



COOTAMUNDRA-
GUNDAGAI REGIONAL
COUNCIL

Annual Report 2020/2021



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MESSAGE FROM THE MAYOR - ABB MCALISTER

This report has been developed for our community, to share our improvements over the previous financial year.

The past year has been a rewarding, challenging and resourceful one. The first half of the financial year saw Council and Councillors examining the fiscal position and making some hard decisions in relation to rates and fees and charges harmonisation.

With the assistance of Dr Joseph Drew a comprehensive study was undertaken to harmonise rates and fees and charges across the LGA. Council has had to look hard at its finances continually while trying to provide the best possible service for our ratepayer.

Council continued to deliver a number of projects across the LGA. The Cootamundra Water Main Replacement Project was completed, and the Gundagai Sewerage Treatment Plant Project is well underway. These along with many others will ensure our community continues to receive the highest quality services and enjoy new and improved facilities and infrastructure. Council staff have excelled in delivering projects on time and budget.

The COVID-19 pandemic produced many challenges to the way we do business. Our staff proved to be resourceful, resilient and displayed a great deal of patience. We introduced methods to continue to engage with the community and came up with inventive and creative means to carry on with as little disruption as possible. New technology and processes were quickly adapted and embraced. I would like to congratulate the staff and residents for taking these changes in hand and adapting to a situation that was difficult for all.

I extend my sincere appreciation to our staff and my fellow Councillors for a year packed full of change, challenge and opportunity. As Councillors, we continue to develop as a unified team committed to ensuring we deliver a thriving region, attracting visitors and businesses while focusing on the liveability for our residents.

The Annual Report is our way of being accountable to our community ensuring we achieve the goals we have set out to achieve in our Strategic Plans.

Abb McAlister
Mayor



MESSAGE FROM THE GENERAL MANAGER – PHIL MCMURRAY

Your Council has encountered many challenges over the past year. Harmonisation of rates, fees and charges, the Boundaries Commission review, the implementation of a Special Rate Variation and the continuing COVID-19 pandemic has seen many changes across the organisation. These challenges have assessed our ability to adapt and taught us all to embrace change positively.

We have focused on financial stability and introduced many cost saving instruments to deliver economic sustainability going forward. We have been innovative and adaptable, and kept our focus on delivering the best service possible to our residents.

2020/21 has been a year for being resourceful, inventive, and initiative. The staff have stepped up to the line and have adjusted to meet the needs of our communities. It has been inspiring to see how our community has banded together. I'm incredibly proud of how our staff have handled the COVID-19 pandemic, with intermittent lockdowns, social distancing measures and monitoring of services. They have worked with our community to help them through difficult times. The past few months have been unlike any other we have seen in our professional lives and our staff delivered professionalism, creativity, and commitment in spades.

Our staff have been adapting to advice and restrictions that change weekly and sometimes daily. Staff have dealt with work-from-home measures, reduced resources, and personnel. They have responded quickly in postponing events, monitoring facilities and venues, and creating new contactless services.

Our customer service staff handled huge numbers of enquiries from the community, and we streamlined many of our services and communications to be conducted online.

Our Libraries teams dramatically changed the way they deliver services to their community, ensuring an essential service continued with free home delivery of items and support with online resources and tutoring.

The management team have continued to be committed and enthusiastic and focused on delivery of projects. They have identified cost savings, ensured their respective departments are operating efficiently and are providing safe and healthy workspaces.

Grant funding opportunities continued throughout the year and Council was successful in attracting significant amounts under both Federal and State Government Programs.

We have delivered some exciting community facilities and futureproofed infrastructure for upcoming generations. The 2020-2021 Annual report contains some of the achievements we have accomplished in the previous 12-month period.

Phil McMurray
General Manager

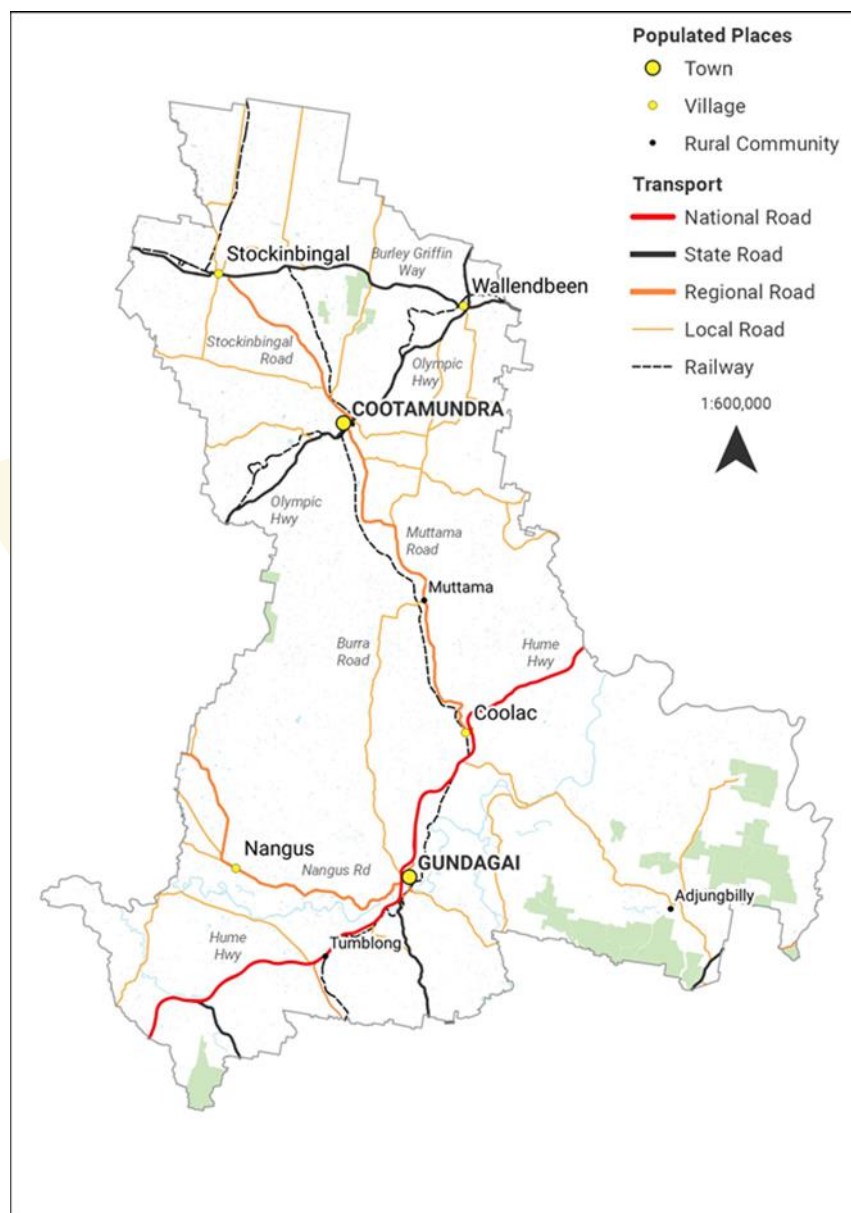


VISION STATEMENT – COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL

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

ABOUT COUNCIL

Cootamundra-Gundagai Regional Council encompasses an area of 3,981 square kilometres of the Riverina region in New South Wales. The population is 11,225¹, and it includes the towns of **Cootamundra** and **Gundagai**, as well as the villages of **Adjungbilly**, **Coolac**, **Muttama**, **Nangus**, **Stockinbingal**, **Tumblong**, and **Wallendbeen**.



¹ Australian Bureau of Statistics estimated resident population 2020

COUNCILLORS

At the Local Government Election held on 9 September 2017 Cootamundra-Gundagai Regional Council elected 9 representatives to Council.

The Local Government Elections were due to be held in September 2020. However, in response to COVID-19 Pandemic the State Government, under s.318B of the Local Government Act, 1993, published orders in the Gazette to defer the election until 4th December 2021.

At the Ordinary Council Meeting held on Tuesday 24 September 2019, Cr Abb McAlister was elected Mayor and Cr Dennis Palmer elected Deputy Mayor.

Mayor – Cr Abb McAlister

Abb was born in Gundagai and spent 42 year as a Stock and Station Agent, running his own business for 25 years. Married to Pip, with children Ben and Emma, Abb has been involved in numerous local sporting, business and charitable organisations for many years both in Executive and advisory roles. He is currently a member of the Tourism Action s.355 Committee in Gundagai. In the year 2000, Abb received the Australian Sports Medal for his contribution to sport.

Abb McAlister was elected to the former Gundagai Shire Council in September 2004, he was elected Deputy Mayor in September 2005 and served in this role until he was elected as Mayor in September 2010. Abb was elected Mayor to the Cootamundra-Gundagai Regional Council in September 2019.



Deputy Mayor – Cr Dennis Palmer

Dennis was elected as a Councillor for the former Cootamundra Shire Council in 1999 and elected as Deputy Mayor in September 2013. Dennis was elected Deputy Mayor to the Cootamundra-Gundagai Regional Council in September 2019. Dennis is Councils' delegate on the Board of Goldenfields Water County Council.



Cr Leigh Bowden

Leigh holds a BA Dip Ed, MA and an Advanced Diploma in Applied Aboriginal Studies.

Leigh is the Council representative on The Arts Centre Cootamundra s.355 Committee, Cootamundra Tourism Action Group s.355 Committee, the Stockinbingal Ellwood's Hall s.355 Committee and the Gundagai Cultural Group.

Leigh is also one of the two Council representatives on the Cootamundra Development Corporation Board and is a non-Indigenous/non-voting member of the Cootamundra Aboriginal Working Party.

In March 2019 Leigh was elected to the Executive of the Australian Local Government Women's Association NSW. She is the CGRC representative on the Eastern Riverina Arts Advisory Committee and the Riverina Regional Library Advisory Committee.

In 2014, Leigh convened AWARE Cootamundra and Surrounds Social Justice and Environment Group, which among other things, in 2019 established Politics in the Pub.



Cr David Graham

David Graham was elected to the former Gundagai Shire Council in September 2004. He was elected Deputy Mayor in September 2011.

David was elected to Cootamundra-Gundagai Regional Council at the Local Government Election held in September 2017.



Cr Gil Kelly

Gil Kelly was born in Cootamundra. This is Gil's first term on Council but is no stranger to community service. He is currently Deputy Captain of the Cootamundra Rural Fire Service, and a committee member of the Combined Emergency Services Ball and is also the Vice President of the Cootamundra Ex-Services Memorial Club. Gil is also a representative on the Cootamundra Showground Users Group s.355 Committee. Gil is employed as an Area Manager with a market leading international supply company.



Cr Penny Nicholson

Penny Nicholson was born in Gundagai, later moved away for work and returned to the area to marry and raise a family. Penny was a small business owner/operator for over 18 years and is now employed by a local business. Penny has been a long standing member of Gundagai Regional Enhancement Group and Gundagai Tourism Actions 355 Committee. Actively involved in the community, Penny has a great interest in the development, promotion and prosperity of our Local Government Area.



Cr Doug Phillips

Doug Phillips held the position of Councillor with the former Cootamundra Shire Council from 2004. Mr Phillips held the position of Mayor from 2011 to 2013 and Deputy Mayor in 2010.

Doug and his wife are both partners with members of their family in a local joinery business operating since 2000 and a local boutique hotel since 2016. Along with his other commitments Doug teaches full time at the local high school in Cootamundra.



Cr Charlie Sheahan

Charlie Sheahan, married to Susan, grew up in Jugiong, now resides in Cootamundra and has done so since 2014.

Charlie is employed as a farm manager at Coolac for the same employer since 1997. Charlie has been an active member of the Cootamundra Lions Club since 2009. Charlie is also a member of Rural Fire Service Coolac Brigade and a representative on the Muttama Hall Management s.355 Committee and Muttama Creek Regeneration Group s.355 Committee. Previously Charlie served on the Jugiong Park Trust; Jugiong P&C as Secretary and President and the Jugiong Parish Pastoral Council.



Cr Craig (Stewie) Stewart

Better known as 'Stewie' the father of one was first elected to the Cootamundra Shire Council in 2012.

Stewie is an energetic member of the Cootamundra community, serving on the board of the Cootamundra Development Corporation, and a past member of the board of the Cootamundra Country Club. He has an active role with the Cootamundra Heritage Centre and is well known for his selfless acts of kindness, in particular doing odd jobs for the town's elderly population.

Stewie resigned from his position as a councillor on 28 May 2021.



Group photo of Cootamundra-Gundagai Regional Council's elected officials.

ACHIEVEMENTS IN IMPLEMENTING THE DELIVERY PROGRAM & OPERATIONAL PLAN

Council delivers a diverse range of services and projects annually, which are published in the yearly Operational Plan.

The following section provides an overview on Councils progress in delivering the actions detailed in the 2020/2021 Operational Plan. This includes the Disability Inclusion Plan actions.

1: A vibrant and supportive community: All members of our community are valued

1.1: Our Community is inclusive and connected

1.1a: A range of programs, activities and events are delivered and promoted across the region to create opportunities for all members of our community to come together and strengthen community cohesion.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
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.	Develop and revise protocols for Civic Events and Ceremonial Functions based on latest Covid-19 advice	Business Coordinator	Completed	Minor revision made in relation to Covid, did not require approval of council as per councils policy creation policy. Policy will be reviewed again as per normal policy schedule.
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.	Develop and conduct a community survey to gauge community interests and expectations regarding local events and activities	Business Coordinator	Not Due to Start	Survey withdrawn at this time. Consultation with Tourism Economic Development Officer to continue when resources allow.
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.	Develop and retain current centralised information on the LGA's attributes in the towns and villages including features, events and service, and promote and make available, livability information via council's website	Manager Community and Culture	Ongoing	Constantly updating information as it comes to hand on the Visit Cootamundra, Visit Gundagai and Gundagai/Coota Local Websites.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
1.1a (4)	Provide modern, vibrant and relevant library services, programs and activities to the community in conjunction with Riverina Regional Library (RRL).	Consider the needs of stakeholders in developing library collections and services in line with Covid-19 requirements	Manager Community and Culture	Ongoing	Patrons are encouraged to suggest new purchases and new authors to add to our standing order list. Many items are now available via audio or ebooks.
		Implement program to encourage Library membership and increase overall membership numbers	Manager Community and Culture	Ongoing	Promoting library services such as ancestry and borrow box, as well as new NewsBank feature to attract new members. RRL now has function to join online.

