

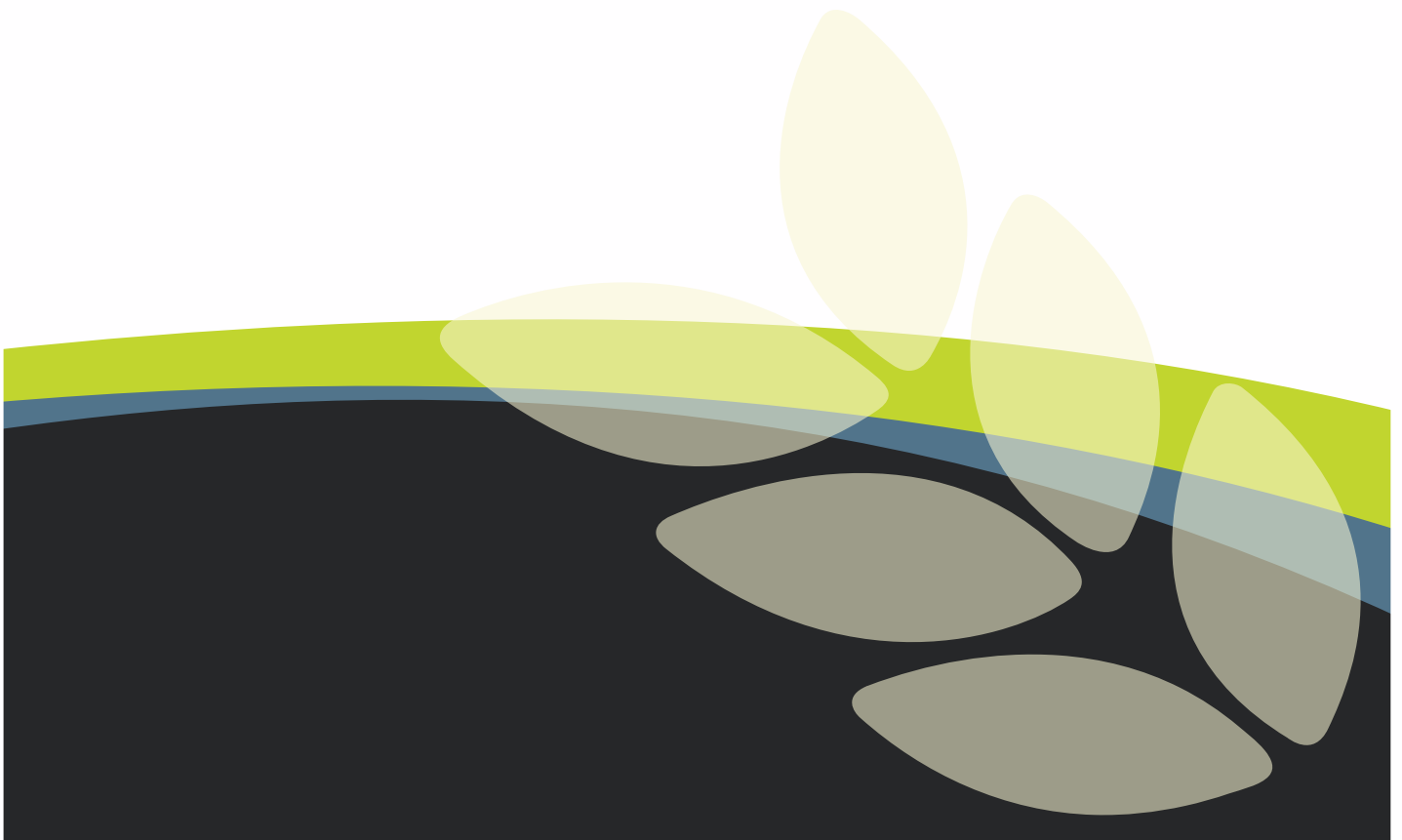


**COOTAMUNDRA-
GUNDAGAI** REGIONAL
COUNCIL

Our place, Our future

Community Strategic Plan 2018-28

END OF TERM REPORT 2021



End of Term report 2017-2021

The End of Term report is an account of the effectiveness and implementation status of the Community Strategic Plan (CSP).

The CSP details our vision for the future, which is built around four key directions. The CSP key directions and objectives, highlights all that Cootamundra-Gundagai Regional Council seeks to accomplish:

Our Key Directions	Our Objectives
1. A vibrant and supportive community: all members of our community are valued	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
2. A prosperous and resilient economy: we are innovative and 'open for business'	2.1 The local economy is strong and diverse 2.2 Strategic land-use planning is co-ordinated and needs-based 2.3 Tourism opportunities are actively promoted 2.4 Our local workforce is skilled and workplace ready
3. Sustainable natural and built environments: we connect with the places and spaces around us	3.1 The natural environment is valued and protected 3.2 Our built environments support and enhance liveability
4. Good governance: an actively engaged community and strong leadership team	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

Objective of the End of Term report

At the end of each Council term a report is provided to the community outlining progress towards the achievement of outcomes identified in Council's Community Strategic Plan (CSP).

The report should answer these questions:

- Did Council do what it said it would do towards achieving the objectives of the plan?
- Did other partners in the process do what they said they would do towards achieving the objectives of the plan?
- Were these actions effective – did anything change or start to improve?

More than 200 strategies, projects and activities have been embedded in the Delivery Program and Operational Plan, that move toward achieving the objectives of the Community Strategic Plan.

The following table details how council and key partners have progressed in achieving the outcomes identified in the CSP over the past four years.

Key Direction 1: A vibrant and supportive community: all members of our community are valued**Objective 1.1: Our Community is inclusive and connected**

Responsibility and Key Partners	Outcomes/Targets	END OF TERM REVIEW
Community members and groups Cootamundra-Gundagai Regional Council Sporting and recreation clubs Private sponsors Riverina Regional Library Art and cultural centres Eastern Riverina Arts Local historical societies	<ul style="list-style-type: none">• Community groups are active, diverse, work together and are well supported• Events are well co-ordinated• Strong community participation in local events• Community is satisfied with the museums, arts and cultural centres available• Community satisfaction with range of sports and recreational activities on offer• Community is aware of events in the region• Everyone has access to participate in community events and activities• Facilities are accessible to all	<p>Council carried out a number of heritage related projects during the period including the Wallendbeen Heritage Study and achieving NSW Heritage Listing for the Old Gundagai Gaol.</p> <p>Works to the Muttama Memorial Hall were carried out in keeping with the building's heritage status.</p> <p>Funding applications were successful for an extension to the Cootamundra Heritage Centre and interpretation at the WW2 AMPOL Site and further applications were made for the Old Mill and Old Gundagai sites.</p> <p>A focus of funding support throughout the period has been on raising the standard of village facilities including halls as important meeting places for communities and as a reflection of the heritage importance of these buildings.</p> <p>Significant funding was achieved to improve a range of sporting and recreation facilities including playgrounds in all towns and villages, several clubroom facilities, tennis and netball court upgrades and playing field rejuvenation.</p> <p>Masterplans were completed for the Gundagai Memorial Swimming Pool and Old Gundagai Gaol so the projects are shovel ready for future funding.</p> <p>Works on recreational assets will continue guided by the strategic work undertaken by the Recreational Needs Study.</p> <p>In addition, Council's website will need to be updated with access information and to ensure ease of use and readability.</p> <p>Newsletters of community events were regularly distributed to keep the community informed. Many community-run events were not able to be carried out during the period due to COVID restrictions.</p>

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

Responsibility and Key Partners	Outcomes/Targets	END OF TERM REVIEW
<p>Cootamundra-Gundagai Regional Council</p> <p>Community members and groups</p> <p>Riverina Regional Library</p>	<ul style="list-style-type: none"> Improved visual amenity of streets and public spaces Local libraries continue to be well-supported Town and village entrances are appealing Community satisfied with accessibility and maintenance of facilities 	<p>This was achieved by preparing and implementing a Streetscape maintenance program, that ensured the visual amenity using solid horticultural principals based on available funding and resources. Cootamundra's streets are classified as high priority due to the historical significance and importance in delivering a quality of life that supports good quality living for residents and deliveries an attractive and pleasant place for tourists and visitors to experience.</p>
		<p>This was expanded upon during the 2020/2021 financial year by a \$500,000 Capital investment in the development of the Parker Street Main Street landscape improvement project. This has resulted in a Streetscape that is now comparable with any high-quality Streetscape within the Riverina Region.</p>
		<p>This was achieved through strong community consultation and participation in the Streetscape design and services provided.</p>
		<p>Major upgrade work has been undertaken and is ongoing in both CBD areas. Both streetscapes are looking bright with new banner and flag systems and colorful landscaping. It is noted that further work will be required on Council facilities and infrastructure, as well as private business facilities, in order to comply with the actions of the Disability Inclusion Action Plan.</p>
		<p>Both libraries have funding for upgrade work and are popular and well patronized, which continued with changed service delivery models throughout the pandemic.</p>
		<p>There has been no major capital investment in upgrading Cootamundra's major town entrances due to no financial investment. The existing town entrances have been maintained as a high priority, with new street tree plantings replacing existing dead and or sick trees. Gardens that surround the base of the existing feature town entrances (Wagga and Young approaches) have been replanted.</p> <p>Towns and villages have received new entrance signage and, in some instances, interpretive signage, but further work is required to improve the approaches with landscaping and complete interpretive signage projects.</p> <p>This is achieved by the regular maintenance of all Councils public open spaces ensuring that they are always fit for purpose, facilities are cleaned and well maintained in working order, and that all safety measures are implemented ensuring the wellbeing of all user groups.</p> <p>Jubilee Park has a major funding program to be delivered and Albert Park is set to be transformed with the addition of an inclusive upgrade and complementary funding applications submitted for access and facility upgrades.</p> <p>Gundagai sporting fields have been fortunate enough to receive grant funding to carry out upgrades to buildings, sporting lighting, new cricket pitches and the creation of a new junior football field. Yarri park saw significant upgrade works to the public facility and the introduction of a Youth Warrior Trail as part of the council walking paths.</p>

