

# Delivery Program / Operational Plan

# Quarterly Progress Report

2021/2022 Q1

## 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.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Deliver a range of programs, activities and events and ensure they are planned, promoted and executed in an efficient, inclusive and professional manner.	1.1a (1)	Assist with the promotion of local events through the Council tourism and general social media channels	Manager Community and Culture	Ongoing	Not a lot of events held in the period with COVID, instead promoted local attractions and activities.
	1.1a (1)	Assist with the promotion of local events through the Council tourism and general social media channels	Coordinator Business	Ongoing	Local events are cross promoted across Councils communication platforms and FB page.
	1.1a (1)	Develop and consistently conduct a broad range of community surveys to gauge community interests and expectations in regard to council communications, community sentiment and council managed events	Coordinator Business	Ongoing	Community Strategic Plan review survey is being developed.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	1.1a (1)	Provide agreed in-kind support to major events such as the Beach Volleyball Carnival, Cootamundra and the Busking Festival, Gundagai	Manager Community and Culture	Ongoing	Busking Festival cancelled. Meetings and investigation underway on future of Beach Volleyball Carnival.
	1.1a (1)	Seek grants or support other group grant applications as they relate to Events	Manager Community and Culture	Ongoing	Support to Destination Riverina Murray application for a Regional Event Coordination support program.
Encourage the development of initiatives to welcome new residents and make them aware of the opportunities which exist in the local government area.	1.1a (3)	Develop and retain current centralised information on the 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	The information is on Council's website and during August we also were heavily promoted by Country Change.
Provide modern, vibrant and relevant library services, programs and activities to the community in conjunction with Riverina Regional Library (RRL).	1.1a (4)	Consider the needs of stakeholders in developing library collections and services in line with Covid-19 requirements	Manager Community and Culture	Ongoing	Local library collections were well utilised as shown in the RRL Annual report.
	1.1a (4)	Explore options to potentially participate in designated RRL workshop/s	Manager Community and Culture	Ongoing	Library already participate in everything offered by RRL.
	1.1a (4)	Implement program to encourage Library membership and increase overall membership numbers	Manager Community and Culture	Ongoing	Gundagai Library are running a competition to encourage new members while the main office is collocated in their space. School visits encourage sign ups. Seniors are encourage to sign up when accessing workshops.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Build and sustain partnerships with cultural and arts bodies, and the local arts community, to support	1.1b (1)	Collaborate with the Local Cultural Committee and regularly attend Committee meetings	Manager Community and Culture	Ongoing	Cross promoted Cootamundra Arts Centre events.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
activities and to secure funding for cultural and arts development in the local government area.	1.1b (1)	Continue partnership with Eastern Riverina Arts	Manager Community and Culture	Ongoing	Mural installed in Parker St with ERA funding.
	1.1b (1)	Pursue available grant opportunities	Manager Community and Culture	Ongoing	Grant opportunities identified, further planning required to be shovel ready.
Provide assistance to art and cultural bodies to promote and develop programs and facilities.	1.1b (2)	Provide support to the Cootamundra Arts Centre with funding applications	Manager Community and Culture	Ongoing	Facilities Manager providing support with relevant applications.
Undertake development of Cootamundra library outdoor area.	1.1b (3)	Complete refurbishment of Cootamundra Library	Manager Facilities	Ongoing	Additional funding has been received for a complete re-development of the Cootamundra Library. Works due to start in new year in consultation with staff.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Ensure the best interests of local volunteer and community organisations are promoted where ever possible.	1.1c (1)	Council to provide space and support for social groups at the Gundagai Library	Manager Community and Culture	Ongoing	Social groups have continued to operate in the main library space as craft room not complete.
	1.1c (1)	Provide support to volunteer organisations with funding applications	Manager Community and Culture	Ongoing	Gundagai District Cricket application assistance provided, various other groups were sent targeted funding program information.
Encourage volunteerism across the local government area.	1.1c (2)	Assist with promotion of volunteer employment opportunities	Manager Community and Culture	Ongoing	No requests this quarter with COVID closing many facilities.
Provide support and funding where possible to support a range of community groups deliver positive outcomes for the local community.	1.1c (3)	Develop and implement an Annual Volunteer Grants Program	Manager Community and Culture	Ongoing	Currently being managed by EA to GM.
	1.1c (3)	Investigate funding opportunities to assist with community group promotion	Manager Community and Culture	Ongoing	Youth and Inclusion officer included a community directory in funding application (youth focused).

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Continue to provide and maintain the local museums both as a repository and for public viewing of valuable local historical memorabilia.	1.1d (1)	Continue to provide and maintain local museums	Manager Community and Culture	Ongoing	Attended Cootamundra Heritage Centre meetings, supported volunteers with reopening. Instated Gundagai Museum representative on Gundagai Tourism Action Committee.
	1.1d (1)	Investigate a collection exchange or travelling/temporary exhibition options to enhance the attraction of the museums	Manager Community and Culture	Ongoing	Not actioned this quarter with museums closed.
	1.1d (1)	Investigate new experiences such as virtual technology, visual media etc to enhance the experience of museum visitors	Manager Community and Culture	Ongoing	No action this quarter.
	1.1d (1)	Seek grants to enhance the museum collections	Manager Community and Culture	Ongoing	Gundagai Museum Inc. have applied for funding and have been successful in one (cataloging collection) and have two pending.
Seek funding opportunities for the conservation and enhancement of local historical buildings and structures and undertake these activities.	1.1d (2)	Develop masterplans for the management of Council owned/managed heritage buildings and structures	Manager Community and Culture	Ongoing	Meetings to commence consultation for masterplanning at Bradman's Birthplace.
	1.1d (2)	Investigate funding opportunities to implement masterplan activities	Manager Community and Culture	Ongoing	Several funding applications submitted in period.
Facilitate the coordination and promotion of the different historical groups and heritage assets within the local government area.	1.1d (3)	Explore options to potentially provide 'promotional space' at the Gundagai Library for the Gundagai Museum	Manager Community and Culture	Ongoing	Local historical interest items are displayed at library. Promotional space is already offered at Gundagai Visitor Centre which is more frequented by tourists.
	1.1d (3)	Provide promotion of Historical Groups in LGA via newsletters and social media	Manager Community and Culture	Ongoing	Both our libraries and tourism teams connect people with the historical groups as requested. Any events or activities are promoted when asked.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Develop and implement accessibility strategies as identified in the Disability Inclusion Access Plan.	1.1e (1)	Advocate for access to respite services for carers of disabled children	Manager Community and Culture	Ongoing	No action this quarter.
	1.1e (1)	Advocate for the allocation of more resources for education, early intervention and childcare for children with a disability	Manager Community and Culture	Ongoing	No specific activity this quarter.
	1.1e (1)	Ensure information concerning accessible public transport including Community Transport is readily available	Manager Community and Culture	Ongoing	Online public toilet map includes this information.
	1.1e (1)	Ensure signage on Council buildings is clear and easy to read	Manager Community and Culture	Ongoing	Facilities Manager will update as buildings/signs are upgraded.
	1.1e (1)	Ensure that the needs of all stakeholders are considered on all Council committees	Manager Community and Culture	Ongoing	Coordinator Business manage committees, S355 manual to be reviewed to ensure this is considered.
	1.1e (1)	Ensure the Council's Community Strategic Plan considers barriers to an inclusive community and any issues raised	Manager Community and Culture	Ongoing	Coordinator Business manage CSP, AIAC to be included in process.
	1.1e (1)	Provide appropriate information on the available access in promotional material for community and tourism events	Manager Community and Culture	Ongoing	Space does limit the information able to be provided in some formats but promotional material takes people to website.
	1.1e (1)	Provide opportunities for stakeholders to easily report access concerns	Manager Community and Culture	Ongoing	Complaints can generally be reported through Council's complaints process. Members of the AIAC can also bring concerns to meetings.
	1.1e (1)	Provide support to community organisations in seeking funding for accessibility and inclusion projects	Manager Community and Culture	Ongoing	Support letter for Cootamundry Community Centre.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	1.1e (1)	Review Council documents to make them easy to complete for people of all abilities. All forms to include how people can access assistance in completion	Manager Community and Culture	Ongoing	Manager Finance and Customer Service/Coordinator business to consider as documents come up for review.
	1.1e (1)	Update existing Council channels to ensure that they have the ability to include access information and other stakeholder requirements, and that this is collected	Manager Community and Culture	Ongoing	Manager Finance and Customer Service/Coordinator business to address as they review channels.
	1.1e (1)	When updating mapping and websites include access information on facilities and activities	Manager Community and Culture	Ongoing	Coordinator Business to review local information on Council website.
Develop and implement a Youth Strategy which meets the needs of young people within our community.	1.1e (2)	Implement Youth Strategy	Manager Community and Culture	Ongoing	New PT Youth Officer appointed, based in Cootamundra and supporting Cootamundra Youth Council. CYC & GYG planning to resume youth events post-COVID lockdown. Exploring options for location of Youth Space in Cootamundra. Grants submitted to fund on-going program and youth events in Cootamundra & Gundagai.