1.1b: Cultural and arts facilities and services are promoted and supported.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
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.	Pursue available grant opportunities	Manager Community and Culture	Ongoing	A number of arts outreach activities run through the Cootamundra library.
1.1b (2)	Provide assistance to art and cultural bodies to promote and develop programs and facilities.	Establish new protocols for the operation and management of 'The Arts Centre Cootamundra'	Manager Community and Culture	Completed	New chair has implemented new operating model.
1.1b (3)	Undertake development of Cootamundra library outdoor area.	Develop outdoor space adjoining the Stephen Ward Rooms Cootamundra Library for indoor/outdoor meeting space	Manager Facilities	In Progress	Works to be undertaken during internal upgrade works later in the year.

1.1c: Local groups, clubs, and volunteer organisations are recognised, promoted and supported.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
1.1c (1)	Ensure the best interests of local volunteer and community organisations are promoted where ever possible.	Identify appropriate avenues to promote and support the best interests of local volunteer and community organisations where ever possible	Manager Community and Culture	Ongoing	Regular meetings with Bradman Committee and Heritage Centre volunteers.
1.1c (2)	Encourage volunteerism across the local government area.	Identify appropriate avenues to promote, support and encourage volunteerism across the local government area	Manager Community and Culture	Ongoing	Promotion of opportunities through new residents pack, social media, newsletters and web.
1.1c (3)	Provide support and funding where possible to support a range of community groups deliver positive outcomes for the local community.	Investigate funding opportunities	Manager Community and Culture	Ongoing	A range of staff have assisted community groups with funding applications and letters of support.

1.1d: Recognise and value the importance and uniqueness of the history and heritage of our area and its communities.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
1.1d (1)	Continue to provide and maintain the local museums both as a repository and for public viewing of valuable local historical memorabilia.	Continue to provide and maintain local museums	Manager Community and Culture	Ongoing	Funding applied for improvements at the Heritage Centre and Old Gundagai Gaol.
1.1d (2)	Seek funding opportunities for the conservation and enhancement of local historical buildings and structures and undertake these activities.	Investigate funding opportunities	Manager Community and Culture	Ongoing	Funding successful for Cootamundra Heritage Centre. Unsuccessful for Gaol.
1.1d (3)	Facilitate the coordination and promotion of the different historical groups and heritage assets within the local government area.	Identify ways to promote the different historical groups and heritage assets within the local government area	Manager Community and Culture	Ongoing	Attended meetings where possible. Act as a conduit for information and respond to public enquiry.

1.1e: Develop and implement a range of activities and initiatives which promote a culture of accessibility and inclusiveness.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
1.1e (1)	Develop and implement accessibility strategies as identified in the Disability Inclusion Access Plan	Advocate for access to respite services for carers of disabled children	Manager Community and Culture	Not Progressing	At this stage services are still not available locally.
		Advocate for the allocation of more resources for education, early intervention and childcare for children with a disability	Manager Community and Culture	In Progress	Ongoing.
		Ensure information concerning accessible public transport including Community Transport is readily available	Manager Community and Culture	In Progress	Still awaiting new Council website.
		Ensure signage on Council buildings is clear and easy to read	Manager Community and Culture	Completed	New signage installed. Manager of Facilities is aware of need to update signage as resources allow.
		Ensure that the needs of all stakeholders are considered on all Council committees	Manager Community and Culture	Ongoing	Where items require input they are given to the Access & Inclusion Committee to review. Individual Managers are tasked with making sure this happens.
		Ensure the Council's Community Strategic Plan considers barriers to an inclusive community and any issues raised	Manager Community and Culture	Ongoing	DIAP Actions included in Community Strategic Plan.
		In reviewing Council purchasing policy consider ways we can better support businesses which employ people with disabilities	Business Coordinator	Completed	Procurement policy updated and adopted in January 2020. Procurement Procedures and Guidelines updated in June 2020.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
1.1e (1)	Develop and implement accessibility strategies as identified in the Disability Inclusion Access Plan.	Provide appropriate information on the available access in promotional material for community and tourism events	Manager Community and Culture	In Progress	Waiting for new Council website.
		Provide opportunities for stakeholders to easily report access concerns	Manager Community and Culture	Ongoing	Council has a complaints process and members of the Access Committee can also report issues.
		Provide support to community organisations in seeking funding for accessibility and inclusion projects	Manager Community and Culture	Ongoing	Supported projects being undertaken as requested.
		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	Ongoing	Co-ordinator business to complete as resources allow.
		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	Ongoing	Co-ordinator business to update as resources allow.
		When updating mapping and websites include access information on facilities and activities	Manager Community and Culture	Ongoing	Co-ordinator business to update as resources allow.
1.1e (2)	Develop and implement a Youth Strategy which meets the needs of young people within our community.	Implement Youth Strategy	Manager Community and Culture	In Progress	Youth Strategy adopted.

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

1.2a: Maintain and enhance the amenity of our main streets and public spaces so that they are attractive, clean and people feel safe.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
1.2a (1)	Enhance the amenity and appearance of our towns' main streets.	Commence intersection improvements for the corner of West and Sheridan Streets in Gundagai	General Manager	In Progress	Line marking works are completed. Awaiting landscaping.
		Commence preparation for the creation of a Masterplan for Cootamundra CBD	Manager Community and Culture	Completed	Further funding needs to be sought for access upgrades. Looking at opportunities for funding.
		Implement upgrades to main street and public spaces as funded by grants	Manager Community and Culture	In Progress	Upgrades to be completed this year. Further funding will be sought for Cootamundra.
1.2a (2)	Provide and maintain a clean and attractive streetscape.	Provide an attractive streetscape, by implementing the strategies identified in the Public Open Spaces Strategy	Manager Community and Culture	Completed	Strategies are being implemented as resources allow.
		Provide an attractive streetscape, by implementing the strategies identified in the Public Open Spaces Strategy	Manager Waste, Parks & Rec Services	Completed	Parker Street refurbishment completed, Master Landscape Plans for Albert Park completed.
1.2a (3)	Plan for and manage the construction of public space upgrades as funding permits.	Investigate options for improving access to local businesses	Manager Community and Culture	In Progress	Access Review will be considered in last quarter works of Parker Street Upgrade.

1.2b: Promote our sense of identity and enhance the attractiveness of our region by investing in town and village entrances.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
1.2b (1)	Improve the amenity of town and village entrances.	Continue signage upgrades for entry to towns and villages	Manager Community and Culture	Completed	Some village signage and billboard at Wallendbeen still under development.

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.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
1.2c (1)	Maintain and improve Council buildings and properties in accordance with asset management plans.	Consider accessibility when planning and delivering future Council building upgrades	Manager Facilities	Completed	Accessibility for all new builds is considered and part of the planning process.
		Design new Council developments with accessibility to the main entrance	Manager Facilities	Completed	As part of the planning/design process, accessibility is considered and reviewed by an access consultant.
		Investigate modifications to Council buildings to improve accessibility for staff	Manager Facilities	Completed	Investigations continue. Budget being reviewed.
1.2c (2)	Maintain and improve Council library facilities.	Create post Covid-19 programs to cater for ongoing service delivery to isolated residents	Manager Community and Culture	Ongoing	New COVID delivery models still being undertaken.
1.2c (3)	Maintain and improve Council's parks and recreation and sporting facilities.	Complete revitalisation works to Council Parks, Gardens and Sporting Grounds across the local government area	Manager Waste, Parks & Rec Services	Ongoing	Maintenance is continuing within the limitation set by available resources and Finance.
		Maintain Sporting Grounds as per the current adopted schedules and specifications	Manager Facilities	Ongoing	Sporting Grounds are maintained as per the current schedules and specifications.
1.2c (4)	Co-ordinate the provision of Council facilities for community use.	Maintain public open spaces, and identify and manage capital improvement as detailed in the Public Open Spaces Strategy	Manager Waste, Parks & Rec Services	Completed	Maintenance standards are being maintained.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
1.2c (4)	Co-ordinate the provision of Council facilities for community use.	Maintain public open spaces, and identify and manage capital improvement as detailed in the Public Open Spaces Strategy	Manager Facilities	Completed	Public open spaces are maintained, and capital improvements are identified and managed as per the Public Open Spaces Strategy.
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.	Revise Council representation and liaison with relevant Section 355 Committees	General Manager	Completed	Council representation is in place.

1.3: Our community members are healthy and safe

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
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.	Initiate and participate in Community Drug, Alcohol and Mental Health first response meetings	Manager Community and Culture	Ongoing	Attend meetings, when they occur, and provide assistance, where able.
		Participate in Interagency Network opportunities	Manager Community and Culture	Ongoing	Attend meetings, when they occur.
1.3a (2)	Promote a wide range of health and community services offered by various agencies in the local government area.	Utilise available mediums for promotion of services	Manager Community and Culture	Ongoing	Waiting for new website. Items are listed on Gundagai and Cootamundra Local Websites and new products promoted on social media.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
1.3a (3)	Provide and maintain Mirrabooka Community Centre building to facilitate health and welfare needs of the community.	Undertake continued improvements at Mirrabooka Community Centre	Manager Community and Culture	Ongoing	Complete for 2020/21. Need to determine other possible improvements for 21/22.
1.3a (4)	Promote programs which encourage healthy lifestyle choices and activities.	Promote programs which encourage healthy lifestyle choices and activities as identified in the Recreation Needs Study and Open Spaces Strategy	Manager Waste, Parks & Rec Services	Completed	No funding available.
		Promote programs which encourage healthy lifestyle choices and activities as identified in the Recreation Needs Study and Public Open Spaces Strategy	Manager Facilities	Completed	Promoting programs when identified. Seeking additional funding to develop activities.

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.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
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.	Complete construction of Country Club Oval Clubhouse/Amenities Building	General Manager	Completed	Grand opening anticipated for end of April or early May 2021.
		Facilitate comprehensive consultation sessions with stakeholders, the public and users, to assist in the Implementation of the Public Open Spaces Strategy	Manager Facilities	Completed	Ongoing discussions with sporting groups and end users are continuing.
		Facilitate comprehensive consultation sessions with stakeholders, the public and users, to assist in the Implementation of the Public Open Spaces Strategy	Manager Waste, Parks & Rec Services	Completed	Maintained within available resources and finances.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
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.	Finalise development of the Recreation Needs Study and Public Open Spaces Strategy	Manager Community and Culture	Completed	The Recreation Needs Study and Public Open Spaces Strategy is complete and adopted by Council.
		Finalise development of the Recreation Needs Study and Public Open Spaces Strategy	Manager Facilities	Completed	The Recreation Needs Study and Public Open Spaces Strategy is complete and adopted by Council.
		Finish improvements to the Gundagai Netball Courts lighting and amenities	Manager Facilities	In Progress	Design work has been completed with user group input. Engineering work underway for development lodgement. Design changed due to available funding.
		Finish upgrade to Community Fitness infrastructure in Gundagai	Manager Facilities	Completed	Works completed. Warrior trail installed.
1.3b (2)	Provide and maintain parks and gardens that are aesthetically pleasing, accessible and are available for passive recreational pursuits.	Complete maintenance and revitalisation works to Council Parks, Gardens and Sporting Grounds, in the Gundagai Area.	Manager Facilities	Completed	Ongoing, work is processing as per schedule.
1.3b (4)	Develop and implement an inspection and maintenance plan for playground equipment.	Continue undertaking routine playground maintenance and inspections as per the program, for Cootamundra	Manager Waste, Parks & Rec Services	Ongoing	Managed with available resources and finances
		Continue undertaking routine playground maintenance and inspections as per the program, for Gundagai	Manager Facilities	Ongoing	Routine playground maintenance and inspections are carried out as per the program.
1.3b (5)	Undertake improvements to the Cootamundra and Gundagai swimming pool facilities.	Encourage the pool & gymnasium managers/leasees to conduct activities for people of all abilities	Manager Facilities	Completed	Proposed master plan presented to council for consideration and public comment. Outcomes of discussions will drive better use of the facility.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
1.3b (5)	Undertake improvements to the Cootamundra and Gundagai swimming pool facilities.	Encourage the pool & gymnasium managers/leasees to conduct activities for people of all abilities	Manager Waste, Parks & Rec Services	Completed	This has been completed with the Cootamundra Aquatic Centre and Sports Stadium now being managed by private contractor, L&R Group. The operation will be monitored to ensure councils objectives and outcomes are achieved. As of date there has been no complaints received regarding the facilities or contractor but plenty of positive feedback from the community.
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.	Finish construction of the new facility building located at the Gundagai Netball Precinct as part of Recreation Master Plan	Manager Facilities	In Progress	Design work has been completed with user group input. Engineering work underway for development lodgement. Design changed due to available funding.
		Identify the current and future community needs of council's public open spaces, and implement the actions as per the Public Open Spaces Strategy	Manager Facilities	Completed	Actions are being implemented as per the Public Open Spaces Strategy.
		Identify the current and future community needs of council's public open spaces, and implement the actions as per the Public Open Spaces Strategy	Manager Waste, Parks & Rec Services	Completed	All Cootamundra Open Spaces are maintained in accordance with available resources and funding. This has also been completed as part of the Recreational Needs Study undertaken back in 2019/2020.
1.3b (7)	Programs are developed to ensure the ongoing risk assessment and maintenance of Council facilities.	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 & Rec Services	Ongoing	Implemented as and when required and in accordance with council's WH&S policy.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
1.3b (7)	Programs are developed to ensure the ongoing risk assessment and maintenance of Council facilities.	Implement the 'Detail Works Activity Program'	Manager Waste, Parks & Rec Services	Ongoing	This is being achieved by the level and routine maintenance program that's in place and the further development of the community open spaces where and when funding allows. A detailed Open Space and Maintenance Activity Audit has been undertaken and completed. This report has identified Open Space Classifications, level of importance, maintenance specifications and Park Maintenance Priorities and scheduling etc.
		Investigate funding opportunities to enhance Council playgrounds, indoor and outdoor sporting and passive areas to enhance accessibility	Manager Waste, Parks & Rec Services	Completed	Grants are applied for as and when the opportunities arise.
		Investigate funding opportunities to enhance Council playgrounds, indoor and outdoor sporting and passive areas to enhance accessibility	Manager Facilities	Completed	Looking at developing additional master plans to be adopted. Funding will be driven by these plans.
		Review existing footpath network and facilities to determine upgrade and connectivity improvement requirements	Manager Technical Services	Ongoing	Routine footpath maintenance undertaken as required. PAMP being prepared to consider future priorities for LGA.
		Review existing footpath network and facilities to determine upgrade and connectivity improvement requirements	Manager Civil Works	Ongoing	Monthly inspections completed. Defects identified and repaired as necessary.

