



**COOTAMUNDRA-
GUNDAGAI** REGIONAL
COUNCIL

Operational Plan 2021-22

DRAFT Part 2 – Actions (Projects and Activities)

The following Actions (Projects and Activities) are to be undertaken in the 2021/22 financial year.

Key Direction 1: A vibrant and supportive community: all members of our community are valued

Objective 1.1: Our Community is inclusive and connected

CSP 18/28		Delivery Program 18/19 – 21/22			Operational Plan 21/22	
No.	Strategy	No.	Principal Activities	Measure of Success	Responsibility	Actions (Projects and Activities 21/22)
1.1a	A range of programs, activities and events are delivered and promoted across the region to create opportunities for all members of our community to come together and strengthen community cohesion.	1.1a(1)	Deliver a range of programs, activities and events and ensure they are planned, promoted and executed in an efficient, inclusive and professional manner.	<ul style="list-style-type: none"> Increase in local events and activities participation rates Increase in community satisfaction with programs, activities and events on offer 	Communications and Media Tourism & Economic Development	<i>Appropriate actions have not been identified for 21/22 at this time</i>
		1.1a(2)	Work with our community to promote community spirit by assisting with the administration, organisation and promotion of events and community gatherings as required.	<ul style="list-style-type: none"> Increase in local events and activities participation rates Increase in community satisfaction with programs, activities and events on offer 	Communications and Media	<ul style="list-style-type: none"> Develop and consistently conduct a broad range of community surveys to gauge community interests and expectations in regard to council communications, community sentiment and council managed events
		1.1a(3)	Encourage the development of initiatives to welcome new residents and make them aware of the opportunities which exist in the local government area.	<ul style="list-style-type: none"> Increase in new residents satisfaction and participation rates 	Tourism & Economic Development	<ul style="list-style-type: none"> Develop and retain current centralised information on the LGA's attributes in the towns and villages including features, events and services, and promote and make available, Liveability Information via Council's website
		1.1a(4)	Provide modern, vibrant and relevant library services, programs and activities to the community in conjunction with Riverina Regional Library (RRL).	<ul style="list-style-type: none"> Increase in library memberships Increase in library circulation volumes Increase in library program and activity participation rates 	Library Services	<ul style="list-style-type: none"> Implement program to encourage Library membership and increase overall membership numbers Consider the needs of stakeholders in developing library collections and services Explore options to potentially participate in designated RRL workshop/s
1.1b	Cultural and arts facilities and services are promoted and supported.	1.1b(1)	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.	<ul style="list-style-type: none"> Increase in cultural and arts activity participation rates Funding opportunities sought and realised 	Tourism & Economic Development	<ul style="list-style-type: none"> Pursue available grant opportunities Collaborate with the Local Cultural Committee and regularly attend Committee meetings Continue partnership with Eastern Riverina Arts
		1.1b(2)	Provide assistance to art and cultural bodies to promote and develop programs and facilities.	<ul style="list-style-type: none"> Increase in cultural and arts activity participation rates 	Tourism & Economic Development	<ul style="list-style-type: none"> Provide support to the Cootamundra Arts Centre with funding applications
		1.1b(3)	Undertake development of Cootamundra library outdoor area.	<ul style="list-style-type: none"> Library outdoor area complete Increase in library users satisfaction with facility 	Buildings and Property Management and Maintenance – CGRC	<ul style="list-style-type: none"> Complete refurbishment of Cootamundra Library
1.1c	Local groups, clubs, and volunteer organisations are recognised, promoted and supported.	1.1c(1)	Ensure the best interests of local volunteer and community organisations are promoted where ever possible.	<ul style="list-style-type: none"> Increase in volunteer and community organisation satisfaction 	Community and Culture	<ul style="list-style-type: none"> Provide support to volunteer organisations with funding applications Council to provide space and support for social groups at the Gundagai Library
		1.1c(2)	Encourage volunteerism across the local government area.	<ul style="list-style-type: none"> Increase in local volunteerism rates 	Community and Culture	<ul style="list-style-type: none"> Assist with promotion of volunteer employment opportunities
		1.1c(3)	Provide support and funding where possible to support a range of community groups to deliver positive outcomes for the local community.	<ul style="list-style-type: none"> Increase in community group satisfaction 	Community and Culture	<ul style="list-style-type: none"> Investigate funding opportunities to assist with community group promotion Develop and implement an Annual Volunteer Grants Program

1.1d	Recognise and value the importance and uniqueness of the history and heritage of our area and its communities.	1.1d(1)	Continue to provide and maintain the local museums both as a repository and for public viewing of valuable local historical memorabilia.	<ul style="list-style-type: none"> • Increase in visitor numbers at local museums • Increase in community and visitor satisfaction 	Tourism & Economic Development	<ul style="list-style-type: none"> • Continue to provide and maintain local museums
		1.1d(2)	Seek funding opportunities for the conservation and enhancement of local historical buildings and structures and undertake these activities.	<ul style="list-style-type: none"> • Funding opportunities sought and realised 	Tourism & Economic Development	<ul style="list-style-type: none"> • Develop masterplans for the management of Council owned/managed heritage buildings and structures • Investigate funding opportunities to implement masterplan activities
		1.1d(3)	Facilitate the coordination and promotion of the different historical groups and heritage assets within the local government area.	<ul style="list-style-type: none"> • Historical group participation rates maintained • Increase in historical group, visitor and community satisfaction 	Tourism & Economic Development	<ul style="list-style-type: none"> • Provide promotion of Historical Groups in LGA via newsletters and social media • Explore options to potentially provide 'promotional space' at the Gundagai Library for the Gundagai Museum
1.1e	Develop and implement a range of activities and initiatives which promote a culture of accessibility and inclusiveness.	1.1e(1)	Develop and implement accessibility strategies as identified in the Disability Inclusion Access Plan.	<ul style="list-style-type: none"> • Disability Inclusion Access Plan developed and outcomes realised 	Community and Culture	<ul style="list-style-type: none"> • Ensure signage on Council buildings is clear and easy to read • Provide support to community organisations in seeking funding for accessibility and inclusion projects • Advocate for access to respite services for carers of disabled children • Ensure information concerning accessible public transport including Community Transport is readily available • Advocate for the allocation of more resources for education, early intervention and childcare for children with a disability • Provide appropriate information on the available access in promotional material for community and tourism events • Review Council documents to make them easy to complete for people of all abilities. <i>All forms to include how people can access assistance in completion</i> • Ensure the Council's Community Strategic Plan considers barriers to an inclusive community and any issues raised • Update existing Council channels to ensure that they have the ability to include access information and other stakeholder requirements, and that this is collected • Ensure that the needs of all stakeholders are considered on all Council committees • When updating mapping and websites include access information on facilities and activities • Provide opportunities for stakeholders to easily report access concerns
		1.1e(2)	Develop and implement a Youth Strategy which meets the needs of young people within our community.	<ul style="list-style-type: none"> • Youth Strategy outcomes realised 	Community and Culture	<ul style="list-style-type: none"> • Continue to Implement Youth Strategy