Objective 1.3: Our community members are healthy and safe

Responsibility and Key Partners	Outcomes/Targets	END OF TERM REVIEW
Community members and groups Cootamundra-Gundagai Regional Council Emergency Services Volunteers Federal & State Government Local health and care providers Local Area Command Murrumbidgee Local Area Health Riverina Regional Library Roads and Maritime Services State Emergency Services	<ul style="list-style-type: none">• Community satisfaction with health activities, facilities and services on offer• All recreational grounds are regularly used• Community members feel safe• Crime rates remain low• Community is satisfied with emergency responses	<p>All open spaces and recreational facilities are developed and maintained to deliver a variety of recreational services and experiences, within the financial and resource availability. Cootamundra has a level of customer service delivery that is comparable to any local government area within the Riverina Area.</p> <p>This has been identified by the preparation of the Recreational Needs Study, that has identified existing recreational opportunities, assessed against current and future recreational needs. This Recreational Needs Study also assesses Cootamundra against other regional areas, for which has identified Cootamundra Gundagai Regional Council has been well above the average on the level and high-quality recreational service delivery.</p> <p>This has been achieved with the council undertaking an external performance review of both the Cootamundra Aquatic Centre and Sports Stadium. The results indicated that the community would benefit from investigating place both facilities out to competitive tender and operation.</p> <p>This was implemented during the 2019/2021 financial year with the facilities now being operated by a professional recreational facility provider. The level of service delivery has improved considerably with no complaints experienced since the changeover. The new operations also now offer additional recreational activities and personal experiences that council was unable to provide.</p> <p>During the 2020/2021 financial year Council also invested over \$400,000 in the development of a new Bike Pump Track at Gordon Vesperman Park and Climbing Wall at the Sports Stadium.</p> <p>All Stakeholders have been involved in the development through community consultation and related workshops.</p> <p>Gundagai Pool has seen major works being undertaken during the off season. Introduction of new diving blocks, tiling, upgrades for access and new shelters including a family BBQ area. The newly adopted master plan will allow further building works to be undertaken in next years off season. This will include an Adult Change facility, changeroom upgrades, new entry and extension of the swimming club room.</p> <p>Through the implementation and installation of public surveillance cameras during 2019 to 2021, located throughout Councils high visitation Public Open Spaces and Recreational Facilities, has contributed towards the minimization of Crime and delivery of video evidence when an act of vandalism occurs.</p>

Key Direction 2: A prosperous and resilient economy: we are innovative and 'open for business'**Objective 2.1: The local economy is strong and diverse**

Responsibility and Key Partners	Outcomes/Targets	END OF TERM REVIEW
Cootamundra-Gundagai Regional Council Businesses, industry, community members and groups Associated agents, rural producers State and Federal Government NBN Co. Telecommunication providers	<ul style="list-style-type: none">• Local economy is strengthened, resilient and diversified• Agricultural sector remains strong• Transport networks provide for better connectivity within and outside the region• Improved access to internet and mobile telephone services• Local businesses and households are satisfied with the technology on offer• Local investment opportunities are identified, promoted and realised• Local businesses work together• Population increases• Funding opportunities are identified and realised	<p>In June 2020 Council adopted the Rural Land Strategy. The Strategy was developed following considerable consultation with both the community and other stakeholders throughout 2018 and 2019 and identified five directions for the Council area;</p> <ol style="list-style-type: none">1. Protect and Enhance Agricultural Land2. Grow Agritourism3. Encourage Diversity of Rural Industries4. Promote and encourage value add industries5. Increase Resource Efficiency
		<p>The Rural Land Strategy and the Villages Strategy form part of Council's suite of strategic land use documents that will be used to develop the consolidated Local Environmental Plan being prepared for 2022.</p>
		<p>Council advocated for and acquired a new public transport service connecting to Wagga and Canberra but the service trial was discontinued due to low patronage, which was unfortunate given that COVID may have reduced usage.</p>
		<p>The NBN has been connected to the Cootamundra-Gundagai Regional Council Area. Whether that has improved access to internet and mobile service in the LGA is yet to be determined.</p>
		<p>The Australian Bureau of Statistics have the following estimated statistics in relation to population of the Cootamundra-Gundagai areas. As of 30 June 2016, Cootamundra-Gundagai Regional Council had an estimated resident population of 11,291. As of 30 June 2020, Cootamundra-Gundagai Regional council had an estimated resident population of 11,225. Council is however awaiting the statistics from the 2021 Census to accurately compare population numbers from the previous Census conducted in 2016.</p>

Objective 2.2: Strategic land-use planning is co-ordinated and needs-based

Responsibility and Key Partners	Outcomes/Targets	END OF TERM REVIEW
Cootamundra-Gundagai Regional Council Businesses, industry, community members and groups	<ul style="list-style-type: none">• Controls for future development are put into place• Our community is satisfied with the variety of housing options available• Land-use opportunities are identified, promoted and realised	Council, through extensive community and stakeholder engagement since 2018, has developed a suite of strategic land-use documents that will inform the development of the CGRC consolidated Local Environmental Plan and a future Development Control Plan.
		The Village Strategies, Gundagai Flood Study, the Rural Lands Strategy, Cootamundra 2050, The Local Strategic Planning Statement, Cootamundra Flood Study and recent community engagement regarding the development of the Gundagai Study will all inform the development of the draft consolidated Local Environmental Plan which will be finalised in 2022.
		The current Cootamundra LEP and Gundagai LEP provide opportunities for development and land use in the region. Community and stakeholder feedback has informed our strategic planning studies and strategies to ensure that other opportunities have been identified for the future.
		Council has also developed valuable partnerships and continually worked with Regional and State partners such as REROC, the Department of Planning, LG NSW to identify issues, to ensure that feedback from regional areas is considered in the development of state legislation, and to ensure better planning outcomes for our region.
		Council has considered feedback from the community regarding the availability of land use types in developing our Strategic planning strategies. Consideration has also been given to infrastructure needs to support future development, and State Government support to plan strategically for development in our towns, villages and region.
		Recent developments over the last 2 years is resulting in housing shortages across regional NSW due to a variety of issues including COVID, increased development and relocations. Several major infrastructure and commercial projects proposed in the area will increase pressure on housing in the future.

Objective 2.3: Tourism opportunities are actively promoted

Responsibility and Key Partners	Outcomes/Targets	END OF TERM REVIEW																																																																													
Cootamundra-Gundagai Regional Council	<ul style="list-style-type: none">Increased number of visitorsVisitors are satisfied with the level and quality of facilities and amenities on offerEvents and activities are well-supported	Despite the local government area being actively promoted in accordance with our Tourism & Economic Development Strategy and associated Branding & Marketing/Communications plan, visitation to the area was dramatically affected by the Bushfires and COVID 19 (see supporting data below).																																																																													
Key industry stakeholders and businesses		<table><tr><th colspan="3"></th><th>Year ending Decemb er 2018</th><th>Year ending Decemb er 2019</th><th>Year ending Decemb er 2020</th><th>% Change s 2020 vs 2019</th></tr><tr><td colspan="7">Destination Riverina Murray</td></tr><tr><td colspan="7">Visitor Data</td></tr><tr><td colspan="7">Cootamundra-Gundagai Regional Council</td></tr><tr><td>CGRC</td><td>Visitors (000)</td><td>Domestic overnight</td><td>142.8</td><td>168.9</td><td>94.1</td><td>-44.3%</td></tr><tr><td>CGRC</td><td>Visitors (000)</td><td>Domestic day</td><td>np</td><td>np</td><td>np</td><td>-</td></tr><tr><td>CGRC</td><td>Visitors (000)</td><td>Total</td><td>190.7</td><td>333.3</td><td>218.1</td><td>-34.6%</td></tr><tr><td>CGRC</td><td>Nights (000)</td><td>Domestic overnight</td><td>301.4</td><td>329.9</td><td>149.8</td><td>-54.6%</td></tr><tr><td>CGRC</td><td>Expenditure (\$M)</td><td>Domestic overnight</td><td>40.4</td><td>63.7</td><td>37.6</td><td>-41.0%</td></tr><tr><td>CGRC</td><td>Expenditure (\$M)</td><td>Domestic day</td><td>np</td><td>np</td><td>np</td><td>-</td></tr><tr><td>CGRC</td><td>Expenditure (\$M)</td><td>Total</td><td>41.9</td><td>75.9</td><td>45.4</td><td>-40.1%</td></tr></table>				Year ending Decemb er 2018	Year ending Decemb er 2019	Year ending Decemb er 2020	% Change s 2020 vs 2019	Destination Riverina Murray							Visitor Data							Cootamundra-Gundagai Regional Council							CGRC	Visitors (000)	Domestic overnight	142.8	168.9	94.1	-44.3%	CGRC	Visitors (000)	Domestic day	np	np	np	-	CGRC	Visitors (000)	Total	190.7	333.3	218.1	-34.6%	CGRC	Nights (000)	Domestic overnight	301.4	329.9	149.8	-54.6%	CGRC	Expenditure (\$M)	Domestic overnight	40.4	63.7	37.6	-41.0%	CGRC	Expenditure (\$M)	Domestic day	np	np	np	-	CGRC	Expenditure (\$M)	Total	41.9	75.9	45.4	-40.1%
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Local organisations		<p>Note: np = data are not available due to small sample size.</p> <p>Visitors to the region did report a positive experience and as a side note the area has benefited from new residents which would indicate a desirability of the region.</p> <p>Funding has been sought to boost product development and better support events in the region to improve our visitor offering. Master planning for local attractions including Bradman’s Birthplace and the WW2 Ampol Site as well as cycle tourism opportunities is underway for the future of the industry.</p> <p>Council has also developed an Agritourism Strategy which is awaiting final adoption.</p>																																																																													