## 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.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Enhance the amenity and appearance of our towns' main streets.	1.2a (1)	Commence intersection improvements for the corner of West and Sheridan Streets in Gundagai	General Manager	Completed	All works completed during quarter.
	1.2a (1)	Implement upgrades to main street and public spaces as funded by grants	Manager Community and Culture	Ongoing	Manager Technical Services and Manager Waste, Parks & Recreation Services are delivering upgrades.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Provide and maintain a clean and attractive streetscape.	1.2a (2)	Continue to maintain and clean main street and public spaces in the Local Government Area	Manager Waste, Parks & Rec Services	Ongoing	The mainstreet is maintained within the financial allocations and adopted standards.
	1.2a (2)	Continue to maintain and clean main street and public spaces in the Local Government Area	Manager Facilities	Ongoing	Main street garden beds have been planted out with flowers. Hedges and tree trimming are carried out on a regular basis. Staff continue to maintain a high standard of work, so as to present a beautiful township.
Plan for and manage the construction of public space upgrades as funding permits.	1.2a (3)	Investigate options for improving access to local businesses	Manager Community and Culture	Ongoing	Looking at LCRI funding for Cootamundra building access upgrades from the main streets.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Improve the amenity of town and village entrances.	1.2b (1)	Seek a grant for landscaping plans/works at the Wallendbeen Roundabout & Rest Area and South Gundagai Roundabout to enhance the visual "entrances" to our LGA	Manager Waste, Parks & Rec Services	Ongoing	This is managed in accordance with Councils Grant Policy.
	1.2b (1)	Seek a grant for landscaping plans/works at the Wallendbeen Roundabout & Rest Area and South Gundagai Roundabout to enhance the visual "entrances" to our LGA	Manager Facilities	On Hold	Suitable grant funding required for this action and designs to be created for low maintenance gardens. Due to lack of funding currently, design works haven't been undertaken in this quarter.

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.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Maintain and improve Council buildings and properties in accordance with asset management plans.	1.2c (1)	Maintain council owned buildings in accordance with councils Asset Management Plan, and budget	Manager Facilities	Ongoing	Prioritizing maintenance work which has been highlighted by the asset register. Designing a dedicated program to keep routine maintenance on track, which will also allow better budgeting programs for the department. Routine maintenance will reduce the need for re-active jobs, which can incur a high cost to council.
	1.2c (1)	Seek additional funding (Grants) to improve council buildings and facilities	Manager Facilities	In Progress	Completion of current grant funding projects is being undertaken and staff are highlighting additional works required for future funding opportunities, this is an ongoing process.
Maintain and improve Council library facilities.	1.2c (2)	Complete meeting space addition to Gundagai Library	Manager Facilities	Ongoing	Consultation with staff regarding design for work space has been completed. Final drawings are being prepared for planning approval.
	1.2c (2)	Create programs to cater for ongoing service delivery to isolated residents	Manager Community and Culture	Ongoing	Be Connected computer lessons completed in Stockinbingal. More lessons on offer next year. Monthly creative sessions for adults, caters for many on the NDIS scheme.
Maintain and improve Council's parks and recreation and sporting facilities.	1.2c (3)	Maintain Council Parks, Gardens and Sporting Grounds across the Local Government Area	Manager Waste, Parks & Rec Services	Ongoing	In Accordance within allocated resources.
	1.2c (3)	Maintain Sporting Grounds as per the current adopted schedules and specifications	Manager Facilities	Ongoing	Grounds are on a regular cycle of maintenance. Additional works are undertaken if special events have been booked in advance. Upgrades to surfaces are programmed in advance and budgeted for. Weed control and regular watering in areas which are important to maintain good playing surfaces is conducted.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Co-ordinate the provision of Council facilities for community use.	1.2c (4)	Implement and monitor systems that allow for effective and efficient management and identify availability of Public Open Space and associated facilities to the community and user groups	Manager Waste, Parks & Rec Services	Not Progressing	System completed but no resources to manage and or implement at this stage.
	1.2c (4)	Implement and monitor systems that allow for effective and efficient management and identify availability of Public Open Space and associated facilities to the community and user groups	Manager Facilities	Ongoing	Council have a booking system in place monitored by administration staff and checked by manager when any conflict resolution is required.
Investigate options to work in partnership and enter into joint venture arrangements to make better use of facilities within the local government area.	1.2c (5)	Review use of all Council Facilities and report on findings	Manager Facilities	In Progress	Investigation of current facilities and gathering data required to allow detailed reporting.

### 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.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Continue to consult with local health services providers and identify and advocate for opportunities to improve the quality and range of health services provided in the local government area.	1.3a (1)	Initiate and participate in Community Drug, Alcohol and Mental Health first response meetings	Manager Community and Culture	Ongoing	Library and Community Services Manager has attended these meetings.
	1.3a (1)	Participate in Interagency Network opportunities	Manager Community and Culture	Ongoing	Attended meetings, support letter for application for funding by service provider that included request from community.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Promote a wide range of health and community services offered by various agencies in the local government area.	1.3a (2)	Utilise available mediums for promotion of services	Manager Community and Culture	Ongoing	Directory websites, social media. Funding sought for print directory.
Provide and maintain Mirrabooka Community Centre building to facilitate health and welfare needs of the community.	1.3a (3)	Undertake continued improvements at Mirrabooka Community Centre	Manager Community and Culture	Ongoing	Mirrabooka meetings regularly held to identified maintenance required and funding opportunities.
Promote programs which encourage healthy lifestyle choices and activities.	1.3a (4)	Pursue available grant opportunities, that relates to promoting healthy lifestyle choices and activities, as resources allow	Manager Facilities	Ongoing	Staff are putting plans of actions together, highlighting areas of concern and needing attention. By identifying these areas costings and plans of management can be put together and appropriate funding opportunities sourced.
	1.3a (4)	Pursue available grant opportunities, that relates to promoting healthy lifestyle choices and activities, as resources allow	Manager Waste, Parks & Rec Services	Ongoing	This is managed in accordance with Council's Grant Policy.

