prepared with the intention of remaining flexible in order to adapt to dynamic influences such as community needs, funding opportunities and technological advances.

The Strategies for Cootamundra-Gundagai and the outlying villages are detailed below:

#### 1. Strategic Precinct Development

Strategically plan for the development and enhancement of key precincts.

#### 2. Existing sport and recreation facilities.

Review, enhance and repurpose existing facilities to meet community recreation and sporting needs

#### 3. Optimal usage

Optimise usage of recreation facilities and open spaces

#### 4. Facility Management

Develop and adopt an equitable and sustainable approach to facility management and maintenance.

## 00 Executive Summary

### 5. Accessibility

Improve the accessibility of recreation opportunities for all members of the community.

### 6. Volunteering

Assist clubs and associations in developing their volunteer bases

### 7. Partnerships

Work collaboratively with clubs, associations, schools, state and federal governments to develop and provide recreation opportunities in the region.

### 8. Young people

Encourage young people to safely participate in recreation activities within their community

### 9. Events, programs and services

Facilitate and support events, programs and services that encourage an active community, build on the unique characteristics of the region and support regional development.

### 10. Resourcing

Obtain the necessary resources to effectively coordinate the implementation of the Recreation Needs Study

### 11. Communication

Develop a range of informative and innovative communication initiatives to keep the community engaged and informed about recreation opportunities

### 12. Inclusion

Develop programs and strategies to help address barriers and create opportunities for inactive and disadvantaged people and communities to participate in recreation activities.

### 13. Pathways

Develop programs and strategies to support local clubs and associations to improve player development and pathways for their activity

# 01 Context



## 01 Context

### Project Overview

Cootamundra-Gundagai Regional Council was formed in 2016, after the merger of the former Gundagai Shire and Cootamundra Shire Councils. The Council strives to provide community services that meet or exceed community expectations.

Because of this merger and changing sport and recreation needs and aspirations Council is striving to strategically plan for the region for the next 10 years. Tredwell Management Services have been engaged to prepare a Recreational Needs Study for the Cootamundra-Gundagai region.

The aspirations and key directions for the Cootamundra-Gundagai region have been identified by Council's key strategic document *Our Place, Our Future: Community Strategic Plan 2018-28*. This Recreation Needs Study aligns with this plan, focusing on the four key directions:

- A vibrant and supportive community
- A prosperous and resilient economy
- Sustainable natural & built environments
- Good governance

Council recognises the importance of sport and recreation to Cootamundra-Gundagai residents and visitors and is committed to fostering partnerships with key stakeholders to deliver sustainable outcomes.

A range of sport and recreation opportunities are currently offered through Council or privately-owned facilities including stadiums, swimming pools, sports grounds and playgrounds. These facilities provide numerous options for residents and visitors to participate in organised activities such as cricket, rugby, football, soccer, touch, basketball, netball, tennis, swimming, squash, golf, bowls, croquet, skateboarding, rodeo, racing, pony club, dance, martial arts, yoga and darts. Many of these opportunities are planned for, and provided by, volunteers who give up their time to serve the community.

There are also a variety of natural settings including rivers, dams and parks with trails, tracks, signage, shelters, barbecues, playgrounds, amenities and campgrounds to

enjoy. The region is also within proximity to many locations supporting popular recreational pursuits such as the Burrinjuck, Blowering Dams, Jindalee National Park and the Snowy Mountains snowfields. Some are managed by Council while others are managed by NSW National Parks and Wildlife Service.

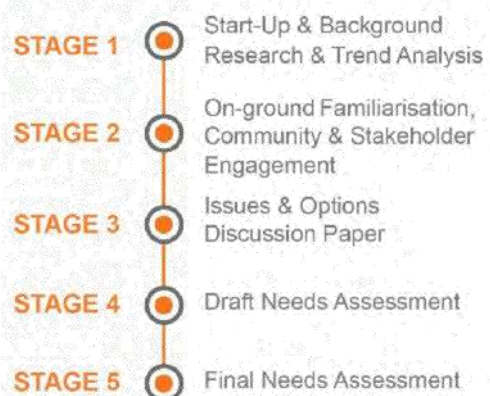
Participation in and access to adequate sport and active recreation opportunities is a priority because it benefits the wellbeing and health of individuals, the social cohesion of communities as well as boosting productivity and the economy (Office of Sport).

This Recreation Needs Study identifies a vision and strategic plan to embrace sport and recreation opportunities into the future.

### Project Scope

The Recreation Needs Study considers the following:

- Review of the relevant strategies, plans, documents, policies and information
- Appraisal of participation trends and rates, along with a demographic analysis
- Consultation with the community on current and perceived future usage of sports and recreation facilities
- Design of strategies that will guide sport and recreation provision over the next 10 years
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## 01 Context

### Our Region

#### Cootamundra-Gundagai Region

The Cootamundra-Gundagai Council area covers an area of 3,981 square kilometres of the Riverina region incorporating the towns of Cootamundra and Gundagai, as well as the villages of Coolac, Adjungbilly, Muttama, Wallendbeen, Stockinbingal, Nangus and Tumblong.

The Wiradjuri people are the Traditional Custodians of the ancestral lands of the region. The first white settlers moved to the area for gold mining and agriculture. Inevitably gold attracted bushrangers to the district, resulting in Gundagai becoming iconic in Australian folklore.

The region has a special interest, strong connections and a proud history of sport and recreation achievements. The region has always been seen as having a strong sporting culture, particularly in traditional sports and this is represented through the number of sporting infrastructure.

There are several internationally recognised attractions. Cootamundra has strong connections with cricket as it is Bradman's birthplace and has the Captain's Walk that features 42 bronze statues of Australian Test Captains, along with Unaarrimim the leading aboriginal player in the first Australian cricket team. Gundagai is famous for the 'Dog on the Tuckerbox' which sits 8kms north of Gundagai with a trail connecting the monument with the town.

From a recreation perspective, the region offers a diversity of outdoor sport and recreation pursuits including bushwalking, mountain biking, cycling & camping. The majority of the formalised facilities, programs and services are located within the two major townships of Cootamundra and Gundagai.

Villages complement these towns with smaller sports hubs that often include an oval, tennis court, cricket net, hall & playground.

Historically, the Cootamundra-Gundagai region has had a strong sporting culture, however many of the villages are being impacted on by a declining population as the size of rural landholdings is increasing, with fewer landholders managing larger properties and an aging population with more people aged 65 and over. Villages are transitioning from traditional sport to cater for more flexible recreational activities with facilities such as pump tracks, adventure playgrounds and recreational vehicle parks.

#### Location

Located 160kms (approx. 2hrs) north-west of Canberra and 380kms (approx. 4hrs) south-west of Sydney, the Council area is surrounded by rich agricultural lands and incorporates the tranquil Murrumbidgee River.