Objective 1.2: Public spaces provide for a diversity of activity and strengthen our social connections						
CSP 18/28			Delivery Program 18/19 – 21/22			Operational Plan 2021/22
No.	Strategy	No.	Principal Activities	Measure of Success	Responsibility	Actions (Projects and Activities 21/22)
1.2a	Maintain and enhance the amenity of our main streets and public spaces so that they are attractive, clean and people feel safe.	1.2a(1)	Enhance the amenity and appearance of our towns' main streets.	<ul style="list-style-type: none"> • Increase in community and visitor satisfaction • Number of urban trees maintained 	Tourism & Economic Development Major Projects	<ul style="list-style-type: none"> • Implement upgrades to main street and public spaces as funded by grants
		1.2a(2)	Provide and maintain a clean and attractive streetscape.	<ul style="list-style-type: none"> • Increase in community and visitor satisfaction 	Recreation Facilities – Cootamundra Recreation Facilities – Gundagai	<ul style="list-style-type: none"> • Continue to maintain and clean main street and public spaces in the Local Government Area
		1.2a(3)	Plan for and construct approved streetscape and public space upgrades as funding permits.	<ul style="list-style-type: none"> • Works plan realised • Increase in community and visitor satisfaction 	Tourism & Economic Development	<ul style="list-style-type: none"> • Investigate options for improving access to local businesses
1.2b	Promote our sense of identity and enhance the attractiveness of our region by investing in town and village entrances.	1.2b(1)	Improve the amenity of town and village entrances.	<ul style="list-style-type: none"> • Increase in community and visitor satisfaction 	Recreation Facilities – Cootamundra Recreation Facilities – Gundagai	<i>Signage upgrades completed in 20/21. Further actions have not been identified for 21/22 at this time</i>
1.2c	Encourage the wide-spread use of open spaces and community facilities by ensuring they are welcoming, accessible, maintained and managed for everyone to enjoy, and that they continue to meet the needs of our community.	1.2c(1)	Maintain and improve Council buildings, facilities and parks in accordance with asset management plans.	<ul style="list-style-type: none"> • Increase in community and visitor satisfaction 	Buildings and Property Management and Maintenance – CGRC	<ul style="list-style-type: none"> • Maintain council owned buildings in accordance with councils Asset Management Plan, and budget • Seek additional funding (Grants) to improve council buildings and facilities
		1.2c(2)	Maintain and improve Council library facilities.	<ul style="list-style-type: none"> • Increase in library memberships • Increase in library circulation volumes • Increase in library program and activity participation rates 	Library Services Buildings and Property Management and Maintenance – CGRC	<ul style="list-style-type: none"> • Create programs to cater for ongoing service delivery to isolated residents • Complete meeting space addition to Gundagai Library
		1.2c(3)	Maintain and improve Council's parks and recreation and sporting facilities.	<ul style="list-style-type: none"> • Increase in Council facilities use • Increase in community satisfaction 	Recreation Facilities – Cootamundra Recreation Facilities – Gundagai	<ul style="list-style-type: none"> • Maintain Council Parks, Gardens and Sporting Grounds across the Local Government Area
		1.2c(4)	Co-ordinate the provision of Council facilities for community use.	<ul style="list-style-type: none"> • Increase in Council facilities use • Increase in community satisfaction 	Recreation Facilities – Cootamundra Recreation Facilities – Gundagai	<ul style="list-style-type: none"> • Implement and monitor systems that allow for effective and efficient management and identify availability of Public Open Space and associated facilities to the community and user groups • Review use of all Council Facilities and report on findings
		1.2c(5)	Investigate options to work in partnership and enter into joint venture arrangements to make better use of facilities within the local government area.	<ul style="list-style-type: none"> • Opportunities sought and realised • Increase in community facilities use 	Buildings and Property Management and Maintenance – CGRC	<ul style="list-style-type: none"> • Review use of all Council Facilities and report on findings

Objective 1.3: Our community members are healthy and safe						
CSP 18/28		Delivery Program 18/19 – 21/22			Operational Plan 21/22	
No.	Strategy	No.	Principal Activities	Measure of Success	Responsibility	Actions (Projects and Activities 21/22)
1.3a	A broad range of services are provided and supported to meet the needs of all members to promote personal health and well-being and encourage a healthy lifestyle.	1.3a(1)	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.	<ul style="list-style-type: none"> Increase in health of community Increase in community and health providers satisfaction 	Community and Culture	<ul style="list-style-type: none"> Participate in Interagency Network opportunities Initiate and participate in Community Drug, Alcohol and Mental Health first response meetings
		1.3a(2)	Promote a wide range of health and community services offered by various agencies in the local government area.	<ul style="list-style-type: none"> Increase in participation rates 	Community and Culture	<ul style="list-style-type: none"> Utilise available mediums for promotion of services
		1.3a(3)	Provide and maintain Mirrabooka Community Centre building to facilitate health and welfare needs of the community.	<ul style="list-style-type: none"> Increase in Mirrabooka Community Centre use Increase in community satisfaction 	Community and Culture	<ul style="list-style-type: none"> Undertake continued improvements at Mirrabooka Community Centre
		1.3a(4)	Promote programs which encourage healthy lifestyle choices and activities.	<ul style="list-style-type: none"> Increase in participation rates of programs and activities 	Recreation Facilities – Cootamundra Recreation Facilities – Gundagai	<ul style="list-style-type: none"> Pursue available grant opportunities as resources allow
1.3b	Provide opportunities for the recreational and active use of parks, sporting facilities and swimming pools by ensuring they are promoted, accessible, safe, maintained and managed, and meet the needs of all age groups.	1.3b(1)	Provide, maintain, renew and promote high quality sporting, swimming and active recreational facilities and programs for the community, active sporting associations and visitors.	<ul style="list-style-type: none"> Increase in Council facilities use Increase in community satisfaction 	Recreation Facilities – Cootamundra Recreation Facilities – Gundagai General Manager	<ul style="list-style-type: none"> Work in partnership with the L&R Group in delivering more improved recreational opportunities to the Cootamundra Community Finish improvements to the Gundagai Netball Courts and Building Report any planned improvements to council
		1.3b(2)	Provide and maintain parks and gardens that are aesthetically pleasing, accessible and are available for passive recreational pursuits.	<ul style="list-style-type: none"> Increase in Council parks and gardens use Increase in community satisfaction 	Recreation Facilities – Cootamundra Recreation Facilities – Gundagai	<ul style="list-style-type: none"> Investigate funding opportunities to enhance Council playgrounds, indoor and outdoor sporting and passive areas to enhance accessibility, in the Local Government Area
		1.3b(4)	Develop and implement an inspection and maintenance plan for playground equipment.	<ul style="list-style-type: none"> Reduction in number and severity of incidents and injuries at Council playgrounds 	Recreation Facilities – Cootamundra Recreation Facilities – Gundagai	<ul style="list-style-type: none"> Continue routine playground maintenance and quarterly inspections as per the program in the Local Government Area
		1.3b(5)	Undertake improvements to the Cootamundra and Gundagai swimming pool facilities.	<ul style="list-style-type: none"> Increase in Council facilities use Increase in community satisfaction 	Recreation Facilities – Cootamundra Recreation Facilities – Gundagai	<ul style="list-style-type: none"> Monitor the operation of the Cootamundra Swimming Pool Facilities, ensuring that Council's objectives are achieved Monitor the operation of the Gundagai Swimming Pool Facilities, ensuring that Council's objectives are achieved
		1.3b(6)	Work in partnership with active sporting associations, community groups and health providers to ensure sporting facilities are fit for current and future community need.	<ul style="list-style-type: none"> Sporting associations, community groups and health provider participation rates maintained Increase in sporting associations, community groups, health providers and community satisfaction 	Recreation Facilities – Cootamundra Recreation Facilities – Gundagai	<ul style="list-style-type: none"> Ensure that all public open space and community facilities are maintained in accordance with WH&S, resource and financial allocations
		1.3b(7)	Programs are developed to ensure the ongoing risk assessment and maintenance of Council facilities.	<ul style="list-style-type: none"> Programs developed Reduction in rate of incident and injury at Council facilities Reduction in number and volume of insurance claims Reduction in cost of insurance premiums 	Recreation Facilities – Cootamundra Recreation Facilities – Gundagai WHS – Cootamundra WHS – Gundagai	<ul style="list-style-type: none"> Implement the 'Detail Works Activity Program' 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, in the Gundagai area Review existing footpath network and facilities in association with Asset Condition Reports to priorities upgrade and connectivity improvement requirements

1.3c	Work with key partners and members of our community to maintain low levels of local crime and deliver community safety.	1.3c(1)	Work in partnership with local agencies to identify and advocate for opportunities to improve overall community safety.	<ul style="list-style-type: none"> Reduction in rate of vehicular and pedestrian incidents Maintain or minimise local crime rate 	Road Safety	<ul style="list-style-type: none"> Road Safety Officer to work in partnership with TfNSW on Road Safety Campaigns to implement programs
		1.3c(2)	Develop and operate safe food handling and public health controls.	<ul style="list-style-type: none"> Reduction in rate of local food and public health related incidents 	Town Planning	<ul style="list-style-type: none"> Implement a Food Safety Education Scheme by promoting the benefits of food safety to our communities and educating operators on food safety practices Work with the community to implement Septic Tank Effluent Disposal (STED) principles for subdivision and buildings through adequate controls within the Development Control Plan (DCP) Ensure Council buildings are not inconsistent with the principles of Septic Tank Effluent Disposal (STED)
		1.3c(3)	A range of programs are supported, promoted and controlled to encourage and enforce responsible companion animal ownership.	<ul style="list-style-type: none"> Increase in companion animal registrations Reduction in number of impounding's Reduction in rate of companion animal related incidents Reduction in number of companion animal related fines issued 	Regulatory Services	<ul style="list-style-type: none"> Continue Companion Animals Audit Conduct two (2) Free Microchipping Days for Companion Animals Conduct two (2) Education and Awareness Days in regard to Companion Animals Analyse data captured through Companion Animals Management System (DAMs) for resource reviews
1.3d	Deliver dependable emergency service management practices and responses which protect our community members.	1.3d(1)	Co-ordinate between the District and Local Emergency Management Committees and provide emergency effective emergency management assistance as required.	<ul style="list-style-type: none"> Increase in community satisfaction with emergency responses when required 	Regulatory Services	<ul style="list-style-type: none"> Liaise with the District and Local Emergency Management Committees to ensure coordination of Emergency Management assistance
		1.3d(2)	Develop and maintain effective and well tested emergency management plans.	<ul style="list-style-type: none"> Emergency management plans developed Increase in community satisfaction with emergency responses when required 	Regulatory Services	<ul style="list-style-type: none"> Conduct annual review and update of the Local Emergency Management Plan and Emergency Management Procedures
		1.3d(3)	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.	<ul style="list-style-type: none"> Increase in community satisfaction with emergency responses when required 	Regulatory Services	<ul style="list-style-type: none"> Liaise with Local Emergency Operations Controller to ensure coordination of Emergency Management assistance
		1.3d(4)	Provide administrative support for the co-ordination of the various emergency services to provide the most effective disaster management for community.	<ul style="list-style-type: none"> Increase in community satisfaction with emergency responses when required 	Regulatory Services	<ul style="list-style-type: none"> Establish and equip a functional Emergency Operations Centres at Gundagai Provide administrative support to Emergency Management meetings

