

Delivery Program / Operational Plan

Quarterly Progress Report

2020/2021 Q4

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)	Develop and revise protocols for Civic Events and Ceremonial Functions based on latest Covid-19 advice	Business Coordinator	Completed	Minor revision made in relation to Covid, did not require approval of council as per councils policy creation policy. Policy will be reviewed again as per normal policy schedule.
Work with our community to promote community spirit by assisting with the administration, organisation and promotion of events and community gatherings as required.	1.1a (2)	Develop and conduct a community survey to gauge community interests and expectations regarding local events and activities	Business Coordinator	Not Due to Commence	Survey withdrawn at this time. Consultation with Tourism Economic Development Officer to continue when resources allow.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
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	Constantly updating information as it comes to hand on the Visit Cootamundra, Visit Gundagai and Gundagai/Coota Local Websites.
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	Patrons are encouraged to suggest new purchases and new authors to add to our standing order list. Many items are now available via audio or ebooks.
	1.1a (4)	Implement program to encourage Library membership and increase overall membership numbers	Manager Community and Culture	Ongoing	Promoting library services such as ancestry and borrow box, as well as new NewsBank feature to attract new members. RRL now has function to join online.

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

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 activities and to secure funding for cultural and arts development in the local government area.	1.1b (1)	Pursue available grant opportunities	Manager Community and Culture	Ongoing	A number of arts outreach activities run through the Cootamundra library.
Provide assistance to art and cultural bodies to promote and develop programs and facilities.	1.1b (2)	Establish new protocols for the operation and management of 'The Arts Centre Cootamundra'	Manager Community and Culture	Completed	New chair has implemented new operating model.
Undertake development of Cootamundra library outdoor area.	1.1b (3)	Develop outdoor space adjoining the Stephen Ward Rooms Cootamundra Library for indoor/outdoor meeting space	Manager Facilities	In Progress	Works to be undertaken during internal upgrade works later in the year.

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

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

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

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	Funding applied for improvements at the Heritage Centre and Old Gundagai Gaol.
Seek funding opportunities for the conservation and enhancement of local historical buildings and structures and undertake these activities.	1.1d (2)	Investigate funding opportunities	Manager Community and Culture	Ongoing	Funding successful for Cootamundra Heritage Centre. Unsuccessful for Gaol.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Facilitate the coordination and promotion of the different historical groups and heritage assets within the local government area.	1.1d (3)	Identify ways to promote the different historical groups and heritage assets within the local government area	Manager Community and Culture	Ongoing	Attended meetings where possible. Act as a conduit for information and respond to public enquiry.

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

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	Not Yet Commenced	At this stage services are still not available locally.
	1.1e (1)	Advocate for the allocation of more resources for education, early intervention and childcare for children with a disability	Manager Community and Culture	In Progress	Ongoing.
	1.1e (1)	Ensure information concerning accessible public transport including Community Transport is readily available	Manager Community and Culture	In Progress	Still awaiting new Council website.
	1.1e (1)	Ensure signage on Council buildings is clear and easy to read	Manager Community and Culture	Completed	New signage installed. Manager of Facilities is aware of need to update signage as resources allow.
	1.1e (1)	Ensure that the needs of all stakeholders are considered on all Council committees	Manager Community and Culture	Ongoing	Where items require input, they are given to the Access & Inclusion Committee to review. Individual Managers are tasked with making sure this happens.
	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	DIAP Actions included in Community Strategic Plan.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	1.1e (1)	In reviewing Council purchasing policy consider ways we can better support businesses which employ people with disabilities	Business Coordinator	Completed	Procurement policy updated and adopted in January 2020. Procurement Procedures and Guidelines updated in June 2020.
	1.1e (1)	Provide appropriate information on the available access in promotional material for community and tourism events	Manager Community and Culture	In Progress	Waiting for new Council website.
	1.1e (1)	Provide opportunities for stakeholders to easily report access concerns	Manager Community and Culture	Ongoing	Council has a complaints process and members of the Access Committee can also report issues.
	1.1e (1)	Provide support to community organisations in seeking funding for accessibility and inclusion projects	Manager Community and Culture	Ongoing	Supported projects being undertaken as requested.
	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	Co-ordinator business to complete as resources allow.
	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	Co-ordinator business to update as resources allow.
	1.1e (1)	When updating mapping and websites include access information on facilities and activities	Manager Community and Culture	Ongoing	Co-ordinator business to update as resources allow.
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	In Progress	Youth Strategy adopted.