1.3c: Work with key partners and members of our community to maintain low levels of local crime and deliver community safety.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
1.3c (1)	Work in partnership with local agencies to identify and advocate for opportunities to improve overall community safety.	Road Safety Officer to work in partnership with RMS on RMS Road Safety Campaigns	Manager Civil Works	Ongoing	Current Road Safety Officer finished with CGRC on June 21. New agreement to be arranged with TfNSW.
1.3c (2)	Develop and operate safe food handling and public health controls.	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	Ongoing	This is an ongoing measure and will continue as part of the annual inspection regime. Food Safety Advice is provided to operators during inspections, either annual compliance or in response to complaints.
1.3c (3)	A range of programs are supported, promoted and controlled to encourage and enforce responsible companion animal ownership.	Analyse data captured through Companion Animals Management System (CAMS) for resource reviews	Manager Regulatory Services	Ongoing	Monthly Report submitted to Council, with CAMS data outlining all animals seized and actions taken.
		Conduct two (2) Education and Awareness Days in regard to Companion Animals	Manager Regulatory Services	Ongoing	Two (2) days conducted one (1) at Cootamundra and one (1) at Gundagai in conjunction with microchip days. Completed for 2020/21.
		Conduct two (2) Free Microchipping Days for Companion Animals	Manager Regulatory Services	Ongoing	Two (2) events completed for 2020/2021.
		Continue Companion Animals Audit	Manager Regulatory Services	Ongoing	Monthly update report submitted to Council, on registrations captured through the Companion Animals Audit.

1.3d: Deliver dependable emergency service management practices and responses which protect our community members.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
1.3d (1)	Co-ordinate between the District and Local Emergency Management Committees and provide effective emergency management assistance as required.	Liaise with the District and Local Emergency Management Committees to ensure coordination of Emergency Management assistance	Manager Regulatory Services	Ongoing	Four (4) meetings held each year, along with regular communication with other Local Emergency Agencies.
1.3d (2)	Develop and maintain effective and well tested emergency management plans.	Conduct annual review and update of the Local Emergency Management Plan and Emergency Management Procedures	Manager Regulatory Services	Ongoing	Continue to work with Local Emergency Organisations to develop a stronger CGRC Local Government Emergency Management Plan.
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.	Liaise with Local Emergency Operations Controller to ensure coordination of emergency management assistance	Manager Regulatory Services	Ongoing	Regular meetings held and communication had between the Police LEOCON and Councils LEMO.
1.3d (4)	Provide administrative support for the co-ordination of the various emergency services to provide the most effective disaster management for the community.	Establish and equip functional Emergency Operations Centres at Cootamundra and Gundagai	Manager Regulatory Services	In Progress	Gundagai EOC still requires more equipment and resources to become functional. Transportable resources currently utilised.
		Provide administrative support to emergency management meetings	Manager Regulatory Services	Ongoing	Councils LEMO provides regular updates to all Agencies and four (4) meetings are held each year with all Combat Agencies.

2: A prosperous and resilient economy: We are innovative and 'open for business'

2.1: The local economy is strong and diverse

2.1a: Develop and deliver strategies which support the economic sustainability of the Cootamundra-Gundagai region.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
2.1a (1)	Develop and implement an integrated Tourism and Economic Development Strategy for the Cootamundra-Gundagai region.	Analyse 'standardised visitor data' to build a visitor profile	Manager Community and Culture	Completed	Completed plans, now implementation underway.
		Arrange two (2) annual joint meetings with the Cootamundra Tourism Action Committee and the Gundagai Tourism Action Committee	Manager Community and Culture	In Progress	Next meeting October.
		Commence preparation for creating and maintaining Council's tourism websites	Manager Community and Culture	Completed	Complete - ongoing updates.
		Consider Assess Trails, Art Trails and Walking and Riding Trails, in budget development deliberations inclusive of capital and operational expenditure	Manager Community and Culture	In Progress	Have provided feedback on PAMP with relation to other strategies to RSO.
		Coordinate a workshop with businesses and Tourism Action Committees to plan for growth in the visitor economy held	Manager Community and Culture	In Progress	Cootamundra meeting October.
		Determine costing and funding source for an LGA wide promotional documentary	Manager Community and Culture	In Progress	Funding unsuccessful.
		Implement 'standardised visitor data capture'	Manager Community and Culture	Completed	Complete.
		Implement masterplan improvements to Heritage Centre and have shovel ready for grant applications	Manager Community and Culture	In Progress	Funding obtained. Works to commence.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
2.1a (1)	Develop and implement an integrated Tourism and Economic Development Strategy for the Cootamundra-Gundagai region.	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	Funding unsuccessful. Look to resubmit.
		Prepare update reports to Council on achievements, against the action plan contained in the Tourism and Economic Development Strategy	Manager Community and Culture	Ongoing	Updates provided through the IP&R process.
		Secure and develop The Motorcycle Collection as a tourism attraction in Cootamundra	Manager Community and Culture	Not Due to Start	Suitable site yet to be acquired.
2.1a (2)	Work in partnership with individuals, the private sector, other agencies and levels of government to deliver economic development initiatives.	Facilitate and host a meeting with businesses across the LGA annually to discuss business conditions and issues impacting growth	Manager Community and Culture	Ongoing	Meetings being held in October. In the mean time getting information from the CDC and GREG.
		Identify businesses who would partner with Council in a program of regularly updated information distributed from their premises	Manager Community and Culture	Completed	Information provided at Cafes and accommodation businesses.
2.1a (3)	Implement strategies which encourage the growth of the local population.	Participate in Country Change initiative	Manager Community and Culture	Ongoing	Provided up to date information for campaigns and responded to new resident enquiries.
2.1a (4)	Actively seek and apply for funding opportunities which deliver additional income and contribute to community objectives.	Pursue available grant opportunities	General Manager	In Progress	Submitted grant applications for Stronger Country Communities round 4 and Crown Lands.

2.1b: Develop and implement land-use strategies and management practices which protect our agricultural sector.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
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.	Implement Rural Land Strategy	Manager Development, Building and Compliance	In Progress	This strategy has been adopted with the recommendations of the strategy being progressively implemented.
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.	Continue to maintain Saleyards Facility	Manager Regulatory Services	Ongoing	Full time Regulatory attendant employed to maintain facility.

2.1c: Ensure transportation networks link our local government area with other regional centres and cities and support economic, environmental and community needs.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
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.	Investigate options to better use and develop transportation and freight networks in the Local Government area	Manager Community and Culture	Ongoing	Ongoing.

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.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
2.1d (1)	Promote the development of efficient telecommunications technology for business, land owners, education and health needs.	Continue to 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	NBN roll out supported and promoted where appropriate. Potential partnership with Wi-sky.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
2.1d (2)	Support and advocate for the installation of the National Broadband Network across the local government area.	Facilitate provision of information on the NBN to the Community on Council's website	General Manager	Completed	NBN is now available in the LG area.
2.1d (3)	Offer and promote free public wi-fi internet access in key public spaces across the local government area.	Continue to offer free Wi-Fi service at Council Libraries and Administration Centres	Business Coordinator	Ongoing	Public Wi-Fi has been consistently available to designated areas.

2.1e: Identify, promote and incentivise the strategic and innovative investment opportunities that exist in our region.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
2.1e (1)	Implement a range of initiatives which support and promote the sustainable development of the towns' Central Business Districts and industrial land.	Develop new LEP and DCP	Manager Development, Building and Compliance	In Progress	Council is progressing the new LEP and DCP. There are a number of studies yet to be completed.
		Implement Cootamundra and Gundagai Town Strategies	Manager Development, Building and Compliance	In Progress	The Gundagai Town strategy preparatory work is currently underway.
2.1e (2)	Promote to the community and industry groups potential growth opportunities and development efficiencies.	Facilitate communication mediums for training and funding opportunities for businesses	Manager Community and Culture	Ongoing	Regular updates for a wide range of funding available recently direct to targeted businesses. CDC now also updating fortnightly.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
2.1e (2)	Promote to the community and industry groups potential growth opportunities and development efficiencies.	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	Ongoing	Identified opportunities in service industries - looking at suitable infrastructure to facilitate these.
2.1e (3)	Encourage growth in development and construction locally.	Develop factsheets for developing and building in the local area	Manager Development, Building and Compliance	Completed	Factsheets and checklists have been updated and are now on Council's website. Factsheets and information are monitored and updated as necessary when changes in policy or direction occur.

2.1f: Develop and strengthen effective partnerships with, and between, locally-based organisations and business operators to enhance connectivity and working together.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
2.1f (1)	Work in partnership with agencies and other levels of government to support local businesses.	Facilitate and support local business training opportunities	Manager Community and Culture	Ongoing	Promoted training. At the moment this is mostly online due to COVID.
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.	Develop a list of available industrial land and publish quarterly updates on Council's website	Manager Community and Culture	Ongoing	Looking to expand available land as supply is an issue.
2.1f (3)	Maintain a close liaison and continue to work with Regional Development Australia.	Attend Regional Development Australia forums	Manager Community and Culture	Ongoing	Attending Regional Development Australia Forums.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
2.1f (3)	Maintain a close liaison and continue to work with Regional Development Australia.	Participate in the Country Change Initiative	Manager Community and Culture	Completed	Participation in the Country Change Initiative is continuing. To continue at 2.1a (3)

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

2.2a: Develop integrated land-use strategies which meet the community's current and future needs.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
2.2a (1)	Develop a new, comprehensive Local Environmental Plan for the local government area.	Commence preparation of new draft Development Control Plan	Manager Development, Building and Compliance	Not Due to Start	The draft Development Control Plan will be implemented upon completion of the Local Environmental Plan.
2.2a (2)	Identify and address current and future land-use needs through integrated strategic planning and development.	Commence preparation of new draft Comprehensive Local Environmental Plan	Manager Development, Building and Compliance	In Progress	There are some studies that still need to be completed that will support the drafting of the draft Local Environmental Plan.
2.2a (3)	Provide accurate and timely advice regarding existing and proposed development within the legislative scope of Council.	Inspections undertaken within 48 hours of notification	Manager Development, Building and Compliance	Ongoing	This is an ongoing item, and this target is being met.
		Responses to enquiries provided within 5 working days	Manager Development, Building and Compliance	Ongoing	This is an ongoing measure with 80% of enquiries being responded to within the agreed timeframes.

2.2b: Provide appropriate land-use development to meet market demand

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
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.	Commence preparation of new draft Development Control Plan	Manager Development, Building and Compliance	In Progress	The Development Control Plan will be drafted after the completion of the Local Environmental Plan.
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.	Complete construction of roads and provisions of services for subdivision of industrial land at Turners Lane in Cootamundra	Manager Civil Works	Not Progressing	Awaiting outcome of grant funding application under Building Better Regions.
		Market and promote Bourke Estate residential subdivision in Gundagai	General Manager	Completed	All blocks under contract or under offer.
		Prepare preliminary planning proposal for Stage 2 of Claron Estate residential subdivision in Cootamundra, including access to the Cemetery	General Manager	In Progress	Design company has been engaged.

2.3: Tourism opportunities are actively promoted

2.3a: Develop and implement strategies which provide opportunities for increased tourism.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
2.3a (1)	Develop and implement an integrated Tourism and Economic Development Strategy for the Cootamundra-Gundagai region.	Implement strategies from the Tourism and Economic Development Strategy	Manager Community and Culture	Ongoing	Implementation ongoing.

2.3b: Actively promote the local government area and local programs, activities and events to attract visitors to the region.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
2.3b (1)	Work co-operatively with key partners to identify opportunities and to further promote the local government area to tourists and visitors.	Include access information on facilities and activities when updating mapping and websites	Manager Community and Culture	Ongoing	Included on tourism websites. Co-ordinator business to include on Council sites with upgrades.
		Investigate options for the production of a Mobility Map	Manager Community and Culture	Not Due to Start	Website has this already (generated by user content). Probably don't need to do as it would be a double up.
2.3b (2)	Work with the community to develop a marketing strategy for the local government area as a tourist destination.	Develop Branding Marketing Strategy for Tourism and Economic Development of the Local Government Area	Manager Community and Culture	Completed	Implementation underway.
2.3b (3)	Ensure local programs, activities and events are actively promoted via a range of mediums to attract and encourage visitors and tourists.	Continue to maintain and promote Calendar of Activities, Programs and Community Events	Manager Community and Culture	Ongoing	Calendar of Activities, Programs and Community Events maintained and promoted.
		Implement a competitive application based events funding program in the LGA	Manager Community and Culture	Completed	Competitive application based events funding program implemented.
		Maintain Cootamundra Tourism Website, and continue production of Events Newsletter	Manager Community and Culture	Completed	Cootamundra Tourism Website maintained, and Events Newsletter continually produced.

2.3c: Invest in improvements to visitor amenity and experiences.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
2.3c (1)	Provide and maintain Visitor Information Centres which meet the needs of tourists and visitors to our local government area.	Analyse Visitor Services Review and conduct further research as necessary	Manager Community and Culture	Not Due to Start	Heritage Centre has received funding to extend to better provide visitor services.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
2.3c (2)	Undertake a redevelopment of the Gundagai Visitor's Information Centre.	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	In Progress	Not progressed.
2.3c (3)	Provide a high quality accommodation facility at the Caravan Parks in Cootamundra and Gundagai for the use of visitors.	Review existing Caravan Park facilities, recommend improvements and consider funding options	Manager Community and Culture	In Progress	Design engineer recruitment underway. Project will continue once a resource is available.
2.3c (4)	Undertake connection of water supply to the Dog on the Tuckerbox site.	Deliver infrastructure for water supply extension to Dog on the Tuckerbox site	Manager Assets	In Progress	Water Hammer Analysis on the proposed pipeline alignment has been completed, this led to review design including pipe material to used for this water supply extension. Proposed road layout and intersection between Annie Pyers Drive and Hume Highway could impact on the layout of the reticulation. Detailed design work will be completed in July 2021 and additional funds will be required for construction of the project.
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.	Commence implementation of the recommendations of the Gundagai Gaol Masterplan	Manager Community and Culture	In Progress	Awaiting funding outcome.
		Develop Strategic Management Plan for WWII inland aircraft fuel depot	Manager Community and Culture	In Progress	Funding was reallocated elsewhere. Need to look at options again for the site.

2.4: Our local workforce is skilled and workplace ready

2.4a: Develop and implement strategies which increase the knowledge, skills and health of our local workforce.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
2.4a (1)	Promote local employment and training opportunities within the Council organisation.	Develop Council Training Plan	General Manager	Ongoing	Performance reviews have identified training requirements. Training plans have been developed.
		Include consideration for disability inclusion in Council's Workforce Management Plan	General Manager	Completed	To be considered within the review of the Workforce Management Plan next financial year.
2.4a (1)		Include relevant discrimination legislation in EEO Policy, Staff Induction and Recruitment Training	General Manager	Completed	Relevant discrimination legislation has been considered and necessary updates have been made in relevant council documentation.
		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	Completed	Council has facilitated opportunities for employment of people with special needs. Including a current position within the mechanical workshop.
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.	Facilitate mediums to promote programs activities and opportunities offered in the local government area by other bodies	Manager Community and Culture	Ongoing	Promotion provided through websites, social media and email newsletters, and on request.