Key Direction 2: A prosperous and resilient economy: we are innovative and 'open for business'

Objective 2.1: The local economy is strong and diverse

CSP 18/28		Delivery Program 18/19 – 21/22			Operational Plan 21/22	
No.	Strategy	No.	Principal Activities	Measure of Success	Responsibility	Actions (Projects and Activities 21/22)
2.1a	Develop and deliver strategies which support the economic sustainability of the Cootamundra-Gundagai region.	2.1a(1)	Develop and implement an integrated Tourism and Economic Development Strategy for the Cootamundra-Gundagai region.	<ul style="list-style-type: none"> Tourism and Economic Development Strategy developed and outcomes realised 	Tourism & Economic Development	<ul style="list-style-type: none"> Arrange two (2) annual joint meetings with the Cootamundra Tourism Action Committee and the Gundagai Tourism Action Committee Maintain Council's tourism websites Consider Access Trails, Art Trails and Walking and Riding Trails, in budget development deliberations inclusive of capital and operational expenditure Coordinate an annual workshop with businesses and Tourism Action Committees to plan for ongoing growth in the visitor economy Determine costing and funding source for an LGA wide promotional documentary Seek funding to Implement masterplan improvements to Heritage Centre Seek funding to implement masterplan for an outlet for local produce at the Old Gundagai Mill site Implement the Agritourism Strategy Implement the Tourism Communications Strategy for Cootamundra and Gundagai
		2.1a(2)	Work in partnership with individuals, the private sector, other agencies and levels of government to deliver economic development initiatives.	<ul style="list-style-type: none"> Increase in size of local economy Increased community participation in tourism and economic development committees/groups 	Tourism & Economic Development	<ul style="list-style-type: none"> Facilitate and host a meeting with businesses across the LGA annually to discuss business conditions and issues impacting growth
		2.1a(3)	Implement strategies which encourage the growth of the local population.	<ul style="list-style-type: none"> Increase in local population 	Tourism & Economic Development	<ul style="list-style-type: none"> Participate in Country Change initiative
		2.1a(4)	Actively seek and apply for funding opportunities which deliver additional income and contribute to community objectives.	<ul style="list-style-type: none"> Funding opportunities sought and realised 	General Manager	<ul style="list-style-type: none"> Pursue available grant opportunities
		2.1b(1)	Work with land-owners, farmers and other agencies to advocate for the protection of the local agricultural sector through an effective land-use strategy.	<ul style="list-style-type: none"> Increase in size of local economy of agricultural sector 	Strategic and Statutory Planning	<ul style="list-style-type: none"> Implement Rural Land Strategy Continue to work with agencies and agriculture sector to ensure that development is appropriate for the location to limit land use conflicts and avoid areas of high environmental value
2.1b	Develop and implement land-use strategies and management practices which protect our agricultural sector.	2.1b(2)	Develop and operate development control systems which support the protection of agricultural land.	<ul style="list-style-type: none"> Development controls in place Increase in size of local economy of agricultural sector 	Strategic and Statutory Planning	<i>Appropriate actions have not been identified for 21/22 at this time</i>
		2.1b(3)	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.	<ul style="list-style-type: none"> Increase in Saleyards facility use Increase in Saleyards users satisfaction with facility 	Regulatory Services	<ul style="list-style-type: none"> Continue to maintain Saleyards Facilities
2.1c	Ensure transportation networks link our local government area with other regional centres and cities and support economic, environmental and community needs.	2.1c(1)	Work with key partners to explore and advocate for opportunities to better utilise and develop transportation and freight networks which meet our community needs.	<ul style="list-style-type: none"> Increase in community, business and industry group satisfaction 	Tourism & Economic Development	<ul style="list-style-type: none"> Investigate options to better use and develop transportation and freight networks in the Local Government area

		2.1c(2)	Provide and maintain a safe and well maintained aerodrome for use by commercial and recreational aircraft and promote use by external users.	<ul style="list-style-type: none"> • Increase in aerodrome facility use • Increase in aerodrome user satisfaction • Reduction in rate of incident and injury at aerodrome 	Aerodrome	<ul style="list-style-type: none"> • Investigate potential areas for aerodrome development • Develop working relationship with aerodrome users through aerodrome users committee
2.1d	Ensure communication and electronic technologies are accessible to all, meet the current and future needs of our community, and provide consistent and reliable coverage across the local government area.	2.1d(1)	Promote the development of efficient telecommunications technology for business, land owners, education and health needs.	<ul style="list-style-type: none"> • Increase in community satisfaction 	Tourism & Economic Development	<ul style="list-style-type: none"> • Advocate and support funding applications in relation to communication and electronic technologies for the LGA, where applicable
		2.1d(2)	Support and advocate for the installation of the National Broadband Network across the local government area.	<ul style="list-style-type: none"> • Delivery of National Broadband Network • Positive feedback from community 	General Manager	<i>Installation of NBN has been completed in the LGA. Further actions have not been identified for 21/22 at this time</i>
		2.1d(3)	Offer and promote free public Wi-Fi internet access in key public spaces across the local government area.	<ul style="list-style-type: none"> • Delivery of public Wi-Fi network • Positive feedback from community 	Information Technology	<ul style="list-style-type: none"> • Continue to offer free Wi-Fi service at Council Libraries and Administration Centres
2.1e	Identify, promote and incentivise the strategic and innovative investment opportunities that exist in our region.	2.1e(1)	Implement a range of initiatives which support and promote the sustainable development of the towns' Central Business Districts and industrial land.	<ul style="list-style-type: none"> • Increase in occupation rates of commercial land • Increase in number of businesses operating locally • Increase in community, business and industry group satisfaction 	Strategic and Statutory Planning	<ul style="list-style-type: none"> • Implement Cootamundra and Gundagai Town Strategies • Develop new LEP, DCP, contributions and servicing plans from the data contained within the land use strategies
		2.1e(2)	Promote to the community and industry groups potential growth opportunities and development efficiencies.	<ul style="list-style-type: none"> • Increase in size of local economy • Increase in occupation rates of commercial land • Increase in number of businesses operating locally • Increase in community, business and industry group satisfaction 	Tourism & Economic Development	<ul style="list-style-type: none"> • Facilitate communication mediums for training and funding opportunities for businesses • 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
		2.1e(3)	Encourage growth in development and construction locally.	<ul style="list-style-type: none"> • Increase in development and construction rates 	Strategic and Statutory Planning	<ul style="list-style-type: none"> • Provide education material through factsheets to assist the community understand the various pathways, such as exempt, complying and local development
2.1f	Develop and strengthen effective partnerships with, and between, locally-based organisations and business operators to enhance connectivity and working together.	2.1f(1)	Work in partnership with agencies and other levels of government to support local businesses.	<ul style="list-style-type: none"> • Increase in size of local economy • Increase in number of businesses operating locally • Increase in community, business and industry group satisfaction 	Tourism & Economic Development	<ul style="list-style-type: none"> • Facilitate and support local business training opportunities
		2.1f(2)	Work with key partners and local business owners, investors and employers to investigate, advocate for and promote opportunities for business development and networking.	<ul style="list-style-type: none"> • Increase in participation in local development and networking programs • Positive feedback from participants 	Tourism & Economic Development	<ul style="list-style-type: none"> • Support potential businesses in finding suitable land for their business, where required
		2.1f(3)	Maintain a close liaison and continue to work with Regional Development Australia.	<ul style="list-style-type: none"> • Increase in economy of Riverina region 	Tourism & Economic Development	<ul style="list-style-type: none"> • Attend Regional Development Australia forums