Many of the towns and villages are accessible via three main roads; the Hume Highway M31, Olympic Highway A41 and the Burley Griffin Way B94. Cootamundra is strategically located on the main Sydney-Melbourne train line and has an active bus/train interchange. The link to these transport corridors presents benefits, such as a high standard of driving conditions, accessibility to facilities and services, tourism opportunities as well as challenges, such as movement constraints (pedestrians, cyclists).

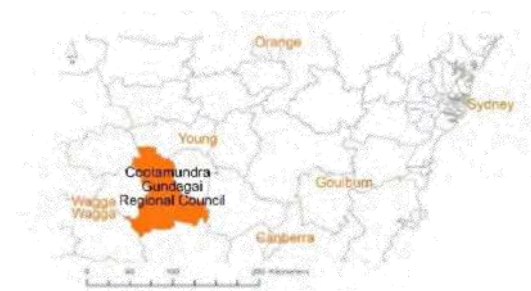


Figure 1: Cootamundra-Gundagai Regional Council Location Map

## 01 Context

### Towns & Villages

The towns and villages have distinct historical contexts and current issues and opportunities relating to sport and recreation.

For this reason, the Recreation Needs Study is broken down into recommendations relating to these villages and their surroundings areas as precincts. The village precincts are:

- Adjungbilly
- Coolac
- Muttama
- Nangus
- Stockinbingal
- Tumblong
- Wallendbeen

Figure 1 illustrates the Cootamundra-Gundagai Regional Council area and its key features.

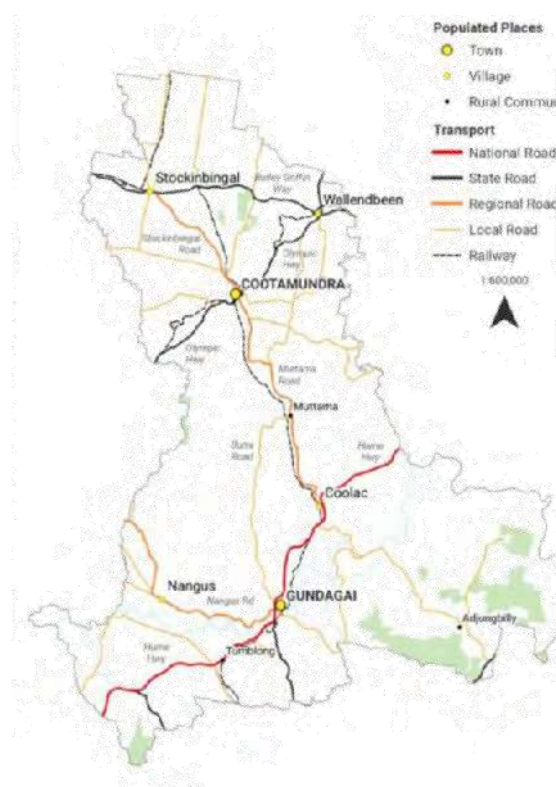


Figure 2: Cootamundra-Gundagai Regional Council key features map

## 01 Context

### Demographics

#### Regional Context

Cootamundra-Gundagai is part of the Riverina region of south-western New South Wales, which extends from the foothills of the Snowy Mountains north west through the Murrumbidgee River catchment area to the flat dry inland plains of Hay and Carrathool. The Riverina region has an economy based on agricultural production, food and beverage manufacturing and wood processing.

The Riverina covers an area of 80,586sq kms and services a population of 169,856, equivalent to around 2.2% of the residents living within NSW. It comprises the regional cities of Wagga Wagga and Griffith and the local government areas of Bland, Carrathool, Coolamon, Cootamundra-Gundagai, Griffith, Hay, Junee, Leeton, Lockhart, Murrumbidgee, Narrandera, Snowy Valleys, Temora and Wagga Wagga.

The Cootamundra-Gundagai Regional Council has a population of 11,141 representing 6.7% of the Riverina population. Due to the merger of the former Gundagai Shire Council and Cootamundra Shire Council the LGA historical population statistics are identified separately in the table below.

**Table 1: Census QuickStats Population<sup>i</sup>**

	2006	2011	2016
Riverina 113 (SA4)	131,682	↑150,120	↑155,934
Cootamundra-Gundagai LGA13510	-	-	11,141
Gundagai LGA13500	3,693	↓3,662	-
Cootamundra LGA12200	7,315	↑7,334	-

Population projections by Regional Development Australia Riverina NSW expect the Riverina's population to grow by 14.5% from 2018 to 2036, to reach a total of 187,500. By 2036, over 25% of the region's population is expected to be aged 65 or more, compared to 21.6% in NSW as a whole<sup>ii</sup>.

The 2016 New South Wales State and Local Government Area Population Projections indicates that the Cootamundra-Gundagai Regional Council population, along with most bordering councils are projected to decline until 2036. The exception is Wagga Wagga City Council that is projected to have an annual growth rate of 0.9%.

**Table 2: LGA Population projections<sup>iii</sup>**

LGA	2016	2026	2036
Cootamundra-Gundagai Regional Council	11,250	↓10,800	↓10,100
Temora Shire Council	5,850	↓5,550	↓5,100
Hilltops Council	19,150	↑19,350	↓19,050
Snowy Valleys Council	14,600	↓14,150	↓13,400
Wagga Wagga City Council	65,850	↑72,650	↑77,950
Junee Shire Council	6,200	↓6,150	↓5,850

## 01 Context

### Cootamundra-Gundagai Region

Demographic indicators vary across towns and villages as demonstrated in Table 3. There is significant variance in median weekly household income. This is likely to be influenced by the employment offered within a town or village, as well as the most prominent stage of life. For example, the village of Muttama has the lowest median age of 33 and the highest median weekly household income of \$1,416. Whereas, Stockinbingal has a relatively high median age of 50 and a lower median weekly household income of \$772.

Future population trends (growth or decline) are likely to continue in a similar pattern to the 2011 to 2016 movements. The population growth is largely occurring in the regional towns and decreasing in the villages. The villages are heavily influenced by localised employment opportunities and by examining historical trends there has been a change in land use. The size of rural landholdings is increasing, with fewer landholders managing larger properties.

However, the villages offer lifestyle properties, small hobby farms/acreage blocks that are often within a practical commute to employment centres.