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.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Provide, maintain, renew and promote high quality sporting, swimming and active recreational facilities and programs for the community, active sporting associations and visitors.	1.3b (1)	Finish improvements to the Gundagai Netball Courts lighting and amenities	Manager Facilities	Ongoing	Lighting upgrades completed. Construction of club house early 2022.
	1.3b (1)	Report any planned improvements to council	General Manager	In Progress	Reported through Council reports and quarterly budget reviews.
	1.3b (1)	Work in partnership with the L&R Group in delivering more improved recreational opportunities to the Cootamundra Community	Manager Waste, Parks & Rec Services	Ongoing	Working with the L & R group in accordance with the terms and conditions of the contract.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Provide and maintain parks and gardens that are aesthetically pleasing, accessible and are available for passive recreational pursuits.	1.3b (2)	Investigate funding opportunities to enhance Council playgrounds, indoor and outdoor sporting and passive areas to enhance accessibility, in the Cootamundra Area	Manager Waste, Parks & Rec Services	Ongoing	Currently grant priorities are in accordance with councils new grant policy. The Division is currently working with local Sporting Clubs with their grant opportunities.
	1.3b (2)	Investigate funding opportunities to enhance Council playgrounds, indoor and outdoor sporting and passive areas to enhance accessibility, in the Gundagai Area	Manager Facilities	Ongoing	Staff are Developing master plans for various sites, which allows for a greater chance of funding application success. Staff in conjunction with community groups, are highlighting areas of improvement, which will allow staff to create a business case and potential grant funding opportunities are then created.
	1.3b (2)	Seek appropriate grants for the refurbishment and associated signage etc of the Big Bat & Stumps at Bradman Oval, Cootamundra	Manager Waste, Parks & Rec Services	Ongoing	This is managed in accordance with Council Grant policy.
Develop and implement an inspection and maintenance plan for playground equipment.	1.3b (4)	Continue undertaking routine playground maintenance and inspections as per the program, for Cootamundra	Manager Waste, Parks & Rec Services	Ongoing	Recreational and open space maintenance is managed within the resources made available. Recreation is not promoted directly as there is no funding allocated accordingly. Promotions is however implemented via supported and assisting sporting's clubs as and when required.
	1.3b (4)	Continue undertaking routine playground maintenance and inspections as per the program, for Gundagai	Manager Facilities	Ongoing	Qualified staff undertake daily checks of playgrounds with detailed inspections recorded as per legislation. There is ongoing development of playgrounds and planning for future replacements as required.
Undertake improvements to the Cootamundra and Gundagai swimming pool facilities.	1.3b (5)	Monitor the operation of the Cootamundra Swimming Pool Facilities, ensuring that Council's objectives are achieved	Manager Waste, Parks & Rec Services	Ongoing	Managed with the Terms and Conditions of the contract.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	1.3b (5)	Monitor the operation of the Gundagai Swimming Pool Facilities, ensuring that Council's objectives are achieved	Manager Facilities	In Progress	Council currently have a lessee running the Gundagai Pool. We are working together to improve the facility and experience patrons have onsite. Identifying any risks or needs required for the pool to operate effectively and safely.
Work in partnership with active sporting associations, community groups and health providers to ensure sporting facilities are fit for current and future community need.	1.3b (6)	Ensure that all public open space and community facilities are maintained in accordance with WH&S, resource and financial allocations	Manager Waste, Parks & Rec Services	Ongoing	Maintained in accordance with funding and resources allocated by Council.
	1.3b (6)	Ensure that all public open space and community facilities are maintained in accordance with WH&S, resource and financial allocations	Manager Facilities	Ongoing	All sporting facilities are maintained and promoted through media, club meetings and council's booking system. The facilities are kept neat and tidy to allow access all year round. Planning is ongoing to improve these facilities to meet the growing demand of the public, sporting groups and changing legislation.
	1.3b (6)	Finish construction of the new facility building located at the Gundagai Netball Precinct as part of Recreation Master Plan	Manager Facilities	Ongoing	In consultation with user groups a design was completed to meet the budget allocated. These drawings are currently with the draftsmen to carry out detailed construction and engineering details. Awaiting return of drawings to allow development application to be lodged. Construction works to start early new year 2022.
Programs are developed to ensure the ongoing risk assessment and maintenance of Council facilities.	1.3b (7)	Carry out and document regular safety inspections and implement work activities that will ensure that all facilities are in a safe and working condition fit for purpose	Manager Waste, Parks & Rec Services	Ongoing	This is carried out every 3 months with all facilities inspected and or viewed either daily when cleaning facilities and or when maintaining the open space facility.
	1.3b (7)	Carry out and document regular safety inspections and implement work activities that will ensure that all facilities are in a safe and working condition fit for purpose	Manager Facilities	Ongoing	All open space areas are maintained on a regular basis and within the limitations of financial allocations.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	1.3b (7)	Implement the 'Detail Works Activity Program'	Manager Waste, Parks & Rec Services	Completed	Program completed.
	1.3b (7)	Review existing footpath network and facilities to determine upgrade and connectivity improvement requirements	Manager Civil Works	Ongoing	Full review to be part of Pedestrian/Cycleways Plan which is underway.
	1.3b (7)	Review existing footpath network and facilities to determine upgrade and connectivity improvement requirements	Manager Technical Services	Ongoing	Opportunities to extend footpath network have been explored with potential projects to be flagged for future funding opportunities.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Work in partnership with local agencies to identify and advocate for opportunities to improve overall community safety.	1.3c (1)	Road Safety Officer to work in partnership with TfNSW on Road Safety Campaigns to implement programs	Manager Civil Works	On Hold	Road Safety Officer currently vacant and to be advertised during November.
Develop and operate safe food handling and public health controls.	1.3c (2)	Ensure Council buildings are not inconsistent with the principles of Septic Tank Effluent Disposal (STED)	Manager Development, Building and Compliance	Ongoing	Audit of Council facilities has commenced but ongoing.
	1.3c (2)	Implement a Food Safety Education Scheme by promoting the benefits of food safety to our communities and educating operators on food safety practices	Manager Development, Building and Compliance	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, provision of factsheets and food safety calendars either annual compliance or in response to complaints.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	1.3c (2)	Work with the community to implement Septic Tank Effluent Disposal (STED) principles for subdivision and buildings through adequate controls within the Development Control Plan (DCP)	Manager Development, Building and Compliance	Ongoing	Applications for subdivision and development that need to consider on site wastewater disposal are assessed in accordance with best practice and Council's OSSMS Policy. A series of factsheets are being developed to educate the community on the issues and considerations associated with onsite systems.
A range of programs are supported, promoted and controlled to encourage and enforce responsible companion animal ownership.	1.3c (3)	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.
	1.3c (3)	Conduct two (2) Education and Awareness Days in regard to Companion Animals	Manager Regulatory Services	Ongoing	COVID has impacted ability to perform these actions.
	1.3c (3)	Conduct two (2) Free Microchipping Days for Companion Animals	Manager Regulatory Services	Ongoing	COVID restrictions have impacted ability to perform free micro chipping days.
	1.3c (3)	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.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Co-ordinate between the District and Local Emergency Management Committees and provide effective emergency management assistance as required.	1.3d (1)	Liaise with the District and Local Emergency Management Committees to ensure coordination of Emergency Management assistance	Manager Regulatory Services	Ongoing	Four (4) meetings held each year, along with regular communication with other Local Emergency Agencies. Also meetings are currently being held on a weekly basis discussing COVID related issues.
Develop and maintain effective and well tested emergency management plans.	1.3d (2)	Conduct annual review and update of the Local Emergency Management Plan and Emergency Management Procedures	Manager Regulatory Services	Ongoing	Continue to work with Local Emergency Organisations to develop a stronger CGRC Local Government Emergency Management Plan.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Maintain an active involvement and positive relationship with FRNSW, RFS and SES, Health, Ambulance, Police, Local Land Services and all emergency services organisations within the legislative framework and for the benefit of the community.	1.3d (3)	Liaise with Local Emergency Operations Controller to ensure coordination of emergency management assistance	Manager Regulatory Services	Ongoing	Regular meetings held and communication had between the Police LEOCON and Councils LEMO.
Provide administrative support for the co-ordination of the various emergency services to provide the most effective disaster management for the community.	1.3d (4)	Establish and equip functional Emergency Operations Centres at Gundagai	Manager Regulatory Services	Ongoing	Currently moving EOC from Council Chambers to Council depot training facility.
	1.3d (4)	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.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Develop and implement an integrated Tourism and Economic Development Strategy for the Cootamundra-Gundagai region.	2.1a (1)	Arrange two (2) annual joint meetings with the Cootamundra Tourism Action Committee and the Gundagai Tourism Action Committee	Manager Community and Culture	Ongoing	Meeting planned for November 23 focusing on cycle tourism across region.
	2.1a (1)	Consider Assess Trails, Art Trails and Walking and Riding Trails, in budget development deliberations inclusive of capital and operational expenditure	Manager Community and Culture	Ongoing	Some access trails upgraded using LCRI funding.
	2.1a (1)	Coordinate an annual workshop with businesses and Tourism Action Committees to plan for ongoing growth in the visitor economy	Manager Community and Culture	Ongoing	December meeting planning underway to look forward to a better year.
	2.1a (1)	Determine costing and funding source for an LGA wide promotional documentary	Manager Community and Culture	Ongoing	Funding application unsuccessful. Seeking other options.
	2.1a (1)	Implement the Agritourism Strategy	Manager Community and Culture	Ongoing	Grant application submitted to fund implementation. Plan in place to start some elements if not successful.
	2.1a (1)	Implement the Tourism Communications Strategy for Cootamundra and Gundagai	Manager Community and Culture	Ongoing	Actions are separately listed in IP&R document. Employed new Tourism and Economic Development Officer part time in Cootamundra.
	2.1a (1)	Maintain Council's tourism websites	Manager Community and Culture	Ongoing	Website content being reviewed due to changes in business ownership and storefronts in both towns.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	2.1a (1)	Seek funding to implement masterplan for an outlet for local produce at the Old Gundagai Mill site	Manager Community and Culture	Ongoing	Funding application submitted in period.
	2.1a (1)	Seek funding to Implement masterplan improvements to Heritage Centre	Manager Community and Culture	Ongoing	Funding application successful. Architectural plans nor been drawn for Heritage NSW Approval.
Work in partnership with individuals, the private sector, other agencies and levels of government to deliver economic development initiatives.	2.1a (2)	Facilitate and host a meeting with businesses across the LGA annually to discuss business conditions and issues impacting growth	Manager Community and Culture	Ongoing	To be held in December.
Implement strategies which encourage the growth of the local population.	2.1a (3)	Participate in Country Change initiative	Manager Community and Culture	Ongoing	August feature month on CGRC on Country Change social media pages.
Actively seek and apply for funding opportunities which deliver additional income and contribute to community objectives.	2.1a (4)	Pursue available grant opportunities	General Manager	Ongoing	Various grant applications submitted and outlined through Council reports.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Work with land-owners, farmers and other agencies to advocate for the protection of the local agricultural sector through an effective land-use strategy.	2.1b (1)	Continue to work with agencies and agriculture sector to ensure that development is appropriate for the location to limit land use conflicts and avoid areas of high environmental value	Manager Development, Building and Compliance	Ongoing	Council's Rural Lands Strategy has been adopted and the appropriate recommendations and findings have been included in Council's Local Strategic Planning Statement. The recommendations and findings of both these documents will be used to inform the comprehensive, consolidated local environmental planning instrument and associated policies to ensure that the agricultural sector is considered in future planning.
	2.1b (1)	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.
Provide, maintain and upgrade as funding permits the saleyards facility which allows the regular sale of animals from this and surrounding districts in a suitable environment.	2.1b (3)	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.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Work with key partners to explore and advocate for opportunities to better utilise and develop transportation and freight networks which meet our community needs.	2.1c (1)	Investigate options to better use and develop transportation and freight networks in the Local Government area	Manager Community and Culture	Ongoing	Meeting with ARTC about Inland rail project and potential connection points.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Provide and maintain a safe and well maintained aerodrome for use by commercial and recreational aircraft and promote use by external users.	2.1c (2)	Develop working relationship with aerodrome users through aerodrome users committee	Manager Civil Works	Ongoing	Quarterly Aerodrome Committee meetings being undertaken. Fostering new working relationships with users.
	2.1c (2)	Investigate potential areas for aerodrome development	Manager Civil Works	Ongoing	Development options being prepared for Quarter 2 reporting

