

BREWARRINA SHIRE COUNCIL

Agenda Submission for Ordinary Meeting held on 28 June 2013

TITLE:	GOODDOOGA ANZAC MEMORIAL PLACE (BETWEEN POST OFFICE AND JAMIE RICHMOND BRIDGE)	DOC REF: Item 7
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REPORT BY:	Belinda Colless Economic and Corporate Development Officer	DATE: 11 June 2013
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IPR REFERENCE:

Theme 1: A Growing Economy- E1. Promote Brewarrina Shire as a destination with a point of difference.

PURPOSE:

To advise Council on what is proposed for the Goodgooga ANZAC Memorial Place

CONTENT:

Goodooga ANZAC Avenue

Stage 1 is a heritage study project which will: research Goodooga's contribution to WW1 with reference to Aboriginal servicemen, and the recognition of this contribution by the broader community; research how Anzac has been celebrated by the Goodooga community, both historically and recently; and, research the views of the present Goodooga community about the contribution of the Aboriginal community of Goodooga to WW1 and its recognition.

Stage 2, Design of the Avenue including provision of trees, street art and story-telling Aboriginal involvement in ANZAC Day.

Stage 3 is the implementation stage where the design is constructed and employment and training opportunities are provided to local residents.

Location

The location of the project is the village of Goodooga, northern NSW. Goodooga is located within the Brewarrina Shire Council local government area.

Clients

The client for this project is predominately the Goodooga Community Working Party.

How are the community's needs addressed?

The project will address the need of the community to have the Aboriginal community to have the contribution of the Aboriginal community to WWI acknowledged, as well as the feelings of the community with regard to how that contribution has been valued by the broader Australian community.

The project will help build a stronger Goodooga community by encouraging the participation of a broad range of residents in an important community project.

The project will provide the opportunity for employment and training for a local

Aboriginal young person in project management and, for Aboriginal community members in facilitating and organising community engagement events and in guiding a design consultant. It is hoped that the development of skills and experience on this project will help to provide the confidence to seek employment opportunities, and to be successful in a future job.

The project will help to deliver public domain improvements in Goodooga (main street and local park) which will enhance the attractiveness of the village as well as improving its amenity for residents and visitors. The project has the ability to contribute to the local cultural identity for the village.

The project has the potential to benefit the local economy through increased tourism, as travellers will hopefully stop in the village a while and visit the local shop. Increased visitor numbers may encourage development of small cottage industries or local tours.

Alignment with the Community Action Plan or other existing government agreed plans relating to social and economic development

Goodooga Community Action Plan (GCAP)
<http://www.mpra.com.au/Action%20Plans/Goodooga.PDF>

The project aligns with the following strategic directions and strategic actions of the GCAP.

Strategic directions and strategic actions		How aligned
<i>Target Area 1: Local Decision making</i>		
1.03	<i>Stay faithful to, and promote, the Community's cultural, social, economic and environmental objectives as set out in this Community Action Plan and through other strategic initiatives that the CWP may develop or endorse.</i>	The project promotes the Goodooga communities cultural and social objectives through a project which is largely driven by the community.
1.07	<i>Encourage participation by all Community people, but recognise that some may not wish to be involved. The CWP shall be comfortable in acting on their behalf</i>	The community engagement plan which is to be prepared and approved by the Goodooga Working Party will encourage participation by all members of the Goodooga community.
	<i>Target Area 4: Learning Community Action: Actively encourage all groups in the Community to participate in learning activities</i>	A trainee/s will be actively encouraged to participate in the project. The project will provide a good learning opportunity.
<i>Target Area 9: Town Infrastructure Works</i>		
9.14	<i>Upgrade Doreen Peter Park to reflect its significance as the central passive open space in town, including provision of covered seating for residents and visitors, BBQs, replacement children's play equipment; and shade plantings</i>	The redesign of Doreen Peter Park will be included in the design brief.