3: Sustainable natural and built environments: We connect with the places and spaces around us

3.1: The natural environment is valued and protected

3.1a: Develop and implement land-use strategies and management practices which enhance and protect our natural environments and biodiversity.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
3.1a (1)	Develop and operate development control systems which ensure compliance with appropriate legislation and achieve the best possible environmental outcomes.	Continue to assess all development applications against environmental impact and legislative requirements	Manager Development, Building and Compliance	Ongoing	This is an ongoing measure with templates to ensure that all legislative requirements are considered and assessed.
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.	Complete upgrade of stormwater infrastructure in accordance with the priorities identified in the stormwater priority assessment report	Manager Civil Works	Ongoing	Works undertaken in accordance with strategies and procedures.
		Complete upgrade of stormwater infrastructure in accordance with the priorities identified in the stormwater priority assessment report	Manager Technical Services	Ongoing	Priority works have been completed. Routine maintenance activities in progress within Gundagai to alleviate stormwater issues as required.
		Complete upgrade of stormwater infrastructure in accordance with the priorities identified in the stormwater priority assessment report	Manager Assets	Ongoing	Drainage upgrading works identified in the Priority assessment report have been completed. Response to Flood study and Flood Risk Assessment at Gundagai is in progress, Feasibility on VHR and VP is completed for Gundagai. Flood Risk Management is in progress for Cootamundra to develop structural control to alleviate flooding of town area. Progress meeting conducted on 23 June 2021 with Flood Management Committee at Cootamundra.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
3.1a (4)	Develop and implement a street tree planting plan which enhances amenity and our natural environment.	Continue to undertake Street Tree Planting in accordance with Gundagai Street tree planning Masterplan	Manager Facilities	In Progress	West street has seen significant work this quarter, design changes are being considered to master plan and report to come back to council with proposals.

3.1b: Investigate and implement renewable energy technologies to reduce our environmental footprint.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
3.1b (1)	Investigate, identify and promote opportunities that exist within the local government area for implementation of renewable energy technologies.	Negotiate terms of a power partnership agreement on various Council facilities	General Manager	In Progress	Council has been presented a draft Energy Action Plan that looks at these opportunities.
3.1b (2)	Undertake a review of the environmental impact of Council-owned facilities and infrastructure and implement measures which Council's environmental impact.	Investigate funding sources for solar energy works for Council buildings	Manager Facilities	In Progress	Energy Action Plan put together to drive grants and priorities for solar work.

3.1c: Investigate and implement sustainable waste and water strategies.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
3.1c (2)	Provide and maintain appropriate rubbish removal, disposal, recycling and greenwaste facilities in the most cost effective, environmentally sustainable and efficient manner.	Commence planning for construction of a re-use shop at Cootamundra Waste depot	Manager Waste, Parks & Rec Services	Not Due to Start	Fee & Charges have been reviewed and report to Council with outcomes.
		Commence planning for construction of Waste Facilities and methods of operation as determined by the Waste Implementation Plan	Manager Waste, Parks & Rec Services	Completed	Works are continuing for 2021/2022

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
		Undertake improvements at Gundagai Waste Depot as per the Waste Implementation Plan	Manager Waste, Parks & Rec Services	Ongoing	Works are continuing pending the allocation of funds.
3.1c (3)	Provide a facility through which used chemical drums can be disposed of correctly.	Continue to provide a drum muster collection service each year at both Cootamundra and Gundagai	Manager Regulatory Services	Ongoing	drumMUSTER collections are offered throughout the year.
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.	Collaborate with Council departments to increase the use of re-treated water to Gundagai ovals	Manager Facilities	Ongoing	New Sewer Treatment plant will help deliver re-use water to a better quality. Further discussions to be had, to extend current areas if possible.

3.1d: Deliver, encourage and support a range of programs, activities and projects that promotes awareness and encourages the active protection and sustainability of our natural environment.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
3.1d (1)	Provide programs, information and services to our community to increase awareness of, and participation in, environmentally sustainable activities.	Investigate opportunities to use raw water	Manager Assets	In Progress	At present council holds two water access licences one for water supply to Dog on the Tucker Box and Gundagai town water supply. It is proposed to request Water NSW and Natural Resources Access Regulator (NRAR) to use the unused quota from one of these licences for irrigation of sporting fields at Gundagai.
3.1d (2)	Provide programs, information and services to increase voluntary recycling and reuse to reduce waste to landfill.	Investigate funding opportunities and conduct community consultation and education sessions for the materials recovery facility	Manager Waste, Parks & Rec Services	Ongoing	Grants are applied for as and when required.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
		Investigate funding opportunities to construct a new adult change facility at the Waste Facility in Cootamundra	Manager Waste, Parks & Rec Services	Not Due to Start	Grants have been submitted but to date have been unsuccessful. Council will continue to make submissions as the opportunities arise.
		Investigate funding opportunities to construct a new adult change facility at the Waste Facility in Gundagai	Manager Waste, Parks & Rec Services	Not Due to Start	No funding available to implement.
3.1d (3)	Encourage the best use of treated water through water saving measures.	Investigate opportunities to increase the use of reuse water	Manager Assets	Ongoing	Recycled water is used for Municipal Irrigation at Cootamundra and Gundagai. However, during drought the amount of recycled water produced tend to fall short of the demand. This is partially rectified with an existing 80 ML storage dam which acts as a balance storage. Additional usage and extension will require developing a recycled water management plan. Recycled Water Policy has been developed and endorsed by the Council at the meeting held on 28 June 2021.
3.1d (4)	Contribute to coordinated planning and reporting across local, regional, state and federal areas for the management of the environment.	Monthly lodgement of ABS statistics	Manager Development, Building and Compliance	Ongoing	This an ongoing measure with requirements for reporting continuing to be met.
		Monthly lodgement of Building Professionals Board (BPB) statistics	Manager Development, Building and Compliance	Ongoing	This is an ongoing legislative requirement and is continuing to occur and met the legislative timeframes.
3.1d (5)	Seek funding for projects aimed at supporting the protection and sustainability of our natural environment.	Grant Funding opportunities pursued and secured when available	General Manager	Ongoing	Submitted grant applications for Stronger Country Communities round 4 and Crown Lands.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
3.1d (6)	A range of programs are supported, promoted and controlled to reduce and enforce illegal dumping.	Investigate options for technology, to enhance illegal dumping surveillance	Manager Regulatory Services	In Progress	Council to investigate purchasing surveillance cameras for overt operations.
		Undertake illegal dumping surveillance	Manager Regulatory Services	In Progress	Surveillance continuing throughout Local Government Area.

3.1e: Undertake active weeds and pest management practices.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
3.1e (1)	Noxious weeds will be contained, reduced or eliminated as appropriate.	Develop a Community Education and Awareness program in regard to weed management	Manager Regulatory Services	In Progress	Successful Weed Information Day held. Working with DPI and LLS to develop a combined Community Awareness program.
		Undertake Weed Control program in conjunction with Riverina Regional Strategic Weed Management Plan	Manager Regulatory Services	Ongoing	Biosecurity & Regulatory staff have undertaken weed management control and identification using electronic weed capture and reporting.
3.1e (2)	Promote and deliver programs and initiatives which promote and educate the community on noxious weeds and pest management practices.	Participate in the Managers Established Pest Animals and Weeds Project (MEPAAW)	Manager Regulatory Services	Ongoing	Regulatory staff working in conjunction with Local Lands Services to address Weed and Pest Animal Management programs.

3.2: Our built environments support and enhance liveability

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.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
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.	Provide Development Applicants with relevant information concerning Disability Discrimination legislation	Manager Development, Building and Compliance	Ongoing	Disability Discrimination information is included on all applications.
3.2a (2)	Ensure new development is considerate of our heritage.	Include heritage considerations when assessing all Development Applications, as applicable, and in accordance with the LEP	Manager Development, Building and Compliance	Ongoing	This is a legislative requirement with templates developed which include this as an assessment criteria.

3.2b: Ensure a variety of housing options are made available.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
3.2b (1)	Ensure that planning and development controls are in place to promote and facilitate a variety of housing options for residents.	Continue preparation of new draft Development Control Plan	Manager Development, Building and Compliance	In Progress	The development control plan will be developed once the local environmental plan is finalised.

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
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.	Implement an Integrated Water Cycle Management (IWCM) Plan	Manager Assets	Ongoing	Reference Group meeting was not held as planned earlier. Meeting was tentatively scheduled to be in July 2021 and it is now impacted due to restrictions imposed on COVID-19 in NSW. Subsequent to this meeting PWA will develop strategies for implementation of IWCM principles.
3.2c (3)	Investigate options for the connection of a water supply to Nangus Village, and consult with the community.	Partner with Goldenfields Water to prepare business case for connection of water supply to Nangus Village	Manager Assets	In Progress	Business case has been completed. Comments received from stakeholders.
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.	Commence construction for the Gundagai Sewer Treatment Plant replacement	Manager Assets	In Progress	Construction of Gundagai STP is now 70% completed. Due to wet weather related delays testing and commissioning is scheduled to be during August 2021.
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.	Complete upgrade of stormwater infrastructure in accordance with the priorities identified in the stormwater priority assessment report	Manager Assets	Completed	Storm water infrastructure work identified in the Priority Assessment Report has been completed. Flood Risk Assessment in Cootamundra and Flood Study response work in Gundagai are in progress.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
3.2c (6)	Undertake Stormwater Mitigation Strategy across Cootamundra and Gundagai.	Continue undertaking Cootamundra Flood Study	Manager Assets	Completed	Flood study findings were presented on 11 November 2020 to the Flood Management Committee. Flood study was displayed and exhibited the findings for 28 days consultation period to enable the community members to comment. Subsequently the flood study was adopted by the Council in January 2021. Flood study material was handed over to the Council on 31 March 2021 and WMA Water has been engaged to do the Flood Risk Management Study.
3.2c (7)	Manage Council's waste collection, disposal and processing facilities.	Manage Council's waste collection, disposal and processing facilities in accordance with the Waste Strategy and Implementation Plan	Manager Waste, Parks & Rec Services	Ongoing	Works are routine and managed in accordance with the Waste Strategy and Implementation Plan, and councils financial allocation.
3.2c (8)	Provide an adequate mix of high quality, disabled accessible and appropriately located public toilet facilities.	Continue monitoring Council Public Toilet Facilities	Manager Facilities	Ongoing	Facilities monitored as per schedule.

3.2d: Develop and implement strategies to deliver safe and accessible local roads, bridges, footpaths and parking.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
3.2d (1)	Develop and implement strategies to improve safety and accessibility of all road users.	Ensure information is available for, users of scooters and electric wheelchairs on footpaths, and pedestrian safety	Manager Civil Works	Completed	Road Safety Officer to continue working on strategies for improved road safety.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
		Road Safety Officer to work in partnership with RMS on RMS Road Safety Campaigns	Manager Civil Works	Ongoing	Road Safety Officer to continue working with CGRC and TfNSW in implementing 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.	Undertake annual Road Maintenance Program	Manager Technical Services	Ongoing	Routine maintenance being undertaken as required across the LGA.
		Undertake annual Road Maintenance Program	Manager Civil Works	Ongoing	Works progressing as conditions and resources permit.
3.2d (3)	Undertake the annual footpath renewal and extension program.	Undertake Footpath Renewal and Extension Program	Manager Civil Works	Ongoing	Footpath replacements/extensions determined under Assets Condition Reports and maintenance records. Continue to seek other funding were possible.
		Undertake Footpath Renewal and Extension Program	Manager Technical Services	Ongoing	Footpath renewals complete for 2020/2021. Future extensions will be identified in PAMP.
3.2d (4)	Develop and implement asset management plans and strategies for all transport assets.	Review and update condition assessment data across the local government area	Manager Assets	Ongoing	RFQ has been invited to value Water, Sewerage and drainage assets and the tender will close on 4 July 2021. Valuation of roads and bridge assets were completed and endorsed by the Council.

3.2e: Supply local public transport networks to cater for the current and future needs of residents, businesses and visitors.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
3.2e (2)	Advocate for State and Federal departments to improve public transport networks to meet the needs of our community.	Work with Riverina Joint Organisation on identified public transport initiatives	Manager Assets	Ongoing	Continue to work with REROC in cooperation among member Council, participate regularly with procurement of goods and services for member councils.

4: Good Governance: An actively engaged community and strong leadership team

4.1: Decision-making is based on collaborative, transparent and accountable leadership

4.1a: Council is representative of the community and works together to meet the needs of our local government area.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
4.1a (1)	Councillors will support and advocate for the needs of all members in our community.	Ensure Councillors are available and contactable by community members	General Manager	Ongoing	Councillor's contact information is available on Council's website and can also be obtained upon request.
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.	Present quarterly 'Progress Report' on Delivery Program/Operational Plan to Council and the Community	Business Coordinator	Ongoing	Q4 Progress Report to be presented at the August 2021 Council Meeting.
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.	Conduct 6 monthly review of Operational Plan and resourcing strategies	Business Coordinator	Completed	Progress reports are submitted quarterly to council.

4.1b: Strengthen strategic partnerships with the community, business and all levels of government.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
4.1b (1)	Councillors will use all occasions presented to advocate for funding and assistance from other levels of government and agencies.	Seek funding opportunities when available	General Manager	Ongoing	Submitted grant applications for Stronger Country Communities round 4 and Crown Lands.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
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.	Advocate for increases in federal assistance grant funding for Regional NSW	General Manager	Ongoing	Motion presented to ALGA Conference.
4.1b (3)	Participation in relevant REROC activities that will benefit the local government area.	Participation in REROC events and activities	General Manager	Ongoing	Continued participation has taken place in REROC board meetings and other events and activities hosted by REROC.
4.1b (5)	Continue to foster and support the Youth Council.	Formalise the Youth Council in Cootamundra	Manager Community and Culture	Completed	Youth Council developed.
4.1b (6)	Work in partnership with community members, businesses and all levels of government to deliver community priorities.	Participation in Stakeholder events and activities	General Manager	Ongoing	Community activities are supported by Councillor and Employee participation.