Objective 2.2: Strategic land-use planning is co-ordinated and needs-based						
CSP 18/28		Delivery Program 18/19 – 21/22				Operational Plan 21/22
No.	Strategy	No.	Principal Activities	Measure of Success	Responsibility	Actions (Projects and Activities 21/22)
2.2a	Develop integrated land-use strategies which meet the community’s current and future needs.	2.2a(1)	Develop a new, comprehensive Local Environmental Plan for the local government area.	<ul style="list-style-type: none">Local Environmental Plan is developedIncrease in community satisfaction	Strategic and Statutory Planning	<ul style="list-style-type: none">Develop a new comprehensive Local Environmental Plan (LEP)Develop a communication strategy to ensure that the community is involved in developing land use controls
		2.2a(2)	Identify and address current and future land-use needs through integrated strategic planning and development.	<ul style="list-style-type: none">Increase in number and value of development approvalsIncrease in community satisfaction	Strategic and Statutory Planning	<i>Appropriate actions have not been identified for 21/22 at this time</i>
		2.2a(3)	Provide accurate and timely advice regarding existing and proposed development within the legislative scope of Council.	<ul style="list-style-type: none">Responses are provided within agreed timeframesInspections are undertaken within agreed timeframesIncrease in customer satisfaction	Building Control and Certification	<ul style="list-style-type: none">Enquiries are acknowledged within 5 working daysInspections are undertaken within 48 hours of notification
2.2b	Provide appropriate land-use development to meet market demand	2.2b(1)	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.	<ul style="list-style-type: none">Increase in community satisfaction	Building Control and Certification	<ul style="list-style-type: none">Commence preparation of new draft Development Control Plan to ensure that the community desires for development design are appropriately considered
		2.2b(2)	Ensure that a supply of industrial and residential land is available at all times to facilitate the orderly expansion of the local government area.	<ul style="list-style-type: none">Meet or exceed land sales targets	General Manager Land Development	<ul style="list-style-type: none">Working party to develop a strategy for residential and industrial development opportunitiesComplete the redesign of Claron Estate Residential Subdivision in Cootamundra, and prepare strategy to build and market the landSubject to funding, council to commence subdivision of industrial land at Turners Lane in Cootamundra
Objective 2.3: Tourism opportunities are actively promoted						
CSP 18/28		Delivery Program 18/19 – 21/22				Operational Plan 21/22
No.	Strategy	No.	Principal Activities	Measure of Success	Responsibility	Actions (Projects and Activities 21/22)
2.3a	Develop and implement strategies which provide opportunities for increased tourism.	2.3a(1)	Develop and implement an integrated Tourism and Economic Development Strategy for the Cootamundra-Gundagai region.	<ul style="list-style-type: none">Tourism and Economic Development Strategy developed and outcomes realised	Tourism & Economic Development	<ul style="list-style-type: none">Implement the Tourism and Economic Development Strategy
2.3b	Actively promote the local government area and local programs, activities and events to attract visitors to the region.	2.3b(1)	Work co-operatively with key partners to identify opportunities and to further promote the local government area to tourists and visitors.	<ul style="list-style-type: none">Increase in tourist and visitor ratesIncrease in tourist and visitor satisfactionIncreased community participation in tourism and economic development committees/groups	Tourism & Economic Development	<ul style="list-style-type: none">Include access information on facilities and activities when updating mapping and websites
		2.3b(2)	Work with the community to develop a marketing strategy for the local government area as a tourist destination.	<ul style="list-style-type: none">Marketing strategy developedIncrease in tourist and visitor ratesIncrease in tourist and visitor satisfaction	Tourism & Economic Development	<ul style="list-style-type: none">Implement Branding Marketing Strategy for Tourism and Economic Development of the Local Government Area

		2.3b(3)	Ensure local programs, activities and events are actively promoted via a range of mediums to attract and encourage visitors and tourists.	<ul style="list-style-type: none"> • Increase in tourist and visitor local events and activities participation rates • Increase in tourist and visitor satisfaction 	Tourism & Economic Development	<ul style="list-style-type: none"> • Maintain Cootamundra Tourism Website, and continue production of Events Newsletter • Maintain and promote Calendar of Activities, Programs and Community Events
2.3c	Invest in improvements to visitor amenity and experiences.	2.3c(1)	Provide and maintain Visitor Information Centres which meet the needs of tourists and visitors to our local government area.	<ul style="list-style-type: none"> • Increase in Visitor Information Centre facility use • Increase in tourist and visitor satisfaction 	Visitor Services	<ul style="list-style-type: none"> • Seek funding to Implement masterplan for improvements at the Cootamundra Heritage Centre
		2.3c(2)	Undertake a redevelopment of the Gundagai Visitor's Information Centre.	<ul style="list-style-type: none"> • Facility improvements undertaken • Positive feedback from tourists and visitors 	Visitor Services	<ul style="list-style-type: none"> • Re-develop the Gundagai Visitors Information Centre including removal of internal visitors toilets, provision of a theatre space and accessibility improvements
		2.3c(3)	Provide a high quality accommodation facility at the Caravan Parks in Cootamundra and Gundagai for the use of visitors.	<ul style="list-style-type: none"> • Increase in Caravan Park facility use • Increase in tourist and visitor satisfaction 	Tourism & Economic Development	<ul style="list-style-type: none"> • Seek funding to implement Masterplans for the Cootamundra and Gundagai Council managed Caravan Parks
		2.3c(4)	Undertake connection of water supply to the Dog on the Tuckerbox site.	<ul style="list-style-type: none"> • Water connection complete • Improvement in water quality at site • Meet or exceed site development targets 	Water & Sewer	<ul style="list-style-type: none"> • Deliver infrastructure for water supply extension to Dog on the Tuckerbox site
		2.3c(5)	Maintain and improve the tourism infrastructure, facilities and services in the local government area to make our area an attractive place to visit.	<ul style="list-style-type: none"> • Increase in tourist and visitor rates • Increase in tourist and visitor satisfaction 	Tourism & Economic Development Strategic and Statutory Planning	<ul style="list-style-type: none"> • Seek funding to continue implementation of the Gundagai Gaol Masterplan • Develop Strategic Management Plan for WWII inland aircraft fuel depot

Objective 2.4: Our local workforce is skilled and workplace ready

CSP 18/28		Delivery Program 18/19 – 21/22			Operational Plan 21/22	
No.	Strategy	No.	Principal Activities	Measure of Success	Responsibility	Actions (Projects and Activities 21/22)
2.4a	Develop and implement strategies which increase the knowledge, skills and health of our local workforce.	2.4a(1)	Promote local employment and training opportunities within the Council organisation.	<ul style="list-style-type: none"> • Increase in job vacancy applications received from community members • Increase in training opportunities offered • Increase in staff training participation rates 	Human Resources	<ul style="list-style-type: none"> • Develop Council Training Plan • Participate in Joint Organisations Skill Shortages Project
		2.4a(2)	Work with various agencies to promote a range of programs, activities and opportunities which improve the health, well-being and employability of our community.	<ul style="list-style-type: none"> • Decrease in local unemployment rate • Increase in employee and employer satisfaction 	Community and Culture	<ul style="list-style-type: none"> • Facilitate mediums to promote programs activities and opportunities offered in the local government area by other bodies

Key Direction 3: Sustainable natural and built environments: we connect with the places and spaces around us