Table 3: Demographic breakdown<sup>iv</sup>

	Population		Median Age	Median weekly house-hold income
	2011	2016		
NSW (excl. Sydney)	2512947	2643536	43	\$1,168
Wagga Wagga (LGA)	59,458	↑62,385	35	\$1,354
<b>Cootamundra-Gundagai Regional Council</b>	<b>10,996</b>	<b>↑11,141</b>	<b>47</b>	<b>\$964</b>
Cootamundra (SA2)	7,444	↑7,570	49	\$920
Gundagai (SA2)	3,577	↑3,597	44	\$1,087
Stockinbingal (SSC)	448	↓374	50	\$772
Wallendbeen (SSC)	305	↓260	52	\$1,224
Muttama (SSC)	-	131	33	\$1,416
Coolac (SSC)	365	↓216	38	\$1,089
Adjungbilly (SCC)	-	81	36	\$1,375
Nangus (SCC)	410	↓205	40	\$1,125
Tumblong (SCC)	338	↓196	40	\$1,339

Source: ABS QuickStats – Census Data

## 01 Context

The key features of the Cootamundra-Gundagai region and the potential implications for sport and recreation facilities, programs and services are outlined in Table 4: Cootamundra-Gundagai community demographic features & implications. **Error! Not a valid bookmark self-reference.**

**Table 4: Cootamundra-Gundagai community demographic features & implications<sup>v</sup>**

Features	Potential Implications
Population growth in larger towns, regional centres	The larger towns/regional centres need to offer fit for purpose facilities/services that meet the needs of the region's recreation requirements. <i>Sport and recreation facilities, programs and services bring people together and contribute to a stronger, healthier and more inclusive NSW (Office of Sport, NSW Government)</i>
Population decline in villages	The network of sport and recreation facilities, programs and services must be sustainable. Facilities and programs need to be highly valued among communities and visitors, widely used and adaptable to changing trends and preferences.
Easy access to transportation routes	The link to main transport corridors presents benefits, such as a high standard of driving conditions to access facilities and services, tourism opportunities as well as challenges, such as movement constraints (pedestrians, cyclists).
86% of people were born in Australia	Recreational preferences will typically be traditional Australian sports such as cricket, netball, tennis & rugby, rather than global sports that are gaining popularity in urban cities. It is however important that recreation opportunities cater for people from different cultural backgrounds, including both residents and visitors.
Ageing Population (median age in CGRC is 47 years)	Preferences vary across age groups and life stages and it is important that sport and recreation provision is relevant to the region's population through provision of adaptable facilities which host a wide range of activities.
Less people aged under 15 <sup>vi</sup>	Most organised sporting activities are participated in by children and young adults, having a low proportion of people within this age group is likely to make it difficult to recruit and maintain club memberships and active participants.
Strong community pride (27% did voluntary work compared with NSW 18%)	It is important that investment into sport and recreation is strategically planned to ensure that resources are targeted towards areas where investment will be highly valued by the community. There is a wide range of competing funding priorities and it is vital that investment is well planned, and funds are efficiently utilised.
27% of homes without an internet connection	Sport, recreation and open space facilities and programs need to be promoted through a range of mechanisms, without relying solely on the internet for communication (NSW rate is 14.7%).
59% of NSW adults participate in sport or physical activity at least 3/week <sup>vii</sup>	Physical inactivity is a powerful risk factor associated with chronic diseases and mental health problems. Provision of accessible and relevant sport and recreation opportunities are an important element of encouraging healthy lifestyles. The proportion of people who are obese and overweight has been increasing over the last 20 years.
Opportunity for growth in tourism	Surrounded by natural beauty and attractive rural landscapes including the Murrumbidgee River and a variety of open parklands the provision and promotion of recreation facilities, such as specialised trail networks, is likely to attract more visitors to regions.
Decrease in club participation	People are being inundated by new forms of entertainment, time poor and have preferences for greater flexibility. This means that sport needs to work around people's busy lifestyles. Non-organised forms of physical activity such as running with headphones on and pursuing new adventure sports are increasingly favourable.

## 01 Context

### Key Directions

The strategic direction for sport and recreation is guided by a number of state, regional and local policies and plans, as well as peak body strategic directions. Partnerships and cross-agency collaboration allow planning for sport and recreation facilities, programs and services to support various strategic outcomes such as health and local economic development. The following strategic documents may influence the directions of recreation and sport in the Cootamundra-Gundagai Region and have been reviewed to inform this Plan.

#### State & Regional Documents

- *Office of Sport Strategic Plan 2018-2022*
- *Riverina Murray Sport and Active Recreation Plan 2018 -2023*
- *NSW State Health Plan: Towards 2021*
- *Her Sport Her Way 2019-2023*
- *Healthy, Safe and Well: A Strategic Health Plan for Children, Young People and Families 2014-24*
- *Riverina Murray Regional Plan 2036*
- *Riverina Murray Destination Management Plan 2018*

#### Local Documents

- *Our place Our future Community Strategic Plan 2018-28*
- *Villages Strategy 2018*
- *Economic Development Strategy 2017*
- *Murrumbidgee Valley Rail Trail Feasibility Study 2009*
- *Gundagai Rail Trail – Trail Development - Draft Report 2018*
- *Gundagai Railway Bridge and Viaducts – Conversion to Rail Trail Feasibility Report 2018*
- *The Arts Centre Cootamundra, Strategic Plan 2019-2022*
- *Cootamundra Gundagai Regional Council Fees and Charges 2018-19*

Key points included in many of these strategic documents are the importance of:

- Well managed facilities that meet the needs of users
- A strategically focused and empowered sport and recreation sector
- More people participating in sport and active recreation

More people participating in physical activity is the desired outcome as it is a key risk factor contributing to disease burden in Australia. 1 in 2 adults (55%) did not meet the physical activity guidelines in 2017-2018 (Australian Institute of Health and Welfare, Australian Government).

The World Health Organization report titled *“Global Action Plan on Physical Activity 2018-2030 – More Active People for a Healthier World”* also notes that the global progress to increase physical activity has been slow, largely due to lack of awareness and investment. To reverse the current trends the global action plan sets out four strategic objectives:



- 1. Create active societies**
- 2. Create active environments**
- 3. Create active people**
- 4. Create active systems**

The *Office of Sport Strategic Plan 2018-2022* and the *Cootamundra-Gundagai Regional Council Our Place Our Future Community Strategic Plan 2018-28* and the *Villages Strategy* are summarised within this chapter. All other strategic documents are contained in Appendix 2.

## 01 Context

### Office of Sport Strategic Plan 2018-2022



The NSW *Office of Sport Strategic Plan 2018-2022* states that *the sport and active recreation sector contributes around \$10 billion annually to the NSW Gross State Product.*

It notes that the value of sport and active recreation *is important, contributing significantly to our health, economy, social wellbeing and the liveability of our cities and communities.*

The sport and active recreation sector is a rapidly evolving sector with significant challenges and opportunities. These challenges and opportunities are;

- Shifting participation landscape
- Sector sustainability
- Access to places and spaces
- Integrity in sport
- Customer expectations
- High performance success
- Availability and analysis of data
- Partnerships

Five priorities are outlined in the *Sport Strategic Plan* with each having a goal and description of what the office of Sport do, their strategic initiatives, challenges and targets.



#### **Places & Spaces**

Well managed facilities that meet the needs of users and investors

#### **Sector Performance**

A strategically focused and empowered NSW sport and active recreation sector

#### **Participation**

More people in NSW participating in sport and active recreation

#### **High Performance Pathways**

More NSW sporting success and NSW being a valued partner in Australia's international success

#### **Our Capability**

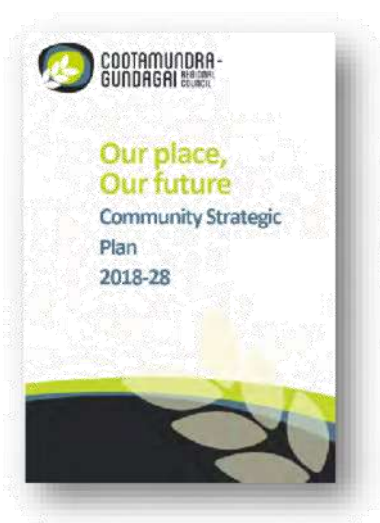
The Office of Sport has the capability to make a valued contribution to the sector.