4.1c: A clear strategic direction is outlined in Council's corporate plans and guides Council's decision-making and future planning.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
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.	Develop and adopt Operational Plan for next financial year	Business Coordinator	Completed	Operational Plan adopted at the June 2021 Council Meeting.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
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.	All decision making reports, including strategies and plans are to show linkages to the relevant objective in the Community Strategic Plan	Business Coordinator	Completed	Linkages to the Community Strategic Plan are included in the Business Paper Reports and Policy and Strategy/Plan templates.
4.1c (3)	Determine development applications in an efficient and effective manner based on merit	80% of DAs determined within statutory 40 days' timeframe	Manager Development, Building and Compliance	Ongoing	The majority of applications are determined within this timeframe.
4.1c (4)	Develop a Place Plan which incorporates the Economic Development, Open Space Recreation, Arts and Cultural and Disability Action Strategies.	Develop Placemaking plan for the planning decision and management of Public Spaces in the Local Government Area	Manager Community and Culture	In Progress	Cootamundra 2050 plan complete. Gundagai equivalent happening in August.

4.1d: Monitor, review and report on the outcomes of corporate plans.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
4.1d (1)	Council will track the progress towards the achievement of the corporate plan objectives against measurable outcomes.	Continually identify improvements in operating councils corporate planning software (Pulse)	Business Coordinator	In Progress	Delegations & Policy Module is being implemented. Compliance Module to be developed once data is available from Kell and Moore. Governance Officer continually monitors improvement updates for the current reporting system.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
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.	Develop a strategy to update Council's Integrated planning suite of plans and resourcing strategies on a regular basis to meet the changing needs of our community	Business Coordinator	Completed	The CGRC Communication Strategy and Community Engagement Strategy is being developed and will be presented to council upon completion.
		Integrated planning and resourcing strategies reviewed and updated as legislatively required	Business Coordinator	In Progress	All Integrated Planning and Reporting (IPR) documents are reviewed and updated as legislatively required as per the Office of Local Government IPR manual and guidelines.
4.1d (3)	Progress on the achievement of corporate plan objectives will be shared with the community via a range of communication methods.	Develop and present report identifying Community communication options and strategies	Business Coordinator	In Progress	The CGRC Communication Strategy and Community Engagement Strategy is being developed and will be presented to council upon completion.

4.1e: Elected representatives are trained, skilled, resourced and knowledgeable.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
4.1e (1)	Support for Councillors to attend training, conference and development opportunities will be provided.	Attend the Local Government NSW Annual General Conference, in line with any Covid-19 requirements	General Manager	Completed	CGRC attended the Online conference in November 2020.
4.1e (2)	Programs and activities which encourage and develop the capacity of current and future community leaders is provided.	Identify programs and activities which encourage and develop the capacity of current and future community leaders	General Manager	Ongoing	Council has engaged a Youth Officer for Cootamundra to support the Youth Council.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
4.1e (3)	Provide and maintain services and infrastructure that assists the efficient and effective undertaking of the duties of the elected Council.	Continue to provide and maintain services and infrastructure to assist elected representatives in undertaking their duties	General Manager	Ongoing	Facilitate and maintain use of laptops. Facilitate business papers online using HTML reports.
4.1e (4)	Support Council's elected representatives in undertaking their role in the community.	Continue to provide administrative support to Council's elected representatives to assist in undertaking their role in the community	General Manager	Ongoing	Ongoing support provided as needed.

4.2: Active participation and engagement in local decision-making

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
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 Council's decision-making.	Continue to maintain support for councils Digital Communication Panel	Business Coordinator	Ongoing	Ongoing promotions to encourage participation in the Digital Communication Panel is being undertaken via councils media channels.

4.2b: Provide opportunities to review the objectives and delivery of the Community Strategic Plan to ensure it continues to meet the changing needs of the community.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
4.2b (1)	Council will regularly and continuously seek community feedback to seek additional input to the Community Strategic Plan.	Relevant staff to undertake Community Engagement Training (IAP2)	Business Coordinator	In Progress	Initial quotes were too costly. Investigating alternative Community Engagement Training.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
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.	Develop a strategy to update the Community Strategic Plan on a regular basis to meet the changing needs of our community	Business Coordinator	In Progress	The CGRC Communication Strategy and Community Engagement Strategy is being developed and will be presented to council upon completion.

4.2c: Engage and partner with the community in delivering the objectives of the Community Strategic Plan.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
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.	Develop a Community Engagement Strategy to assist with delivering the objectives in the Community Strategic Plan	Business Coordinator	In Progress	Development of the CSP Community Engagement Strategy will commence once the CGRC Communication Strategy and Community Engagement Strategy is finalised and adopted.

4.2d: Promote and celebrate the achievements of Council and our local community.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
4.2c (1)	Progress towards the achievement of the Community Strategic Plan objectives will be shared with the community via a range of communication methods.	Continue to promote the objectives of the community strategic plan via Council's media channels	Business Coordinator	Completed	All council media channels, which include: the community newsletter, social media, website and media releases are being utilised to promote council's strategies and plans.
		Continue to promote the objectives of the community strategic plan via Council's media channels	Business Coordinator	Ongoing	All council media channels, which include: the community newsletter, social media, website and media releases are being utilised to promote council's strategies and plans.

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

4.3a: Maintain a strong and robust financial position that supports the delivery of services and strategies and ensures long-term financial stability.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
4.3a (1)	Ensure Council's long term financial planning supports the delivery of community expectations and financial stability.	Continue to consolidate Council's rating structure	Manager Finance and Customer Service	Completed	Cootamundra and Gundagai rating structure has been consolidated. Complete.
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.	Prepare and implement procedures to enable all staff with budget responsibility to effectively operate Council's integrated budgeting process	Manager Finance and Customer Service	In Progress	Staff shortages have delayed this project, it will be carried over to 2021/22.
4.3a (3)	Ensure all procurement meets legislative and policy requirements and delivers best value for the community and the Council.	Develop a suite of Audit Reports to monitor procurement practices	Business Coordinator	Ongoing	Monitoring procedures are in place.
		Undertake assessment and improvement of procurement processes	Business Coordinator	Ongoing	Continual assessment of improvements of procurement processes are undertaken as required.
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.	Develop new Section 7.11 Development Contribution plan and Section 64 Headworks Charges	Manager Development, Building and Compliance	Not Progressing	This action will be completed once the local environmental plan is finalised.
		Identify grant opportunities to fund major projects as they arise, lodge grant applications as appropriate	Manager Development, Building and Compliance	Ongoing	Relevant grants are identified and applications made when available.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
4.3a (5)	Develop Asset Management plans which deliver long-term financial sustainability and asset renewal.	Implement works programs to improve asset condition	Manager Assets	In Progress	Request for quotations were invited and work was awarded for the replacement of water main along West Street, Gundagai. Survey and detailed design work is in progress for water main replacement along five (5) streets in Cootamundra. Tender documents have been prepared for Design and Installation of Telemetry/ SCADA system for Water and Sewerage for Gundagai and Cootamundra. This project will improve the operational efficiency.
		Review and improve Asset Management Plans	Manager Assets	Ongoing	Asset renewal programs are implemented based on condition assessment and Asset Management Strategy. Five (5) year water main renewal program has been identified for Cootamundra.
4.3a (6)	Improve functionality and amenity within Council's work depots.	Complete planning for improvements to Cootamundra Depot and Bradman Street Depot	Manager Civil Works	In Progress	Options for depot development to be assessed.

4.3b: Council meets all legislative requirements and operates within good governance practices and frameworks.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
4.3b (1)	Council ensures statutory compliance is achieved and demonstrates good governance practices.	Participate in the Alliance Legislative Compliance Framework Methodology	Business Coordinator	Ongoing	Internal Audit Alliance meeting to be held in July 2021. CGRC to continue to participate in the Internal Audit Alliance.
4.3b (3)	Implement effective integrated risk management strategies and practices.	Implement Councils Fraud Control Plan	Business Coordinator	In Progress	Fraud Control Plan has been developed. Implementation of Fraud Control Plan is in progress.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
4.3b (3)	Implement effective integrated risk management strategies and practices.	Undertake development of a Corporate Risk Register	Business Coordinator	In Progress	Enterprise Risk Management Framework developed and presented to ARIC. GM has formally approved. Implementation of the framework is imminent.

4.3c: Information is communicated to our community consistently, reliably and timely, and over a variety of platforms to meet the needs of residents.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
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.	Develop Community Engagement Strategy to inform the community and receive feedback, including feedback on major projects	Business Coordinator	In Progress	The CGRC Communication Strategy and Community Engagement Strategy is being developed and will be presented to council upon completion.
4.3c (1)		Improve services available on Council's websites through the development of eServices and online forms	Business Coordinator	In Progress	Web update has commenced. Actions required are being undertaken with our contractor, as resources allow.

4.3d: Council services the community in a manner that is professional, efficient and promotes an ease of 'doing business'.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
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.	Develop and implement a new Customer Service Charter	Manager Finance and Customer Service	Ongoing	This project was deferred until the completion of the SRV process and will be carried over to 2021/22.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
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.	Work with the Customer Service Team to develop an Online Booking System for Council facilities	Business Coordinator	In Progress	Web update has commenced. Actions required are being undertaken with our contractor, as resources allow.
		Integrate Civica/Authority (Finance System) and Magiq Documents (EDRMS)	Business Coordinator	In Progress	Received quotes to implement. Waiting on organisational outcomes before processing any further.
		Review Business Systems and identify services that can be delivered on Council's Website	Business Coordinator	In Progress	Web update has commenced. Actions required are being undertaken with our contractor, as resources allow.
4.3d (3)	Council's records are managed in compliance with the appropriate legislation and supports efficient and effective work practices.	Review infoXpert workflows to streamline record keeping	Business Coordinator	Ongoing	Comprehensive review undertaken, further continual improvements are ongoing.
4.3d (4)	Requests for service are processed in an efficient and effective manner.	Complete Customer Satisfaction Survey to provide comparison data for the benchmark identified in 2018	Manager Finance and Customer Service	Not Progressing	This project was deferred until the completion of the SRV process, and will be carried over to 2021/22.
		Review responsibilities and provide training to enable customer service staff to respond to Planning and Rating enquiries	Manager Finance and Customer Service	In Progress	Rating enquiry training completed. Planning enquiry training to be developed and implemented to customer service staff in 2021/22.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
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.	Complete the Mapping of Cemeteries for plot identification, future planning and publishing of information online	Manager Regulatory Services	In Progress	Councils Digital Cemeteries Project is progressing well. Aerial mapping and plot capture has been undertaken. CGRC burial database with approx 12,000 records and photographs have been uploaded. This project will include a Public Access Portal for the Community to search for deceased people buried within our 13 Cemeteries.
		Develop a Cemetery Services Strategic plan	Manager Regulatory Services	Not Progressing	Once the digitalisation project has been completed the Cemetery Strategic Plan can be developed around this.
		Provide signage, seating and additional landscaping for the Gundagai Area Cemeteries	Manager Regulatory Services	Completed	Action Completed.
4.3d (6)	Council's fleet of light vehicles and heavy plant is maintained to ensure efficient, cost-effective and timely service delivery.	Undertake plant replacement in accordance with related policies and programs	Manager Technical Services	Ongoing	Replacement complete for 2020/21. Work well advanced for replacement program in 2021/22 with specifications already prepared for items highlighted within Technical Services area.

4.3e: Continuous improvement practices are utilised to ensure facilities and services are provided efficiently and meet the changing needs of our community.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
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.	Identify and develop improvement programs	General Manager	In Progress	Over 160 improvement measures have been identified, some have been implemented, others are now scheduled for implementation via Managers performance agreements.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
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.	Undertake monitoring of project implementation	General Manager	Ongoing	Project status and budgets are being controlled.

4.3f: Council attracts, retains, develops and supports employees in a safe, healthy and non-discriminatory work environment.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
4.3f (1)	Implement strategies which promote Cootamundra-Gundagai Regional Council as being an employer of choice.	Review and enhance recruitment practices	General Manager	In Progress	Working with REROC on Skills and Shortage Project.
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.	Implement Operational Plan activities	General Manager	Ongoing	Operational Plan being delivered and reported on quarterly.
4.3f (3)	Implement the Workforce Management Plan to support all staff in the delivery of community expectations.	Update statistics and demographics in the Workforce Management Plan	General Manager	Ongoing	To be updated when the review of the Workforce Management Plan is conducted next financial year.
4.3f (4)	Provide a safe and healthy environment for staff and contractors through compliance with all WH&S legislative requirements and minimising risk.	Develop internal Council newsletter and incorporate WHS messages to all staff	General Manager	Completed	Monthly staff newsletter being produced and distributed to all staff.
		Review monthly WHS reports and statistics discussed at Managers Meetings	Manager Technical Services	Ongoing	Ongoing reporting by WHS officers. Considerable work has been done developing the WHS system that is currently being rolled out.
			Manager Civil Works	Ongoing	Monthly reports being presented to MANEX meetings.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
4.3f (5)	Develop and implement a Staff Wellbeing Program	Develop and implement Staff Wellbeing Program	General Manager	In Progress	Implemented staff newsletter and conducted Mental Health Awareness training for all staff.

4.3g: Council staff are well-trained, skilled, resourced and knowledgeable.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
4.3g (1)	Implement a training plan to enhance the skills and knowledge of staff across the organisation.	Develop Staff Training Plan, following skills/performance process	General Manager	Completed	Performance reviews have identified training requirements. Training plans have been developed.
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.	Develop succession plans for each Section of Council	General Manager	Not Due to Start	Structure and cultural reform will be commencing following demerger decision.
		Implement Performance Review Program, and undertake the first cycle	General Manager	Completed	Performance reviews have been undertaken.
4.3g (3)	Staff are supported in the achievement of organisational objectives by having access to a range of business tools, systems and technologies.	Provide ongoing enhancement to Staff Intranet	Business Coordinator	Not Due to Start	Waiting on organisational outcomes before processing any further.
		Undertake integration of Mapping Systems with Council's Corporate Systems	Manager Assets	In Progress	GIS upgrade of Water and Sewerage assets is planned. This will be done along with asset valuation of water, sewerage and drainage assets.

MAJOR PROJECTS.

GUNDAGAI SEWAGE TREATMENT PLANT:

The new Gundagai Sewage Treatment Plant (STP) is a 3000 EP (Equivalent Population) capacity treatment plant. The new plant will meet projected load increases over the next 30 years.

The new biological treatment is based on the Intermittently Decanted Extended Aeration (IDEA) treatment process, to which micro-organisms contained within the sewage treatment process, aid to break down organic matters. Management of the treated effluent continues via the existing effluent reuse system with remaining excess (if any) to discharge into the Murrumbidgee River.