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.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Promote the development of efficient telecommunications technology for business, land owners, education and health needs.	2.1d (1)	Advocate and support funding applications in relation to communication and electronic technologies for the LGA, where applicable	Manager Community and Culture	Ongoing	No applications supported this quarter.
Offer and promote free public wi-fi internet access in key public spaces across the local government area.	2.1d (3)	Continue to offer free Wi-Fi service at Council Libraries and Administration Centres	Coordinator Business	Completed	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.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Implement a range of initiatives which support and promote the sustainable development of the	2.1e (1)	Develop new LEP, DCP, contributions and servicing plans from the data contained within the land use strategies	Manager Development, Building and Compliance	In Progress	Council is progressing with the development of a new comprehensive LEP. When complete the DCP and contribution plans will be considered.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
towns' Central Business Districts and industrial land.	2.1e (1)	Implement Cootamundra and Gundagai Town Strategies	Manager Development, Building and Compliance	In Progress	The Gundagai Town strategy preparatory work and preliminary community consultation is complete.
Promote to the community and industry groups potential growth opportunities and development efficiencies.	2.1e (2)	Facilitate communication mediums for training and funding opportunities for businesses	Manager Community and Culture	Ongoing	Council social media, CDC and Gundagai business newsletters.
	2.1e (2)	Identify value adding opportunities (use of new technology, processes and packaging, collaborations, shared transport costs, use of waste materials for new products etc.) to maximise the opportunities in the sectors where Cootamundra-Gundagai's competitive advantage exists	Manager Community and Culture	Ongoing	Some opportunities apparent in energy space.
Encourage growth in development and construction locally.	2.1e (3)	Provide education material through factsheets to assist the community understand the various pathways, such as exempt, complying and local development	Manager Development, Building and Compliance	Ongoing	Council has completed a suite of factsheets, guidelines and templates for development to assist the community to understand the planning framework. These are reviewed and updated to ensure that they reflect legislative changes and new processes, such as the introduction of ePlanning.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Work in partnership with agencies and other levels of government to support local businesses.	2.1f (1)	Facilitate and support local business training opportunities	Manager Community and Culture	Ongoing	Forwarded online training opportunities as this is all our suppliers are offering at the moment.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Work with key partners and local business owners, investors and employers to investigate, advocate for and promote opportunities for business development and networking.	2.1f (2)	Develop a plan with the local Real Estate agents to jointly promote available business opportunities in the LGA	Manager Community and Culture	Ongoing	Not yet actioned.
	2.1f (2)	Support potential businesses in finding suitable land for their business, where required	Manager Community and Culture	Ongoing	Low volume of business enquiry this quarter.
Maintain a close liaison and continue to work with Regional Development Australia.	2.1f (3)	Attend Regional Development Australia forums	Manager Community and Culture	Ongoing	Council representative involved in RDA Housing Forum.

## 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.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Develop a new, comprehensive Local Environmental Plan for the local government area.	2.2a (1)	Develop a communication strategy to ensure that the community is involved in developing land use controls	Manager Development, Building and Compliance	Ongoing	Council has developed and adopted a Community Participation Plan. The CPP seeks to provide opportunities for community engagement in planning by giving the community every opportunity to participate in strategic planning, have a say on major development and ensure there is transparency in decision making processes. The CPP provided a strategy for ongoing communication and engagement with the community and stakeholders.
Identify and address current and future land-use needs through integrated strategic planning and development.	2.2a (2)	Commence preparation of new draft Comprehensive Local Environmental Plan	Manager Development, Building and Compliance	In Progress	Background data collection, and the development of strategic planning strategies and studies needed for the drafting of the new consolidated LEP is almost complete. The development control plan will be developed once the local environmental plan is finalised.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Provide accurate and timely advice regarding existing and proposed development within the legislative scope of Council.	2.2a (3)	Enquiries are acknowledged 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.
	2.2a (3)	Inspections undertaken within 48 hours of notification	Manager Development, Building and Compliance	Ongoing	This is an ongoing measure, all inspections are undertaken within agreed timeframes and within staff resources.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Develop and operate development control plans to ensure compliance with appropriate legislation and to achieve the best possible planning and development outcomes for the community.	2.2b (1)	Commence preparation of new draft Development Control Plan to ensure that the community desires for development design are appropriately considered	Manager Development, Building and Compliance	In Progress	The Development Control Plan will be drafted after the completion of the Local Environmental Plan.
Ensure that a supply of industrial and residential land is available at all times to facilitate the orderly expansion of the local government area.	2.2b (2)	Complete the redesign of Claron Estate Residential Subdivision in Cootamundra, and prepare strategy to build and market the land	General Manager	In Progress	Draft design completed and reviewed by working party. Progressing to detailed design.
	2.2b (2)	Establish a working party to develop a strategy for residential and industrial development opportunities	General Manager	Completed	Working Party established.
	2.2b (2)	Subject to funding, Council to commence subdivision of industrial land at Turners Lane in Cootamundra	Manager Civil Works	Not Progressing	Funding application under Build Better Regions just been declined. Await further options.