Objective 2.4: Our local workforce is skilled and workplace ready

Responsibility and Key Partners	Outcomes/Targets	END OF TERM REVIEW
Federal & State government Tertiary Institutions Local Schools Local Businesses Cootamundra-Gundagai Regional Council	<ul style="list-style-type: none">• Higher number of apprenticeships and traineeships are made available• Unemployment is low• Local employers are satisfied with the skills and capacity of local employees• Community satisfaction with schools on offer	<p>Employment for the region was affected in the period by the closure of the Cootamundra Meat Processor, which was a major employer. The change in employment by industry in the period 2013/14-2018/19 shows a loss of 75 jobs in Agriculture, forestry and fishing and 56 jobs in manufacturing. The average annual unemployment rate in Cootamundra-Gundagai for the 2019-2020 financial year was 4.6%, in comparison, the unemployment rate for the Riverina was 4.2% and NSW was also 4.6%.</p> <p>Generally, the unemployment rate in Cootamundra-Gundagai is reflective of labour market conditions across Riverina. Over the past ten years the unemployment rate in Cootamundra-Gundagai has generally remained slightly higher than the rate for Riverina. The unemployment rate peaked in March 2011 for Cootamundra-Gundagai (8.5%) the unemployment rate in the Riverina for the same quarter was 6.7% while in NSW it was 5.1%.</p> <p>In the last two years the Black Summer Bushfires then COVID 19 have affected the local economy and employment (see VIBE survey appendix 1) with Gundagai in particular being adversely affected by the closure of the NSW/Victorian border and more recently the ACT/NSW border.</p> <p>Construction has been strong and bucked the trend as have Health Care and Assistance services which have made up the majority of new business.</p> <p>Agriculture has been profitable post the drought period with record prices for livestock.</p> <p>Local schools offer a good quality education, but subject choices and personal preference leave some students travelling outside the region for education.</p>

Key Direction 3: Sustainable natural and built environments: we connect with the places and spaces around us		
Objective 3.1: The natural environment is valued and protected		
Responsibility and Key Partners	Outcomes/Targets	END OF TERM REVIEW
Cootamundra-Gundagai Regional Council Local organisations Local Lands Services Federal and State government RERO Community members and local landowners	<ul style="list-style-type: none"> Improved quality of our natural environments Reduction of water wastage Reduction of ecological footprint Community is aware of environmental issues and participates in protecting our natural spaces Increased use of alternative water and energy sources Improved water quality in our waterways 	Council's Local Environmental Plans identify areas of biodiversity and sensitive environments to ensure that environmental factors and impacts are considered in development assessment. In addition, Council officers also consider mapping and data made available by state and federal agencies. Development assessments consider environmental impacts and protection of the natural environment.
		Council adopted an Energy Action Plan, to guide us towards future funding opportunities. Council has implemented throughout the year, solar panel projects and upgrading building lights to LED. Council is also in partnership with Essential Energy to replace current street lighting with energy saving LED's.
		Council understands the importance of water and as a result have investigated the possibilities of expanding our current water re-use schemes to include more recreational spaces. The introduction of the new Gundagai Treatment plant will provide quality re-use water for all our sporting fields and golf course.
		In early 2021, the Sustainable Farms Initiative hosted the second workshop for a research project looking at the Future of Farming and Biodiversity in Agricultural Landscapes: The Muttama Creek Catchment Area. The workshop was attended by local farmers and Council representatives.
		Waste collection, recycling and disposal has gone through some major improvements over the past 12 months. This has included but not limited to the following actions: <ul style="list-style-type: none"> Upgraded weighbridge and office building Cootamundra Landfill Introduction of new items of plants and work practices that have improve work output and reduce waste to landfill. This has reduced on average, five truckloads of waste going to Bald Hill down to three loads per month. This is a 60% reduction in transport costs or approx. \$4,600/month savings. Production and sale of certified compost, garden mix, garden mulch developed from deposited green waste. This in association with other waste recycling process e.g., concrete, commercial/industrial waste has reduced waste to landfill by 70%. New litter and security fencing of Cootamundra Landfill Preparation of a 15-year Financial Waste Plan. Review and upgrade of the Land & Environmental Manage Plan. Commencement of the development of Landfill Rehabilitation Plans for all the rural Landfill's converting to Transfer Stations. Introduction of a free household waste disposal plan for rural property (Domestic Rural Waste Management Agreement) homeowners. Introduction of a recycling processing system for Commercial/Industrial waste to landfill. This has reduced Commercial/Industrial waste volumes to landfill by 60%. Completed and implemented new operation hour to CGRC Landfills, maximising community availability and opportunities while at the same time reduce operating costs. Recommended the introduction of sale of recyclable materials and associated costs to the community.

Objective 3.2: Our built environments support and enhance liveability

Responsibility and Key Partners	Outcomes/Targets	END OF TERM REVIEW
<p>Cootamundra-Gundagai Regional Council</p> <p>State and Federal government</p> <p>Local transport providers</p>	<ul style="list-style-type: none"> Maintain housing affordability Community members satisfied with the type and range of housing options available locally Low incidents of traffic and pedestrian accidents Community members satisfied with parking options Community is satisfied with public transport choices and service delivery 	<p>Housing stock availability and variety is an issue which has become critical due to several major projects including the Inland Rail and Snowy Hydro 2.0 and the impending reopening of the Cootamundra Meat Processor.</p> <p>Council has been advocating for assistance from the State Government to address the issue which is exacerbated by a lack of suitable land close to town for development, especially in Gundagai.</p> <p>Rental properties are in high demand with many families leaving the district because of the inability to acquire suitable accommodation.</p>
		<p>Character, sustainability and heritage is considered in all planning assessments, however when the draft consolidated LEP is finalised in early 2022, Council officers will develop a Development Control Plan which will further assist the community to undertake development while enhancing and protecting the character of our communities.</p>
		<p>Council was successful in obtaining funding to provide a Heritage Advisory service for the community. The Service will commence in 2022.</p>
		<p>The Cootamundra LEP 2013 and Gundagai LEP 2011 allow for a variety of housing options, however over the past 2 years there has been increased stress on existing housing stock. Future significant infrastructure and development projects, such as Inland Rail and the reopening of the AMG Abattoir will further impact on housing availability. Council has worked with state and regional partners to raise awareness of the issue and consider possible solutions and innovations.</p> <p>The Strategic land use studies completed have identified appropriate areas for redevelopment and a variety of lot sizes. Identified opportunities in village areas will need further studies completed in 2022 before rezoning can be considered.</p>
		<p>Delivery and maintenance of all infrastructure is carried out to highest degree with regard to standards, safety and community expectations.</p>
		<p>Council is committed to design and infrastructure to current standards to ensure compliance.</p>
		<p>Designs of new roads and infrastructure takes into account current and future needs of all user groups.</p>
		<p>Council advocated for and acquired a new public transport service connecting to Wagga and Canberra but the service trial was discontinued due to low patronage, which was unfortunate given that COVID may have reduced usage.</p> <p>Demand continues to be an issue for Taxi operators who find the industry marginal.</p> <p>On the whole the towns continue to be well serviced for public transport, although more convenient timetabling could increase usage.</p>

Key Direction 4: Good governance: An actively engaged community and strong leadership team**Objective 4.1: Decision-making is based on collaborative, transparent and accountable leadership**

Responsibility and Key Partners	Outcomes/Targets	END OF TERM REVIEW
Cootamundra-Gundagai Regional Council Community members and groups, businesses, state and federal government, REROC Community members	<ul style="list-style-type: none">• Council presents a united front and represents all of our community• Sharing of resources across Council, community, businesses and all levels of government• Council's decision-making is transparent• Progress is monitored and reported• Current and future leaders are nurtured and supported	Council reports quarterly on the progress of implementing the principal activities in the Delivery Program, via the Operational Plan actions. The implementation of Pulse Software Solutions has vastly improved the efficiency of monitoring and reporting on these actions. Future improvements are continual, with plans to include the State of our Region report function and improve on the Annual Reporting function. Implementing this software has been a step forward for council in monitoring progress and producing regular reports.

Objective 4.2: Active participation and engagement in local decision-making

Responsibility and Key Partners	Outcomes/Targets	END OF TERM REVIEW
Cootamundra-Gundagai Regional Council Community members and groups	<ul style="list-style-type: none">• Community participation across a range of engagement platforms• Community satisfaction with opportunities for engagement• The objectives of the Community Strategic Plan are realised in collaboration with the community• Our community celebrates success	<p>Council's Communications team works to inform the community of Council activities, programs, and achievements and to provide information and opportunities which encourage community participation and feedback. Key corporate communications activities include publishing Council's monthly newsletter which is delivered to all letterboxes in the local government area, producing Council snippets fortnightly publicized in the two local newspapers, managing Council's website and social media channels, maintaining Council's Digital Community Panel, and managing Council's brand and style guide.</p> <p>Over the past term there have been several major communications campaigns. These include CGRC Stronger Communities Fund Projects, Gundagai Main Street Project, Villages Strategy, Youth Strategy 20/30, Small Business Support Survey, Variety's Livvy's Playspace, Albert Park, Cootamundra Development, Gundagai 2021 - Identifying Opportunities for my Town, Boundaries Commission Survey for Demerger of CGRC, Cootamundra 2050: My Place, My Town. These campaigns include media coverage, social media campaigns and survey responses for each project.</p>

Objective 4.3: Cootamundra-Gundagai Regional Council is a premier local government Council

Responsibility and Key Partners	Outcomes/Targets	END OF TERM REVIEW
<p>Cootamundra-Gundagai Regional Council</p> <p>Community members</p>	<ul style="list-style-type: none"> • Council's long-term financial sustainability is achieved • Our community is informed of the happenings of Council • It is easy for our community to 'do business' with Council • Council continues to evolve to meet the needs of our community • Overall increase in staff capacity, satisfaction and well-being 	<p>An application was submitted and approved for a Special Rate Variation which was incorporated in the Long-Term Financial Plan, ensuring a strong and robust financial position.</p>
		<p>Cootamundra-Gundagai Regional Council, in its role as a Local Government authority, is committed to conducting its functions and activities lawfully and in a manner that is consistent with its compliance obligations. The CGRC Legislative Compliance Policy establishes the overarching principles and commitment to action for Council with respect to achieving compliance by:</p> <ul style="list-style-type: none"> • identifying a clear legislative compliance framework within which Council operates; • promoting a consistent, and comprehensive approach to compliance throughout Council; • developing and maintaining practices that facilitate and monitor compliance within Council; • seeking to ensure standards of good corporate governance; and • promoting a culture of compliance within the organisation. <p>The Policy is aligned with Council's objectives as articulated in the Council Integrated Plans.</p>
		<p>Key corporate communications activities include publishing Council's monthly newsletter which is delivered to all letterboxes in the local government area, producing Council snippets fortnightly publicized in the two local newspapers, managing Council's website and social media channels, maintaining Councils Digital Community Panel, and managing Council's brand and style guide.</p> <p>Council has developed a Communications@ email address which forwards communication advice to registered users as it is released by Council.</p>
		<p>Council has a commitment to its community to evolve and continuously seek ways to better achieve outcomes and manage resources. Council is committed to decision-making being transparent, and using best practice methods and efficient resources to achieve this.</p> <p>Council has implemented the Infocouncil System to improve the efficiency and accuracy of business paper production. There are many benefits with using the infocouncil system. The system compiles data effortlessly and seamlessly for consistent and compliant business paper production.</p> <p>Infocouncil support staff are always available when required and uphold their ongoing commitment to council.</p> <p>Overall, this has been an extremely successful business system enhancement for CGRC and has greatly improved the process surrounding creating and presenting council business papers.</p>

Appendix 1

Cootamundra- Gundagai Vibe Survey Summary of Results

Cootamundra-Gundagai Vibe Survey Summary of Results

Councillor Workshop
8 December 2020



About NDP

- **Our Purpose:** To help communities flourish by creating jobs, new businesses, and vibrant town centres.
- **Our Vision:** To be the leader in economic development services in NSW and make a positive contribution to poorer communities globally.
- **Our Mission:** To be the most trusted brand in economic development based on evidence, outcomes and integrity.