The *Sport Strategic Plan* sets targets such as;

- 100% utilisation of facilities across NSW
- 80% of State Sporting Organisations with a sound organisational health rating
- 65% of NSW adult population participating in regular physical activity by 2025
- 30% of NSW children participating in regular physical activity outside of school by 2020

## 01 Context

### Our Place Our Future Community Strategic Plan 2018-28



The Cootamundra-Gundagai Regional Council Community Strategic Plan 2018-28 was created in consultation with the community to provide a document that identified the community's priorities and aspirations for the 10 years (2018-28) and how they aim to reach those objectives.

#### Our Vision

*A vibrant region attracting people, investment and business through innovation, diversity and community spirit*

#### Four Key Directions

The plan is structured around four key directions that identify where Council wants to be:

- A vibrant and supportive community: all members of our community are valued and connected
- A prosperous and resilient economy: we are innovative and 'open for business'
- Sustainable natural and built environments: we connect with the places and spaces around us
- Good governance: an actively engaged community and strong leadership team

The objectives are shown in Table 5.

Table 5: CGRC Key Directions & Objectives

Objectives	
<b>A Vibrant and Supportive Community</b>	1.1 Our community is inclusive and connected 1.2 Public spaces provide for a diversity of activity and strengthen our social connections 1.3 Our community members are healthy and safe
<b>A Prosperous and Resilient Economy</b>	2.1 The local economy is strong and diverse 2.2 Strategic land-use planning is coordinated, and needs based 2.3 Tourism opportunities are actively promoted 2.4 Our local workforce is skilled and workplace ready
<b>Sustainable Natural and Built Environments</b>	3.1 The natural environment is valued and protected 3.2 Our built environments support and enhance livability
<b>Good Governance</b>	4.1 Decision-making is based on collaborative, transparent and accountable leadership 4.2 Active participation and engagement in local decision making 4.3 Cootamundra-Gundagai Regional Council is a premier local government Council

## 01 Context

### Challenges and Opportunities

The CGRC Community Strategy acknowledges the issues facing the region and strategically plans to turn these into opportunities to achieve the community's vision. Key issues identified are:

#### The Merging of Two Councils

In 2016 the former Cootamundra and Gundagai Shire Councils were amalgamated.

#### Employment and Investment

The small number of key employers has been identified as a risk to the economy and employment options in the future. To ensure our future sustainability and economic resilience, we need to encourage and incentivise a diversity of investment.

#### Tourism and Promotion

Increased promotion of the region should be anchored in existing strengths such as heritage and historic events, sporting success, natural beauty, food production and proximity to population centres. Importantly a whole-of-region approach was favoured with calls for increased co-ordination of events and tourism opportunities

#### Ageing Population

While some groups within our community identified the trend of an ageing population as a potential threat to the long-term viability of our region, most of our community members feel strongly that we are well equipped to turn this challenge into an opportunity.

#### Changing Climate

Opportunities to strengthen our already sound response include increasing community awareness and education, investigating the potential for innovative renewable energies and protecting the agricultural base of the region.

#### Land Tenure

Scope for innovation in how land is managed by Council including zoning, using Crown land for alternative purposes and encouraging business.

### Our Plan for Action

Distinct outcomes are identified under each objective and the plan outlines strategies to achieve them.

The strategy most relevant to the Recreation Needs Study are outlined below.

#### 1.1 Our Community is inclusive and connected

- 1.1a A range of programs, activities and events are delivered and promoted across the region to create opportunities for all members of our community to come together and strengthen community cohesion
- 1.1b Cultural and arts facilities and services are promoted and supported
- 1.1c Local groups, clubs, and volunteer organisations are recognised, promoted and supported
- 1.1d. Recognise and value the importance and uniqueness of the history and heritage of our area and its communities
- 1.1e. Develop and implement a range of activities which promote a culture of accessibility and inclusiveness

#### 1.2 Public spaces provide for a diversity of activity and strengthen our social connections

- 1.2a Maintain and enhance the amenity of our main streets and public spaces so that they are attractive, clean and people feel safe
- 1.2b Promote our sense of identity and enhance the attractiveness of our region by investing in town and village entrances
- 1.3c Encourage the wide-spread use of open spaces and community facilities by ensuring they are welcoming, accessible, maintained and managed for everyone to enjoy, and that they continue to meet the needs of our community

#### 1.3 Our Community members are healthy and safe

- 1.3a A broad range of services are provided and supported to meet the needs of all members to promote personal health and well-being and encourage a healthy lifestyle

## 01 Context

- 1.3b Provide opportunities for the recreational use of parks, sporting facilities and swimming pools by ensuring they are promoted, accessible, safe, maintained and managed, and meet the needs of all age groups
- 1.3c Work with key partners and members of our community to maintain low levels of local crime and deliver community and road safety
- 1.3d Deliver dependable emergency service management practices and responses which protect our community members

2.3 Tourism opportunities are actively promoted

- 2.3a Develop and implement strategies which provide opportunities for increased tourism
- 2.3b Actively promote the local government area and local programs, activities and events to attract visitors to the region
- 2.3c Invest in improvements to visitor amenity and experiences

3.1 The natural environment is valued and protected

- 3.1a Develop and implement land-use strategies and management practices which enhance and protect our natural environments and biodiversity
- 3.1c Investigate and implement sustainable waste and water strategies

3.2 Our built environments support and enhance liveability

- 3.2c Deliver and maintain infrastructure to meet the current and future needs of our community

4.2 Active Participation and engagement in local decision-making

- 4.2a Ensure opportunities for genuine and robust community consultation and engagement are provided to all members of our community

### Villages Strategy 2018



In 2018 Council, released the Cootamundra-Gundagai Regional Council *Village Strategy*. The purpose of the strategy is to provide clear, strategic indicators for the development of villages of Cootamundra-Gundagai Regional Council Local Government Area over the next 30 years and beyond. The plan aims to inform residential and economic growth and is based on extensive community consultation and planning analysis to provide a blueprint for village planning and associated projects.

A key process in the preparation of Council's *Recreation Needs Study* was the review of the actions and works items outlined in the *Village Strategy 2018*. The actions have a description, timeframes of short, medium, long term or ongoing, an estimated cost, funding and responsibility details. Several of the recreation works items have been actioned, including the:

1. Nangus Playground Expansion
2. BMX Pump Track at Stockinbingal.
3. Playground upgrade at King George V Park
4. Exercise equipment in Barry Grace Oval

There are many other itemised projects that have a recreation focus that will be re-iterated within this *Recreation Needs Study*.