9.16	<i>Provide an ANZAC memorial in Doreen Peter Park so that residents can honour those that have gone before</i>	An Anzac memorial is a key part of the design brief.
	<i>Desired results: Goodooga streetscape and amenities are a reflection of the Community's civic pride</i>	A place making approach to the memorial aims to deliver streetscape improvements.

Brewarrina Shire Delivery Program 2013-2017 and Operational Plan 2013-2014

Community priorities 2012-2017	How aligned
E1.1.1 Promote Brewarrina's features, facilities and events	The project will help to enhance the distinctive character of Goodooga.
E1.1.2 Promote and restore Brewarrina's heritage and places of historical value	The project promotes the heritage of Goodooga.
E2.2.1 Identify river culture and Indigenous history	The project is important in the history of the Aboriginal people in Goodooga.
E2.8.4 Improve the aesthetics of town and villages by planting trees	The project will provide a design which, when implemented, will improve the aesthetics of Goodooga.
C1.2.1 Opportunities for young people and long-term unemployed to gain job skills	The project provides an employment opportunity for one or two local Aboriginal young person of Goodooga.
C1.4.1 Innovative approaches, mentoring, less mainstream solutions / attitudes, more options "after primary school" for young people	The young trainees will be carefully mentored. The place making approach to the war memorial project is innovative.
C2.7.1 Encourage community to care for public facilities	The encouragement of the community to take ownership of the design aims to prevent vandalism for the built works (a future project).
C2.7.2 Involve youth in decision making and in relation to services and facilities that affect them, such as design and preparation, park and reserve plantings etc.	The young people of Goodooga will be actively encouraged to contribute to the project.
C4.1.1 Raise the standard of public reserves, parks and recreational areas to provide a variety of experiences.	The proposed design encompasses an existing park.
C6.1.4 Provide mentoring services to trainees / newly employed to help grow local people into sustainable employment	The young trainees will be carefully mentored in project management. The confidence, experience and knowledge they gain will hopefully lead to future employment.
L2.6.1 Train and equip local people with corporate governance and management skills to take ownership of their own programmes / organisations	The young trainees will be carefully mentored in project management will encourage them to take ownership of future programs.

Timeframe for implementation		
Project start	August 2013	
Project completion	October 2014	
Background		
<p>Outline how the project fits into the organisation's current operations and future strategy</p> <p>The project addresses several of the strategic directions of the Goodooga Action Plan and the Brewarrina Shire Delivery Program 2013-2017.</p> <p>Stage 1 is the preparation of a background heritage study. Stage 2 is the consultation and design of the Goodooga Anzac Memorial Place. Stage 3 is the construction work with its associated training. The project has been broken into stages as it has not been possible to obtain funding from a single source for the project as a whole.</p>		
Project		
BENEFITS		
<p>Outline the expected benefits of the service/activity including employment and participation targets</p> <p>The benefits of this project are</p> <ul style="list-style-type: none"> • recognition and expression of the communities thoughts and feelings about the local Aboriginal contribution to WW1 and how this has been acknowledged • training in project management for a local young Aboriginal person • a design for a key community place • a design which has been driven by the wishes of the community • community ownership of the design due to broad community consultation and respect for the wishes of the community • hope for the future • community pride • local identity 		
STAKEHOLDER ENGAGEMENT		
<p>List key internal and external stakeholders, any identified concerns and proposed mitigation actions</p>		
Stakeholders	Identified concerns	Proposed mitigation actions
Goodooga Working Party	Goodooga Working party are the client. Working Party to be able to have a high degree of input into the project and to shape its outcomes. Completion of actions identified in the Goodooga Community Action Plan.	Sign-off by the Working Party on this project plan. Regular meetings/information exchanges with the Working Party. Working Party to be invited to provide comment on proposed consultants. Working Party to determine local residents to be employed by the project. Working Party to approve community engagement plan. Complete project so that the proposed design can be constructed (as a follow on project).
Brewarrina Shire Council	Addressing of community priorities listed in the <i>Brewarrina</i>	Complete project so that the proposed design can be constructed (as a follow on project).