## 2.3: Tourism opportunities are actively promoted

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Develop and implement an integrated Tourism and Economic Development Strategy for the Cootamundra-Gundagai region.	2.3a (1)	Implement the Tourism and Economic Development Strategy	Manager Community and Culture	Ongoing	Actions are separately included in IP&R document. New Tourism and Economic Development Officer employed part time in Cootamundra.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Work co-operatively with key partners to identify opportunities and to further promote the local government area to tourists and visitors.	2.3b (1)	Include access information on facilities and activities when updating mapping and websites	Manager Community and Culture	Ongoing	Tourism websites include this information, including our updates to Get Connected. Coordinator Business responsible for local information that needs to go on Council website.
Work with the community to develop a marketing strategy for the local government area as a tourist destination.	2.3b (2)	Implement Branding Marketing Strategy for Tourism and Economic Development of the Local Government Area	Manager Community and Culture	Ongoing	Some items are carried forward to the next quarter with COVID shutdown. Focus on Tree change this quarter and also lifestyle for locals.
Ensure local programs, activities and events are actively promoted via a range of mediums to attract and encourage visitors and tourists.	2.3b (3)	Continue to maintain and promote Calendar of Activities, Programs and Community Events	Manager Community and Culture	Ongoing	Website and Facebook calendars maintained.
	2.3b (3)	Maintain Cootamundra Tourism Website, and continue production of Events Newsletter	Manager Community and Culture	Ongoing	Events newsletter has been on pause due to staffing and COVID. To recommence November.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Provide and maintain Visitor Information Centres which meet the needs of tourists and visitors to our local government area.	2.3c (1)	Seek funding to Implement masterplan for improvements at the Cootamundra Heritage Centre	Manager Community and Culture	Ongoing	Funding secured. Architectural plans being prepared for NSW Heritage approval.
Undertake a redevelopment of the Gundagai Visitor's Information Centre.	2.3c (2)	Re-develop the Gundagai Visitors Information Centre, including removal of internal visitors toilets, provision of a theatrette space and accessibility improvements	Manager Community and Culture	Ongoing	Manager Facilities project managing project. Will be completed in financial year.
Provide a high quality accommodation facility at the Caravan Parks in Cootamundra and Gundagai for the use of visitors.	2.3c (3)	Seek funding to implement Masterplans for the Cootamundra and Gundagai Council managed Caravan Parks	Manager Community and Culture	Ongoing	Masterplans are yet to be drawn but have been discussed. Not yet shovel ready.
Undertake connection of water supply to the Dog on the Tuckerbox site.	2.3c (4)	Deliver infrastructure for water supply extension to Dog on the Tuckerbox site	Manager Assets	Ongoing	Survey, investigation, preparation of REF, Bio diversity and Due diligence assessment and design have been completed. Due to upsizing of the infrastructure additional \$1m required to complete construction works.
Maintain and improve the tourism infrastructure, facilities and services in the local government area to make our area an attractive place to visit.	2.3c (5)	Develop Strategic Management Plan for WWII inland aircraft fuel depot	Manager Community and Culture	Ongoing	Is this being managed by the Manager Waste, Parks & Recreation Services.
	2.3c (5)	Seek funding to continue implementation of the Gundagai Gaol Masterplan	Manager Community and Culture	Ongoing	Funding application submitted in period.

## 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.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Promote local employment and training opportunities within the Council organisation.	2.4a (1)	Develop Council Training Plan	General Manager	In Progress	2021 performance reviews have identified training requirements. Training plans have been developed.
	2.4a (1)	Participate in Joint Organisations Skill Shortages Project	General Manager	In Progress	Participation occurring and initiatives commenced.
Work with various agencies to promote a range of programs, activities and opportunities which improve the health, well-being and employability of our community.	2.4a (2)	Facilitate mediums to promote programs activities and opportunities offered in the local government area by other bodies	Manager Community and Culture	Ongoing	Council social media, CDC and Gundagai business newsletters.

## 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.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Develop and operate development control systems which ensure compliance with appropriate legislation and achieve the best possible environmental outcomes.	3.1a (1)	Continue to assess all development applications against environmental impact and legislative requirements	Manager Development, Building and Compliance	Ongoing	Templates for reporting and assessment have been developed and are used to ensure that all matters required by legislation, including environmental impact, are included in the assessment of development applications.
Operate an efficient quarrying service in an environmentally responsible manner that meets all statutory requirements and standards.	3.1a (2)	Arrange suitable quarry products and have available at all gravel pits for construction needs	Manager Civil Works	Ongoing	New quarrying rates from contractors just sourced. Materials to be sourced as required.
Provide and maintain a stormwater disposal system which minimises the carriage of pollutants from the stormwater system to the creek and river systems.	3.1a (3)	Continue to upgrade stormwater infrastructure in accordance with priorities and availability of funds	Manager Civil Works	Ongoing	Drainage works upgraded as funding permits and as warranted.
	3.1a (3)	Continue to upgrade stormwater infrastructure in accordance with priorities and availability of funds	Manager Technical Services	Ongoing	Continual maintenance of stormwater network as required. Capital works allocated on a priority basis and programmed to occur later in financial year.
	3.1a (3)	Continue to upgrade stormwater infrastructure in accordance with priorities and availability of funds	Manager Assets	Ongoing	Storm water upgrade program is to be developed on completion of flood study and risk assessment and also based on the structural improvement recommended in the report.
Develop and implement a street tree planting plan which enhances amenity and our natural environment.	3.1a (4)	Continue to undertake Street Tree Planting in accordance with Gundagai Street tree planning Masterplan	Manager Facilities	Ongoing	Pruning of trees around town are on a as need basis. New plantings have been carried out along West Street Gundagai as per Street Tree Master Plan.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Investigate, identify and promote opportunities that exist within the local government area for implementation of renewable energy technologies.	3.1b (1)	Negotiate terms of a power partnership agreement on various Council facilities	General Manager	In Progress	Working with REROC on a PPA tender for energy supply for large sites.
Undertake a review of the environmental impact of Council-owned facilities and infrastructure and implement measures which Council's environmental impact.	3.1b (2)	Continue to investigate funding sources for solar energy works for Council buildings	Manager Facilities	Ongoing	Report completed of council's energy usage and strategy developed, which has been adopted by council for future funding and direction. Funding sources to be investigated and where possible energy saving devices to be implemented with building modifications or new builds.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Provide and maintain appropriate rubbish removal, disposal, recycling and greenwaste facilities in the most cost effective, environmentally sustainable and efficient manner.	3.1c (2)	Undertake improvements at Gundagai Waste Depot as per the Waste Implementation Plan	Manager Waste, Parks & Rec Services	In Progress	Pending the allocation of funds. Report to Council in October seeking funding.
	3.1c (2)	Upgrade the weighbridge management system as to allow for the management and sale of recycled waste material	Manager Waste, Parks & Rec Services	In Progress	Nearing completion.
Provide a facility through which used chemical drums can be disposed of correctly.	3.1c (3)	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.
Provide a facility for the composting and re-using of greenwaste.	3.1c (4)	Prepare a resale area for compost and mulch collection for retail sale to the community	Manager Waste, Parks & Rec Services	Completed	Completed, sales and display area is located adjacent to the Compactor pit.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Reuse waste water to increase the amenity of Council parks, gardens and recreational facilities and to reduce the demand on the water supply.	3.1c (5)	Collaborate with Council departments to increase the use of re-treated water to Gundagai ovals	Manager Facilities	Ongoing	Discussions are underway with Manager Water/Sewer to allocate additional treated water for sports ovals. Investigation into other sources of water and licensing requirements are being investigated.
	3.1c (5)	Prepare a report to Council outlining the current condition of the existing open space irrigation systems and identify future management requirements to ensure the effective and efficient operation of the wastewater reuse system	Manager Waste, Parks & Rec Services	Completed	Report pending. waiting on review prior to submitting to council.

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.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Provide programs, information and services to our community to increase awareness of, and participation in, environmentally sustainable activities.	3.1d (1)	Introduce a Food Organics & Garden Organics (FOGO) service to the Cootamundra community	Manager Waste, Parks & Rec Services	On Hold	Funding approved but pending final approval to proceed from EPA due to Financial History on past grants still not supplied on request from the EPA. Currently with the Finance Division.
	3.1d (1)	Investigate opportunities to use raw water	Manager Assets	Ongoing	Approval is required from Natural Resources Access Regulator (NRAR) to extract raw water from the river. Opportunities are being investigated but limited and subject to approval from regulators.
Provide programs, information and services to increase voluntary recycling and reuse to reduce waste to landfill.	3.1d (2)	Investigate funding opportunities and conduct community consultation and education sessions for the materials recovery facility	Manager Waste, Parks & Rec Services	In Progress	Systems are in place including the promotion of recycling methodologies and principals to the community. This has also included review of Landfill operating hours and compost processing and sales.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Encourage the best use of treated water through water saving measures.	3.1d (3)	Investigate opportunities to increase the use of reuse water	Manager Assets	Ongoing	Recycled water management system has been developed for Gundagai. Proposed to do risk assessment and review of recycled water management system at Cootamundra.
Contribute to coordinated planning and reporting across local, regional, state and federal areas for the management of the environment.	3.1d (4)	Monthly lodgement of ABS statistics	Manager Development, Building and Compliance	Ongoing	This an ongoing measure with requirements for reporting continuing to be met.
	3.1d (4)	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.
Seek funding for projects aimed at supporting the protection and sustainability of our natural environment.	3.1d (5)	Grant Funding opportunities pursued and secured when available	General Manager	Ongoing	Various grant applications submitted and outlined through Council reports.
A range of programs are supported, promoted and controlled to reduce and enforce illegal dumping.	3.1d (6)	Investigate options for technology, to enhance illegal dumping surveillance	Manager Regulatory Services	Ongoing	Council to investigate purchasing surveillance cameras for overt operations. Finances to be accessed via grants etc.
	3.1d (6)	Undertake illegal dumping surveillance	Manager Regulatory Services	Ongoing	Ranger at Gundagai has had illegal dumping added to his specific tasks.