Objective 3.1: The natural environment is valued and protected

CSP 18/28		Delivery Program 18/19 – 21/22			Operational Plan 21/22	
No.	Strategy	No.	Principal Activities	Measure of Success	Responsibility	Actions (Projects and Activities 21/22)
3.1a	Develop and implement land-use strategies and management practices which enhance and protect our natural environments and biodiversity.	3.1a(1)	Develop and operate development control systems which ensure compliance with appropriate legislation and achieve the best possible environmental outcomes.	<ul style="list-style-type: none"> All new developments are assessed against impact on environment Increase in community satisfaction 	Building Control and Certification	<ul style="list-style-type: none"> Continue to assess all development applications against environmental impact and legislative requirements
		3.1a(2)	Operate an efficient quarrying service in an environmentally responsible manner that meets all statutory requirements and standards.	<ul style="list-style-type: none"> Quarry materials meet standards of Council's roadwork activities 	Civil Maintenance and Construction – Cootamundra	<ul style="list-style-type: none"> Arrange suitable quarry products and have available at all gravel pits for construction needs
		3.1a(3)	Provide and maintain a stormwater disposal system which minimises the carriage of pollutants from the stormwater system to the creek and river systems.	<ul style="list-style-type: none"> Surface water is redirected to underground stormwater network for appropriate discharge 	Assets Civil Maintenance and Construction – Cootamundra Civil Maintenance and Construction – Gundagai	<ul style="list-style-type: none"> Continue to upgrade stormwater infrastructure in accordance with priorities and availability of funds
		3.1a(4)	Develop and implement a street tree planting plan which enhances amenity and our natural environment.	<ul style="list-style-type: none"> Street tree planting plan implemented Number of urban trees maintained Positive feedback from community 	Recreation Facilities – Cootamundra Recreation Facilities – Gundagai	<ul style="list-style-type: none"> Maintain Cootamundra Street Trees in accordance with the Street Tree Management Plan and available resources and finances Continue to undertake Street Tree Planting in accordance with Gundagai Street Tree Planning Masterplan
3.1b	Investigate and implement renewable energy technologies to reduce our environmental footprint.	3.1b(1)	Investigate, identify and promote opportunities that exist within the local government area for implementation of renewable energy technologies.	<ul style="list-style-type: none"> Increase in energy supply from renewable sources 	Deputy General Manager	<ul style="list-style-type: none"> Negotiate terms of a power partnership agreement on various Council facilities
		3.1b(2)	Undertake a review of the environmental impact of Council-owned facilities and infrastructure and implement measures which reduce Council's environmental impact.	<ul style="list-style-type: none"> Review of environmental impact undertaken and identified outcomes realised Reduction in power consumption Reduction in use of potable water 	Buildings and Property Management and Maintenance - CGRC	<ul style="list-style-type: none"> Continue to investigate funding sources for solar energy works for Council buildings
3.1c	Investigate and implement sustainable waste and water strategies.	3.1c(1)	Undertake a review of waste services across the Local Government area and develop a waste strategy that provides equitable waste services for all residents.	<ul style="list-style-type: none"> Waste Strategy developed and outcomes realised 	Waste Management	<i>Principal activity completed in 2019/20</i>
		3.1c(2)	Provide and maintain appropriate rubbish removal, disposal, recycling and greenwaste facilities in the most cost effective, environmentally sustainable and efficient manner.	<ul style="list-style-type: none"> Reduction of volume of waste going to landfill Increase in recycling and greenwaste rates Increase in community satisfaction 	Waste Management	<ul style="list-style-type: none"> Upgrade the weighbridge management system as to allow for the management and sale of recycled waste material Undertake improvements at Gundagai Waste Depot as per the Waste Implementation Plan
		3.1c(3)	Provide a facility through which used chemical drums can be disposed of correctly.	<ul style="list-style-type: none"> Increase in volume of correct chemical drum disposal rate 	Regulatory Services	<ul style="list-style-type: none"> Continue to provide drum muster collection services each year at both Cootamundra and Gundagai

		3.1c(4)	Provide a facility for the composting and re-using of greenwaste.	<ul style="list-style-type: none"> • Increase in volume of greenwaste disposal and composting rates 	Waste Management	<ul style="list-style-type: none"> • Prepare a resale area for compost and mulch collection for retail sale to the community
		3.1c(5)	Reuse waste water to increase the amenity of Council parks, gardens and recreational facilities and to reduce the demand on the water supply.	<ul style="list-style-type: none"> • Reduction in use of potable water 	Recreation Facilities – Cootamundra Recreation Facilities – Gundagai	<ul style="list-style-type: none"> • Prepare a report to Council outlining the current condition of the existing open space irrigation systems and identify future management requirements to ensure the effective and efficient operation of the wastewater reuse system • Continue to collaborate with Council departments to increase the use of re-treated water to Gundagai ovals
3.1d	Deliver, encourage and support a range of programs, activities and projects that promotes awareness encourages the active protection and sustainability of our natural environment.	3.1d(1)	Provide programs, information and services to our community to increase awareness of, and participation in, environmentally sustainable activities.	<ul style="list-style-type: none"> • Reduction in power consumption • Reduction in use of potable water • Reduction of volume of waste going to landfill • Increase in local participation rates and community satisfaction 	Waste Management Water & Sewer	<ul style="list-style-type: none"> • Introduce a Food Organics & Garden Organics (FOGO) service to the Cootamundra community • Investigate opportunities to use raw water
		3.1d(2)	Provide programs, information and services to increase voluntary recycling and reuse to reduce waste to landfill.	<ul style="list-style-type: none"> • Reduction of volume of waste going to landfill • Increase in recycling rates 	Waste Management	<ul style="list-style-type: none"> • Investigate funding opportunities and conduct community consultation and education sessions for the materials recovery facility
		3.1d(3)	Encourage the best use of treated water through water saving measures.	<ul style="list-style-type: none"> • Reduction in use of potable water 	Water & Sewer	<ul style="list-style-type: none"> • Investigate opportunities to increase the use of reuse water
		3.1d(4)	Contribute to coordinated planning and reporting across local, regional, state and federal areas for the management of the environment.	<ul style="list-style-type: none"> • Statutory reporting requirements are met 	Building Control and Certification	<ul style="list-style-type: none"> • Monthly lodgement of ABS statistics • Monthly lodgement of Building Professionals Board (BPB) statistics
		3.1d(5)	Seek funding for projects aimed at supporting the protection and sustainability of our natural environment.	<ul style="list-style-type: none"> • Funding opportunities sought and realised 	General Manager	<ul style="list-style-type: none"> • Grant Funding opportunities pursued and secured when available
		3.1d(6)	A range of programs are supported, promoted and controlled to reduce and enforce illegal dumping.	<ul style="list-style-type: none"> • Reduced incidents of illegal dumping 	Regulatory Services	<ul style="list-style-type: none"> • Undertake illegal dumping surveillance • Install surveillance technology and signage, to combat illegal dumping
3.1e	Undertake active weeds and pest management practices.	3.1e(1)	Noxious weeds will be contained, reduced or eliminated as appropriate.	<ul style="list-style-type: none"> • Hold or reduce levels of known invasive weed species • Increase in landowner satisfaction 	Regulatory Services	<ul style="list-style-type: none"> • Undertake Weed Control program in conjunction with Riverina Regional Strategic Weed Management Plan • Develop a Community Education and Awareness Program in regards to Weed Management
		3.1e(2)	Promote and deliver programs and initiatives which promote and educate the community on noxious weeds and pest management practices.	<ul style="list-style-type: none"> • Hold or reduce levels of known invasive weed species • Increase in local participation rates • Increase in landowner satisfaction 	Regulatory Services	<ul style="list-style-type: none"> • Participate in the Managers Established Pest Animals and Weeds Project (MEPAAW)