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

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

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	In Progress	Line marking works are completed. Awaiting landscaping.
	1.2a (1)	Commence preparation for the creation of a Masterplan for Cootamundra CBD	Manager Community and Culture	In Progress	Further funding needs to be sought for access upgrades. Looking at opportunities for funding.
	1.2a (1)	Implement upgrades to main street and public spaces as funded by grants	Manager Community and Culture	In Progress	Upgrades to be completed this year. Further funding will be sought for Cootamundra.
Provide and maintain a clean and attractive streetscape.	1.2a (2)	Provide an attractive streetscape, by implementing the strategies identified in the Public Open Spaces Strategy	Manager Community and Culture	Ongoing	Strategies are being implemented as resources allow.
	1.2a (2)	Provide an attractive streetscape, by implementing the strategies identified in the Public Open Spaces Strategy	Manager Waste, Parks & Rec Services	Completed	Parker Street refurbishment completed; Master Landscape Plans for Albert Park completed.
Plan for and manage the construction of public space upgrades as funding permits.	1.2a (3)	Investigate options for improving access to local businesses	Manager Community and Culture	In Progress	Access Review will be considered in last quarter works of Parker Street Upgrade.

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

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

1.2c: Encourage the wide-spread use of open spaces and community facilities by ensuring they are welcoming, accessible, maintained and managed for everyone to enjoy, and that they continue to meet the needs of our community.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
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)	Revise Council representation and liaison with relevant Section 355 Committees	General Manager	Completed	Council representation is in place.

1.3: Our community members are healthy and safe

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

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	Attend meetings when they occur, and provide assistance, where able.
	1.3a (1)	Participate in Interagency Network opportunities	Manager Community and Culture	Ongoing	Attend meetings when they occur.
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	Waiting for new website. Items are listed on Gundagai and Cootamundra Local Websites and new products promoted on social media.
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	Completed	Complete.
Promote programs which encourage healthy lifestyle choices and activities.	1.3a (4)	Promote programs which encourage healthy lifestyle choices and activities as identified in the Recreation Needs Study and Open Spaces Strategy	Manager Waste, Parks & Rec Services	Completed	No funding available.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	1.3a (4)	Promote programs which encourage healthy lifestyle choices and activities as identified in the Recreation Needs Study and Public Open Spaces Strategy	Manager Facilities	Ongoing	Promoting programs when identified. Seeking additional funding to develop activities.

1.3b: Provide opportunities for the recreational and active use of parks, sporting facilities and swimming pools by ensuring they are promoted, accessible, safe, maintained and managed, and meet the needs of all age groups.