## 01 Context

### Roles in Recreation Provision

#### Council's Role

Council has a key role in driving the community forward and an important role in facilitating strong, active and healthy communities. The Recreation Needs Study will assist the Council to strategically plan for the future of recreation and to ensure it is reflective of the communities' needs. Delivery of this Study is based on achieving strong partnerships and collaboration between all levels of government, business, educational institutions, community groups and individuals. The role of Council in sport and recreation is outlined in Table 6.

**Table 6: Council's role in sport and recreation**

Role	Initiatives
Partnerships and Advocacy	Advocating on behalf of the community and clubs Partnering with other organisations and stakeholders Strengthening relationships with community organisations
Planning	Strategic planning Master planning Policy development
Facility Management	Asset management Asset maintenance Leasing and licensing Compliance with legislation and industry standards
Service Provision	Development and training opportunities for community organisations Information provision e.g. website/social media, newsletters and directories Community organisation liaison and engagement Facilitating special events Delivering inclusive programs
Funding	Providing grants, scholarships and loans Seeking and providing capital investment Accessing external funding

While the Council takes a lead role in facilitating sport and recreation opportunities within the community, it is supported by federal, state, peak governing bodies, other services providers and community, including many volunteers. Successful delivery of sport and recreation facilities, programs and services are dependent on partnerships and ongoing cooperation between all levels of government and the community.

The towns and villages of Cootamundra-Gundagai Shire have a strong culture of volunteering that plays an integral part in the activities on offer. These roles vary from administration and facility maintenance to coaching or officiating.

They are supported to various levels by the **service providers** such as Council, sport and recreation clubs, schools, private providers, not-for-profit organisations (e.g. Hall Committees) and local businesses.

Supporting the local sport and recreation clubs and providers are **peak governing bodies**.

**State bodies**, such as the Office of Sport NSW Government. The Office of Sport offers a range of services and support in NSW to promote an active and healthy lifestyle. From training programs to grants, they work closely with individuals to build strong, inclusive and active communities. Each year the Office of Sport provides millions in government grants to nurture sporting talent, help build sports facilities and develop the industry.

The **Federal government** supports sport and recreation in Australia from grassroots to elite; increasing participation in activities to promote physical and mental health; and utilising sport and recreation as a vehicle to address disadvantage and social inclusion challenges. Cootamundra-Gundagai Regional Council has been a recipient of the Stronger Communities Programme with many community groups upgrading or renewing infrastructure. These relationships are highlighted in Figure 3: Role of Stakeholders.

## 01 Context

Cootamundra- Gundagai Regional Council takes a lead role in facilitating recreation opportunities within the community and is supported by federal, state, peak governing bodies, other services providers and community, including many volunteers as illustrated in Figure 3: Role of Stakeholders.



Figure 3: Role of Stakeholders

## 01 Context

### Benefit of Sport and Recreation

Sport and recreation provide a wide range of benefits to individuals and communities. These benefits have been identified through many government, university and private company research reports and studies over a long period of time. These benefits can contribute towards the Cootamundra-Gundagai Regional Council strategic objectives.

Future Direction	Benefit
<b>Economy</b>	Eases pressure on the health system
	Promotes productivity through a healthy workforce and work/life balance
	Creates employment opportunities (employing more than 220,000 people and attracting 1.8 million volunteers)
	Contributes to economic growth through investment, employment, events and tourism
<b>Community</b>	Creates a strong sense of community through sporting clubs, events and networks
	Contributes to social capital
	Creates opportunities for, and promotes, volunteering and networking
	Promotes an inclusive society by drawing together people of different races, religions and cultures
	Brings people together, providing opportunities for social interaction
	Improves learning and ability to cope with stress
	Reduces anti-social behaviour in the community through providing positive alternatives
	Fosters community pride and support
	Promotes healthy, active lifestyles and improves physical and mental health
	Provides a sense of belonging, ownership and responsibility within community spaces
<b>Environment</b>	Helps to sustain the environment through protecting open space and promoting active lifestyles including active modes of transport
	Enhances the use and efficiency of community infrastructure through adaptable and flexible design, reducing duplication and ad-hoc provision
	Integrates long and short-term environmental sustainability considerations into facility design
<b>Leadership</b>	Empowers, inspires and motivates individuals
	Contributes to higher levels of self-esteem and self-worth
	Promotes fair, inclusive competition and achievement
	Creates new skills and opportunities such as teamwork and leadership

















**Every dollar spent in sport returns \$7 of total benefits to Australia** (Intergenerational Review of Australian Sport 2017)

## 01 Context










### Trends and Participation

#### Sport and Recreation Trends

A variety of reports and studies over recent times have identified a raft of trends that are likely to influence Australian sport and recreation over the coming years. These trends are outlined below.

Trends	Description
	Increasing popularity of individualised sport and recreation activities (such as yoga, gym, aerobics and jogging) that align with time-poor, increasingly busy lifestyles.
	Increasing popularity of adventure/ extreme/ lifestyle sports.
	Activities are becoming more geared towards ageing and more culturally diverse Australian population, changing both the types of sports we play and how we play them.
	Governments are increasingly incorporating recreation into various policies to tackle a range of issues from childhood obesity through to community wellbeing & female participation.
	Higher salary levels at the elite level, placing pressures on less financially backed sports.
	Greater pressures on loosely organised community sporting clubs to become organisations with corporate structures and formal forms of governance.
	Rising cost of sport participation which is now becoming a barrier for some members of the community.
	Inactivity in children is growing, linked to a decline in sport in schools, less active commuting, increased screen time and changing recreation behaviours.
	Sport and physical activity opportunities will need to be diversified and expanded to meet the needs of the growing cohort of older Australians.
	Australians now have less time available for recreation, and a smaller proportion of that time is spent being physically active; traditional sport formats require a significant time commitment and may be adversely impacted by this trend.
	Sport is becoming increasingly professional & commercial; the benefits from this trend however are being shared unevenly, resulting in potentially negative impacts on 'smaller' sports, such as declining participation rates & reducing the diversity overall.
	Sport is being transformed by technology; social technologies have created online sports communities outside traditional club structures.
	The community's sporting and recreational preferences are continually changing over time, and this has a direct impact on how the sport, recreation and open space facility network will be utilised.
	Broadly speaking, participation rates in traditional organised sports are declining, with preferences trending towards activities such as walking and cycling/mountain biking and other informal recreation activities that can be undertaken as and when the participant desires, offering them greater flexibility and control.