Construction work is 90% completed. Testing is in progress and SCADA program is to be completed in November 2021.



Final testing and commissioning during December 2021/January 2022. Most of the civil works, mechanical & electrical installation work associated with STP is more than 80% completed. Power supply is connected to the site which will enable testing of electrical and mechanical equipment. Final connection and testing work are in progress to ensure compliance of this equipment. Wet weather has seen some delays in completion of the works. Final testing and commissioning of the treatment works is scheduled to be completed during January 2022.



TREATMENT FOR THE ROYAL WELL:

Gundagai's Royal Well sewerage pump station underwent a complete transformation when construction on a new state of the art pump station was completed in August 2020. The old Royal Well as it is affectionately known was built in the 1930's. The new pumping station will further enhance the treatment of sewerage in Gundagai. The new pumping station will provide new infrastructure that complies with current standards.



WATER MAIN REPLACEMENT PROJECTS:

Cootamundra's \$7.5 million watermain replacement project was completed. The original contract with a number of additional works has seen approximately 24 kilometres of new water mains installed in the town. \$2 million was sourced from the Stronger Communities Fund, an initiative of the NSW Government and administered by Cootamundra-Gundagai Regional Council (CGRC) and is part of Councils SCF major projects program. \$5 million was sourced through CGRC water reserve to complete the works. CGRC reports that water quality complaints have dropped dramatically, and the incidences of main breaks have also significantly reduced, allowing staff to attend to necessary routine maintenance and operational activities that, necessarily, were sometimes delayed in the past. The project is an ongoing program and will compliment the major works undertaken. The initial scope of works identified have been completed during 2019/20 and a further program of works is in progress water main replacement along Mackay Street Cootamundra is in progress.



The Water main replacement at West Street, Gundagai has been completed.

MACKAY STREET COOTAMUNDRA:

Mackay Street Rehabilitation-commencement of works under Funding Local Roads Program.

Initial works were kerb replacement Only to Poole streets and relocation of underground services.



GUNDAGAI SWIMMING POOL:



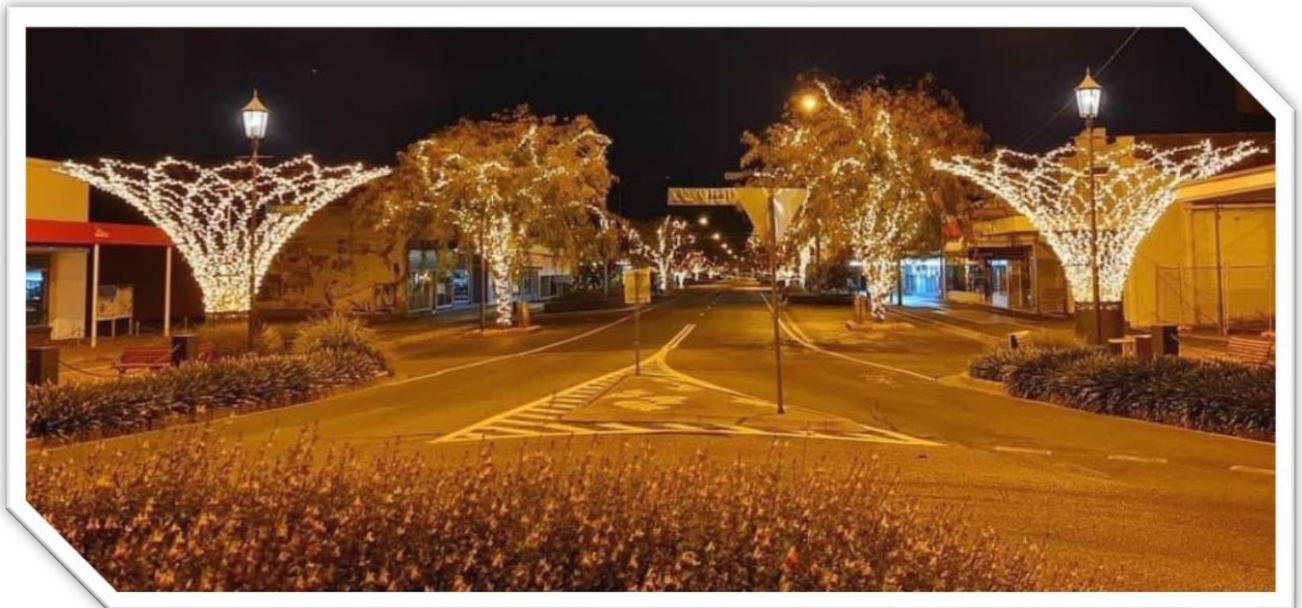
A \$35,000 investment to the Gundagai Swimming Pool, has seen a reduction in running costs and water usage. The local pool has undergone further improvements with upgrades completed on damaged pipes that will see leakage problems solved. The work included a new stainless-steel pipe installed in the balance tank, replacing a galvanised pipe. The stainless pipe should never need replacing as it will not rust or corrode. A new compressor for the sand filters has been installed along with repairs to the expansion joint replacement on the pools surface. The funds used to carry out the work are part of the NSW State Governments Stronger Country Communities Fund Round 2 grant program and were allocated to include the installation of an all-access ramp constructed last year. Barbeque facilities, with picnic tables and shades were also installed at the pool to enhance the area for users.

BEAUTIFICATION WORKS IN PARKER STREET COOTAMUNDRA:

Parker Street Cootamundra was a focus during the year, with the installation of street furniture, shade structures, landscaping and other works associated with the continuation of the beautification project that has been undertaken. The project was funded from the Drought Communities Program.

The projects aim was to beautify and enhance the experience whilst visiting Cootamundra's CBD, create jobs and boost local shopping. Established street gardens have been given a rejuvenation and certain areas planted out to soften the hard surfaces.

The installation of fairy lights in the street trees and the four feature Canopee's constructed by the famous Furphy Foundry has added a new dimension to the street at night.



FUNDS TO UPGRADE LOCAL ROADS:

Member for Cootamundra Steph Cooke presented a cheque to Cootamundra-Gundagai Regional Council (CGRC), Mayor Abb McAlister on Thursday, 16 July 2020 to the sum of \$4,073,926.00.

The money will flow from NSW Government's Fixing Local Roads Program, to which the Commonwealth and State Governments have both committed \$191 million.



SHERIDAN STREET GUNDAGAI:

The picturesque Sheridan Street in Gundagai has continued to be improved and can be broken into three sections of work.

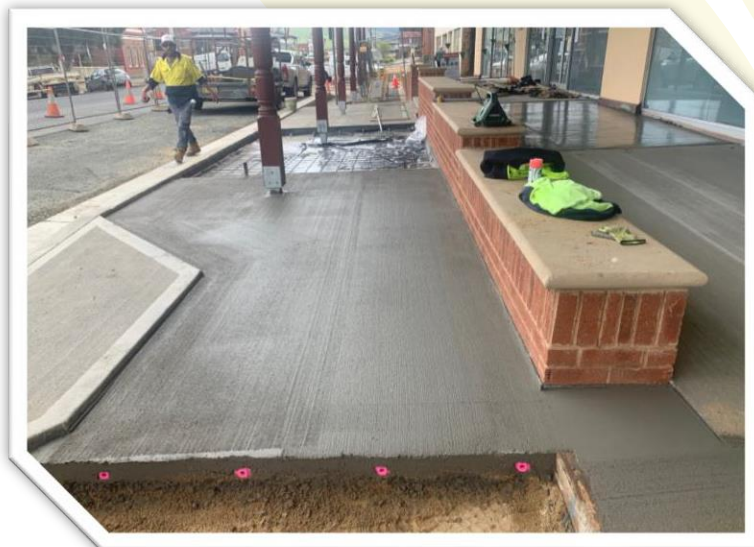
1. The Sheridan and West Intersection.

This work included the realignment of traffic lanes, and changes to signage at the intersection, all designed to ensure safer movement of traffic through the area. The road itself has been upgraded with deflection testing carried to identify any faulty areas within the pavement and assess the strength of the existing road pavement. The concluding part of the work was the laying of the Hotmix overlay and landscaping. CGRC mayor Cr Abb McAlister said he was pleased the intersection will be completed. "This is the icing on the cake, so to speak, the installation of the Hotmix overlay will provide a longer more enduring road surface and I'm delighted that we will see this work completed," Cr McAlister said.



2. Sheridan and Otway Intersection.

The upgrade will replace the damaged kerb and gutter and pavement. The intersection will be in keeping with the Sheridan Street beautification, with the installation of garden beds and landscaping of the kerb sections. The design phase has identified that trees within the upgrade area will need to be removed due to disease, pest infestation and have caused damage to the existing pavements and kerb and guttering. The existing trees have been categorised as a potential high risk safety hazard to pedestrians, vehicles, and infrastructure. New trees that are more suitable for the surrounding environment will be planted in the new area. As part of the redevelopment of this area, staff will create new garden beds and plant appropriate mature trees in accordance with the Gundagai Street Tree Master Plan.



3. Block 3 Sheridan Street Project.

Federal Government funding through the Drought Communities Programme (DCP) Extension has allowed Council to continue with the beautification and improvement in Sheridan Street from Homer Street towards Virgil Street on the northern side in Gundagai. The project will create jobs and boost local shopping. The work in Sheridan Street includes:

- Stormwater Drainage
- Kerb and Gutter Construction
- Footpath – Concrete Subgrade
- Footpath Stone Paving
- Road Pavement Construction

ROAD/BRIDGE PROJECTS:

Timber Haulage Road Upgrades – Adjungbilly, Nanangroe and Redhill Roads.

First Avenue Gundagai – One way thoroughfare for safety. **New Causeway Delroit Road.**

Road works at the Gap on the Olympic Highway – Stage 2 of the project from Campbell St to back Brawlin Road.

Work on Rosehill Road – Flood restoration works and replacement of the ‘Willows Bridge’.

Maloney Report on Roads-condition assessment:

Roads within the Cootamundra-Gundagai Regional Council (CGRC) local government area have been given the tick of approval from the firm who assess local government infrastructure assets.

Moloney Asset Management Systems (MAMS) specialise in the management and condition of infrastructure assets were engaged to undertake a survey of road assets for CGRC as part of the Asset Management Strategy. The report provided a comprehensive review of assets covering sealed and unsealed roads, kerb, and footpath assets. The report states, “the road assets with Cootamundra Gundagai RC were found to be in “Good” overall condition when benchmarked against all 70 councils assessed by Moloney Asset Management Systems (MAMS).” The report also went on to state. “There was a strong overall condition improvement found with the sealed road pavement, unsealed road pavement and sealed surface asset groups combined with a strong reduction in the extent of poor conditions assets and isolated pavement failures since the last survey in 2016.

Roadside slashing and vegetation control. Including slashing in towns and villages across the LGA:

Annual resealing program:

Annual Gravel Road maintenance grading:

FIXING LOCAL ROADS PROJECTS:

Old Gundagai Road. Rosehill Road. Kilrush Road.

Adjungbilly Road Realignment, east of Parsons Creek Road.

Nanangroe Road seal extension, north of Parsons Creek Road.



LOCAL ROAD AND COMMUNITY INFRASTRUCTURE PROJECTS:



Footpath link Nicholson Park to Stadium.

Muttama Road rehabilitation works near Brawlin Road.

Kerb and Gutter replacement- Merle Ave, O'Donnell and Hurley Streets in Cootamundra.

Annual works undertaken for TfNSW on the State Highways- Olympic and Burley Griffin Way.

Private construction works of the Boundary Road Cootamundra Sub-division.

PLANS, POLICIES, MASTERPLANS:

CGRC has delivered a suite of documents with the community in mind, to make it clear how the plans fit together, and make it easy to understand how we are planning for and delivering on community priorities.

2021/2022 Operational plan.

Youth Strategy.

Dog on Tuckerbox Masterplan.

Agritourism Development Strategy.

Cootamundra Flood Study.

Alcohol Free Zones.

King Street Wallendbeen Streetscape Master Plan.

Cootamundra RSL Memorial Landscape Master Plan.

Cootamundra Gundagai Regional Council Street Tree Management Plan and Policy.



ENGAGING WITH THE COMMUNITY:

A challenging year with the COVID-19 pandemic saw a number of celebrations scaled back to adhere to public health orders. Council did celebrate:

Youth Week 2021 saw a variety of events held in Cootamundra and Gundagai. The Youth Councils in both centres assisted with the facilitation the variety of activities across the week.

Seniors Week 2021 Senior Citizens from across the Local Government Area (LGA) were entertained by CGRC staff and Councillors at morning teas in Cootamundra and Gundagai. Mayor Abb McAlister welcomed the groups and opened the floor for a question-and-answer session which covered topics such as the villages strategy that was adopted by the Council, more street tree planting in Gundagai and the Dog on the Tuckerbox redevelopment, funding for senior events and the demerger situation.



Other Events included:

Local Government Week

Gundagai Wellbeing Day

International Women's Day

Free Computer Training in Villages

Australia Day

Citizenship Ceremonies

Vendor Panel Information Day

Local Government Forum for Women

Tech Savvy Seniors Days

Free Microchipping Days



Free microchipping days were held in Cootamundra and Gundagai, allowing residents to have companion animal microchipped.

Council rangers and regulatory officers were in attendance to offer advice to pet owners on Regulatory issues, relating to the keeping of companion animals.

Weed Information Day

Council (CGRC) conducted a Weed Information Day, to held at the Cootamundra Saleyards. The information day covered topics on pesticide information, weed species profiles and characteristics, assistance with decisions on land management, agronomist advice, and networking opportunities with others to discuss weed control. The day was held in conjunction with the Department of Primary Industries (DPI) and Local Land Services (LLS) and provided our communities with Biosecurity resources, expert advice, suggested control methods, weed identification and pesticide and spraying information. Residents and our farming community found out more about how Government, Industry and the CGRC community share the responsibility and can work together to identify, minimise, respond to, and manage weeds.



Garbage Truck Excursion to Preschool

A fun day for the kids and staff when Council staff visited the Cootamundra Pre-School in May to chat to students about what happens to their rubbish after it goes in the bin as well as what and how to recycle.

The children were very excited to have a visit from one of our friendly garbage truck drivers to have a close up look at how the bins are picked up.



PROCUREMENT:

VendorPanel Marketplace

VendorPanel Marketplace has been selected as a procurement platform to support CGRC's local economic development initiative. To increase the number of opportunities and spend driven to the local economy, Council launched the platform to make it easier for Council buyers to identify local suppliers and invite them to submit quotes and proposals for their projects and works. VendorPanel Marketplace is free for suppliers to use. Once registered, suppliers will receive invitations to quote on work across dozens of categories. The platform manages all communication between Council buyers and suppliers, reducing administration, saving time and ensuring procurement good practice is followed.