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)	Complete construction of Country Club Oval Clubhouse/Amenities Building	General Manager	Completed	Grand opening anticipated for end of April or early May 2021.
	1.3b (1)	Facilitate comprehensive consultation sessions with stakeholders, the public and users, to assist in the Implementation of the Public Open Spaces Strategy	Manager Facilities	In Progress	Ongoing discussions with sporting groups and end users are continuing.
	1.3b (1)	Facilitate comprehensive consultation sessions with stakeholders, the public and users, to assist in the Implementation of the Public Open Spaces Strategy	Manager Waste, Parks & Rec Services	Ongoing	Maintained within available resources and finances.
	1.3b (1)	Finalise development of the Recreation Needs Study and Public Open Spaces Strategy	Manager Community and Culture	Completed	The Recreation Needs Study and Public Open Spaces Strategy is complete and adopted by Council.
	1.3b (1)	Finalise development of the Recreation Needs Study and Public Open Spaces Strategy	Manager Facilities	Completed	The Recreation Needs Study and Public Open Spaces Strategy is complete and adopted by Council.
	1.3b (1)	Finish improvements to the Gundagai Netball Courts lighting and amenities	Manager Facilities	In Progress	Design work has been completed with user group input. Engineering work underway for development lodgement. Design changed due to available funding.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	1.3b (1)	Finish upgrade to Community Fitness infrastructure in Gundagai	Manager Facilities	Completed	Works completed. Warrior trail installed.
Provide and maintain parks and gardens that are aesthetically pleasing, accessible and are available for passive recreational pursuits.	1.3b (2)	Complete maintenance and revitalisation works to Council Parks, Gardens and Sporting Grounds, in the Gundagai Area.	Manager Facilities	Ongoing	Ongoing, work is processing as per schedule.
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	Managed with available resources and finances.
	1.3b (4)	Continue undertaking routine playground maintenance and inspections as per the program, for Gundagai	Manager Facilities	Ongoing	Routine playground maintenance and inspections are carried out as per the program.
Undertake improvements to the Cootamundra and Gundagai swimming pool facilities.	1.3b (5)	Encourage the pool & gymnasium managers/leasees to conduct activities for people of all abilities	Manager Facilities	Ongoing	Proposed master plan presented to council for consideration and public comment. Outcomes of discussions will drive better use of the facility.
	1.3b (5)	Encourage the pool & gymnasium managers/leasees to conduct activities for people of all abilities	Manager Waste, Parks & Rec Services	Completed	This has been completed with the Cootamundra Aquatic Centre and Sports Stadium now being managed by private contractor, L&R Group. The operation will be monitored to ensure councils objectives and outcomes are achieved. As of date there has been no complaints received regarding the facilities or contractor but plenty of positive feedback from the community.
Work in partnership with active sporting associations, community groups and health providers to ensure sporting facilities are fit for	1.3b (6)	Finish construction of the new facility building located at the Gundagai Netball Precinct as part of Recreation Master Plan	Manager Facilities	In Progress	Design work has been completed with user group input. Engineering work underway for development lodgement. Design changed due to available funding.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
current and future community need.	1.3b (6)	Identify the current and future community needs of council's public open spaces, and implement the actions as per the Public Open Spaces Strategy	Manager Facilities	In Progress	Actions are being implemented as per the Public Open Spaces Strategy.
	1.3b (6)	Identify the current and future community needs of council's public open spaces, and implement the actions as per the Public Open Spaces Strategy	Manager Waste, Parks & Rec Services	Completed	All Cootamundra Open Spaces are maintained in accordance with available resources and funding. This has also been completed as part of the Recreational Needs Study undertaken back in 2019/2020.
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	Completed	Implemented as and when required and in accordance with council's WH&S policy.
	1.3b (7)	Implement the 'Detail Works Activity Program'	Manager Waste, Parks & Rec Services	Completed	This is being achieved by the level and routine maintenance program that's in place and the further development of the community open spaces where and when funding allows. A detailed Open Space and Maintenance Activity Audit has been undertaken and completed. This report has identified Open Space Classifications, level of importance, maintenance specifications and Park Maintenance Priorities and scheduling etc.
	1.3b (7)	Investigate funding opportunities to enhance Council playgrounds, indoor and outdoor sporting and passive areas to enhance accessibility	Manager Waste, Parks & Rec Services	Ongoing	Grants are applied for as and when the opportunities arise.
	1.3b (7)	Investigate funding opportunities to enhance Council playgrounds, indoor and outdoor sporting and passive areas to enhance accessibility	Manager Facilities	Ongoing	Looking at developing additional master plans to be adopted. Funding will be driven by these plans.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	1.3b (7)	Review existing footpath network and facilities to determine upgrade and connectivity improvement requirements	Manager Technical Services	Ongoing	Routine footpath maintenance undertaken as required. PAMP being prepared to consider future priorities for LGA.
	1.3b (7)	Review existing footpath network and facilities to determine upgrade and connectivity improvement requirements	Manager Civil Works	Ongoing	Monthly inspections completed. Defects identified and repaired as necessary.

