

Delivery Program / Operational Plan

Quarterly Progress Report

End of Year 2019/2020 (Q4)

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	100%	Reports tendered. Investigating options prompted by external audit of s355 Committees.
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	100%	Advised that several applications have been unsuccessful in this round.

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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 Councils website	General Manager	In Progress	100%	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	100%	Advised that several applications have not been successful this round.
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	100%	Several applications have been unsuccessful under this funding round.
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	Ongoing	100%	Ongoing
Participation in relevant REROC activities that will benefit the local government area.	4.1b (3)	Participation in REROC events and activities	General Manager	Ongoing	100%	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	100%	Covid-19 impacts, especially on large scale events.

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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	100%	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	100%	Ongoing support
Support Councils elected representatives in undertaking their role in the community.	4.1e (4)	Continue to provide administrative support to Councils elected representatives to assist in undertaking their role in the community	General Manager	Ongoing	100%	Ongoing
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	Completed	100%	Operational plan delivered.

Development, Building and Compliance

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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	50%	Gundagai Town Strategy to be undertaken in the latter part of 2020 as the last study to inform the development of a comprehensive consolidated LEP
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%	Representative Peer Review Audit found no anomalies or non-compliance.
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%	Submissions made on local, regional, state and federal policy directions as appropriate. Statutory returns lodged on time
	3.1d (4)	Monthly lodgement of Building Professionals Board (BPB) statistics	Manager Development, Building and Compliance	Ongoing	100%	Statutory returns lodged on time

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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%	Pending feedback from other studies to inform content in wider formal instrument.
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.
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	50%	Education material is currently being developed and will be rolled out upon lifting of restrictions in relation to COVID-19
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	Complete	100%	Strategy complete and adopted

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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	50%	Upon adoption of strategies and studies drafting of new EPIs will commence
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%	Cootamundra 2050 strategy is complete. Gundagai Strategy will commence upon lifting of restrictions in relation to COVID-19.
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	75%	Factsheets have been developed and a request made for them to be placed on the website.
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	30%	Background research and assessment currently being undertaken as to the issues and matters to be included in a new DCP which will be developed in conjunction with the comprehensive consolidated LEP
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%	See 2.2a(1)
	2.2a (2)	Develop Rural Land Use Strategy	Manager Development, Building and Compliance	In Progress	80%	see 2.1b (1)

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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%	Pending feedback from other studies to inform content.
Identify and follow-up opportunities to increase Councils 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%	North Gundagai Monumental Cemetery left to photograph, map and record grave details.
	4.3d (5)	Develop a Cemetery Services Strategic plan	Manager Regulatory Services	In Progress	50%	Pending completion of mapping project. Developing Plan in conjunction with CCANSW.

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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	75%	Animal Registrations increased from January to March.
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	60%	Education material has been developed. Food shops have been asked to provide email contact details. Further education will be rolled out upon lifting of restrictions in relation to COVID-19
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	75%	Local Emergency Management Officer liaising with Emergency Management Officer on daily basis
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	75%	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	1.3c (3)	Analyse data captured through Companion Animals Management System (CAMs) for resource reviews	Manager Regulatory Services	Completed	95%	Data captured through CAMs system and analysis recorded.

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companion animal ownership.	1.3c (3)	Conduct two (2) Education and Awareness Days in regard to Companion Animals	Manager Regulatory Services	Completed	100%	Community Education sessions held at Libraries.
	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	75%	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%	Updated EMPLAN & CMGs Completed.
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	60%	EOC in Cootamundra well established, require a Generator and Emergency Operations Centre in Gundagai currently under investigation.

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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	100%	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	75%	Over 1000 drums collected from January to March 2020.
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	40%	Obtaining quotes for Cameras and signage. Writing Policy on Covert surveillance operations.
	3.1d (6)	Undertake illegal dumping surveillance	Manager Regulatory Services	In Progress	100%	There have been 6 Incidents from January to March.
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	100%	There have been 6 Incidents from January to March.
	3.1e (1)	Undertake Weed Control program in conjunction with Riverina Regional Strategic Weed Management Plan 2017-2022	Manager Regulatory Services	Ongoing	80%	Biosecurity & Regulatory staff undertaking active weed management, using electronic weed capture and reporting.