### 3.1e: Undertake active weeds and pest management practices.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Noxious weeds will be contained, reduced or eliminated as appropriate.	3.1e (1)	Develop a Community Education and Awareness program in regards to weed management	Manager Regulatory Services	Ongoing	Further weed information days are currently being planned in conjunction with LLS.
	3.1e (1)	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.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Promote and deliver programs and initiatives which promote and educate the community on noxious weeds and pest management practices.	3.1e (2)	Participate in the Managers Established Pest Animals and Weeds Project (MEPAAW)	Manager Regulatory Services	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.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Develop and operate development control systems to ensure compliance with appropriate legislation and to achieve the best possible development outcomes for the community.	3.2a (1)	Continue to assist the community in navigating the NSW Planning portal and associated legislation	Manager Development, Building and Compliance	Ongoing	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.
	3.2a (1)	Provide Development Applicants with relevant information concerning Disability Discrimination legislation	Manager Development, Building and Compliance	Ongoing	Disability Discrimination information is included on all applications. Pre-lodgement advice is available to all applicants. For commercial and industrial developments this includes the provision of information regarding inclusion and access for people with a disability.
Ensure new development is considerate of our heritage.	3.2a (2)	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.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	3.2a (2)	Seek grant funding for the engagement of a heritage consultant to provide advice and assist in the community in redeveloping heritage items	Manager Development, Building and Compliance	In Progress	Grant funding has been obtained for the engagement of a Heritage Advisor and EOI for the position have been received. The Local Heritage Fund program will commence after the engagement of a Heritage Advisor.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Ensure that planning and development controls are in place to promote and facilitate a variety of housing options for residents.	3.2b (1)	Continue preparation of new draft Development Control Plan	Manager Development, Building and Compliance	In Progress	Background data collection, and the development of strategic planning strategies and studies needed for the drafting of the new consolidated LEP is almost complete. 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.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Operate and maintain a water reticulation system capable of providing potable water to all connected premises with minimum disruption and maximum efficiency.	3.2c (1)	Implement an Integrated Water Cycle Management (IWCM) Plan	Manager Assets	Ongoing	Project reference Group Meeting held on 12 August 2021 among stakeholders. Proposal is invited from Public Works Advisory to develop strategies. Grant funding will be sought from DPIE for this work.
Undertake Cootamundra Water Main Replacement Program.	3.2c (2)	Administer ongoing water main replacement work/ annual program to improve the reliability of the water supply system	Manager Assets	Ongoing	As part of this program 24 km long water mains were replaced at a cost of \$7.4m. Survey and design work completed for additional water main replacement program and construction work is schedule to commence at Mackay Street, Cootamundra in October 2021.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Investigate options for the connection of a water supply to Nangus Village, and consult with the community.	3.2c (3)	Partner with Goldenfields Water to prepare business case for connection of water supply to Nangus Village	Manager Assets	Ongoing	Feasibility studies and development of business case has been completed. Project estimate is \$8.4m, with a cost benefit ratio of 0.16. Additional funding required to implement the project.
Operate and maintain a sewage system and treatment plant capable of removing sewage from all connected premises with minimum disruption and maximum efficiency.	3.2c (4)	Continue and complete construction of the Gundagai Sewer Treatment Plant replacement	Manager Assets	Ongoing	Construction work is more than 80% completed. Completion of outstanding works and testing of equipment in progress, time lost due to wet weather during last twelve months. Final testing and commissioning is scheduled to be in January 2022.
Provide and maintain a stormwater disposal system which allows the removal of stormwater from the towns in the most economical and efficient manner possible whilst minimising impact on natural environment.	3.2c (5)	Continue to upgrade stormwater infrastructure in accordance with priorities and availability of funds	Manager Assets	Ongoing	Flood study and Flood risk assessment completed at Gundagai. Also feasibility of Voluntary House Raising (VHR) and Voluntary Purchasing Completed for affected properties in Gundagai. Flood study completed at Cootamundra and Flood Risk Assessment is being conducted at Cootamundra.
Undertake Stormwater Mitigation Strategy across Cootamundra and Gundagai.	3.2c (6)	Prepare Gundagai Flood Study response - Implement VHR, VP (Voluntary House Raising, Voluntary Purchasing)	Manager Assets	Ongoing	Feasibility studies on Voluntary House Raising (VHR) and Voluntary Purchasing (VP) is completed for Gundagai. .Grant funding will be required along with council contribution to implement the recommendations.
Manage Council's waste collection, disposal and processing facilities.	3.2c (7)	Consult & educate the village communities in preparation of closing the Wallendbeen & Stockinbingal Landfill Sites and replace with Transfer Stations	Manager Waste, Parks & Rec Services	Ongoing	This is implemented as funding and resources become available. Currently basic and routine maintenance is carried out as and when required.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	3.2c (7)	Design and construct a Secondhand Sale Shop for waste recyclables at the Cootamundra Landfill	Manager Waste, Parks & Rec Services	On Hold	This can only be implemented as and when resources and funding are allocated. Currently there are a number of projects on the delivery schedule funded via grants. e.g. Albert Park, Jubilee Park, Pump Track, Climbing Wall, Pioneer Park, etc.
	3.2c (7)	Develop a Cootamundra Landfill Land & Environmental Management Plan (LEMP)	Manager Waste, Parks & Rec Services	In Progress	Work on this has commenced.
	3.2c (7)	Develop Rehabilitation Plans for the Wallendbeen & Stockinbingal Landfill Sites	Manager Waste, Parks & Rec Services	Ongoing	This is currently pending a financial allocation. a report to council is being prepared for the October Council Meeting.
	3.2c (7)	Manage Council's waste collection, disposal and processing facilities in accordance with the Waste Strategy and Implementation Plan	Manager Waste, Parks & Rec Services	Ongoing	This is implemented within the allocated resources.
	3.2c (7)	Undertake an efficiency Audit of all current Transfer station Operations	Manager Waste, Parks & Rec Services	In Progress	This is ready to commence pending the allocation of funds. report to October Council meeting seeking funding.
Provide an adequate mix of high quality, disabled accessible and appropriately located public toilet facilities.	3.2c (8)	Continue monitoring Council Public Toilet Facilities	Manager Facilities	In Progress	Designs have been completed for a new public amenities building, with Adult Change facility to be completed at Carberry Park in 2022. Council's other facilities are being monitored for use and potential design or upgrade changes.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Develop and implement strategies to improve safety and accessibility of all road users.	3.2d (1)	Road Safety Officer to work in partnership with TfNSW on Road Safety Campaigns	Manager Civil Works	On Hold	Road Safety Officer position currently vacant with new position expected to be advertised during November.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Maintain civil infrastructure including roads, footpaths, bridges and traffic facilities to agreed standards as set out in asset management plans.	3.2d (2)	Complete capital works program, inclusive of externally funded projects	Manager Technical Services	Ongoing	Capital Works are ongoing, considerable progress made on all projects to date.
	3.2d (2)	Complete capital works program, inclusive of externally funded projects	Manager Civil Works	Ongoing	Road and footpath capital works underway including works under Fixing local Roads, Roads To Recovery and Local Roads and Community Infrastructure programs.
	3.2d (2)	Undertake annual Road Maintenance Program	Manager Civil Works	Ongoing	Works being undertaken as resources and weather permits.
	3.2d (2)	Undertake annual Road Maintenance Program	Manager Technical Services	Ongoing	Ongoing asset maintenance as appropriate.