## 01 Context

	Modified formats of the more traditional organised sports are also increasing in popularity (e.g. T20, AFL 9s), as are other sports previously considered as extreme or niche interest activities (e.g. BMX and skateboarding).
	Technological advances have also introduced a wide range of fitness apps that promote participation in physical activity and provide a platform where the individual user can promote and compete against themselves or other individuals on specific challenges (e.g. Map My Ride/Run, STRAVA).
	The emergence of nature-based tourism and increasing visitor numbers will place additional pressures on certain open spaces across the region, particularly the extensive network of national parks, higher profile regional open spaces and other popular and accessible locations.
	The open space network plays a critical role in the facilitation of structured and unstructured sport and recreation. Open space is becoming increasingly linked to climate change adaptation policies, with forward planning required to ensure that open spaces are resilient to the challenges arising from climate change and adaptive measures implemented wherever possible.
	Potential impacts of climate change include the risk of increased summer temperatures, prolonged periods of extreme/high temperatures and droughts, increased rainfall intensity and damaged infrastructure through extreme heat and flooding. All these factors will impact upon the delivery facilities and programs that support structured and unstructured physical participation.
	The emergence of female participation in traditionally male dominated sports has exploded in recent years. This is placing pressure on facilities both from a capacity (grounds/courts/ pavilions) and functionality perspective (e.g. changeroom design and access). Ensuring existing and newly developed facilities are universally accessible is essential and ensuring sporting organisations governance arrangements and cultures are inclusive and supportive of female participation.
	The Visitor Economy is now recognised at all levels of government as an intrinsic, sustainable and driving part of economic development, creating long term improvements in the liveability of cities, towns and rural life and significantly improving the prosperity of Australian communities. The open space network, sport and recreation facilities form a critical component of the infrastructure that supports the Visitor Economy, facilitating access to visitor destinations and experiences, offering sport and recreation participation opportunities and playing host to a wide range of community events.
	Public/private/community partnerships with schools (private and public), private providers and across local/state/federal levels of government are essential moving forward to ensure resources are maximised and sustainable services are provided. Examples include publicly accessible school facilities and private public partnerships for the delivery of infrastructure such as stadiums and aquatic facilities.
	Asset management is a key requirement and focus of local government who own and control vast amounts of infrastructure including sporting facilities, open spaces and recreation areas. Ensuring contemporary asset management principles are applied is a necessity as is identifying lifecycle costings for proposed new facilities.

## 01 Context

### NSW Participation Rates

The Australian Sports Commission (ASC) administers *AusPlay*, a national population tracking survey that captures adults' and children's sport and physical recreation participation data. A distinction is made between sport related activities (e.g. team sports, golf) and non-sport related physical activities (e.g. gym activities, bushwalking).

*AusPlay* results found that the key motivator for Australians to be active is *physical health or fitness*, followed strongly by *fun/enjoyment*.

In line with the national trends in sport, the top five activities among NSW adults in 2018 were primarily individual fitness pursuits that fit into people's increasingly busy lifestyles. While organised sport is less popular, soccer, golf and tennis still feature within the top ten activities. The top ten adult activities in NSW are detailed in Table 7.

**Table 7: NSW Top 10 Adult Sport & Physical Activities<sup>viii</sup>**

	Activity	NSW Adult Participation Rate
1	Walking (recreational)	44.2%
2	Fitness / Gym	35.4%
3	Swimming	18%
4	Athletics (including jogging and running)	14.7%
5	Cycling	9.9%
6	Football/soccer	6.3%
7	Bush walking	5.9%
8	Yoga	5.6%
9	Golf	5.1%
10	Tennis	4.9%

Children participate in sport and physical recreation at different rates than adults. For example, their involvement in swimming is 20% higher than that of adults and is overall generally higher in organised sports such as soccer, netball, tennis, Australian football, basketball etc. Children also participate in activities such as gymnastics and dancing at higher levels. The top 10 organised activities for children in NSW are detailed in Table 8.

**Table 8: NSW Top 10 Children Organised Sport & Physical Activities**

	Activity	NSW Children Participation Rate
1	Swimming	38%
2	Football/soccer	18.8%
3	Gymnastics	10.9%
4	Dancing (recreational)	10.7%
5	Netball	8.3%
6	Athletics (including jogging and running)	7.7%
7	Tennis	6.1%
8	Australian football	5.5%
9	Basketball	4.4%
10	Cricket	3.9%

## 01 Context

### Local Participation

Cootamundra-Gundagai region has a proud culture relating to recreation and has strong leagues and associations in the traditionally popular sports of Australian regional areas, such as cricket, rugby, tennis, lawn bowls and horse events (i.e. racing, rodeo, gymkhana).

Individualised sport and fitness activities have shown to be popular with the respondents who completed the survey. This is in line with trends across Australia and The Future of Australian Sport's identified megatrends.

The top three activities that individuals regularly participate in according to the online survey are:

Daily (at least 5 days per week)

- Walking
- Cycling
- Swimming/Diving

At least weekly

- Walking
- Fitness/Gym
- Arts and Crafts

At least monthly

- Walking
- Swimming/Diving
- Arts/Crafts and Bushwalking

At least yearly

- Bushwalking
- Fishing
- Swimming/Diving

### Active Exchange

Active Exchange is a platform that matches the resident profile of suburbs (and LGA's) with demand for specific programs and sports, acting as a match making toolkit to grow active communities.

The following table outlines the predicted participation demand for select sports in the Cootamundra-Gundagai Regional Council area.

**Table 9: Active Exchange Club Participation Demand Forecast**

Club Participation Demand	Number
Athletics	19
Little Athletics	175
Baseball	3
Basketball	225
Football	1713
Hockey	3
Ice Hockey	1
Ice Skating	1
Netball	450
Squash	17
Swimming	228
Tennis	154

02

# Community Profile



## 02 Community Profile

### Facility Inventory

Cootamundra and Gundagai are the primary hubs for recreation opportunities across the LGA. They provide access to core recreation facilities, such as ovals (i.e. cricket, rugby), pitches (i.e. soccer), courts (i.e. tennis, netball), courses (i.e. golf, horse), aquatic facilities, showgrounds and youth precincts (i.e. skateparks) and cater for social to elite needs by offering a variety of programs, events and competitions to the community and visitors.

The smaller villages across the region typically have a community hall, a court(s), oval, playground and associated amenities. These recreation facilities vary considerably across the region, often dependent on current population numbers and the availability of individual community members to participate in and maintain these facilities.

An inventory of sport and recreation facilities in the Cootamundra-Gundagai area was undertaken as part of this study. Information was drawn from site visits, Council records, strategic documents, sporting and recreational groups and from community members. The review has focused on Council owned facilities and key community owned facilities.