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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. Councils website updated with educational & resource information.
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%	Additional row marker signage still required at all cemeteries and extension of irrigation at Gundagai North Lawn to be completed.

Community and Culture

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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%	Promotion of various community events and activities through print, radio and online.
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%	Planning underway for new Friend of Gundagai Gaol Group and support to Bradman Museum and Heritage Centre volunteers.

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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	25%	Several SCCF3 and other funding program applications of community groups supported.
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%	Pending new appointee
	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.
	1.1e (1)	Ensure that the needs of all stakeholders are considered on all Council committees	Manager Community and Culture	In Progress	25%	Strategies have been identified and are being implemented to ensure the needs of all stakeholders are considered on council committees.
	1.1e (1)	Ensure the Councils 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.

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	1.1e (1)	Provide appropriate information on the available access in promotional material for community and tourism events	Manager Community and Culture	Ongoing	25%	Appropriate information being developed and provided where applicable.
	1.1e (1)	Provide opportunities for stakeholders to easily report access concerns	Manager Community and Culture	Completed	100%	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	25%	Support provided to community organisations, wherever 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	20%	Changed newsletter to larger print.
	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%	Still ongoing.
	1.1e (1)	When updating mapping and websites include access information on facilities and activities	Manager Community and Culture	In Progress	20%	Some updates have been made as identified. Project will be ongoing, and is still underway.
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	Ongoing	75%	Attended meetings and provided assistance where able.
	1.3a (1)	Participate in Interagency Network opportunities	Manager Community and Culture	Ongoing	75%	Continuing liaison. Daily Covid-19 reports being received.

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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	20%	Shared information given to Council by service providers. Listings of Health and Community Services promoted on Coota local/Gundagai local and CGRC website.
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 underway, some remain.
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	25%	Promotion provided through websites, social media and email newsletters on request.
Provide modern, vibrant and relevant library services, programs and activities to the community in conjunction with	1.1a (4)	Consider the needs of stakeholders in developing library collections and services	Manager Community and Culture	In Progress	65%	Customer requests, collection weeding (based on loans) and program based feedback used to respond to stakeholder needs effectively.

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Riverina Regional Library (RRL).	1.1a (4)	Implement program to encourage Library membership and increase overall membership numbers	Manager Community and Culture	In Progress	70%	<p>* Sign Up September, RRL membership drive, saw memberships double from the previous month in Gundagai, also giving welcome packages (including book bag, pencil and book mark) and entering all new members into the new member draw to be decided at the end of November.</p> <p>* Cootamundra Library had 33 new members sign up in September.</p> <p>* Penny Howse spoke to the local ladies Probus group in September to highlight library services and to attract new library members.</p>
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 LGAs attributes in the towns and villages including features, events and services	Manager Community and Culture	In Progress	70%	New Cootamundra Website launched. Ongoing updates to New Resident Packs, Country Change information and Coota/Gundagai local sites.
	1.1a (3)	Promote and make available, Liveability Information to residents via Councils website	Manager Community and Culture	In Progress	70%	Tourism websites updates, Coota/Gundagai local and support to a number of community events.
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%	Worked with the Arts Centre Cootamundra to develop SCCF3 Funding applications. Ongoing work in developing the Old Mill Cultural Centre in Gundagai.

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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%	Funding application submitted to SCCF3.
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%	Ongoing support to museum operations.
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%	Funding application for the Old Mill at Gundagai. Successful funding for the WW2 Heritage site at Cootamundra.
	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	20%	Promotion through social media.
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%	Report to October Council Meeting for stage 2.
	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	75%	Strategies are being implemented.

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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	50%	Branding and marketing strategy under development.
	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 Councils tourism websites	Manager Community and Culture	In Progress	25%	Cootamundra tourism website complete, Council website yet to be reviewed.
	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%	Trail 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%	Tourism forum in Cootamundra held, Gundagai to be convened in new year.

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	2.1a (1)	Determine costing and funding source for an LGA wide promotional documentary	Manager Community and Culture	In Progress	10%	Considering funding opportunities.
	2.1a (1)	Implement standardised visitor data capture'	Manager Community and Culture	In Progress	20%	Yet to be implemented at some sites.
	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 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%	Plan for site redevelopment drafted.
	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%	Update report to be prepared for January 2020 Council meeting.
	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	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. Business Networking evening has been scheduled for 2019.