Vibe Survey

1. PAST:

- The trends and growth of the local economy
- E.g. house prices, jobs, industry base, unemployment etc.

2. PRESENT:

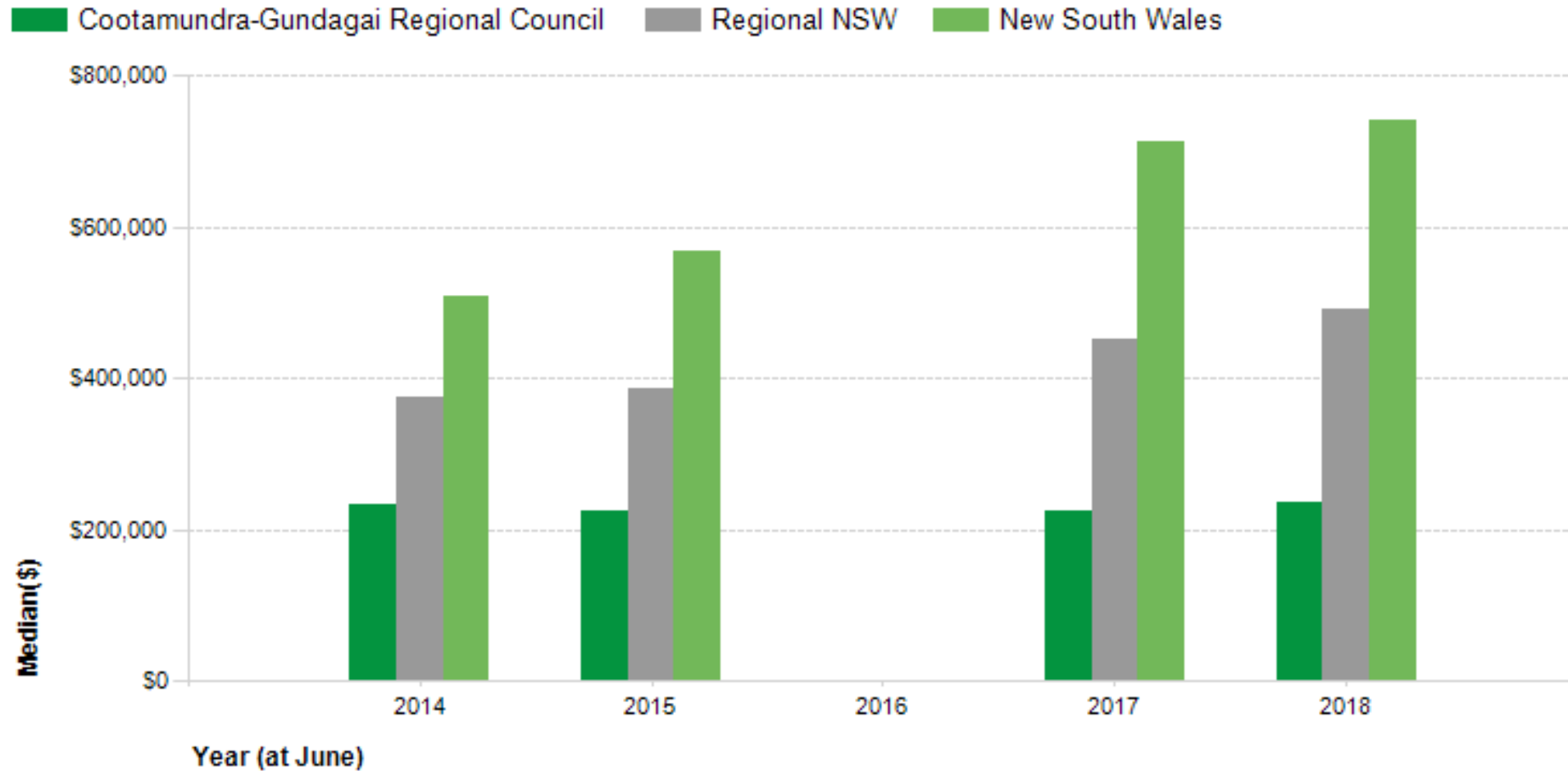
- Understand the impact of COVID-19
- The levels of business confidence

3. FUTURE:

- Identify the main barriers to business growth
- The priorities and strategies to grow the economy