The review identified over 50 key recreation sites and multiple trails across the Cootamundra-Gundagai region. A snapshot of these recreation facilities are detailed in:

- Table 10 – Gundagai
- Table 11 – Cootamundra
- Table 12 – Villages

Table 10: Gundagai Recreation Inventory

Location	Key Facilities	Status	
		Used	Disused
Gundagai			
Anzac Park	Rugby League Field	1	
GYC	Netball Court	3	
	Basketball Court	1	
Gundagai Golf & Bowls Club	Golf Course	1	
	Bowls Green	2	
	Tennis Court	2	1
Cauvarel's Building	Craft Workshop	1	
Heydon Park	Hockey Field		1
Owen Vincent Oval	Senior Soccer Pitch	1	
	Junior Soccer Pitches	2	
	Cricket Oval	1	
	Cricket Nets	2	
Stan Crowe Oval	Cricket Oval	1	
	Rugby League Field	1	
	Athletics track (grass)	1	
Yarri Park	Skate Park	1	
War Memorial Olympic Pool	Outdoor Pool	3	
	Gym	1	
Gundagai Showgrounds and Racecourse	Rodeo Main Arena	1	
	Campdraft Arena	1	
	Pony Club Arena	1	
	Racecourse	1	
Trails	Dog on the Tuckerbox	2	
	Heritage		
Carberry Park	Passive Recreation Parks with Playground	1	
Friendship Park		1	
Lindley Park		1	
Palmer Park		1	
Tumut Reserve	Reserve	1	
Tumut Road	Scout Hall	1	

## 02 Community Profile

Table 11: Cootamundra Recreation Inventory

Location	Key Facilities	Status	
		Used	Disused
Cootamundra			
Albert Park	Cricket Oval	1	
Arts Centre	Arts Centre	1	
Bradman Oval	Cricket Oval	1	
	Cricket Nets	2	
Clarke Oval	AFL/Cricket Oval	1	
Cootamundra Pool	Indoor Pool	1	
	Outdoor Pools	3	
	Volleyball Court	2	
Gordon Vesperman Park	Skate Park	1	
	Exercise Equipment	1	
Cootamundra Sports Stadium	Multiuse Court	2	
Fisher Park	Rugby Field	1	
	Velodrome	1	
Nicholson Park	Rugby - Michael Dabin Field	1	
	Rugby - Ned Miller Field	1	
	Rugby - Barry Crick Field	1	
	Tennis Court	6	
	Hot Shot Court	4	
	Netball/Basketball Court	1	
O'Connor Park	Senior Soccer Pitch	1	
Mitchell Park	Junior Soccer Pitches	4	
Country Club Oval	Rugby Union Field	2	
Mountain Bike Park	MTB Track	1	
Apex Park	Dog Park	1	
Harolds Conkey Park	Passive Recreation Parks with Playground	1	
Kingstone Park		1	
Jubilee Botanical Park		1	

Location	Key Facilities	Status	
		Used	Disused
Cootamundra			
Trails	Captains Walk Pioneer Park Bird Walk Migurra Reserve	4	
Racecourse Lane	Racecourse	1	
Pinkerton Rd	Showgrounds	1	
Cameron Square	Cricket Net	1	
Back Brawlin Rd	Firearms Range	1	
State Model Flying Field	Flying Field	1	
Squash Centre	Squash Centre	1	
Ex-Services Club	Bowling Green	1	
Scouts Hall	Scouts Hall	1	
Sutton St	Men's Shed	1	
Airport	Drag Strip	1	
Private Gyms	Gym	2	

## 02 Community Profile

**Table 12: Village Recreation Inventory**

Key Facilities	Status	
	Used	Disused
<b>Coolac</b>		
Memorial Hall	1	
Cricket Oval	1	
Cricket Nets	2	
Tennis Courts		2
Tennis Clubrooms		1
<b>Adjungbilly</b>		
Community Hall	1	
Tennis Court	1	
<b>Muttama</b>		
Hall	1	
Tennis Courts		4
Oval		1
<b>Nangus</b>		
Public Hall	1	
Tennis Courts	2	
Netball Court	1	
Oval	1	
<b>Stockinbingal</b>		
Cricket Oval	1	
Pump Track	1	
Tennis Courts	2	
Bowling Green	1	
Ellwood's Hall	1	
<b>Tumblong</b>		
War Memorial & Citizens Hall	1	
Tennis Courts		2
<b>Wallendbeen</b>		
Memorial Hall	1	
Cricket Oval	1	
Outdoor Exercise Equipment	1	
Tennis Courts	3	
Rage Cage	1	

### Facility Classification

To assist in the planning of sport and recreation facilities, it is common practice to define facilities under a facility classification hierarchy. This is particularly important when assessing service levels for each class of facility and in obtaining external funding, as many of the funding programs are aligned to one or more facility classes.

A commonly used hierarchy, based on State Government standards, is to classify sport and recreation facilities in one of the following four (4) classes:

- State
- Regional
- District and
- Local

The definitions of each of these classifications are provided in Appendix 4 and facilities identified within the profiles have been classified using these definitions.

### Condition Rating

The recreational facilities were assessed on condition and usage. The usage level indicator, relative to capacity was noted as High, Moderate, Low or Disused.

The following scale was used to indicate current overall facility condition.

Facility condition scale
Very Poor / Unserviceable
Poor
Satisfactory
Good
Excellent

A Community Profile Page is provided for each town or village showcasing important information & data such as:

- Key Facilities
- Clubs & Organisations
- Challenges and Opportunities
- Consultation Vision/Themes

Refer to Appendix 1 for details.

03

Consultation



## 03 Consultation

The engagement mechanisms used in the development of the Recreation Needs Study included:

- Online user-group survey
- Community workshops
- Online community survey
- Key stakeholder meetings/ interviews

The marketing and promotion of the project included providing information through various platforms including the Cootamundra-Gundagai Regional Council website, Facebook, interviews and details on local radio and the distribution of flyers throughout the community including through email to clubs and community members on Council's Community Stakeholder Database.

### Online user-group survey

The online user group survey was targeted at all sport and recreation clubs/organisations across the Cootamundra-Gundagai Regional Council. Fifteen user groups responded to the survey, providing information about their group's participation, facilities, programs and surveys.

Respondent groups indicated that their highest club priorities related to the following:

- Facility improvements
- Increase (and/or stabilise) participation numbers and memberships
- Junior development & player pathways
- Increase number of volunteers, coaches and umpires
- Financial sustainability

### Community workshops

Community workshops were held in eight key towns of Coolac, Muttama, Wallendbeen, Gundagai, Stockingbingal, Nangus, Tumlong & Cootamundra. These were well attended and provided significant input into the study.



Figure 4: Workshop Promotional Flyer

The workshop format was centred around the "Community Wheel" interactive workshop tool. This provided attendees with the opportunity to rate the following aspects of sport and recreation within their local area:

- Access
- Recreation and Sport Clubs and Associations
- Facilities
- Economic Development
- Programs and Activities
- Community Governance

Attendees were also asked to identify challenges/opportunities, think about their recreation vision for their town/village and provide suggestions for the future.

The views expressed in these workshops are detailed on each village/town community profile.

## 03 Consultation

### Community survey

The community survey was made available online and in hard copy, attracting 51 responses from community members. The survey responses provided valuable insight into the nature of participation across the region as well as the issues and opportunities relating to recreation facilities, programs and services.

Respondents provided a good level of information about their experience with sport and recreation across the region, including information and suggestions relating to specific facilities, programs and services.