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economic development initiatives.	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%	Information distribution through motels and food outlets has been in place for some time. Need to review information available in food businesses.
	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	25%	Council participated in the initiative and will continue.
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%	Invited potential developer to meet with Council.
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	2.1e (2)	Facilitate communication mediums for training and funding opportunities for businesses	Manager Community and Culture	Ongoing	20%	Ongoing though social media and newsletter.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
growth opportunities and development efficiencies.	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 held.
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%	Not yet commenced due to competing priorities.
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	25%	Attended Regional Development Australia forum.
	2.1f (3)	Participate in the Country Change Initiative	Manager Community and Culture	Ongoing	25%	Council participated in the initiative and will continue.
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	50%	Strategy developed, implementation underway.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
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%	Not yet commenced due to competing priorities.
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%	Under development.
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	0%	Not yet commenced due to competing priorities.
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%	Not yet commenced due to competing priorities.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
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%	Consultant engagement to prepare interpretive materials.
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%	Not yet commenced due to competing priorities.
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%	Not yet commenced due to competing priorities.
Undertake a redevelopment of the Gundagai Visitors 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	25%	Role of Youth & Inclusion Officer advertised.

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	75%	Implementation has been delayed due to the closure of the customer service areas.
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%	Postponed to 2020/21 due to coronavirus disruption.
	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	75%	Training booked for handling planning enquiries had to be cancelled due to social distancing laws. Will be re-scheduled in 2020/21.
Ensure Councils long term financial planning supports the delivery of community expectations and financial stability.	4.3a (1)	Undertake processes to consolidate Councils rating structure	Manager Finance and Customer Service	In Progress	90%	Rating system developed and configured in Authority. New land values uploaded to system, reconciliation ongoing.
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 Councils integrated budgeting process	Manager Finance and Customer Service	In Progress	95%	Adjustments to system configuration have been made while entering 2020/21 budget. Training being provided to managers and other users.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
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%	Elections postponed, to be included in 2021/22 budget.

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	Co-ordinator Business	Completed	100%	The Policy was adopted by Council at the February 2020 Council Meeting (Resolution 051/2020) with minor amendments to the presented draft.
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	Co-ordinator Business	In Progress	75%	Draft Communication and Engagement Strategy progressing.
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 Councils decision-making.	4.2a (1)	Establish Digital Communication Panel	Co-ordinator Business	Completed	100%	Panel developed for surveys and for documents on Public Exhibition.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
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 Councils media channels	Co-ordinator Business	Ongoing	100%	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 communication methods, including traditional media and digital channels, Councils website, Community News newsletter and social media.	4.3c (1)	Develop Engagement Strategy to inform the community and receive feedback, including feedback on major projects	Co-ordinator Business	In Progress	75%	Draft Communication and Engagement Strategy progressing.
	4.3c (1)	Improve services available on Councils websites through the development of eServices and online forms	Co-ordinator 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	Co-ordinator Business	Ongoing	75%	Active participant in the Alliance Audit Risk and Improvement Committee, complete s 355 review with records management external audit underway.
Implement effective integrated risk management strategies and practices.	4.3b (3)	Undertake development of a Corporate Risk Register	Co-ordinator Business	In Progress	30%	Investigating use of Pulse software module in conjunction and other 3rd party sources to create register parameters.
Promote local employment and training opportunities within the Council organisation.	2.4a (1)	Develop Council Training Plan	General Manager	In Progress	75%	HR Coordinator is currently collecting feedback from Managers and staff.
	2.4a (1)	Include consideration for disability inclusion in Councils Workforce Management Plan	General Manager	In Progress	20%	To be included in the update of the Workforce Management Plan. Currently updating HR system so that data is correct.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
	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	General Manager	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	General Manager	In Progress	50%	Integration of EEO Policy and Plan are in the process of being adopted into induction and the recruitment process.
Implement strategies which promote Cootamundra-Gundagai Regional Council as being an employer of choice.	4.3f (1)	Review and enhance recruitment practices	General Manager	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	General Manager	In Progress	30%	Currently updating HR system so that data is correct.
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	General Manager	Not Yet Commenced	0%	Scheduled for initiation in second half 2020
Develop and implement a Staff Wellbeing Program	4.3f (5)	Develop and implement Staff Wellbeing Program	General Manager	Not Yet Commenced	0%	To be actioned in second half 2020
Implement a training plan to enhance the skills and knowledge of staff across the organisation.	4.3g (1)	Develop Staff Training Plan	General Manager	In Progress	75%	HR Coordinator is currently collecting feedback from Managers and staff.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Provide learning and development opportunities to staff to develop the individuals potential and meet the needs of the community and organisation.	4.3g (2)	Develop succession plans for each Section of Council	General Manager	Not Due to Commence	0%	To be initiated with performance reviews.
	4.3g (2)	Performance Review Program implemented and the first cycle	General Manager	Not Due to Commence	0%	Pending.
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	Co-ordinator Business	Ongoing	100%	Service continues uninterrupted.
Implement effective integrated risk management strategies and practices.	4.3b (3)	Develop and implement an Internal Audit and Fraud Control Plan	Co-ordinator 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 Councils operations, increases productivity and adequately supports the organisation and our communitys needs.	4.3d (1)	Work with the Customer Service Team to develop an Online Booking System for Council facilities	Co-ordinator Business	In Progress	45%	Authority Upgrade scheduled August to December 2020
	4.3d (2)	Integrate Civica/Authority (Finance System) and Magiq Documents (EDRMS)	Co-ordinator Business	In Progress	50%	Research indicates cost benefit of improving quality of existing data for migration uneconomic.
	4.3d (2)	Review Business Systems and identify services that can be delivered on Councils Website	Co-ordinator Business	Not Yet Commenced	0%	Upgrade of website commence August 2020 for implementation September 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	Co-ordinator Business	Not Yet Commenced	0%	