House Prices

Value of houses

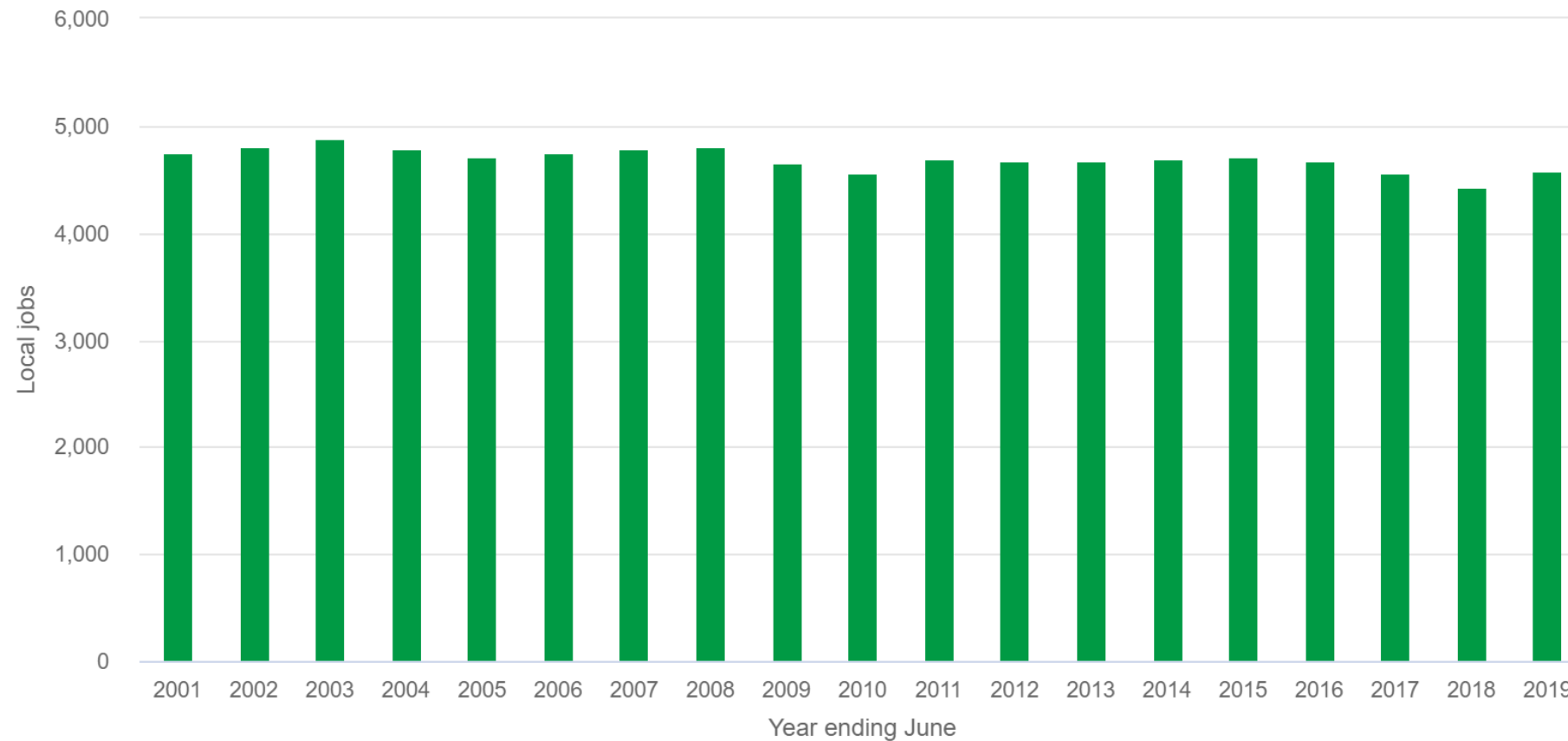


Source: Hometrack 2014-2018, Housing Valuation System

Jobs

Local jobs

Cootamundra-Gundagai Regional Council



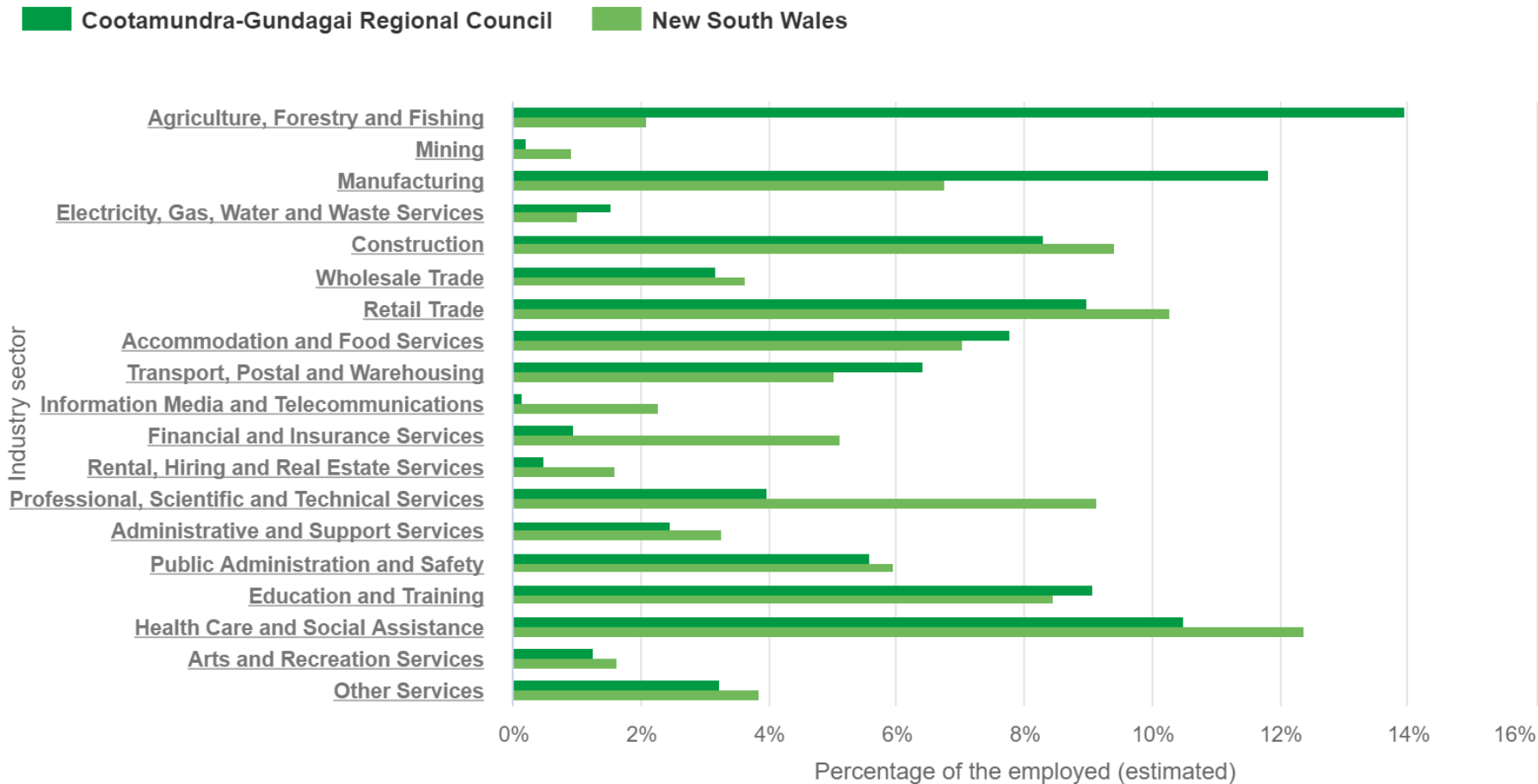
Source: National Institute of Economic and Industry Research (NIEIR) ©2019 Compiled and presented in economy.id by .id the population experts

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NDP
ECONOMIC DEVELOPMENT

Industry Base

Employment (total) by industry 2018/19

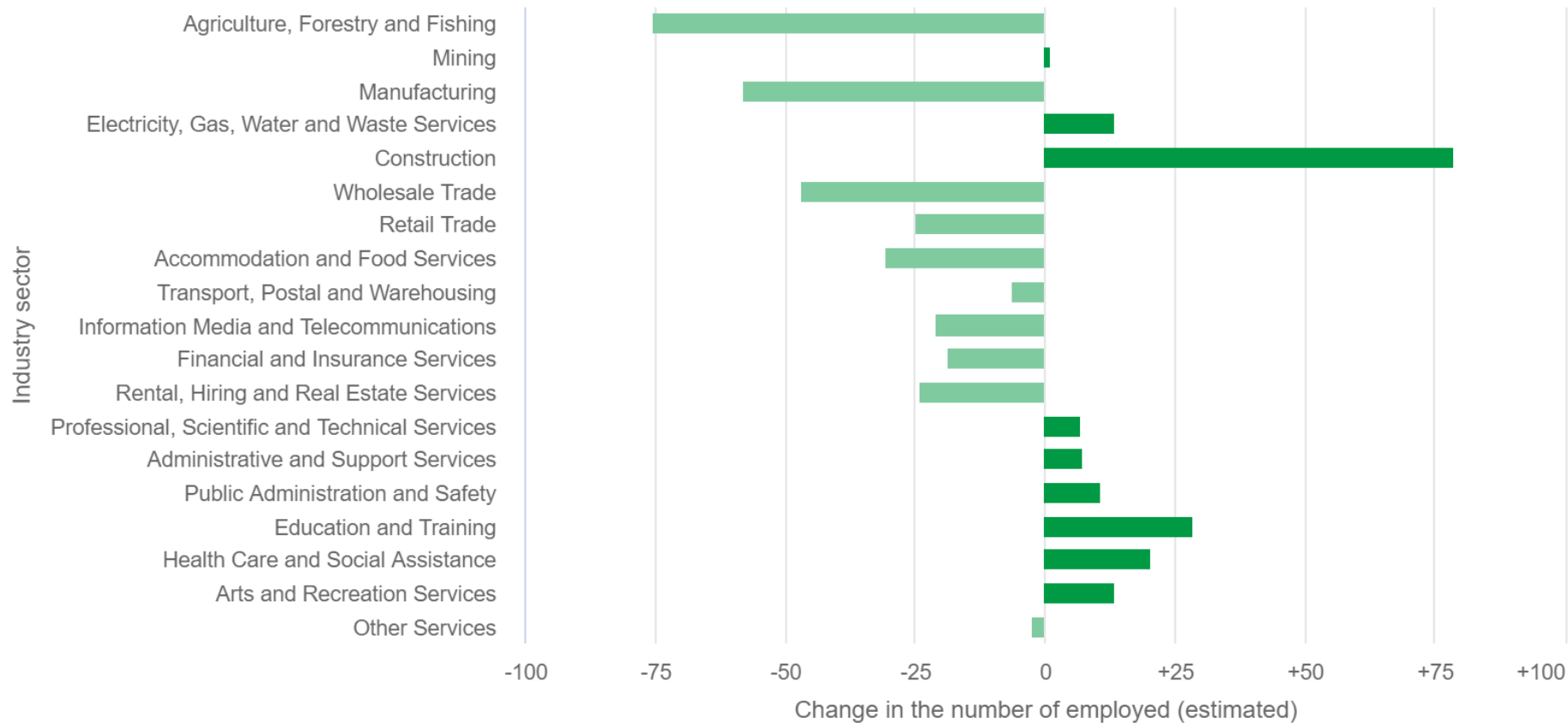


Source: National Institute of Economic and Industry Research (NIEIR) ©2019 Compiled and presented in economy.id by .id the population experts.

Industry Trends

Change in employment (total) by industry, 2013/14 to 2018/19

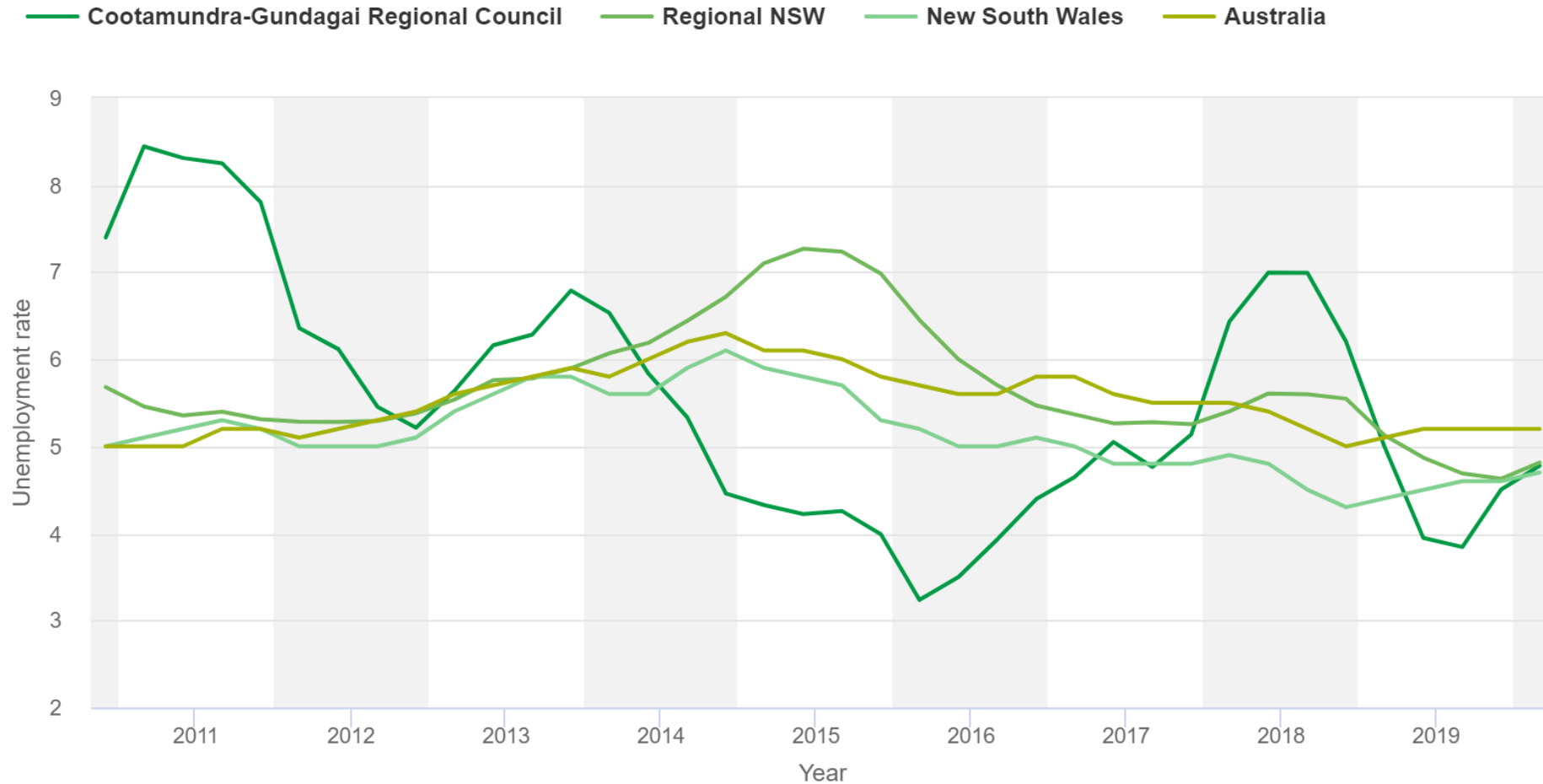
Cootamundra-Gundagai Regional Council



Source: National Institute of Economic and Industry Research (NIEIR) ©2019 Compiled and presented in economy.id by .id the population experts.