Undertake the annual footpath renewal and extension program.	3.2d (3)	Seek additional grant funds to assist with footpath renewal works	Manager Civil Works	Ongoing	Projects identified and prioritised for future funding application.
	3.2d (3)	Seek additional grant funds to assist with footpath renewal works	Manager Technical Services	Ongoing	Footpath replacement works to be undertaken in Q4 21/22.
	3.2d (3)	Undertake Footpath Renewal and Extension Program, depending on availability of funds	Manager Technical Services	Ongoing	Footpath renewal in priority locations planned for Q4 21/22.
	3.2d (3)	Undertake Footpath Renewal and Extension Program, depending on availability of funds	Manager Civil Works	Ongoing	New footpaths and reconstruction of others being undertaken as part of Local Roads and Community infrastructure program.
Develop and implement asset management plans and strategies for all transport assets.	3.2d (4)	Conduct a water, sewerage and drainage asset valuation	Manager Assets	Ongoing	Survey, investigation, preparation of REF, Biodiversity and Due diligence assessment and design have been completed. Due to upsizing of the infrastructure additional \$1m required to complete construction works.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	3.2d (4)	Conduct a water, sewerage and drainage asset valuation	Manager Assets	Ongoing	Quotations were invited twice, using suitable contractors via LGP panel and no quotations were received. It is proposed to do direct negotiations with individual service providers to undertake water and sewerage asset valuation.
	3.2d (4)	Review and update condition assessment data across the local government area	Manager Assets	Ongoing	Transport assets were revalued during 2020/21 and updated.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Advocate for State and Federal departments to improve public transport networks to meet the needs of our community.	3.2e (2)	Work with Riverina Joint Organisation on identified public transport initiatives	Manager Assets	Ongoing	Work with REROC on procurement for member councils.
	3.2e (2)	Work with Riverina Joint Organisation on identified public transport initiatives	Manager Assets	Ongoing	Liaising with REROC on matter related to common interest among 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.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Councillors will support and advocate for the needs of all members in our community.	4.1a (1)	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.
Implementation of the Cootamundra-Gundagai Regional Council's suite of plans, including the Community Strategic Plan, Delivery Program, Operational Plan and resourcing plans.	4.1a (2)	Present quarterly 'Progress Report' on Delivery Program/Operational Plan to Council and the Community	Coordinator Business	Ongoing	Q1 Progress Report to be presented at the November Council Meeting.
Council's corporate plans are informed by community expectations and are reviewed and updated on a regular basis to meet the changing needs of our community members.	4.1a (3)	Conduct reviews and updates on councils Integrated Planning and Reporting (IP&R) documents and resourcing strategies as per Communications Strategy and as detailed in the OLG Guidelines	Coordinator Business	Ongoing	The new round of IPR documents are being developed, and all are to be adopted by 1 July 2022. All reviews and updates will be implemented as required.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Councillors will use all occasions presented to advocate for funding and assistance from other levels of government and agencies.	4.1b (1)	Seek funding opportunities when available	General Manager	Ongoing	Various grant applications submitted and outlined through Council reports.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Participation in LG NSW as the representative body of Local Government in order to improve the standing of Local Government in NSW.	4.1b (2)	Advocate for increases in federal assistance grant funding for Regional NSW	General Manager	Ongoing	Motion presented to ALGA Conference.
Participation in relevant REROC activities that will benefit the local government area.	4.1b (3)	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.
Maintain effective working partnerships with key stakeholder groups such as the Rural Fire Services, Local Land Services and Riverina Regional Library.	4.1b (4)	Continue to participate in Riverina Regional Library workshops	Manager Community and Culture	Ongoing	Rochelle and Penny attended recent SWZ meeting. All staff attended a recent RRL branch training day.
Continue to foster and support the Youth Council.	4.1b (5)	Continue to support the Youth Council	Manager Community and Culture	Ongoing	Facilitated online meetings and activities due to COVID.
Work in partnership with community members, businesses and all levels of government to deliver community priorities.	4.1b (6)	Participation in Stakeholder events and activities	General Manager	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.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
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.	4.1c (1)	Coordinate development of IPR plans, which consist of the Community Strategic Plan, Delivery Program, Operational Plan and resourcing strategies	Coordinator Business	Ongoing	The new round of IPR documents are being developed, and all are to be adopted by 1 July 2022.
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.	4.1c (2)	All decision making reports, including strategies and plans are to show linkages to the relevant objective in the Community Strategic Plan	Coordinator Business	Completed	Linkages to the Community Strategic Plan are included in the Business Paper Reports and have been added to new template for plans, guides and reports.
Determine development applications in an efficient and effective manner based on merit	4.1c (3)	80% of DAs determined within statutory 40 days' timeframe	Manager Development, Building and Compliance	Ongoing	The majority of development applications are determined within statutory timeframes.
Develop a Place Plan which incorporates the Economic Development, Open Space Recreation, Arts and Cultural and Disability Action Strategies.	4.1c (4)	Develop Placemaking plan for the planning decision and management of Public Spaces in the Local Government Area	Manager Community and Culture	Ongoing	Being undertaken by Planning team.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Council will track the progress towards the achievement of the corporate plan objectives against measurable outcomes.	4.1d (1)	Continually identify improvements in operating councils corporate planning software (Pulse)	Coordinator Business	In Progress	Further modules are being investigated with demonstrations completed with staff and Pulse representative for the Project Management Module, Delegations and Policy Module and Risk Management Module. Governance Officer continually monitors improvement updates for the current reporting system, and recently participated in the latest features walk-through webinar hosted by Pulse.
Progress on the achievement of corporate plan objectives will be shared with the community via a range of communication methods.	4.1d (3)	Report to the community on achievements of corporate plans as detailed in the Communications Strategy	Coordinator Business	Ongoing	Community Engagement Strategy for the implementation of the CSP has been adopted by Council. Council will report to the community as per the adopted strategy.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Support for Councillors to attend training, conference and development opportunities will be provided.	4.1e (1)	Attend the Local Government NSW Annual General Conference	General Manager	Ongoing	Booking confirmed following report to Council.
	4.1e (1)	General Manager to facilitate Councillor training requirements	General Manager	Ongoing	Training held as necessary - Cultural Awareness training administered and is ongoing.
Programs and activities which encourage and develop the capacity of current and future community leaders is provided.	4.1e (2)	Identify programs and activities which encourage and develop the capacity of current and future community leaders	General Manager	Ongoing	Council has engaged a Youth Officer for Cootamundra to support the Youth Council.
Provide and maintain services and infrastructure that assists the efficient and effective undertaking of the duties of the elected Council.	4.1e (3)	Continue to provide and maintain services and infrastructure to assist elected representatives in undertaking their duties	General Manager	Ongoing	Facilitate and maintain use of laptops. Facilitate business papers online using HTML reports.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Support Council's elected representatives in undertaking their role in the community.	4.1e (4)	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.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
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.	4.2a (1)	Continue to maintain support for councils Digital Communication Panel	Coordinator Business	In Progress	Communications Strategy in place to reinstate the Digital Community Panel. The Panel will be used for additional community engagement throughout the development of the CSP 2022/2032.