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Implementation of the Cootamundra-Gundagai Regional Councils 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	Co-ordinator Business	Ongoing	100%	Report to August Meeting (this report).
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	Co-ordinator Business	In Progress	100%	Report to August Meeting (this report).
The development of the Cootamundra-Gundagai Regional Councils integrated suite of plans, including the Community Strategic Plan, Delivery Program, Operational Plan and resourcing plans, provide a clear strategic direction and drives the organisations activities.	4.1c (1)	Develop and adopt 2020-21 Operational Plan	Co-ordinator Business	In Progress	100%	Draft Plans for 2020/2021 were submitted in June.
Council's decision-making and future planning shows evidence of being linked to Councils 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	Co-ordinator Business	In Progress	100%	Linkages to the Community Strategic Plan are included in the Business Paper Reports.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
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	Co-ordinator Business	Completed	100%	Investigation of additional modules for integration of payroll and project management under consideration, audit and risk and regulatory compliance modules to be developed.
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 Councils Integrated planning suite of plans and resourcing strategies on a regular basis to meet the changing needs of our community	Co-ordinator Business	Not Yet Commenced	0%	Noting extension to Council term and Covid related impacts, process to commence in 2020/2021 year.
	4.1d (2)	Integrated planning and resourcing strategies reviewed and updated as legislatively required	Co-ordinator Business	In Progress	100%	Ongoing. 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	Co-ordinator 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)	Co-ordinator Business	Not Yet Commenced	0%	Training be rescheduled for 2021.
Cootamundra-Gundagai Regional Councils 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	Co-ordinator Business	Not Yet Commenced	0%	Strategy to update the Community Strategic Plan will commence October 2020.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
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 Councils media channels	Co-ordinator Business	Ongoing	100%	Media channels including the community newsletter, social media and media releases are being utilised to promote council's strategies and plans.
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	Co-ordinator Business	In Progress	25%	Preparations to recommence October 2020
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	Co-ordinator Business	In Progress	75%	To commence with the implementation of the Authority Upgrade to 7.1 which has been delayed due to scheduling issues until 2021.
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	Co-ordinator Business	In Progress	100%	Completed and distributed to all staff.
	4.3a (3)	Undertake assessment and improvement of procurement processes	Co-ordinator Business	In Progress	75%	Review of the Procurement Policy and Guidelines completed.
Councils 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	Co-ordinator Business	In Progress	100%	Comprehensive review by external audit due in fourth quarter

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	75%	A spreadsheet detailing each of the projects has been developed and distributed to Councillors via the monthly major project report.
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	50%	Majority of civil works undertaken, landscaping and pavements to follow.