Objective 3.2: Our built environments support and enhance liveability						
CSP 18/28		Delivery Program 18/19 – 21/22			Operational Plan 21/22	
No.	Strategy	No.	Principal Activities	Measure of Success	Responsibility	Actions (Projects and Activities 21/22)
3.2a	Develop and implement land-use plans and design practices which complement the character of our communities, are considerate of our heritage, support sustainable design practices and respond to changing needs.	3.2a(1)	Develop and operate development control systems to ensure compliance with appropriate legislation and to achieve the best possible development outcomes for the community.	<ul style="list-style-type: none"> • Increase in number and value of development approvals • Increase in community satisfaction 	Building Control and Certification	<ul style="list-style-type: none"> • Provide Development Applicants with relevant information concerning Disability Discrimination legislation • Continue to assist the community in navigating the NSW Planning portal and associated legislation
		3.2a(2)	Ensure new development is considerate of our heritage.	<ul style="list-style-type: none"> • LEP identifies areas of heritage significance • All new developments are assessed against impact on heritage 	Building Control and Certification	<ul style="list-style-type: none"> • Include heritage considerations when assessing all Development Applications, as applicable, and in accordance with the LEP • Seek grant funding for the engagement of a heritage consultant to provide advice and assist in the community in redeveloping heritage items
3.2b	Ensure a variety of housing options are made available.	3.2b(1)	Ensure that planning and development controls are in place to promote and facilitate a variety of housing options for residents.	<ul style="list-style-type: none"> • Increase in number and value of development approvals • Increase in market satisfaction 	Building Control and Certification	<ul style="list-style-type: none"> • Continue preparation of new draft Development Control Plan
3.2c	Deliver and maintain infrastructure to meet the current and future needs of our community.	3.2c(1)	Operate and maintain a water reticulation system capable of providing potable water to all connected premises with minimum disruption and maximum efficiency.	<ul style="list-style-type: none"> • 100% compliance with NSW Health water supply guidelines • Reduction in unplanned service interruptions and maintenance required • Increased community satisfaction 	Water & Sewer	<ul style="list-style-type: none"> • Implement an Integrated Water Cycle Management (IWCM) Plan
		3.2c(2)	Undertake Cootamundra Water Main Replacement Program.	<ul style="list-style-type: none"> • Cootamundra Water Main Replacement Program complete • Reduction in unplanned service interruptions and maintenance required • Positive community feedback 	Water & Sewer	<ul style="list-style-type: none"> • Administer ongoing water main replacement work/ annual program to improve the reliability of the water supply system
		3.2c(3)	Investigate options for the connection of a water supply to Nangus Village, and consult with the community.	<ul style="list-style-type: none"> • Options identified and community consultation activities undertaken 	Water & Sewer	<ul style="list-style-type: none"> • Partner with Goldenfields Water to prepare business case for connection of water supply to Nangus Village
		3.2c(4)	Operate and maintain a sewage system and treatment plant capable of removing sewage from all connected premises with minimum disruption and maximum efficiency.	<ul style="list-style-type: none"> • 100% compliance with Environmental Protection Agency (EPA) licensing guidelines • Reduction in unplanned service interruptions and maintenance required 	Water & Sewer	<ul style="list-style-type: none"> • Continue and complete construction of the Gundagai Sewer Treatment Plant replacement
		3.2c(5)	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.	<ul style="list-style-type: none"> • Surface water is redirected to underground stormwater network for appropriate discharge 	Assets	<ul style="list-style-type: none"> • Continue to upgrade stormwater infrastructure in accordance with priorities and availability of funds
		3.2c(6)	Undertake Stormwater Mitigation Strategy across Cootamundra and Gundagai.	<ul style="list-style-type: none"> • Stormwater Mitigation Strategy complete and outcomes realised • Positive community feedback 	Assets	<ul style="list-style-type: none"> • Continue to undertake development of a Flood Plain Risk Management Plan • Prepare Gundagai Flood Study response - Implement VHR, VP (Voluntary House Raising , Voluntary Purchasing)

		3.2c(7)	Manage Council's waste collection, disposal and processing facilities.	<ul style="list-style-type: none"> • Reduction of volume of waste going to landfill • Increase in recycling and greenwaste rates • Reduction in number and severity of injuries and incidents in waste delivery areas and facilities • Increase in community satisfaction 	Waste Management	<ul style="list-style-type: none"> • Manage Council's waste collection, disposal and processing facilities in accordance with the Waste Strategy and Implementation Plan • Develop a Cootamundra Landfill Land & Environmental Management Plan (LEMP) • Develop Rehabilitation Plans for the Wallendbeen & Stockinbingal Landfill Sites • Consult & educate the village communities in preparation of closing the Wallendbeen & Stockinbingal Landfill Sites and replace with Transfer Stations • Undertake an efficiency Audit of all current Transfer station Operations • Design and construct a Secondhand Sale Shop for waste recyclables at the Cootamundra Landfill
		3.2c(8)	Provide an adequate mix of high quality, disabled accessible and appropriately located public toilet facilities.	<ul style="list-style-type: none"> • Decrease in number of complaints • Increase in community satisfaction 	Buildings and Property Management and Maintenance – CGRC	<ul style="list-style-type: none"> • Continue monitoring Council Public Toilet Facilities
3.2d	Develop and implement strategies to deliver safe and accessible local roads, bridges, footpaths and parking.	3.2d(1)	Develop and implement strategies to improve safety and accessibility of all road users.	<ul style="list-style-type: none"> • Reduction in rate of vehicular and pedestrian incidents • Increase in community satisfaction 	Road Safety	<ul style="list-style-type: none"> • Road Safety Officer to work in partnership with TfNSW on Road Safety Campaigns
		3.2d(2)	Maintain civil infrastructure including roads, footpaths, bridges and traffic facilities to agreed standards as set out in asset management plans.	<ul style="list-style-type: none"> • Civil infrastructure renewal undertaken in accordance with schedule • Increase in community satisfaction 	Civil Maintenance and Construction – Cootamundra Civil Maintenance and Construction – Gundagai	<ul style="list-style-type: none"> • Undertake Annual Road Maintenance Program • Complete capital works program, inclusive of externally funded projects
		3.2d(3)	Undertake the Footpath Renewal Program.	<ul style="list-style-type: none"> • Footpath renewal program undertaken in accordance with schedule • Reduction in number and severity of footpath related injury and incidents • Increase in community satisfaction 	Civil Maintenance and Construction – Cootamundra Civil Maintenance and Construction – Gundagai	<ul style="list-style-type: none"> • Undertake Footpath Renewal and Extension Program, depending on availability of funds • Seek additional grant funds to assist with footpath renewal works
		3.2d(4)	Develop and implement asset management plans and strategies for all transport assets.	<ul style="list-style-type: none"> • Asset management plans developed and outcomes realised • Renew sub-standard assets to agreed service levels 	Assets	<ul style="list-style-type: none"> • Review and update condition assessment data across the local government area • Conduct a water, sewerage and drainage asset valuation
3.2e	Supply local public transport networks to cater for the current and future needs of residents, businesses and visitors.	3.2e(1)	Provide, maintain and renew Council-controlled public transport infrastructure within the local government area.	<ul style="list-style-type: none"> • Transport renewal undertaken in accordance with schedule • Increase in community satisfaction 	Assets	<i>Appropriate actions have not been identified for 21/22 at this time</i>
		3.2e(2)	Advocate for State and Federal departments to improve public transport networks to meet the needs of our community.	<ul style="list-style-type: none"> • Increase in community satisfaction 	Assets	<ul style="list-style-type: none"> • Work with Riverina Joint Organisation on identified public transport initiatives

Key Direction 4: Good governance: An actively engaged community and strong leadership team						
Objective 4.1: Decision-making is based on collaborative, transparent and accountable leadership						
CSP 18/28		Delivery Program 18/19 – 21/22			Operational Plan 21/22	
No.	Strategy	No.	Principal Activities	Measure of Success	Responsibility	Actions (Projects and Activities 21/22)
4.1a	Council is representative of the community and works together to meet the needs of our local government area.	4.1a(1)	Councillors will support and advocate for the needs of all members in our community.	<ul style="list-style-type: none"> Increase in community satisfaction 	General Manager	<ul style="list-style-type: none"> Ensure Councillors are available and contactable by community members
		4.1a(2)	Implementation of the Cootamundra-Gundagai Regional Council's suite of plans, including the Community Strategic Plan, Delivery Program, Operational Plan and resourcing plans.	<ul style="list-style-type: none"> Plans are implemented and outcomes realised 	IPR	<ul style="list-style-type: none"> Present quarterly 'Progress Reports' on Delivery Program/Operational Plan to Council and the Community
		4.1a(3)	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.	<ul style="list-style-type: none"> Plans reviewed and updated as required 	IPR	<ul style="list-style-type: none"> Conduct reviews and updates on councils Integrated Planning and Reporting (IP&R) documents and resourcing strategies as per Communications Strategy and as detailed in the OLG Guidelines
4.1b	Strengthen strategic partnerships with the community, business and all levels of government.	4.1b(1)	Councillors will use all occasions presented to advocate for funding and assistance from other levels of government and agencies.	<ul style="list-style-type: none"> Funding opportunities sought and realised 	General Manager	<ul style="list-style-type: none"> Seek funding opportunities when available
		4.1b(2)	Participation in LG NSW as the representative body of Local Government in order to improve the standing of Local Government in NSW.	<ul style="list-style-type: none"> Evidence of advocacy and participation in LG NSW events and activities 	General Manager	<ul style="list-style-type: none"> Advocate for increases in federal assistance grant funding for Regional NSW
		4.1b(3)	Participation in relevant RERO activities that will benefit the local government area.	<ul style="list-style-type: none"> Evidence of advocacy and participation in RERO events and activities 	General Manager	<ul style="list-style-type: none"> Continue to participate in RERO events and activities
		4.1b(4)	Maintain effective working partnerships with key stakeholder groups such as the Rural Fire Services, Local Land Services and Riverina Regional Library.	<ul style="list-style-type: none"> Evidence of advocacy and participation in stakeholder events and activities 	Library Services	<ul style="list-style-type: none"> Continue to participate in Riverina Regional Library workshops
		4.1b(5)	Continue to foster and support the Youth Council.	<ul style="list-style-type: none"> Maintain or increase level of representation on Youth Council Increase in Youth Council program and activity participation rates Increase in Youth Council participants satisfaction 	Youth and Aged Services	<ul style="list-style-type: none"> Continue to support the Youth Council
		4.1b(6)	Work in partnership with community members, businesses and all levels of government to deliver community priorities.	<ul style="list-style-type: none"> Evidence of partnerships Plans are implemented and outcomes realised 	General Manager	<ul style="list-style-type: none"> Continue to participate in Stakeholder events and activities
4.1c	A clear strategic direction is outlined in Council's corporate plans and guides Council's decision-making and future planning.	4.1c(1)	The development of the Cootamundra-Gundagai Regional Council's integrated suite of plans, including the Community Strategic Plan, Delivery Program, Operational Plan and resourcing plans, provide a clear strategic direction and drives the organisation's activities.	<ul style="list-style-type: none"> Plans are implemented and outcomes realised 	IPR	<ul style="list-style-type: none"> Coordinate development of next year's IPR plans, which consist of the Community Strategic Plan, Delivery Program, Operational Plan and resourcing strategies