### 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.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Council will regularly and continuously seek community feedback to seek additional input to the Community Strategic Plan.	4.2b (1)	Research and pursue affordable staff training for community engagement	Coordinator Business	Ongoing	Still to be investigated when time permits.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Promote the objectives of the Community Strategic Plan and work in partnership with community members, businesses and other local stakeholders to deliver community priorities.	4.2c (1)	Develop a Community Engagement Strategy to assist with delivering the objectives in the Community Strategic Plan	Coordinator Business	Ongoing	Strategy has been adopted by Council.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Progress towards the achievement of the Community Strategic Plan objectives will be shared with the community via a range of communication methods.	4.2d (1)	Collaborate with council departments and Stakeholders to actively promote projects/achievements of the Community Strategic Plan	Coordinator Business	Ongoing	Media Officer regularly contacts departments for updates on projects and major works. Media Releases, newsletter, snippets, website articles and FB posts ensure appropriate coverage for Councils achievements of the CSP.

### 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.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Ensure Council's long term financial planning supports the delivery of community expectations and financial stability.	4.3a (1)	Implement the proposed Special Rate Variation	Manager Finance and Customer Service	Completed	Completed.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Ensure the availability of finances are managed, controlled, reviewed and regularly reported on in order to provide the appropriate services and facilities within the allocated budget and achieve the maximum value for expenditure.	4.3a (2)	Prepare and implement procedures to enable all staff with budget responsibility to effectively operate Council's integrated budgeting process	Manager Finance and Customer Service	In Progress	Fortnightly internal budget reports commenced August 2021.
Ensure all procurement meets legislative and policy requirements and delivers best value for the community and the Council.	4.3a (3)	Conduct and file monthly audit reports for audit purposes	Coordinator Business	In Progress	Audits for HR, AP and Administrator access are completed monthly and recorded.
	4.3a (3)	Undertake assessment and improvement of procurement processes	Coordinator Business	Ongoing	Procurement assessment and processes are continually updated with best practice updates and organisational improvements.
Identify and follow-up opportunities to increase Council's revenue base including grant funding opportunities to deliver additional income to fund major projects.	4.3a (4)	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.
	4.3a (4)	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.
Develop Asset Management plans which deliver long-term financial sustainability and asset renewal.	4.3a (5)	Implement works programs to improve asset condition	Manager Assets	Ongoing	This program will be developed as part of the current IWCM process. Long term asset planning and renewal requirements are to be identified and implemented with DSP and head works charges.
	4.3a (5)	Review and improve Asset Management Plans	Manager Assets	Ongoing	Asset Management Plans are being updated. Further development of Asset Management Plan will be done with IWCM development.
Improve functionality and amenity within Council's work depots.	4.3a (6)	Complete planning for improvements to Cootamundra Depot and Bradman Street Depot	Manager Civil Works	Ongoing	Several options being considered.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	4.3a (6)	Continue ongoing efficient operation and maintenance of depot	Manager Civil Works	Ongoing	Depot operation ongoing with efficiencies considered where identified.
	4.3a (6)	Continue ongoing efficient operation and maintenance of depot	Manager Technical Services	Ongoing	Routine works undertaken to ensure depots are kept safe and tidy.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Council ensures statutory compliance is achieved and demonstrates good governance practices.	4.3b (1)	Continue to participate in the Internal Audit Alliance, coordinate Internal Audit Committee meetings and manage the recommendations identified by the Internal Audit Committee and Audit Office	Coordinator Business	Ongoing	The next Internal Audit Alliance meeting is to be held in November 2021.
Support and funding for elections is provided as required.	4.3b (2)	Make provision in the Long Term Financial Plan for funding of the 2021 Council election	Manager Finance and Customer Service	In Progress	Included in the September 2021 Quarterly Budget Review.
Implement effective integrated risk management strategies and practices.	4.3b (3)	Implement Council's Enterprise Risk Management Framework and monitor Risk Registers	Coordinator Business	In Progress	Council has developed an ERM Framework. This framework will be continually updated with best practice updates and organisational improvements.
	4.3b (3)	Implement Councils Fraud Control Plan	Coordinator Business	In Progress	Council has Implemented a Fraud Control Plan. This Plan will be continually updated with best practice updates and organisational improvements.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
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.	4.3c (1)	Develop Community Engagement Strategy to inform the community and receive feedback, including feedback on major projects	Coordinator Business	In Progress	Communication Strategy for the development of the CSP currently active. Communication will continue throughout the CSP term to continually update items within the CSP.
	4.3c (1)	Improve services available on Council's websites through the development of eServices and online forms	Coordinator Business	In Progress	Council website upgrade is due to commence March 2022.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Provide quality customer service during all "front line" interactions between Council and the community and in all other interactions between staff, agencies, Council and the community.	4.3d (1)	Develop and Implement a Customer Service Charter	Manager Finance and Customer Service	On Hold	Project was deferred until the completion of the SRV process and will be carried over to 2022.
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	4.3d (2)	Investigate options to integrate Civica/Authority (Finance System) and Magiq Documents (EDRMS)	Coordinator Business	In Progress	Initial investigations have commenced. Issues resulting from the V7.1 Upgrade of the Authority System are being prioritised. Further investigations for Integration with Civica and Magiq to commence early 2022.
	4.3d (2)	Review Business Systems and identify services that can be delivered on Council's Website	Coordinator Business	In Progress	Council website upgrade is due to commence March 2022.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
organisation and our community's needs.	4.3d (2)	Work with the Customer Service Team to develop an Online Booking System for Council facilities	Coordinator Business	In Progress	Council website upgrade is due to commence March 2022.
Council's records are managed in compliance with the appropriate legislation and supports efficient and effective work practices.	4.3d (3)	Continue to undertake improvements to infoXpert workflows to streamline record keeping	Coordinator Business	Completed	Best practice improvements are continually researched and implemented by Records Staff and communicated to staff.
Requests for service are processed in an efficient and effective manner.	4.3d (4)	Complete Customer Satisfaction Survey to provide comparison data for the benchmark identified in 2018	Manager Finance and Customer Service	Not Due to Start	Project was deferred until the completion of the SRV process and will be carried over to 2022.
	4.3d (4)	Review responsibilities and provide training to enable customer service staff to respond to Planning and Rating enquiries	Manager Finance and Customer Service	Not Due to Start	Planning enquiry training to be developed and implemented to customer service staff in 2022.
Provide well-maintained cemeteries and efficient, appropriate and dignified cemetery operations and services that create the most peaceful surroundings possible for funeral parties and visitors.	4.3d (5)	Complete the Mapping of Cemeteries for plot identification, future planning and publishing of information online	Manager Regulatory Services	Ongoing	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.
	4.3d (5)	Develop a Cemetery Services Strategic plan	Manager Regulatory Services	Ongoing	Once the digitalisation project has been completed the Cemetery Strategic Plan can be developed around this.
	4.3d (5)	Provide additional signage and seating, and maintain Cemeteries in the Local Government Area	Manager Regulatory Services	Ongoing	Seats have been provided at Gundagai South, Gundagai North lawn, Nangus and Tumblong cemeteries

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Council's fleet of light vehicles and heavy plant is maintained to ensure efficient, cost-effective and timely service delivery.	4.3d (6)	Undertake plant replacement in accordance with related policies and programs	Manager Technical Services	Ongoing	Plant replacement program adopted and replacements are taking place in accordance with this program.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
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.	4.3e (1)	Report quarterly on Efficiencies and Cost Savings	General Manager	Ongoing	Included in Quarterly Budget Review paper.
Ensure adequate project management techniques are in place to ensure the delivery of projects which meet the changing needs of our community on time, within budget and to an acceptable standard.	4.3e (2)	Investigate and implement appropriate Project Management tools	General Manager	Ongoing	Demonstration held on Pulse system module. Included in Performance Review for responsible Section Manager.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Implement strategies which promote Cootamundra-Gundagai Regional Council as being an employer of choice.	4.3f (1)	Review and enhance recruitment practices	General Manager	In Progress	Working with REROC on Skills and Shortage Project.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Review the efficiency and effectiveness of Council's adopted Organisational Structure and ensure the structure and staffing mix can adequately deliver the activities approved by Council.	4.3f (2)	Implement Operational Plan activities	General Manager	Ongoing	Operational Plan being delivered and reported on quarterly.
Implement the Workforce Management Plan to support all staff in the delivery of community expectations.	4.3f (3)	Update Workforce Management Plan	General Manager	Not Due to Start	Structural and Culture review commenced as a precursor.
Provide a safe and healthy environment for staff and contractors through compliance with all WH&S legislative requirements and minimising risk.	4.3f (4)	Review monthly WHS reports and statistics discussed at Managers Meetings	Manager Civil Works	Ongoing	Monthly reviews being undertaken and reported as required.
	4.3f (4)	Review monthly WHS reports and statistics discussed at Managers Meetings	Manager Technical Services	Ongoing	Regular updates on WHS statistics are being provided to management.
Develop and implement a Staff Wellbeing Program	4.3f (5)	Develop and implement Staff Wellbeing Program	General Manager	In Progress	Structural and Culture review commenced. Various activities implemented including staff newsletter and Mental Health Awareness training for all staff.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Implement a training plan to enhance the skills and knowledge of staff across the organisation.	4.3g (1)	Develop Staff Training Plan following skills/performance process	General Manager	Ongoing	2021 performance reviews have identified training requirements. Training plans have been developed.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Provide learning and development opportunities to staff to develop the individual's potential and meet the needs of the community and organisation.	4.3g (2)	Implement Performance Review Program, and undertake the first cycle	General Manager	Not Due to Start	Performance review process to commence in 2022.
Staff are supported in the achievement of organisational objectives by having access to a range of business tools, systems and technologies.	4.3g (3)	Improve Geographic Information System (GIS) and the interface with Asset Management System	Manager Assets	Ongoing	New GIS layer developed for flood mapping and road assets. Recycled water supply system was surveyed and included in the GIS. Interaction between the asset management system and the GIS imageries is now being investigated.