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

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 RMS on RMS Road Safety Campaigns	Manager Civil Works	Ongoing	Current Road Safety Officer finished with CGRC on June 21. New agreement to be arranged with TfNSW.
Develop and operate safe food handling and public health controls.	1.3c (2)	Implement a Food Safety Education Scheme by promoting the benefits of food safety to our communities and educating operators on food safety practices	Manager Development, Building and Compliance	Ongoing	This is an ongoing measure and will continue as part of the annual inspection regime. Food Safety Advice is provided to operators during inspections, either annual compliance or in response to complaints.
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	Completed	Two (2) days conducted one (1) at Cootamundra and one (1) at Gundagai in conjunction with microchip days. Completed for 2020/21.
	1.3c (3)	Conduct two (2) Free Microchipping Days for Companion Animals	Manager Regulatory Services	Completed	Two (2) events completed for 2020/2021.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	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.
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.
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 Cootamundra and Gundagai	Manager Regulatory Services	In Progress	Gundagai EOC still requires more equipment and resources to become functional. Transportable resources currently utilised.
	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)	Analyse 'standardised visitor data' to build a visitor profile	Manager Community and Culture	Completed	Completed plans, now implementation underway.
	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	In Progress	Next meeting October.
	2.1a (1)	Commence preparation for creating and maintaining Council's tourism websites	Manager Community and Culture	Completed	Complete – Maintenance ongoing.
	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	In Progress	Have provided feedback on PAMP with relation to other strategies to RSO.
	2.1a (1)	Coordinate a workshop with businesses and Tourism Action Committees to plan for growth in the visitor economy held	Manager Community and Culture	In Progress	Cootamundra meeting October.
	2.1a (1)	Determine costing and funding source for an LGA wide promotional documentary	Manager Community and Culture	In Progress	Funding unsuccessful.
	2.1a (1)	Implement 'standardised visitor data capture'	Manager Community and Culture	Completed	Complete.
	2.1a (1)	Implement masterplan improvements to Heritage Centre and have shovel ready for grant applications	Manager Community and Culture	In Progress	Funding obtained. Works to commence.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	2.1a (1)	In collaboration with investors/owners, assist in the creation of a masterplan for an outlet for local produce at the Old Gundagai Mill site	Manager Community and Culture	In Progress	Funding unsuccessful. Look to resubmit.
	2.1a (1)	Prepare update reports to Council on achievements, against the action plan contained in the Tourism and Economic Development Strategy	Manager Community and Culture	Ongoing	Updates provided through the IP&R process.
	2.1a (1)	Secure and develop The Motorcycle Collection as a tourism attraction in Cootamundra	Manager Community and Culture	Ongoing	Suitable site yet to be acquired.
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	Meetings being held in October. In the meantime getting information from the CDC and GREG.
	2.1a (2)	Identify businesses who would partner with Council in a program of regularly updated information distributed from their premises	Manager Community and Culture	Completed	Information provided at Cafes and accommodation businesses.
Implement strategies which encourage the growth of the local population.	2.1a (3)	Participate in Country Change initiative	Manager Community and Culture	Ongoing	Provided up to date information for campaigns and responded to new resident enquiries.
Actively seek and apply for funding opportunities which deliver additional income and contribute to community objectives.	2.1a (4)	Pursue available grant opportunities	General Manager	In Progress	Submitted grant applications for Stronger Country Communities round 4 and Crown Lands.

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

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)	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.
Develop and operate development control systems which support the protection of agricultural land.	2.1b (2)	Develop new LEP and DCP	Manager Development, Building and Compliance	In Progress	Council is progressing the new LEP and DCP. There are a number of studies yet to be completed.
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	Completed	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	Ongoing.

2.1d: Ensure communication and electronic technologies are accessible to all, meet the current and future needs of our community, and provide consistent and reliable coverage across the local government area.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Promote the development of efficient telecommunications technology for business, landowners, education and health needs.	2.1d (1)	Continue to support and promote the NBN installation in the Local Government area, which drives high quality connectivity to meet business and student needs	Manager Community and Culture	Completed	NBN roll out supported and promoted where appropriate. Potential partnership with Wi-sky.
Support and advocate for the installation of the National Broadband Network across the local government area.	2.1d (2)	Facilitate provision of information on the NBN to the Community on Council's website	General Manager	Completed	NBN is now available in the LG area.
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	Business Coordinator	Ongoing	Public Wi-Fi has been consistently available to designated areas.