Unemployment

Quarterly unemployment rate

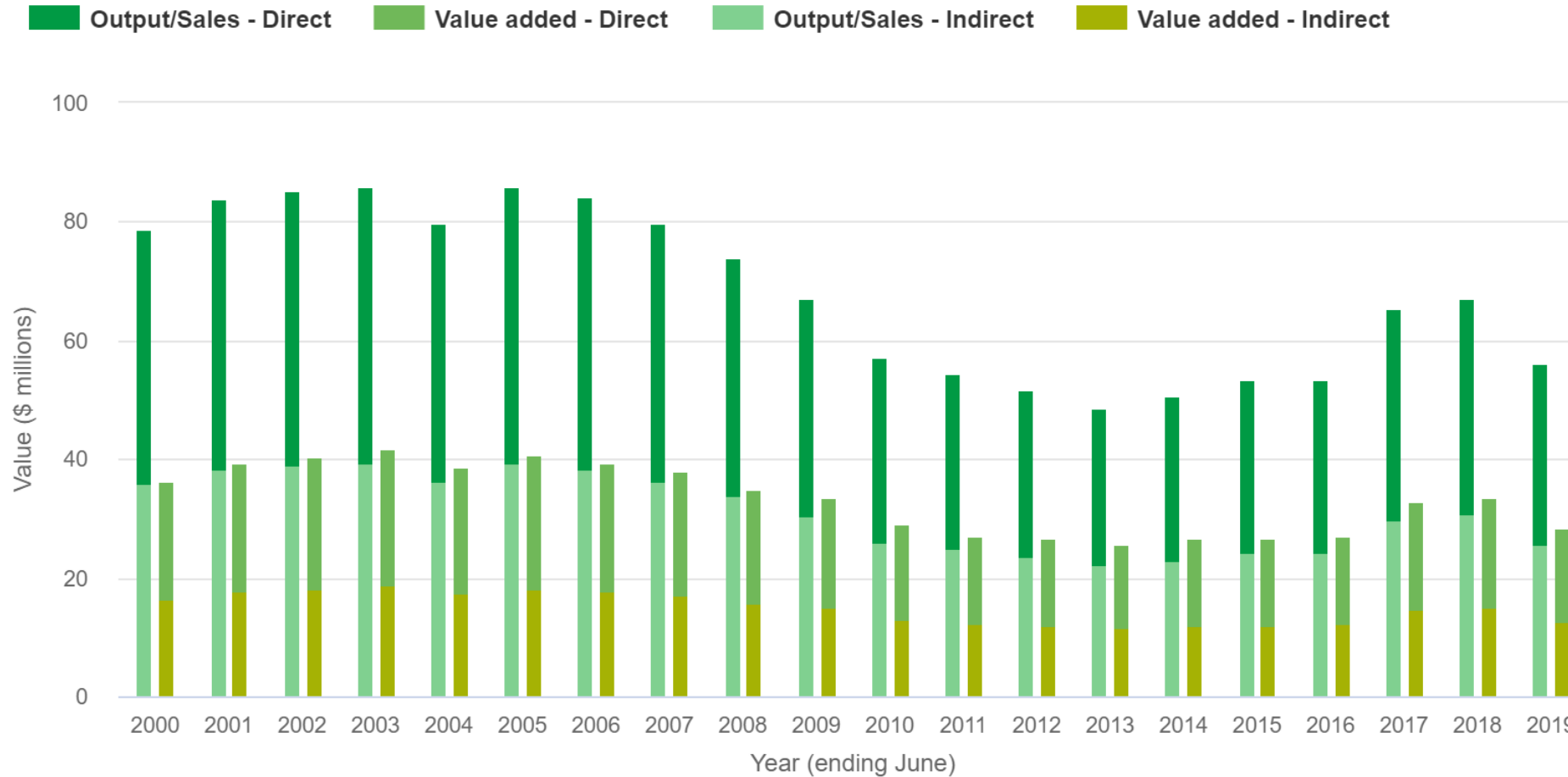


Source: Australian Bureau of Statistics, Labour force survey, catalogue number 6202.0, and Department of Employment, Small Area Labour Markets, December 2018. Compiled and presented in economy.id by .id the population experts.

Tourism

Value of tourism and hospitality

Cootamundra-Gundagai Regional Council



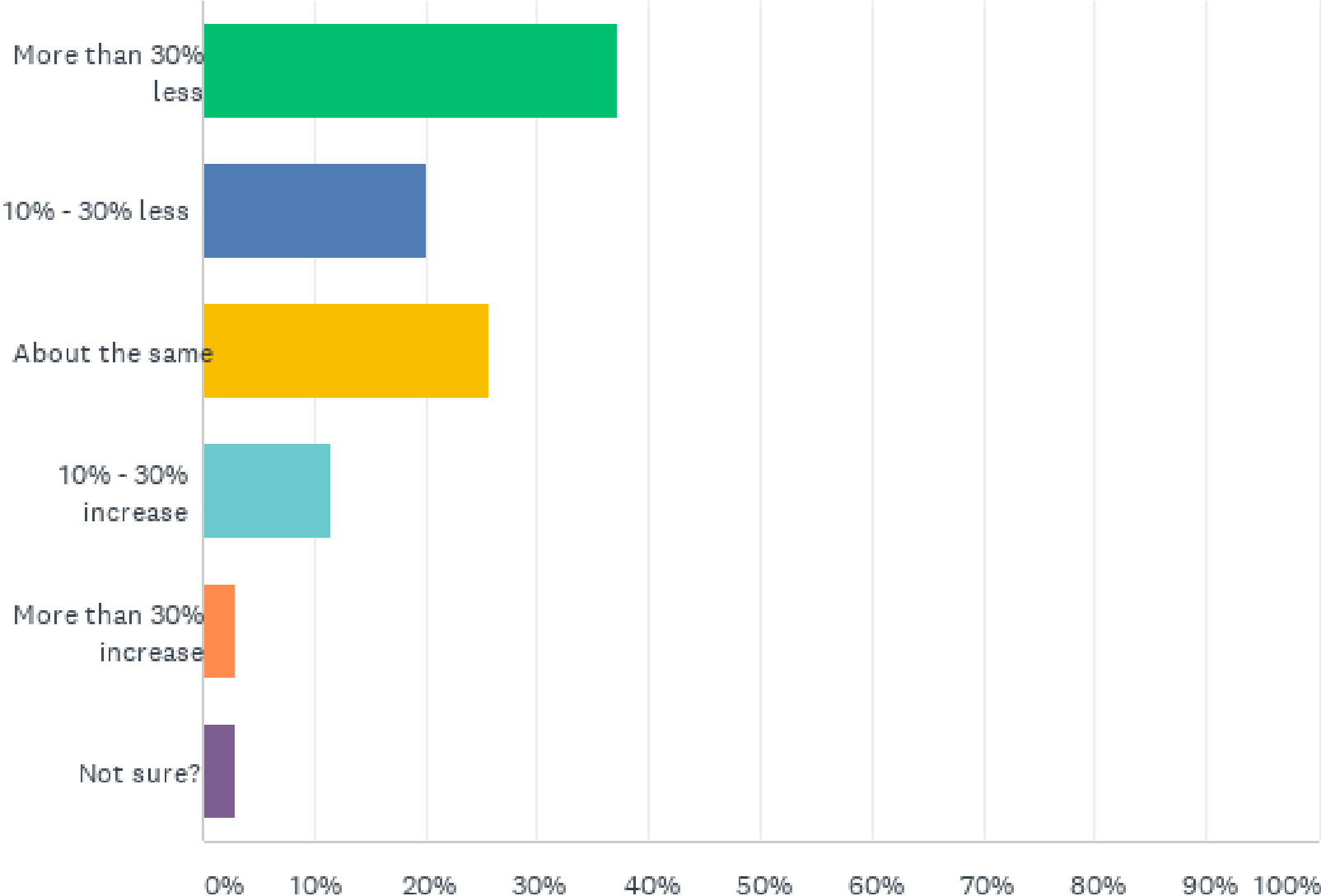
Source: National Institute of Economic and Industry Research (NIEIR) ©2020 Compiled and presented in economy.id by .id the population experts