ECONOMIC DEVELOPMENT PROJECTS:

Youth Councils

Our local Youth Councils were active throughout the year, although many activities were curtailed due to COVID-19.

Banner Poles

Council have completed the erection of Banner Poles in Gundagai and Cootamundra main streets. The poles will house banner signs and are intended to provide a positive and welcoming message to visitors to the community.

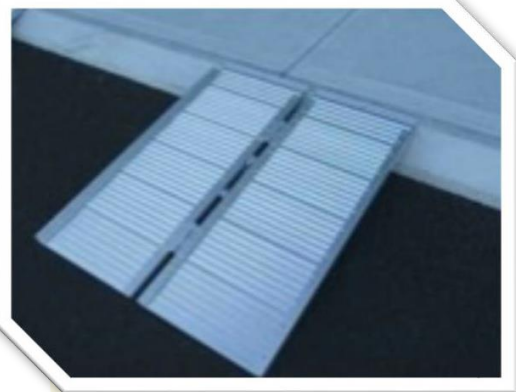
They are for use by Council organised or supported events and for non-Council events which primarily cater to people from outside the area. The CBD banner can be used for local events and information.



The street banner system site is available for hire by organisations to publicise events considered appropriate by Council. Priority will be given to events that promote the towns and are related to major sporting, cultural, recreational, community or tourist activities.

Portable Access Ramps

Council now has available for loan, Portable Event Access Ramps Kits. The kits will help make venues accessible for those with disabilities. The kits will give the ability to hold events that may not have been possible previously due to access limitations. Events such as festivals, workshops, exhibitions, or access to a venue will benefit from these Access Ramp kits. These kits have been made possible by the Eastern Riverina Arts PLATFORM initiative who secured the funding from the National Disability Insurance Agency's Information, Linkages and Capacity Building program.



PLANNING PROJECTS:

ePlanning

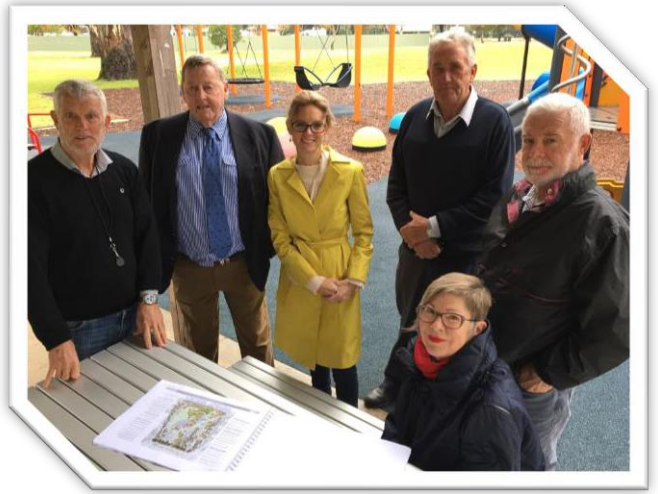
On the 1st January 2021 Council implemented the NSW Government's ePlanning program, and all development related applications and post consent certificates are now submitted through the NSW Planning Portal. The NSW Planning Portal is an online platform where community, industry and government can work together to provide a digital experience that supports effective planning and decision making under the Environmental Planning and Assessment Act 1979.

The Portal allows better connectivity, allowing applicants to lodge applications from anywhere at any time, and will reduce confusion and simplify the process for applicants. Council has developed factsheets, Guidelines and templates to assist the community with the transition to ePlanning, and will continue with initiatives such as installation of kiosks, access and training to enable equitable access to the Planning Portal for all in the community.

PARKS, RECREATION & FACILITIES:

Jubilee Park

Fountains, lights, enhanced pathways, picnic tables and native wetland will feature in Cootamundra's iconic Jubilee Park as part of a \$2 million upgrade. Member for Cootamundra Steph Cooke announced a \$2 million grant from the NSW Public Spaces Legacy Program for the Cootamundra-Gundagai Regional Council (CGRC) for the enhancement of the Jubilee Park project, which will focus on increasing the amenity of the park and expand on the natural habitat for native birds.

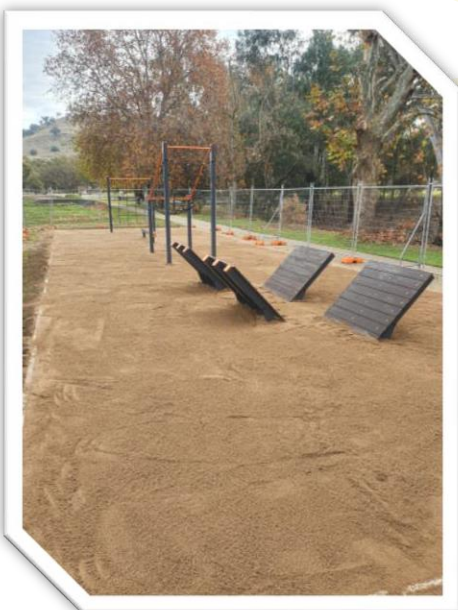


Solar Panels Installed to Reduce Costs

Council has installed solar panels on the workshop at the CGRC works depot in Gundagai, the dressing sheds at Anzac Park, Stan Crowe oval canteen, and assisted the Gundagai Men's Shed with a grant for solar panels. Council is embracing the environmental and economic advantages of using solar power and will continue to seek funding to expand the solar panel project. The installation at the works depot, has assisted with power savings.

Cootamundra Pump Track

The new Pump Track in Cootamundra has been a big hit with the town's youth and bike enthusiasts.



Gundagai's Yarri Park

Yarri Park continued to have improvements throughout the year. The construction of a Warrior Trail added to the infrastructure located within the park. The project was funded from Federal Government's Stronger Communities Program for the Gundagai Youth Council. The Warrior Trail is another element in the park for the town's youth to enjoy. The pump track, half-court basketball facility, skate park and playground provide recreational facilities for children of all ages. Shade shelters, barbecues and water bubblers are all resources within the popular park.

Albert Park/Livvies Place all Inclusive Playspace

A visit to Cootamundra from Variety – the Children’s Charity to conduct community consultation on the new Variety Livvi’s Place Albert Park took place in September 2020.

Variety is working with CGRC on the design and build of an inclusive playspace at Albert Park.

Variety Livvi’s Place- Albert Park, Cootamundra will be a place we can all come together, feel we belong, to play side by side and have fun.

Variety met with many children from the local schools, the mayor and other key stakeholders in Cootamundra to ensure the kids and families share their ideas for their dream playspace and the needs of additional infrastructure.

The Variety representatives were very impressed with the children’s understanding of what true inclusion is. A survey was conducted via Council’s website and Facebook page and provided important input to the playspace.



WASTE INITIATIVES:

Mobile CRC Drop off Stations



Council installed Community Recycling Centres (CRC) in the administration offices in Cootamundra and Gundagai to engage residents to safely dispose of items such as batteries, fluoro globes, smoke detectors, mobile phones and accessories.

Many of these items can be reused and recycled if processed correctly.

Revised and development of a new, Land and Environmental Management Plan (LEMP).

Development of a Pollution Incident Response Management Plan (PIRMP).

Cootamundra-Gundagai Regional Council Waste Management Plan.

Cootamundra-Gundagai Regional Council 15 Year Financial Management Plan.

ROAD SAFETY INITIATIVES:

Throughout the 20/21-year, Council conducted a number of road safety initiatives promoted through Council's Facebook page, local media, visits to venues and website. The initiatives highlighted the importance of road safety, encouraging residents and motorists to drive to the conditions, and being aware of potential road safety hazards that exist during peak times, such as holiday periods, harvest time, and school bus safety.

Driver Reviver - After a successful trial of a Driver Reviver Station held at The Cootamundra Heritage and Visitor Centre over the Christmas/New Year period. The dedicated volunteers have filled up the canisters and bought in supplies to again welcome tired drivers and visitors passing through Cootamundra and stopping at the Driver Reviver site.

Located on Hovell Street Cootamundra, the Heritage Centre and Visitor Information Centre is manned by a group of enthusiast volunteers who welcome visitors to this part of the region. The trial proved that the welcome cup of tea or coffee and biscuits were very much appreciated by travelers.

Plan B - Cootamundra-Gundagai Regional Council (CGRC), Councillor and Local Traffic Committee representative Charlie Sheahan was elated with the participation in the Plan B – Win a Swag road safety initiative held across the LGA. The initiative between the Cootamundra Gundagai Regional Council (CGRC), Transport for NSW and the NSW Police and aims at reducing alcohol related crashes on our roads.

The campaign focused on getting home safely after a night out. Highlighting that drinking and driving is not an option and NSW Police mobile random breath testing (RBT) operations can happen anytime, anywhere.



Harvest Road Safety

School Holiday Road Safety Messages

Double Demerits

Rural Road Safety Month - A national awareness campaign targeting regional and rural road safety conducted by the Australian Road Safety Foundation (ARSF) and endorsed by Cootamundra-Gundagai Regional Council (CGRC).

The rate of serious road-related injury among residents in rural areas is nearly twice that of those in major cities. Rural road crashes account for more than 65% of the Australian road

toll. Rural Road Safety Month is a chance for all to be involved in making the roads safer. There are many ways to get involved and Choose Road Safety, from changing an in-car behaviour to hosting an event in your local community.



School Bus Safety - Residents and motorists across the region were reminded that a 40km/h speed zone exists when school buses have their wig wag lights on. The promotion encouraged motorists to slow down at roadside bus stops.

TAKE CARE ON OUR ROADS - Mayor Cr Abb McAlister urged residents and visitors to take care on the roads over the school holiday period and beyond.

Cr McAlister said with the increased traffic in the area over the school holidays the likelihood of accidents occurring is greater.

STATUTORY REPORTING REQUIREMENTS

The following information details Council's response to the statutory reporting requirements of *the Local Government Act 1993* under section 428 Annual Reports, and the more detailed response to *the Local Government (General) Regulation 2021*.

TOTAL RATES AND CHARGES WRITTEN OFF

Local Government General Regulations Cl 132

The total rates and charges written off was \$51,087.53.

MAYORAL AND COUNCILLOR EXPENSES

Local Government General Regulation Cl 217(a1)

Total for Financial Year		
	Fee	Travel and IT expenses
W1001.357.462 (355 Travel)		
Councillor Fee		
Doug Phillips	\$ 11,859.96	\$ -
Dennis Palmer	\$ 11,859.96	\$ 2,892.63
Craig Stewart	\$ 10,871.63	\$ 90.48
Penny Nicholson	\$ 11,859.96	\$ 561.60
David Graham	\$ 11,859.96	\$ -
Abb McAlister	\$ 11,859.96	\$ 4,684.60
Leigh Bowden	\$ 11,859.96	\$ 1,412.36
Charlie Sheehan	\$ 11,859.96	\$ 1,555.86
Gil Kelly	\$ 11,859.96	\$ -
Total Councillor Fee	\$ 105,751.31	\$ 11,197.53
W1001.479.460		
Mayoral Fee		
Dennis Palmer	\$ 12,939.96	
Abb McAlister	\$ 12,939.96	
Total Mayoral Fee	\$ 25,879.92	
Total Mayoral and Councillor Fees	\$ 131,631.23	\$ 11,197.53

**NOTE: Travel and IT Expenses includes necessary travel required for Mayor and Councillors to attend meetings and conferences.*

DETAILS AND PURPOSE OF OVERSEAS VISITS

Local Government General Regulation Cl 217(a)

During the year no Councillor, Council Officer or other person undertook an overseas visit as part of their Council duties.

CONTRACTORS / WORKS AWARDED

Local Government General Regulation Cl 217(a2)

The following table details contracts awarded by Council during the year for sums of greater than \$150,000.

Contractor Name	Description of Goods, Works or Service	Contract sum or estimate ¹
Boral Asphalt	Annual resealing of bitumen roads and sealing of new works	\$2M
Leisure & Recreation Group Pty Ltd	Operation and Management of Cootamundra Aquatic Centre and Sports Stadium	\$340,000
Civil & Civic Group Pty Ltd	Sheridan St Main Street Upgrade – Block 3	\$393,000

**NOTE: All amounts are GST inclusive.*

LEGAL PROCEEDINGS

Local Government General Regulation Cl 217(a3)

During the year the total cost of legal expenses in relation to legal proceedings incurred by Council was \$280,931.

PRIVATE WORKS AND FINANCIAL ASSISTANCE

Local Government Act s67(3) and Local Government General Regulation Cl 217(a4)

Section 67(2) of the Local Government Act permits Council to subsidise the cost of works carried out on private land subject to certain conditions.

Council did not undertake any works on private land where there was any decision to charge less than the approved fee.

AMOUNTS CONTRIBUTED OR OTHERWISE GRANTED

Local Government General Regulation Cl 217(a5)

During the financial year, Council provided funding to external bodies as per section 356 of the Local Government Act, as follows.

Financial Assistance

Council provided financial assistance to other organisations, totaling \$26,858 during the year. Council also approved in-kind assistance to local schools and other community based organisations.

FUNCTIONS DELEGATED BY COUNCIL

Local Government General Regulation Cl 217(a6)

To better engage the community and reflect local community views and needs, Council delegates a range of its functions to volunteer committees and other organisations.

The following committees were involved in the planning and management of Council facilities or functions and were appointed in accordance with section 355 of the Local Government Act.

- Cootamundra Showground Users Group
- Wallendbeen Memorial Hall
- Stockinbingal Ellwood's Hall
- Muttama Hall Management Committee
- Muttama Creek Regeneration Group
- Cootamundra Heritage Centre Management
- The Arts Centre Cootamundra
- Tourism Action Committee (Gundagai)
- Cootamundra Tourism Action Group

CONTROLLING INTEREST STATEMENT

Local Government General Regulation Cl 217(a7)

Council held no controlling interests in companies during the 2020-21 year.

EXTERNAL BODIES, COMPANIES OR PARTNERSHIPS

Local Government General Regulation Cl 217(a8)

Cootamundra Development Corporation Limited

Cootamundra Development Corporation is a company limited by guarantee that provides services to Cootamundra businesses, with the objective to develop Cootamundra and district. Council has representation on the board of management. Council benefits from services provided in accordance with a memorandum of understanding, in exchange for a Council contribution of \$30,778 per annum. The services provided relate to tourism and economic development.

Goldenfields Water County Council

Goldenfields Water County Council is a local water authority that provides water directly to residents within the Council area. In addition, Council purchases bulk water from Goldenfields and supplies it to residents within the Cootamundra township. Council has one Council representative on the Goldenfields Water County Council.