	<i>Shire Delivery Program 2013-2017.</i> Project successfully completed.	Balance of responsibilities between Council and the Working Party so knowledge and skills of both organisations are used productively.
Goodooga Community	It is important that the community feel engaged with the project so that they take ownership.	The community engagement plan takes into account local cultural matters and issues.

Identify stakeholders who will be consulted, when and why

Stakeholders consulted	When	Why
Goodooga Working Party	At their regular meetings	Their input needed to guide the project.
Goodooga Community	At key points.	The project should meet their needs and respond to their wishes. The community needs to take ownership of the project.
NSW Heritage Branch	Advice received from FAHCSIA as to whether or not project application was successful.	Advise the Heritage Branch on how the background study they indeed (hopefully) will be used to support the construction of an Anzac memorial.

IMPLEMENTATION PLAN

Detail scheduling of project timeline and milestones which will measure the projects progress

Task	Timeline	Deliverable
PROJECT START-UP		
Project start-up	August 2013	Organise next steps, arrange meetings etc. Report to Brewarrina Shire Council and the Goodooga Community Working Party on success of grant application.
Goodooga Working Party Meeting to select an Aboriginal project management trainee.	August 2013	Aboriginal project management trainee appointed
Formal work sheets prepared for trainee and list of project tasks. The sheets will provide information on relevant project management and community engagement tasks and "on the job" actions to be undertaken by the trainee.	August 2013	Formal work sheets
Preparation of project plan	September 2013	Draft project plan
Preparation of community engagement plan	September 2013	Draft community engagement plan.
Preparation of presentation material	October	Presentation at Goodooga

	2013	Working Party Meeting of draft project plan and draft community engagement plan.
Finalisation of project plan and community engagement plan.	October 2013	Final plans provided. Final plans approved by the Goodooga Community Working Party
COMMUNITY ENGAGEMENT		
Range of community events with different sectors of the community to: - Explain the project - Seek their views on how the place can be changed - Seek their views on the draft report and draft sketch (see below) Organise catering for events if required.	November 2013	Events held.
Prepare a report on the results of community consultation.	November 2013	Draft Final Signed off by the Goodooga Community Working Party
Prepare a sketch which shows the results of the community consultation.	November 2013	Draft Final Signed off by the Goodooga Community Working Party
DESIGN		
Brief for landscape/design architect prepared	January 2013	Consultant brief signed off by the Goodooga Community Working Party
Consultant engagement process	February/March 2014	Consultant engaged
Information prepared for briefing of consultant and briefing organised.	April 2014	Briefing of design consultant and site visit
Draft design	April/May/June 2014	Draft design presented to the community, for their views – to see how well it aligns with their wishes. Draft design presented to Goodooga Community Working Party and Brewarrina Shire Council Draft design “OKed” by the Goodooga Community Working Party and Brewarrina

		Shire Council.
Design finalised	June 2014	Design signed off by the Goodooga Community Working Party and Brewarrina Shire Council.
Documentation	August 2014	Documentation package. (The documentation package is that for construction and includes drawings and a specification.)
Costing	August 2014	Report by quantity surveyor.

Performance Indicators and progress measures which the project will be assessed against

- The whole of the Goodooga community has been provided with the opportunity to contribute if they wish through meaningful and appropriate engagement events.
- Community consultation report, including drawing,
- The final design is approved by the Goodooga Community Working Party and Brewarrina Shire Council (as they will have responsibility for maintenance).
- The young Aboriginal project management and community engagement trainee/s has assisted with the project and satisfactorily completed project tasks.
- Documentation package completed.
- Cost estimate of final design provided.