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ECONOMIC DEVELOPMENT

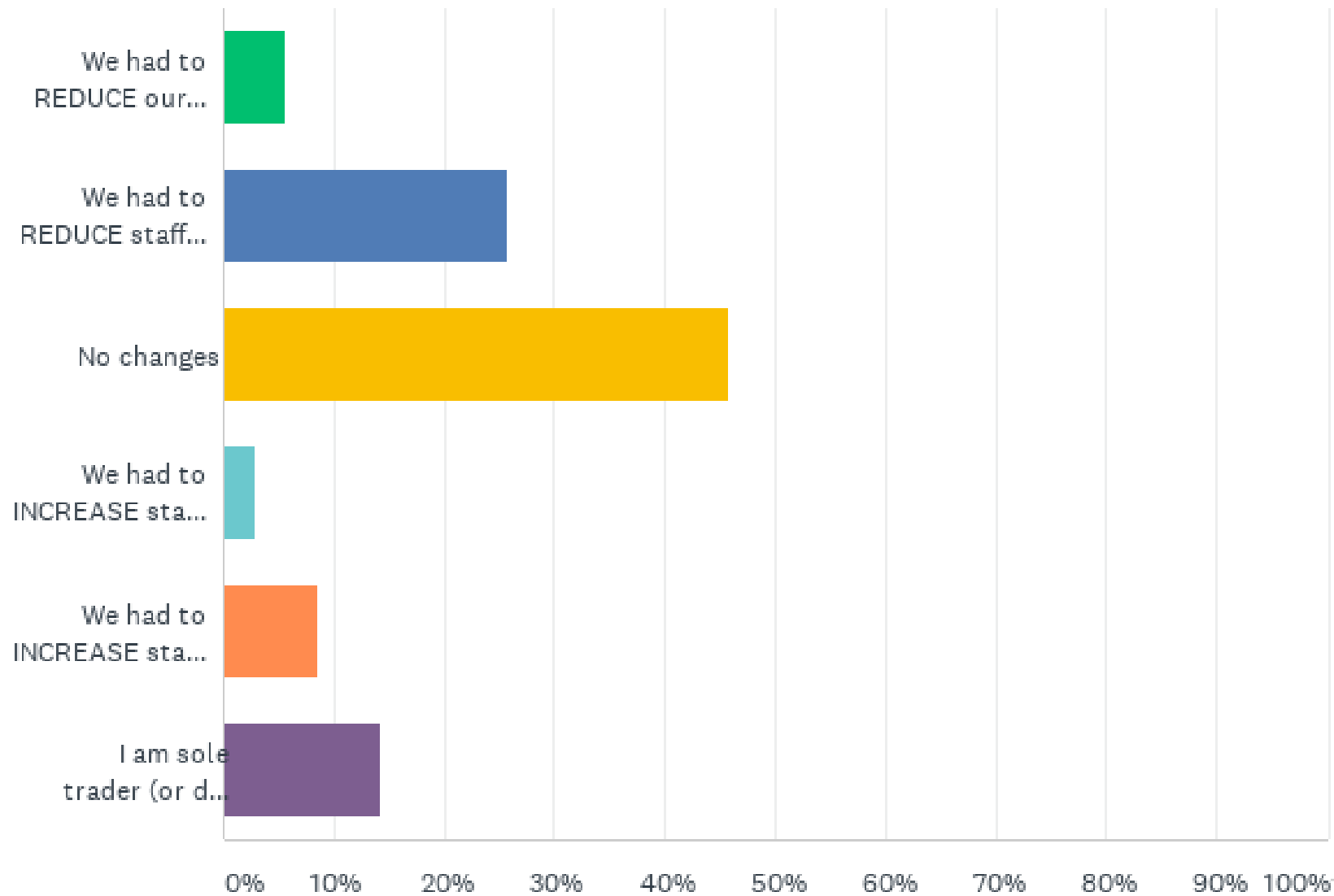
Q7: How has Covid-19 impacted sales over the last 6 months?

Answered: 35 Skipped: 0



Q8: What has been in the impact on your staff? (Select all that apply)

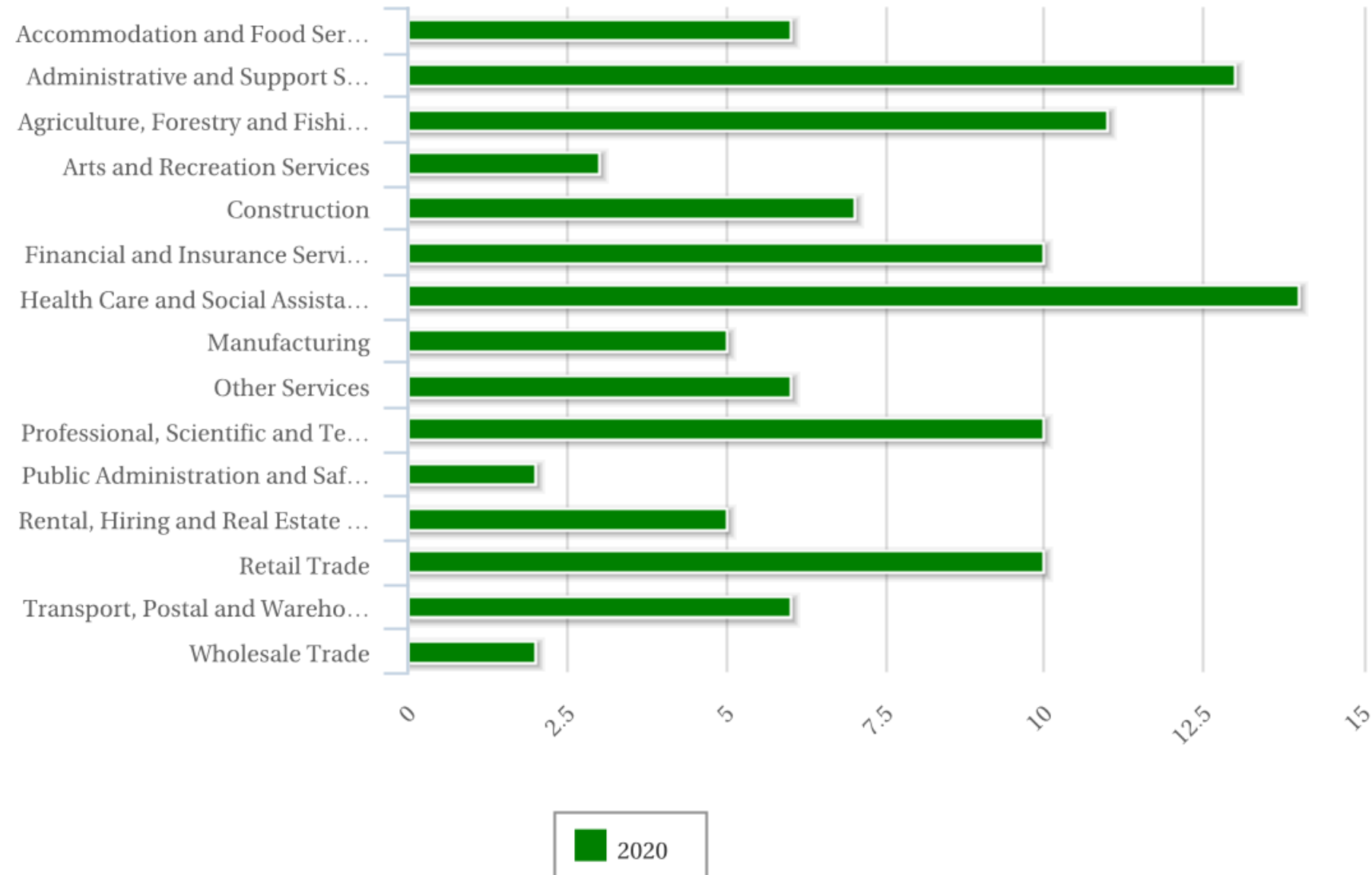
Answered: 35 Skipped: 0



ABN Registrations Comparison



Industry Mix for New ABNs

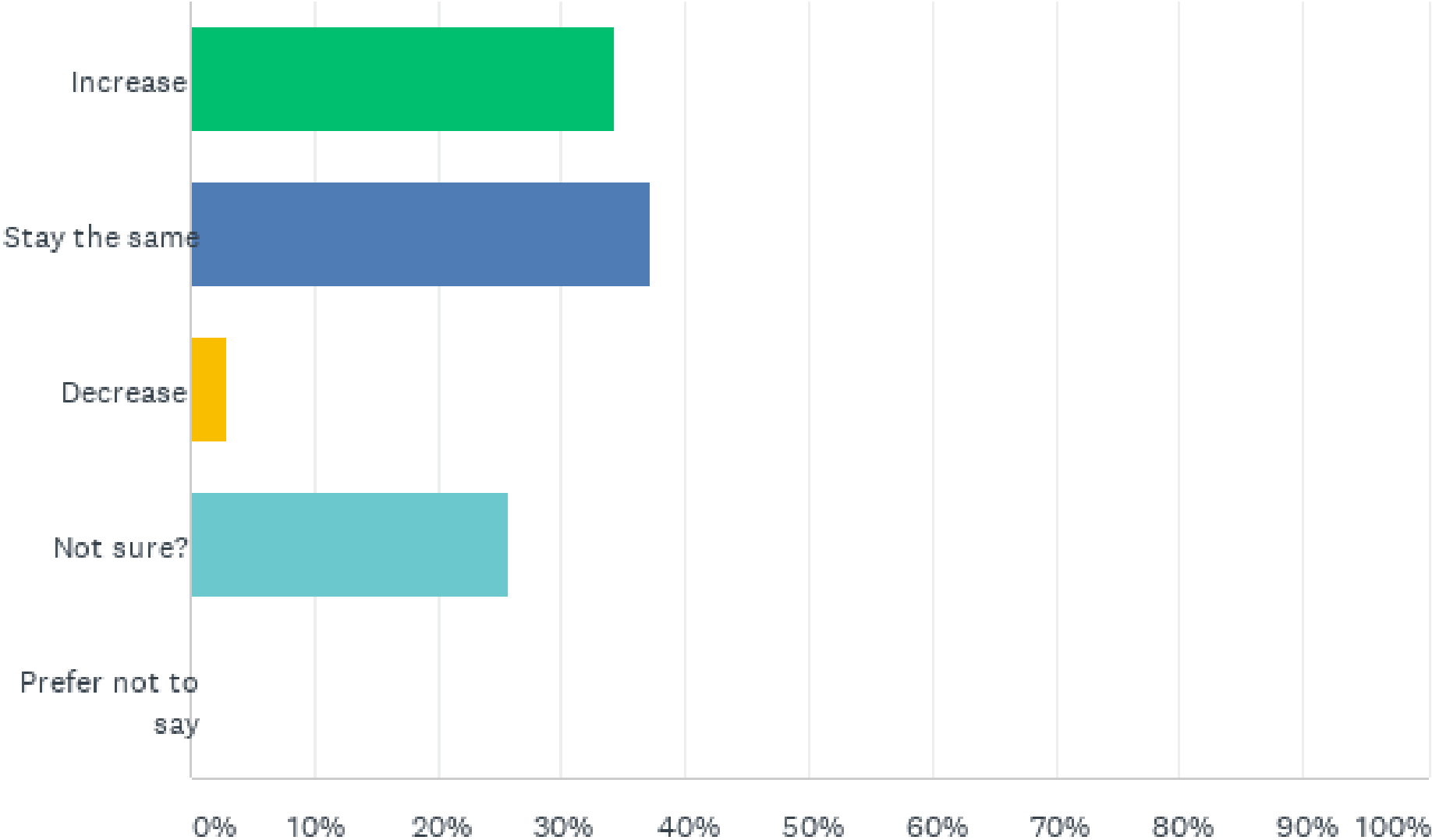


E.g. Sub-Sector Industry Breakdown

Industry Division	Industry Class	ABN Totals
Administrative and Support Services	Building and Other Industrial Cleaning Services	7
Agriculture, Forestry and Fishing	Sheep-Beef Cattle Farming	6
Health Care and Social Assistance	Other Social Assistance Services	7
Totals	Totals	112