		4.1c(2)	Council's decision-making and future planning shows evidence of being linked to Council's integrated suite of plans and the needs of our community.	<ul style="list-style-type: none"> Evidence of linkage between Council decisions and Council plans 	IPR	<ul style="list-style-type: none"> All decision making reports, including strategies and plans are to show linkages to the relevant objective in the Community Strategic Plan
		4.1c(3)	Determine development applications in an efficient and effective manner based on merit	<ul style="list-style-type: none"> Responses are provided within agreed timeframes Increase in customer satisfaction 	Building Control and Certification	<ul style="list-style-type: none"> 80% of DAs determined within statutory 40 days' timeframe
		4.1c(4)	Develop a Place Plan which incorporates the Economic Development, Open Space Recreation, Arts and Cultural and Disability Action Strategies.	<ul style="list-style-type: none"> Place Plan is developed and outcomes realised 	Strategic and Statutory Planning	<ul style="list-style-type: none"> Develop Placemaking plan for the planning decision and management of Public Spaces in the Local Government Area
4.1d	Monitor, review and report on the outcomes of corporate plans.	4.1d(1)	Council will track the progress towards the achievement of the corporate plan objectives against measurable outcomes.	<ul style="list-style-type: none"> Plans are implemented and outcomes realised Monitoring and reporting undertaken 	Governance	<ul style="list-style-type: none"> Continue to identify improvements in operating councils corporate planning software (Pulse)
		4.1d(2)	The integrated planning and resourcing documents will be reviewed and updated on a regular basis to meet the changing needs of our community members.	<ul style="list-style-type: none"> Plans reviewed and updated as required 	Governance	<ul style="list-style-type: none"> Conduct reviews and updates on councils Integrated Planning and Reporting (IP&R) documents and resourcing strategies as identified in the Communications Strategy and as detailed in the OLG Guidelines
		4.1d(3)	Progress on the achievement of corporate plan objectives will be shared with the community via a range of communication methods.	<ul style="list-style-type: none"> Plans are implemented and outcomes realised Monitoring and reporting undertaken 	Communications and Media	<ul style="list-style-type: none"> Report to the community on achievements of corporate plans as detailed in the Communications Strategy
4.1e	Elected representatives are trained, skilled, resourced and knowledgeable.	4.1e(1)	Support for Councillors to attend training, conference and development opportunities will be provided.	<ul style="list-style-type: none"> Increase in Councillor participation in training, conference and development opportunities 	General Manager	<ul style="list-style-type: none"> Attend the Local Government NSW Annual General Conference General Manager to facilitate Councillor training requirements
		4.1e(2)	Programs and activities which encourage and develop the capacity of current and future community leaders is provided.	<ul style="list-style-type: none"> Increase in programs and activity participation rates 	General Manager	<ul style="list-style-type: none"> Identify programs and activities which encourage and develop the capacity of current and future community leaders
		4.1e(3)	Provide and maintain services and infrastructure that assists the efficient and effective undertaking of the duties of the elected Council.	<ul style="list-style-type: none"> Increase in Elected Councillor and Executive Office satisfaction 	General Manager	<ul style="list-style-type: none"> Continue to provide and maintain services and infrastructure to assist elected representatives in undertaking their duties
		4.1e(4)	Support Council's elected representatives in undertaking their role in the community.	<ul style="list-style-type: none"> Increase in Elected Councillor satisfaction 	General Manager	<ul style="list-style-type: none"> Continue to provide administrative support to Council's elected representatives to assist in undertaking their role in the community

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

CSP 18/28		Delivery Program 18/19 – 21/22			Operational Plan 21/22	
No.	Strategy	No.	Principal Activities	Measure of Success	Responsibility	Actions (Projects and Activities 21/22)
4.2a	Ensure opportunities for genuine and robust community consultation and engagement are provided to all members of our community.	4.2a(1)	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 of Council's decision-making.	<ul style="list-style-type: none"> Increase in consultation and engagement activities participation rates 	Communications and Media	<ul style="list-style-type: none"> Develop and implement Communication Strategy to enhance councils Digital Community Panel
4.2b	Provide opportunities to review the objectives and delivery of the Community Strategic Plan to ensure it continues to meet	4.2b(1)	Council will regularly and continuously seek community feedback to seek additional input to the Community Strategic Plan.	<ul style="list-style-type: none"> Increase in consultation and engagement activities participation rates 	Communications and Media IPR	<ul style="list-style-type: none"> Research and pursue affordable staff training for community engagement

	the changing needs of the community.	4.2b(2)	Cootamundra-Gundagai Regional Council's suite of plans will be reviewed and updated on a regular basis to meet the changing needs of our community members.	<ul style="list-style-type: none"> Plans reviewed and updated as required 	IPR	<ul style="list-style-type: none"> Conduct reviews and updates on councils Integrated Planning and Reporting (IP&R) documents and resourcing strategies as identified in the Communications Strategy and as detailed in the OLG Guidelines
4.2c	Engage and partner with the community in delivering the objectives of the Community Strategic Plan.	4.2c(1)	Promote the objectives of the Community Strategic Plan and work in partnership with community members, businesses and other local stakeholders to deliver community priorities.	<ul style="list-style-type: none"> Evidence of partnerships Plans are implemented and outcomes realised 	Communications and Media IPR	<ul style="list-style-type: none"> Collaborate with council departments and Stakeholders to actively promote projects/achievements of the Community Strategic Plan
4.2d	Promote and celebrate the achievements of Council and our local community.	4.2d(1)	Progress towards the achievement of the Community Strategic Plan objectives will be shared with the community via a range of communication methods.	<ul style="list-style-type: none"> Monitoring and reporting undertaken 	Communications and Media	<ul style="list-style-type: none"> Collaborate with council departments and Stakeholders to actively promote projects/achievements of the Community Strategic Plan

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

CSP 18/28		Delivery Program 18/19 – 21/22			Operational Plan 21/22	
No.	Strategy	No.	Principal Activities	Measure of Success	Responsibility	Actions (Projects and Activities 21/22)
4.3a	Maintain a strong and robust financial position that supports the delivery of services and strategies and ensures long-term financial stability.	4.3a(1)	Ensure Council's long term financial planning supports the delivery of community expectations and financial stability.	<ul style="list-style-type: none"> The Long Term Financial Plan (LTFP) is presented as a balanced budget considerate of community expectations and financial constraints 	Finance	<ul style="list-style-type: none"> Implement the proposed Special Rate Variation
		4.3a(2)	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.	<ul style="list-style-type: none"> Achievement of operational activities and projects identified in the Operational Plan within budget Statutory reporting requirements are met Monitoring and reporting undertaken 	Finance	<ul style="list-style-type: none"> Prepare and implement procedures to enable all staff with budget responsibility to effectively operate Council's integrated budgeting process
		4.3a(3)	Ensure all procurement meets legislative and policy requirements and delivers best value for the community and the Council.	<ul style="list-style-type: none"> No incidents of non-compliance 	Procurement	<ul style="list-style-type: none"> Conduct and file monthly audit reports for audit purposes Undertake assessment and continual improvement of procurement processes
		4.3a(4)	Identify and follow-up opportunities to increase Council's revenue base including grant funding opportunities to deliver additional income to fund major projects.	<ul style="list-style-type: none"> Funding opportunities sought and realised 	Strategic and Statutory Planning	<ul style="list-style-type: none"> Identify grant opportunities to fund major projects as they arise, lodge grant applications as appropriate Develop new Section 7.11 Development Contribution plan and Section 64 Headworks Charges
		4.3a(5)	Develop Asset Management plans which deliver long-term financial sustainability and asset renewal.	<ul style="list-style-type: none"> Asset management plans developed and outcomes realised Renew sub-standard assets to agreed service levels 	Assets	<ul style="list-style-type: none"> Review and improve Asset Management Plans Implement works programs to improve asset condition
		4.3a(6)	Improve functionality and amenity within Council's work depots.	<ul style="list-style-type: none"> Reduction in works depot operating costs Increase in site efficiency 	Depot and Workshop – Cootamundra Depot and Workshop – Gundagai	<ul style="list-style-type: none"> Finalise plans for rationalisation of Cootamundra Depots Continue ongoing efficient operation and maintenance of depot
		4.3b(1)	Council ensures statutory compliance is achieved and demonstrates good governance practices.	<ul style="list-style-type: none"> No incidents of non-compliance Policies reviewed in accordance with schedule Statutory reporting requirements are met 	Governance	<ul style="list-style-type: none"> Continue to participate in the Internal Audit Alliance, coordinate Internal Audit Committee meetings and manage the recommendations identified by the Internal Audit Committee and Audit Office