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%	completed
	2.1c (2)	Provide asphalt surface for motor sport activities	Manager Civil Works	Completed	100%	completed

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 Nanangroo Quarry	Manager Civil Works	Completed	100%	completed
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	85%	Carry over into 20/21 Finish off works prior to End Dec 2020
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	85%	Maintenance works completed for 2019/20
Undertake the annual footpath renewal and extension program.	3.2d (3)	Undertake Footpath Renewal and Extension Program	Manager Civil Works	In Progress	100%	Works completed for 2019/20
Improve functionality and amenity within Councils work depots.	4.3a (6)	Complete planning for improvements to Cootamundra Depot and Bradman Street Depot	Manager Civil Works	Not Yet Commenced	5%	Project on hold
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%	Still awaiting approval to commence
	2.2b (2)	Market and promote Bourke Estate residential subdivision in Gundagai	General Manager	In Progress	75%	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	100%	RSO working with TfNSW on projects
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	80%	No public forums or updates due to Covid. Plan to resume ASAP
	3.2d (1)	Road Safety Officer to work in partnership with RMS on RMS Road Safety Campaigns	Manager Civil Works	Ongoing	100%	Projects ongoing- some delays due to no public meetings (covid)
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	85%	Reviewed. Continue to apply for additional funding
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	85%	Reports presented

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	100%	Stormwater infrastructure has been upgraded in line with priorities noted within Stormwater Assessment Plan.
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	Completed	100%	Adjungbilly Rd works have been completed.
	3.2d (2)	Undertake annual road maintenance program	Manager Technical Services	Ongoing	100%	19/20 Program completed.
Undertake the annual footpath renewal and extension program.	3.2d (3)	Undertake Footpath Renewal and Extension Program	Manager Technical Services	Ongoing	100%	Footpath works programmed in accordance with allocated budget.
Improve functionality and amenity within Councils work depots.	4.3a (6)	Complete construction on Gundagai Depot Training Facility	Manager Technical Services	Completed	100%	Training Facility is operational.
Councils 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	Completed	100%	Plant replacement for 19/20 completed in accordance with program.
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	100%	Routine maintenance ongoing. Creation of an updated PAMP has been discussed and is in the early stages of development.

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	100%	WHS Reporting requirements met.

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%	Completed
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	35%	Further detailed analysis would be required on the potential location and the type of gross pollutant traps required.
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	90%	Design and construction of stormwater improvement projects in Cootamundra and Gundagai has been substantially completed.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Implement effective integrated risk management strategies and practices.	3.2c (6)	Undertake Cootamundra Flood Study	Manager Assets	In Progress	55%	Cootamundra Flood study is in progress. Community consultation and draft hydrological assessment was done and the a presentation was made to the Council flood Committee on 29 January 2020 on the flood model calibration.
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	30%	Moloney Asset Management Systems was engaged to do condition assessment of road and bridge assets and the work is in progress.
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	35%	Working with REROC on procurement of items among member council.
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 and roads and bridges are being condition assessed and revalued. Moloney Asset Management Systems was engaged to do asset condition assessment and valuation.
	4.3a (5)	Review and improve Asset Management Plans	Manager Assets	Ongoing	20%	Asset capitalisation for assets created during FY 2019/20 will be done after June 2020. During this asset data will be updated.
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 Councils Corporate Systems	Manager Assets	Ongoing	10%	Additional survey and drafting work is required to update the asset Mapping systems. Additional funds / budget allocation would be needed to complete outstanding works..

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
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	25%	Consultant is doing the concept and detailed design of the project including concept design to extend the water supply to Coolac village. Due to change in scope of work the progress has been delayed and the concept and detailed design cost are higher than initial forecast. The concept design indicates transmission line pipe sizes required would be DN200 (200 mm diameter pipe) and the DN100 pipe sizes included in the original estimate is inadequate to provide future expansion of the system.
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%	An external consultant has been working on this to obtain raw water licence to supplement the treated effluent irrigation supply during peak demand. Approval is sought from Natural Resources Access Regulator.
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	50%	Demand for treated water and effluent reuse is very high at Cootamundra and during summer 2019/20 the plant output was unable to meet the demand. Similar situation exists in Gundagai to irrigation demand for sporting fields and Bidgee Bank Golf Club. Pumps at the effluent pump station Cootamundra was replaced. The effluent recycled water deliver system need to be refurbished with capital expenditure..