Riverina Eastern Regional Organisation of Councils (REROC)

REROC is a voluntary association of 9 General Purpose Councils and 2 water county Councils. Initially established with a focus on resource sharing activities which save money for member councils, REROC's activities have grown to encompass regional planning, intergovernmental collaborations and advocacy and lobbying. Virtually every operational area of local government has been touched by the activities of REROC with the purpose of delivering more efficient and effective outcomes by utilising both the number of members and their combined demands and resources to create scale and capacity.

Riverina Joint Organisation

REROC was selected to work with the NSW Government to develop a new model to replace ROCs, called Joint Organisations (JOs). JOs will become legal entities with additional administrative and compliance requirements imposed by legislation. REROC is one of five groups of NSW councils that are piloting the JO structure. Each of the groups has a strong history and a commitment to

partnering with the State to address regional priorities such as economic development, transport and infrastructure.

Riverina Regional Library

The Riverina Regional Library (RRL) is the largest regional library service in NSW. It provides library services to approximately 137,800 constituents of 10 local government areas, those being the shires of Bland, Coolamon, Cootamundra-Gundagai, Federation, Greater Hume, Junee, Lockhart, Snowy Valleys, Temora and the City of Wagga Wagga. The service consists of 19 stationary library branches and a mobile library spread over an area of 47,830 sq km.

Thrive Riverina Inc.

Council is a member of the peak regional tourism organisation in the Riverina; Thrive Riverina Inc. The key role of the organisation is as a tourism marketing body for the Riverina. Council contributes to the direction of Thrive Riverina Inc. as a member, working collaboratively with the other member Councils to promote the region. Thrive Riverina Inc. has been responsible for a number of successful tourism campaigns throughout the year, including TASTE Riverina and monthly email marketing of local attractions and events.

Eastern Riverina Arts (ERA)

ERA enriches, inspires and connects our region by fostering arts, culture, creative industry and community. ERA are the peak body for arts and cultural development in the region and part of a network of arts organisations across regional New South Wales. Eastern Riverina Arts is supported by the New South Wales Government through Create NSW and is a member of Regional Arts New South Wales.

Softwoods Working Group

Council is a member of the Softwoods Working Group. The group was formed in response to the rapid expansion of the softwood plantation industry. It has a key objective to lobby for adequate funding to upgrade and maintain the road network with a load capacity that can support the heavy haulage vehicles of the timber processing industries.

South East Weight of Loads Group

Council is a member of the South East Weight of Loads Group which was formed to ensure that road pavements are protected against overloaded vehicles in the South Eastern Region of New South Wales. The Group enforces the weight of loads restrictions within the participating local government areas. Council administers the investment of this group, being their unexpended funding, at a fee of 0.25%.

South West Regional Waste Management Group

The South West Regional Waste Management Group is a regional collaboration that jointly manages waste management and has long term contracts with the operator of the Bald Hill Quarry (near Jugiong) to use as a landfill site.

South West Slopes Zone Rural Fire Service

Council is a member of the South West Slopes Zone Rural Fire Service, with Hilltops Council. The Group controls the obligations of both Councils under the Rural Fires Act, 1997 and jointly employs a Fire Control Officer and four other personnel to co-ordinate the activities of the group. All positions are based in the township of Harden and utilise the services of an extensive radio network to maintain contact with the volunteer Bushfire Brigades.

NSW Local Government Mutual Liability Scheme (Statewide)

Statewide Mutual is a discretionary mutual pool scheme providing insurance cover for its member councils major insurable risks. It is a self-insurance mutual which is backed by reinsurance placed through local and international underwriters. Members own each scheme and benefit from building equity resulting from surplus contributions.

EEO MANAGEMENT PLAN IMPLEMENTATION

Local Government General Regulation Cl 217(a9)

Equal Employment Opportunity (EEO) focuses on recognising and valuing diversity within the workplace. This means having workplace policies, practices and behaviours that are fair and do not disadvantage people who belong to particular groups.

Council provides a large number of services to a diverse community and aims to promote an environment free from harassment, bullying, victimisation and discrimination. We have an EEO Management Plan with strategies that assist members of EEO groups to overcome past and present disadvantages.

Key EEO activities implemented during the year were:

- Facilitating induction programs for new employees including EEO practices
- Implementing traineeship and apprenticeship programs across Council
- Using merit based recruitment practices
- Reviewing and managing Council's Employee Assistance Program
- Managing the ongoing review and implementation of HR policies and procedures that support staff grievance resolution, anti-discrimination, workplace bullying and harassment.
- Implementing staff training programs.
- Facilitating appropriate workplace communication.

SWIMMING POOL INSPECTIONS

Swimming Pools Act 1992 s22f(2) and Swimming Pool Regulations 2018 Cl 23

In 2020/2021, zero (0) tourist and visitor accommodation were inspected.

Zero (0) inspections were undertaken for premises with more than 2 dwellings.

Fifteen (15) inspections that resulted in issuance of a certificate of compliance under s22D of the SP Act.

Five (5) inspections that resulted in issuance of a certificate of noncompliance under cl 21 of the SP Reg.

TOTAL REMUNERATION FOR GENERAL MANAGER AND SENIOR STAFF

Local Government General Regulation Cl 217(b) and (c)

During the 2020-21 financial year Council's senior officers were comprised of:

Position Title	Total
General Manager	\$271,635.00
Interim Deputy General Manager	\$160,034.07

STORMWATER LEVIES AND CHARGES

Local Government General Regulation Cl 217(e)

Council levies an annual Stormwater Management Charge to both residential and business properties, subject to exemptions provided for under the Local Government Act 1993. All funds raised are applied to stormwater management improvements, including the following projects completed during the year:

- General drainage improvements works across the LGA

SPECIAL RATE VARIATION EXPENDITURE

Special Rate Variation Guidelines 7.1

2014-15 Ten year variation

The former Gundagai Shire Council applied for a special rate variation of 12.82% above the rate peg for a period of 10 years from 2014-15 to 2023-2024.

The total income received in the 2020-2021 year was \$451,924.62. The additional income is used for the purpose of financing the debt servicing cost of a bank loan to fund the main street upgrade project.

COMPANION ANIMALS MANAGEMENT

Local Government General Regulation CI 217(f)

Council has lodged its Animal Care Facility return with The Office of Local Government on 28th July 2021. A copy of this data is included with this report. Council has recorded 18 dog attacks in this period, no dogs were declared Dangerous, 6 was declared Menacing and 5 dogs were Euthanised 30 infringement notices were issued during this period and Council receipted 570 Registrations totaling \$47,113.00 Companion Animal Registration fees for the 2020/2021 financial year.

Council staff continue to use the CAMS mobile Application—Companion Animals Management System to gather records on Companion Animals activities. This application has assisting staff to record impounding activities and to gather information in regard to any animals that are handled by Council staff. This application assists staff in preparing statistical information for Council reporting.

Council staff have a strong culture and empathy towards the animals that they come into contact with on a daily basis, for the 2020/2021 financial year, 97% of Dogs and 90% of Cats were returned home or rehomed. Council utilises a very large network of Authorised Rescue Organisations to assist in the safe rehoming of all animals. 28 cats were Euthanised and only 4 dogs were Euthanised. Council staff deemed that the animals were unsuitable for rehoming.

The community has been reporting their lost Companion Animals using the Lost and Found page on Councils Website. The advantage of utilizing this site is that the Council staff are immediately advised of any lost animal and can initiate appropriate actions.

Council conducted 2 free microchipping days in the region. One in Cootamundra on the 26th of November 2020 and one in Gundagai on the 3rd December 2020. Unfortunately, with COVID restrictions limiting Council's ability to hold further microchipping days, some events have been postponed until 2022.

The Regulatory staff maintain a high profile within the community and are proactive in putting education first before prosecution. Council has two Rangers that regularly patrol townships as well as the villages.

Council currently has two (2) unfenced off leash areas in the township of Cootamundra and one (1) fenced area. Gundagai has two (2) off leash areas in the township. These areas along with most parks and town streets are well serviced with dog tidy bag dispensers and bins.

Cats

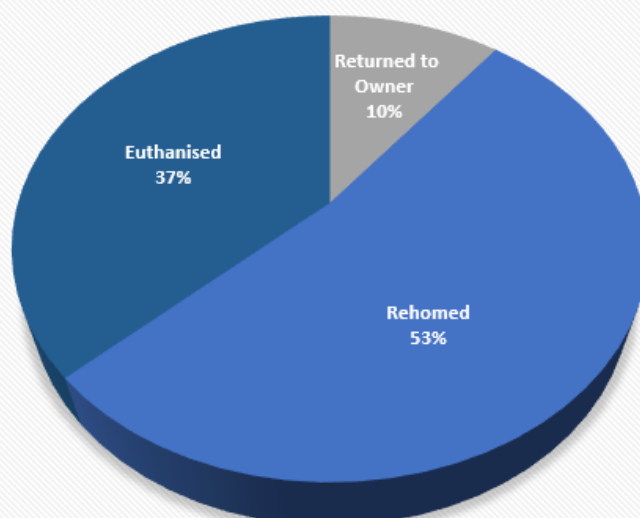
Seizure details	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Totals
Seized by Ranger	1	0	4	2	22	3	5	5	9	8	5	3	67
Returned to Owner no impounding	0	0	0	0	0	0	0	1	1	0	0	0	2
Transferred to Animal Care Facility	1	0	4	2	22	3	5	4	8	8	5	3	65

Release details	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Totals
Released to Owner from ACF	0	0	0	0	0	1	0	1	0	1	1	2	6
Released for Rehoming	0	1	3	2	12	0	7	2	3	3	3	4	40
Stolen from ACF	0	0	0	0	0	0	0	0	0	0	0	0	0
Euthanised	0	0	1	1	11	0	1	3	6	3	1	1	28

Summary of Seizures & Impounding's

Cats received	67
Returned to Owner	8
Rehomed	40
Euthanised	28
In Animal Care Facility at 30.6.21	2

Cats 2020 - 2021

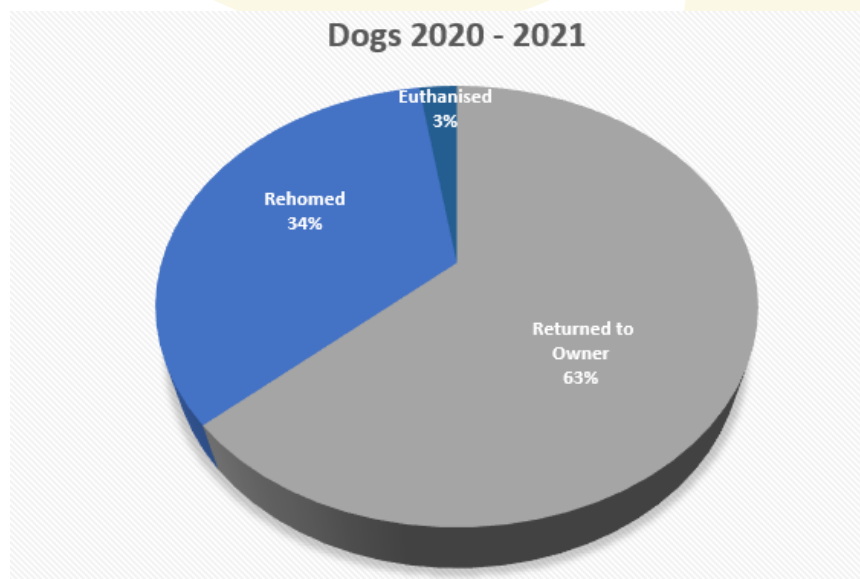


Dogs

Seizure details	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Totals
Seized by Ranger	13	14	12	9	9	12	13	8	8	12	10	19	139
Returned to Owner no impounding	4	2	3	4	4	3	0	3	0	4	5	8	40
Transferred to Animal Care Facility	9	12	9	5	5	9	13	5	8	8	5	11	99

Release details	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Totals
Released to Owner from ACF	10	4	8	3	3	3	4	3	10	4	4	8	64
Released for Rehoming	4	2	6	4	1	6	3	17	0	5	2	6	56
Stolen from ACF	0	0	0	0	0	2	2	0	0	0	0	0	4
Euthanised	1	1	0	0	0	1	0	0	0	1	0	0	4

Summary of Seizures & Impounding's	
Dogs received	139
Returned to Owner	40
Released to Owner from ACF	64
Rehomed	56
Euthanised	4
In Animal Care Facility at 30.6.21	3



GOVERNMENT INFORMATION PUBLIC ACCESS (GIPA) ANNUAL REPORT

Government Information (Public Access) Act 2009 section 125 (1)

Review of proactive release program

In accordance with section 7 of the GIPA Act, agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months. Council undertook the following initiatives as part of the review of its proactive release program for the reporting period.

- Proactively updating and adding relevant information on Council's website
- Releasing information and keeping the community informed via media channels (social media, media releases, newsletters, website)
- Continual improvements to access to information processes used within Council

Number of access applications received

During the reporting period, Council received a total of three (3) formal access applications. There were no invalid applications. No applications were withdrawn. No applications were transferred to other agencies.

Number of refused applications

No access applications were refused.

Timeliness

All applications were decided within the statutory timeframe (20 days plus extensions).

Reviews

There were no reviews of application requests and no requests for any decisions to be reviewed.

Number of applications by type and outcome								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm /deny whether information is held	Application withdrawn
Media	-	-	-	-	-	-	-	-
Members of Parliament	-	-	-	-	-	-	-	-
Private sector business	-	-	-	-	-	-	-	-
Not for profit organisations or community groups	-	-	-	-	-	-	-	-
Members of the public (application by legal representative)	2	1	-	-	-	-	-	-
Members of the public (other)	-	-	-	-	-	-	-	-

Number of applications by type of application and outcome								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm / deny whether information is held	Application withdrawn
Personal information applications	-	-	-	-	-	-	-	-
Access applications (other than personal information applications)	2	1	-	-	-	-	-	-
Access applications that are partly personal information applications and partly other	-	-	-	-	-	-	-	-

PUBLIC INTEREST DISCLOSURES

Public Interest Disclosures Act 1994 s.31 and Regulation 2011 Cl 4

Council has an adopted Internal Reporting Policy in accordance with the requirements of the Public Interest Disclosures Act 1994 (PID Act). The policy provides a mechanism for Council Officials to make disclosures about serious wrongdoing.

During the 2020/2021 financial year, the following disclosures were made under this policy.

	Total
Number of public officials who made public interest disclosures	Nil
Number of public interest disclosures received	Nil

COUNCIL CONTACT DETAILS

For a copy of this report or information concerning documents referred to herein please contact

COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL

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