4.3b	Council meets all legislative requirements and operates within good governance practices and frameworks.	4.3b(2)	Support and funding for elections is provided as required.	<ul style="list-style-type: none"> Election funding provided as required 	Finance	<ul style="list-style-type: none"> Make provision in the Long Term Financial Plan for funding of the 2021 Council election
		4.3b(3)	Implement effective integrated risk management strategies and practices.	<ul style="list-style-type: none"> Plans are implemented and outcomes realised Monitoring and reporting undertaken No incidents of non-compliance 	Governance WHS	<ul style="list-style-type: none"> Implement Council's Enterprise Risk Management Framework and monitor Risk Registers
4.3c	Information is communicated to our community consistently, reliably and timely, and over a variety of platforms to meet the needs of residents.	4.3c(1)	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, Council's website, Community News newsletter and social media.	<ul style="list-style-type: none"> Increase in use of online services and social media Increase in community satisfaction 	Communications and Media	<ul style="list-style-type: none"> Improve services available on Council's websites through the development of e-Services and online forms Develop Engagement Strategy to inform the community and receive feedback, including feedback on major projects
4.3d	Council services the community in a manner that is professional, efficient and promotes an ease of 'doing business'.	4.3d(1)	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.	<ul style="list-style-type: none"> Customer responses are provided within agreed timeframes Increase in customer satisfaction 	Customer Service Information Technology	<ul style="list-style-type: none"> Implement the developed Customer Service Charter Work with the Customer Service Team to develop an Online Booking System for Council facilities
		4.3d(2)	Adopt and maintain information technology and communication services and infrastructure that assists the efficient and effective undertaking of Council's operations, increases productivity and adequately supports the organisation and our community's needs.	<ul style="list-style-type: none"> Increase in customer and staff satisfaction 	Information Technology	<ul style="list-style-type: none"> Investigate options to integrate Civica/Authority (Finance System) and Magiq Documents (EDRMS) Review Business Systems and identify services that can be delivered on Council's Website
		4.3d(3)	Council's records are managed in compliance with the appropriate legislation and supports efficient and effective work practices.	<ul style="list-style-type: none"> No incidents of non-compliance Increase in customer and staff satisfaction 	Records	<ul style="list-style-type: none"> Continue to undertake improvements to infoXpert workflows to streamline record keeping
		4.3d(4)	Requests for service are processed in an efficient and effective manner.	<ul style="list-style-type: none"> Customer responses are provided within agreed timeframes Actions are undertaken within agreed timeframes Increase in customer satisfaction 	Customer Service	<ul style="list-style-type: none"> Complete Customer Satisfaction Survey to provide comparison data for the benchmark identified in 2018 Review responsibilities and provide training to enable customer service staff to respond to Planning enquiries
		4.3d(5)	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.	<ul style="list-style-type: none"> Service reviews undertaken Responses and activities are undertaken within agreed timeframes Increase in customer satisfaction 	Regulatory Services	<ul style="list-style-type: none"> Develop a Cemetery Services Strategic Plan Provide additional signage and seating, and maintain Cemeteries in the Local Government Area Complete the Mapping of Cemeteries for plot identification, future planning and publishing of information online

		4.3d(6)	Council's fleet of light vehicles and heavy plant is maintained to ensure efficient, cost-effective and timely service delivery.	<ul style="list-style-type: none"> Fleet replacement and maintenance schedules are met 	Plant and Fleet Management – Cootamundra Plant and Fleet Management – Gundagai	<ul style="list-style-type: none"> Undertake plant replacement in accordance with related policies and programs
4.3e	Continuous improvement practices are utilised to ensure facilities and services are provided efficiently and meet the changing needs of our community.	4.3e(1)	Effective day-to-day management and leadership of the organisation conducts service reviews and implements continuous improvement practices to create greater efficiencies and effectiveness across the organisation.	<ul style="list-style-type: none"> Service reviews undertaken Increase in customer and staff satisfaction 	General Manager	<ul style="list-style-type: none"> Report quarterly on Efficiencies and Cost Savings
		4.3e(2)	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.	<ul style="list-style-type: none"> Projects are delivered on time, within budget and to an acceptable standard Positive feedback from community 	Deputy General Manager	<ul style="list-style-type: none"> Investigate and implement appropriate Project Management tools
4.3f	Council attracts, retains, develops and supports employees in a safe, healthy and non-discriminatory work environment.	4.3f(1)	Implement strategies which promote Cootamundra-Gundagai Regional Council as being an employer of choice.	<ul style="list-style-type: none"> Increase in job vacancy applications received Increase in quality of conditions of employment compared to other comparable regional Councils 	Human Resources	<ul style="list-style-type: none"> Review and enhance recruitment practices
		4.3f(2)	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.	<ul style="list-style-type: none"> Organisational Structure review complete and outcomes achieved Achievement of operational activities and projects identified in the Operational Plan on time and within budget Increase in community satisfaction 	General Manager	<ul style="list-style-type: none"> Implement Operational Plan activities
		4.3f(3)	Implement the Workforce Management Plan to support all staff in the delivery of community expectations.	<ul style="list-style-type: none"> Workforce Management Plan implemented and outcomes realised 	Human Resources	<ul style="list-style-type: none"> Update Workforce Management Plan
		4.3f(4)	Provide a safe and healthy environment for staff and contractors through compliance with all WH&S legislative requirements and minimising risk.	<ul style="list-style-type: none"> Reduction in number and severity of workplace injury and incidents Reduction in number and volume of Worker's Compensation claims Reduction in cost of Worker's Compensation Insurance premiums Achievement of initiatives outlined in Equal Employment Opportunity (EEO) Management Plan 	WHS – Cootamundra WHS – Gundagai	<ul style="list-style-type: none"> Review monthly WHS reports and statistics at Managers Meetings
		4.3f(5)	Develop and implement a Staff Wellbeing Program.	<ul style="list-style-type: none"> Staff Wellbeing Program implemented and outcomes realised Increase in staff satisfaction 	Human Resources	<ul style="list-style-type: none"> Develop and implement Staff Wellbeing Program

4.3g	Council staff are well-trained, skilled, resourced and knowledgeable.	4.3g(1)	Implement a training plan to enhance the skills and knowledge of staff across the organisation.	<ul style="list-style-type: none"> • Training plan implemented and outcomes realised • Positive feedback from staff • Staff progression through salary system 	Human Resources	<ul style="list-style-type: none"> • Develop Staff Training Plan following skills/performance process
		4.3g(2)	Provide learning and development opportunities to staff to develop the individual's potential and meet the needs of the community and organisation.	<ul style="list-style-type: none"> • Increase in training opportunities offered • Increase in staff training participation rates • Positive feedback from staff • Staff progression through salary system 	Human Resources	<ul style="list-style-type: none"> • Implement Performance Review Program, and undertake the first cycle
		4.3g(3)	Staff are supported in the achievement of organisational objectives by having access to a range of business tools, systems and technologies.	<ul style="list-style-type: none"> • Increase in use of business tools, systems and technologies • Increase in staff satisfaction 	Assets	<ul style="list-style-type: none"> • Improve Geographic Information System (GIS) and the interface with Asset Management System