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
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	40%	Draft Report is submitted by PWA in March and a Project Reference Group has to be established to provide response.
Undertake Cootamundra Water Main Replacement Program.	3.2c (2)	Continue Cootamundra Water Main Replacement Program	Manager Assets	In Progress	95%	Most of the works have been completed except a rail crossing along Yass Road. Approval is sought from ATRC to proceed with the work. WAC drawings are to be obtained and GIS system will have to be updated with new asset.
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	65%	Feasibility Study report has been submitted to the Council and consultants are being engaged to do a business case for the preferred option.
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 received were assessed and a tender evaluation report has been prepared. Early earth works and the construction of the retaining wall is progressing tender award target date June 2020.
	3.2c (4)	Invite tenders and enter into contract for the relining of Sewer Mains	Manager Assets	Completed	100%	Interflow has been engaged to do the lining work.

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%	Continuing to be maintained on a weekly basis, within Time, Costs and Quality expectations.
Maintain and improve Councils 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%	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%	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%	Consultant to finalise the Recreation Plan.
Maintain and improve Councils parks and recreation and sporting facilities.	1.3b (1)	Construct Country Club Oval Clubhouse/Amenities Building	General Manager	In Progress	80%	A loan was approved by council to undertake outstanding works.
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 Community and Culture	In Progress	50%	Draft is being internally reviewed.
	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	In Progress	55%	Sports Council meetings and recreational needs study consultation.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
	1.3b (1)	Undertake a full review of Councils 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 Cootamundra	Manager Community and Culture	In Progress	80%	Playground due for completion in December 2019.
	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%	Continuing to be maintained on a weekly basis, within Time, Costs and Quality expectations.
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.
	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	Completed	75%	report to May council meeting
	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.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
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 Councils Public Open Spaces are identified and actions implemented as per the Public Open Spaces Strategy	Manager Waste, Parks and Recreation Service	Completed	100%	no further action for 2019/2020 as there was no funding allocated
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%	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.
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	100%	Strategy completed and adopted in principal, report to April council meeting seeking approval to go to public exhibition.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Provide and maintain appropriate rubbish removal, disposal, recycling and greenwaste facilities in the most cost effective, environmentally sustainable and efficient manner.	3.1c (2)	Commence planning for construction of a re-use shop at Cootamundra Waste depot	Manager Waste, Parks and Recreation Service	Not Yet Commenced	10%	not to proceed at this point in time. Future works will depend on the outcome of the MRF contract and Waste Strategy
	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	Completed	100%	has been incorporated into the 2020/2021 financial plan
	3.1c (2)	Undertake improvements at Gundagai Waste Depot as per the Waste Implementation Plan	Manager Waste, Parks and Recreation Service	Completed	100%	No further action for 2019/2020. Future works will depend on financial allocation from council sometime in the future
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	Completed	100%	the first of the compost manufacture has been completed and is now ready for sale. Currently in negotiations with a contractor for contract of sale.
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	Completed	100%	No funding allocated for 2019/2020
	3.1d (2)	Undertake construction of a new Adult Change facility to Gundagai	Manager Waste, Parks and Recreation Service	Completed	0%	No funding allocated for 2019/2020, no further action at this stage.
Manage Councils waste collection, disposal and processing facilities.	3.2c (7)	Manage Councils 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	50%	Additional funding received for internal remodel. Designs underway to complete renovation as a whole, to incorporate the outdoor pond area into the refurbished children's area
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	100%	All works completed and in use by the public
	1.2c (1)	Design new Council developments with accessibility to the main entrance	Manager Facilities	Completed	80%	All new works go to planning for access consideration and approval. Existing buildings are considered when any construction works are required
	1.2c (1)	Future Council building upgrades to include all access considerations	Manager Facilities	Ongoing	85%	All construction projects are having access issues investigated and considered as part of any upgrade
	1.2c (1)	Investigate modifications to Council buildings to improve accessibility for staff	Manager Facilities	Ongoing	50%	As budgets allow for remodels. Access issues are being addressed at time of lodging development applications and design phase
Undertake a review of the environmental impact of Council-owned facilities and infrastructure and implement measures which Councils environmental impact.	3.1b (2)	Investigate funding sources for solar energy works for Council buildings	Manager Facilities	Ongoing	90%	Funding opportunities have been investigated and proposals received. Some new solar works being undertaken as part of current grant funding.
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%	Construction of toilets completed with discussions on defects being undertaken with builder and investigating cause of problems