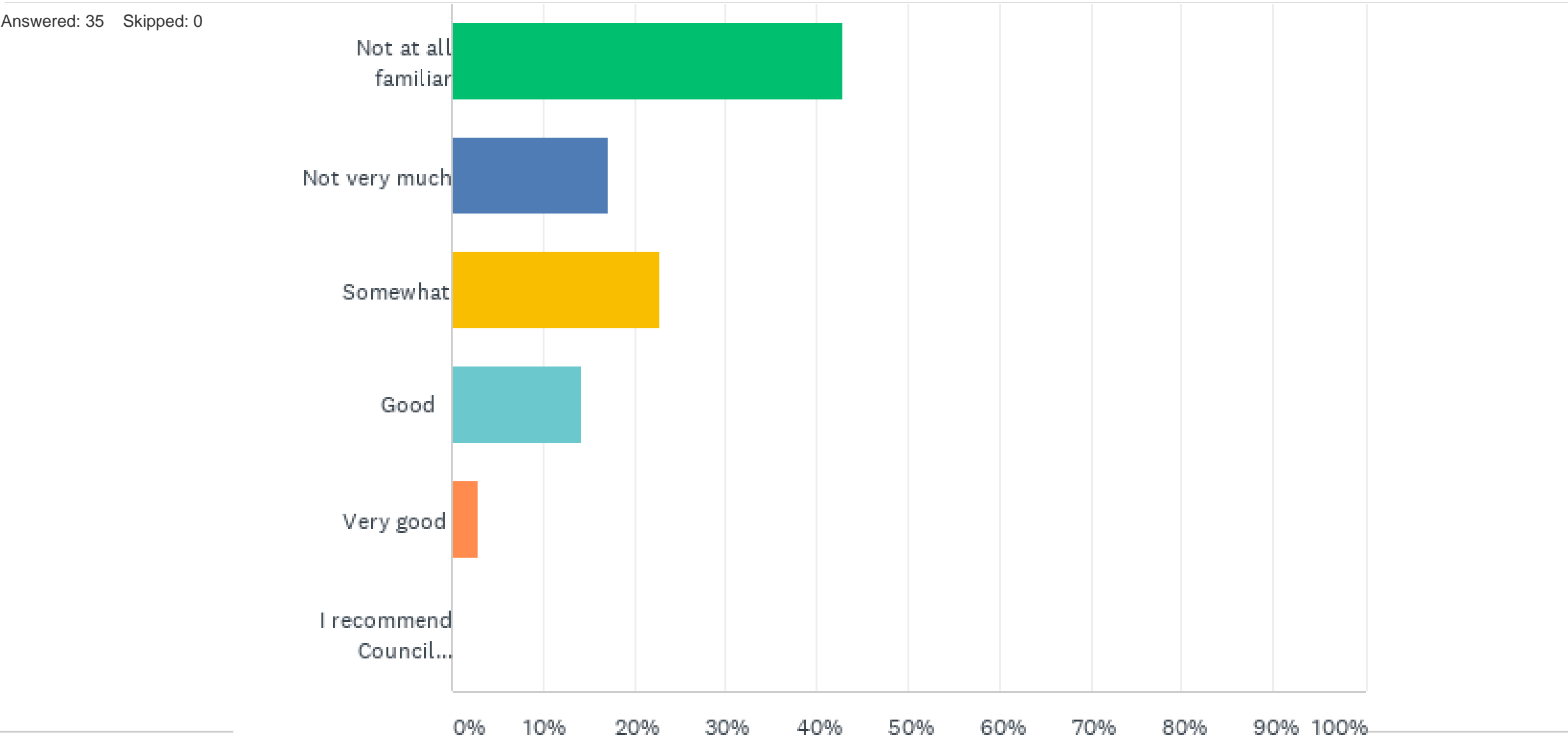
Q9: What do you expect to happen with sales in the next 6 - 12 months?

Answered: 35 Skipped: 0



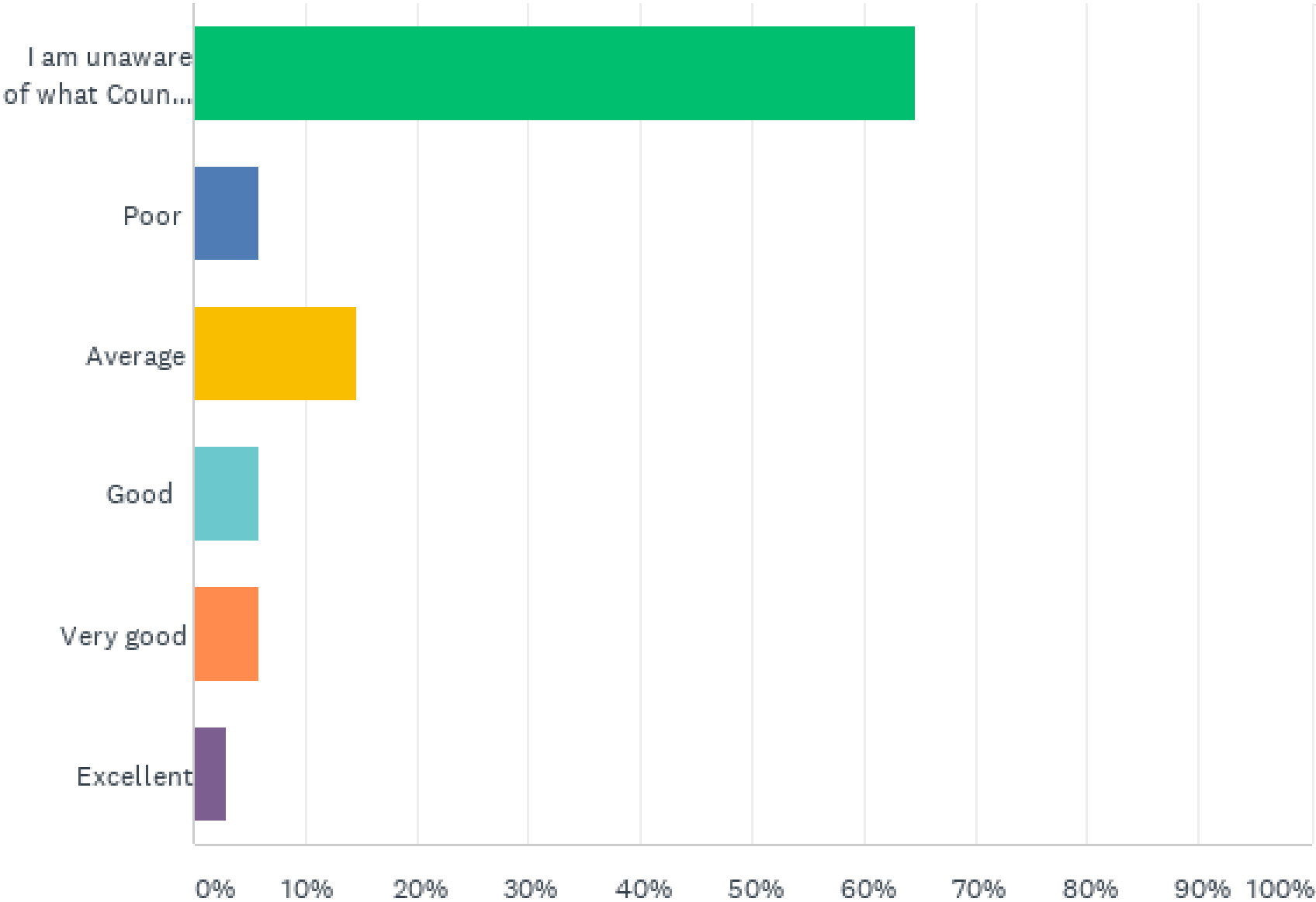
Q10: How would you rate your awareness of the various services and support offered to business by Cootamundra-Gundagai Regional Council?

Answered: 35 Skipped: 0



Q11: How would rate the support from Cootamundra-Gundagai Regional Council for local businesses during Covid-19?

Answered: 34 Skipped: 1



Q12: What do you think are the biggest barriers to sustained business growth in Cootamundra-Gundagai Regional Council area? (select up to three)

1. Shopping online (33%)
2. Abattoir closure (27%)
3. Variety of services and business mix in town (27%)
4. Droughts and changes in rainfall patterns (23%)
5. Stagnant population growth (23%)
6. Lack of appeal in the visitor economy so people have things to do (23%)
7. Ineffective marketing and promotion of the areas (20%)
8. Connecting potential investors and business owners to local opportunities (20%)
9. Diversity of restaurants for visitors (20%)

Q13: How can Council best support your individual business? (select up to 2)

1. Increased **promotion** of the area to bring in more visitors (37%)
2. **Information** on support available to businesses (27%)
3. Updated visitor and **tourist information** and tips e.g. booklet (23%)
4. **Shop local** program e.g. loyalty card (20%)
5. **Marketing** and promotion of the area (20%)

The common thread is they want Council to adopt a *growth mindset* i.e. bring in more customers and other businesses.

Q14: What would like to see Council doing more of to support the local economy? (select up to three)

1. Directly target new businesses to relocate the area i.e. proactive approach **(48%)**
2. Focus on employment training pathways for youth **(39%)**
3. Enhance the visitor economy and promote major events, festivals, attractions and culture **(39%)**
4. Council to assist people establishing their business to navigate the planning approval process e.g. fast-tracked **(35%)**
5. Encourage increased innovation in the manufacturing, agriculture and health industries (32%)
6. Promote and beautify the Murrumbidgee River and improve access (26%)
7. Welcome packs for new residents and businesses (26%)
8. Work with land owners to get vacant premises 'rent ready' for a new tenant e.g. appearance (23%)
9. Lobby the government for business-enabling infrastructure and facilities (23%)

Final Reflections

1. Broadly speaking, COVID-19 hasn't been too bad on CGRC
2. The business community want to see Council provide leadership and take a proactive approach in helping them grown and attracting investment/tourism.
3. Top five things to concentrate on for economic development:
 - a) A proactive **investment attraction** program
 - b) Align **training for local needs** / youth employment
 - c) Go big on **events, festivals** and **visitor attractions**
 - d) Help people navigate the **planning approval process**
 - e) Improved **communication** with local business and investors



**NDP exists to see
local economies thrive.**

ndped.com.au