- 47% - Opportunities for older people to participate in recreational activities
- 40% - Opportunities for people from culturally and linguistically diverse backgrounds to participate in recreational activities
- 38% - Opportunities for low income families to participate in recreational activities



Figure 5: Online Community Survey Flyer

The survey asked the respondents to indicate their level of agreement (agree or strongly agree) with several pre-set statements. The results showed:

- 95% - Recreation is an important aspect of the community
- 68% - Plenty of opportunities to be involved with the recreation activities that they enjoy
- 33% - Existing recreation facilities meet their needs
- 60% - Existing recreation facilities are generally in good condition
- 65% - Existing recreation facilities are generally easily accessible and affordable
- 79% - Use of school facilities for community recreation should be promoted and encouraged
- 62% - Opportunities for young people to participate in recreational activities

04

# Strategic Planning



## 04 Strategic Planning

### Our Challenges and Opportunities

The following key challenges and opportunities have been identified for recreation in the Cootamundra-Gundagai Regional Council area through the development of this Plan.

**Table 13: Challenges and opportunities**

Challenges and opportunities for recreation	
Council Amalgamation	The amalgamation of the Cootamundra-Gundagai Councils in 2016 presents the opportunity to ensure consistency across the region for provision and management of recreation.
Focus on community recreation hubs in each town/village	Each of the eight main towns/villages in the Cootamundra-Gundagai Regional Council area has an established precinct offering a range of recreation activities. This presents the opportunity to focus on the development and activation of these existing sport and recreation precincts.
Current economic conditions	The 2019 seasonal climate summary from the Department of Primary Industry shows 97 per cent of the state is in some form of drought. Recreation can provide many positive opportunities to communities impacted by drought (i.e. social, health & economic).
Strategically located with good transport routes	Many of the towns and villages are accessible via three main roads; the Hume Highway M31, Olympic Highway A41 and the Burley Griffin Way B94. Cootamundra is strategically located on the main Sydney-Melbourne train line and has an active bus/train interchange. The link to these transport corridors presents benefits, such as a high standard of driving conditions, accessibility to facilities and services, tourism opportunities as well as challenges, such as movement constraints (pedestrians, cyclists).
Ageing built infrastructure	Many of the facilities built within the villages which are used today were constructed to serve a larger population in the past. Many of these aged facilities have since weathered, requiring extensive maintenance, upgrade and/or replacement (i.e. community halls).
A transitioning population	With a transitioning population, it is vital to ensure that facilities, programs and services are well planned for now and into the future. This includes substantiating the need and feasibility of facility developments & enhancements.
Necessity for strategic resource allocation	A strategically planned approach to facility provision is required to ensure asset management of sport and recreation infrastructure maximises community benefit.
Need for cooperation for the shared use of facilities	To optimise the use of resources, cooperation and collaboration is required between providers including Council, the private sector, schools and clubs to achieve the shared use facilities.
High facility standards and community expectations	Today's society places high expectations upon community facilities including sport and recreation infrastructure. Clubs and service providers are required to meet high facility standards and risk management measures.
Maintaining the sustainability of facilities, clubs and programs	It is essential for sport and recreation service providers and users to ensure that facilities and clubs remain viable and are self-supporting. This encompasses financial, social and environmental sustainability.
Necessity for good governance	Sport and recreation providers including clubs/organisations must proactively engage effective governance models.

## 04 Strategic Planning

Challenges and opportunities for recreation	
The need to cater for emerging activities	Sport and recreation provision needs to be dynamic to adapt to changing demand. Participation and interest in sports can be influenced by a range of factors including demographic and cultural influences, trends and popular culture.
The need to provide for a diverse population	Organisations involved in sport and recreation need to proactively foster the integrity and values of inclusivity which make sport a fundamental part of Australian and NSW culture.
Need to consider life-cycle costing and asset management	Facilities need to be planned, built, operated and maintained with appreciation of the associated costs. Where necessary, facility users may require sinking funds for facility maintenance and replacements.
Health issues created by physical inactivity	Increased participation in sport and other physical activities is needed to improve health outcomes.
Balancing the needs of the informal recreational activities and competitive sports	While it is important to cater for the increasing popularity of informal recreational activities, it is also important to provide opportunities for residents to be involved in organised, competitive sports as both bring benefits to communities and individuals.
Balancing the needs of the local community and elite sport	There is a need to cater for all levels of community sport whilst ensuring that elite sport pathways exist.
Information collation and transfer	Up to date and accurate information is required to make sound decisions relating to sport and recreation development.
Technology and innovation advances	The Cootamundra-Gundagai communities must embrace opportunities to progress recreation development through new and emerging technologies.
Volunteer management and support	Volunteers are an invaluable resource to sport and recreation organisations. It is imperative that volunteers are effectively recruited, managed, supported and valued in their role. It has become evident through consultation that there is currently an over-reliance on core groups of volunteers.

## 04 Strategic Planning

### Our Planning Principles

The following principles have been developed to guide the development, future provision and management of sport and recreation facilities, programs and services for Cootamundra-Gundagai.

**Table 14: Our planning principles**

PRINCIPLE 1 Maximum Community Participation	<ul style="list-style-type: none"> <li>➤ Facilities, clubs and programs offer a range of accessible recreational opportunities targeted to the needs of our communities and deliver associated health benefits to all people regardless of age, socio-economic status or ability</li> <li>➤ Focus is primarily on delivering grassroots and local community-based recreation facilities, clubs and programs that maximise community participation and support elite pathways.</li> </ul>
PRINCIPLE 2 Shared Precincts and Community Hubs	<ul style="list-style-type: none"> <li>➤ Where appropriate and practical, facilities are clustered and co-located with compatible users to optimise use whilst maintaining organisational identity and individual needs through adaptable and flexible designs</li> </ul>
PRINCIPLE 3 Sustainability	<ul style="list-style-type: none"> <li>➤ Facilities, clubs and programs effectively integrate long and short-term economic, environmental, social and cultural considerations</li> <li>➤ Facility and program developments strategically align with Council strategies to meet current and future community needs and provide value-for-money</li> </ul>
PRINCIPLE 4 Partnerships	<ul style="list-style-type: none"> <li>➤ Collaborative approaches are used to plan, deliver and manage facilities, clubs and programs with the community, government, clubs, associations, educational institutions and private sector</li> <li>➤ Partnerships are utilised to achieve community outcomes beyond sport and recreation</li> </ul>
PRINCIPLE 5 Working Together with Our Clubs & Community	<ul style="list-style-type: none"> <li>➤ Clubs and the wider community are effectively engaged in the planning and design of recreation facilities and programs</li> <li>➤ An inclusive recreation and sporting culture is achieved through club development programs, positive relationships and provision of facilities that support opportunities for all</li> </ul>
PRINCIPLE 6 Placemaking	<ul style="list-style-type: none"> <li>➤ Placemaking approaches are used to achieve quality places for recreation that are based on best-practice and informed by the community</li> </ul>
PRINCIPLE 7 Effective Management & Maintenance	<ul style="list-style-type: none"> <li>➤ Facilities are managed and maintained in a manner that promotes safe condition, minimises financial liability and complies with relevant legislation, policies and standards</li> </ul>