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Maintain and improve Councils parks and recreation and sporting facilities.	1.2c (3)	Sporting Grounds maintained as per the current adopted schedules and specifications	Manager Facilities	Ongoing	75%	Staff committed to ongoing maintenance and improvements to all sporting grounds. Staff discussing better ways of carrying out works and improvements to grounds for a better outcome
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	75%	Current round of Capital works projects continuing with new ideas being put forward by staff for future works
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	75%	Sporting facilities continually improved and new items being added to the area's to promote out door activities
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	95%	Report being prepared for council adoption
	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%	Consultation was undertaken as part of the recreational needs study and also the open spaces being itemized for council staff for budget proposals
	1.3b (1)	Undertake improvements to the Gundagai Netball Courts lighting and amenities	Manager Facilities	Ongoing	60%	Discussions underway with sewer team for works to be undertaken in this area to allow new build. Contractor discussions underway for the build. Development Application being completed and to be submitted on receipt of construction plans

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
	1.3b (1)	Upgrade Community Fitness infrastructure in Gundagai and Cootamundra	Manager Facilities	In Progress	85%	Additional items installed during this quarter. Further equipment being purchased and installed
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	95%	New junior football field has been constructed in sporting precinct at Gundagai. Gardens being improved and maintained to a high standard. Construction of new gardens throughout the area. Continued improvements throughout CGRC
	1.3b (2)	Complete re-development of border gardens to Gundagai playground areas	Manager Facilities	Completed	100%	All playgrounds have had improvements incorporated into the landscape items. Council staff have reconfigured some gardens, replaced plants with more suitable choices and allow less maintenance. Staff choosing more suitable plants for the area.
Construct a large-scale Adventure Playground in Gundagai.	1.3b (3)	Commence construction of the Gundagai Large Scale Adventure Playground	Manager Facilities	Completed	100%	Playground completed. A successful project which has become a major draw card to the town. Minor defect issues have been addressed and landscaping works completed. Further funding to be obtained for the installation of shade sails for the area
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	70%	Inspections ongoing, with recording keeping being undertaken. System being improved continually

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
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%	Painting works completed before season started. Minor issues in middle pool found during the season but these have been repaired and pool ready for next year
	1.3b (5)	Commence planning & tendering for disable ramp to Gundagai Pool	Manager Facilities	Completed	100%	Constructions works completed and ramp well utilized during this year's season.
	1.3b (5)	Encourage the pool & gymnasium managers/ leasees to conduct activities for people of all abilities	Manager Facilities	Completed	100%	Activities continually changed to encourage increased membership and designed for all types of community members
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)	Commence construction of the new facility building located at the Gundagai Netball Precinct as part of Recreation Master Plan	Manager Facilities	In Progress	70%	Discussions being had with sewer team regarding old concrete vent pipe. Discussions currently underway with preferred contractor and development application being completed for site after plans received
	1.3b (6)	The current and future community needs of Councils Public Open Spaces are identified and actions implemented as per the Public Open Spaces Strategy	Manager Facilities	Ongoing	80%	Budget works undertaken and major projects identified. Grant funds to be sourced for ongoing works
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	75%	Grant opportunities continually investigated and projects being made shovel ready

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
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	90%	Continuation of Gundagai's master street tree policy. Replacements undertaken and additional care being given to new trees. Dangerous trees identified and budgets being prepared for removal works to be undertaken
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	90%	Design work undertaken and budgets put together. Require additional funding sources to allow the new design works to be undertaken. New sewer treatment plant has incorporated additional re-use water to sporting ovals within the current design