RISK MANAGEMENT

Risk Number	Risk Description	Impact/Consequence	Likelihood	Mitigation Strategy
1	Goodooga Working Party unable to find an interested young Aboriginal person/s in aspects of project.	The training of a young Aboriginal person/s in aspects of project management and community engagement is an important part of the project.	Unlikely	Working Party identify and approach potential applicants immediately project funding is granted.
2	The young Aboriginal trainee loses interest and is unwilling to continue to work on the project.	The training of a young Aboriginal person/s in aspects of project management and community engagement is an important part of the project.	Hopefully unlikely	Provide good remuneration. Project manager/trainer to be helpful and encouraging and adjust project tasks to the ability of the trainee. Provide appropriate tasks and work sheets. Goodooga Working Party to support trainee by providing a local mentor and taking an

				<p>interest in how the trainee is going.</p> <p>Start with more than one trainee to increase the likelihood of one remaining.</p>
3	<p>Community difficult to engage even with events which are easy to attend.</p>	<p>Community does not take ownership of the design.</p>	<p>Hopefully unlikely</p>	<p>Change the nature of the engagement events.</p> <p>Extend the period of consultation to allow for more events.</p> <p>Goodooga Working Party members approach individuals and encourage them to attend.</p> <p>(It is already proposed to engender interest in parents through school programs and to encourage people to attend by providing food.)</p> <p>Include a project contingency sum for additional events.</p>
4	<p>Single person or small group who will not accept any other view but their own and are vocal in opposition.</p>	<p>Unrest amongst the community leading to community not taking ownership.</p>	<p>Hopefully unlikely</p>	<p>Goodooga Working party to identify any people or groups who may be like this and to agree with the project manager/place maker ways in which these people could be engaged with effectively.</p>
5	<p>Dissatisfaction because not 100% agreement on community brief and design.</p>	<p>Lack of ownership as community unsettled.</p>	<p>Hopefully unlikely</p>	<p>Explain at the start of the project and throughout that 100% agreement is most likely impossible and the process is one of collaboration and compromise with the Goodooga Working party having the final sign-off. Also, that nothing is every 100% perfect and there is the possibility things can change in the future if something is found not to be working.</p>
6	<p>Project changes require the project</p>	<p>Project cannot be completed.</p>	<p>Hopefully unlikely</p>	<p>Goodooga Working Party to be advised at the start-up meeting of the need to stick to</p>

	management /place making consultant to ask for additional fees.			budget, and that the project has been carefully designed to get approval at each step so that final result is acceptable. Include a contingency in the project costs.
7	Changes to the design require additional fees for the consultant.	Project cannot be completed.	Hopefully unlikely	Goodooga Working Party to sign-off on the consultant brief and to verbally discuss the project with the design consultant at the start. Include a contingency in the project costs.
8	Weather delays project.	Completion date extended.	Probably moderately likely	None possible. The project has already been timetables to avoid visits in summer and with only one visit in winter. The road from Brewarrina is likely to be impassable in winter/spring and so the long way through Lightning Ridge and Walgett may need to be taken. Limit visits at these times and none during the summer.
9	Set up cost for trainee work area required ie it is not free	Trainee needs a decent place to work.	Probably moderately likely	Allow a project contingency.
10	Low consultancy fees restrict businesses interested in the project.	Project cannot be completed without consultants.	Hopefully unlikely	Select small practice consultants who have low overheads.

CONSULTATION:

This project is being considered by the Goodooga Working Party and will be presented at the June Goodooga Working Party Meeting.

GOVERNANCE IMPLICATIONS:

Depending on grant opportunities this could change – some grants are open to not-for-profit organisations and some are open to Council. This project is dependent on funding and community support with no financial or legal risk to Council.

CONCLUSION:

Council supports the beautification of Goodooga as outlined in the ANZAC Memorial Project.

RECOMMENDATION:

That:

1. **If Council has no objection to the proposed Goodooga ANZAC Memorial Project, accept this report as information.**

Rod Shaw
General Manager