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

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 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 is currently underway.
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	Regular updates for a wide range of funding available recently direct to targeted businesses. CDC now also updating fortnightly.

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

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

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	Promoted training. At the moment this is mostly online due to COVID.
Work with key partners and local business owners, investors and employers to investigate, advocate for and promote opportunities for business development and networking.	2.1f (2)	Develop a list of available industrial land and publish quarterly updates on Council's website	Manager Community and Culture	Ongoing	Looking to expand available land as supply is an issue.
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	Attending Regional Development Australia Forums.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	2.1f (3)	Participate in the Country Change Initiative	Manager Community and Culture	Ongoing	Participation in the Country Change Initiative is continuing.

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)	Commence preparation of new draft Development Control Plan	Manager Development, Building and Compliance	In Progress	The draft Development Control Plan will be implemented upon completion of the Local Environmental Plan.
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	There are some studies that still need to be completed that will support the drafting of the draft Local Environmental Plan.
Provide accurate and timely advice regarding existing and proposed development within the legislative scope of Council.	2.2a (3)	Inspections undertaken within 48 hours of notification	Manager Development, Building and Compliance	Ongoing	This is an ongoing item, and this target is being met.
	2.2a (3)	Responses to enquiries provided within 5 working days	Manager Development, Building and Compliance	Ongoing	This is an ongoing measure with 80% of enquiries being responded to within the agreed timeframes.

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

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	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 construction of roads and provisions of services for subdivision of industrial land at Turners Lane in Cootamundra	Manager Civil Works	Not Yet Commenced	Awaiting outcome of grant funding application under Building Better Regions.
	2.2b (2)	Market and promote Bourke Estate residential subdivision in Gundagai	General Manager	Completed	All blocks under contract or under offer.
	2.2b (2)	Prepare preliminary planning proposal for Stage 2 of Claron Estate residential subdivision in Cootamundra, including access to the Cemetery	General Manager	In Progress	Design company has been engaged.

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 strategies from the Tourism and Economic Development Strategy	Manager Community and Culture	Ongoing	Implementation ongoing.

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

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	Included on tourism websites. Co-ordinator business to include on Council sites with upgrades.
	2.3b (1)	Investigate options for the production of a Mobility Map	Manager Community and Culture	Ongoing	Website has this already (generated by user content). Probably don't need to do as it would be a double up.
Work with the community to develop a marketing strategy for the local government area as a tourist destination.	2.3b (2)	Develop Branding Marketing Strategy for Tourism and Economic Development of the Local Government Area	Manager Community and Culture	Completed	Implementation underway.
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	Calendar of Activities, Programs and Community Events maintained and promoted.
	2.3b (3)	Implement a competitive application-based events funding program in the LGA	Manager Community and Culture	Completed	Competitive application-based events funding program implemented.
	2.3b (3)	Maintain Cootamundra Tourism Website, and continue production of Events Newsletter	Manager Community and Culture	Completed	Cootamundra Tourism Website maintained, and Events Newsletter continually produced.

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

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)	Analyse Visitor Services Review and conduct further research as necessary	Manager Community and Culture	Ongoing	Heritage Centre has received funding to extend to better provide visitor services.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
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	In Progress	Not progressed.
Provide a high-quality accommodation facility at the Caravan Parks in Cootamundra and Gundagai for the use of visitors.	2.3c (3)	Review existing Caravan Park facilities, recommend improvements and consider funding options	Manager Community and Culture	In Progress	Design engineer recruitment underway. Project will continue once a resource is available.
Undertake connection of water supply to the Dog on the Tuckerbox site.	2.3c (4)	Deliver infrastructure for water supply extension to Dog on the Tuckerbox site	Manager Assets	In Progress	Water Hammer Analysis on the proposed pipeline alignment has been completed, this led to review design including pipe material used for this water supply extension. Proposed road layout and intersection between Annie Pyers Drive and Hume Highway could impact on the layout of the reticulation. Detailed design work will be completed in July 2021 and additional funds will be required for construction of the project.
Maintain and improve the tourism infrastructure, facilities and services in the local government area to make our area an attractive place to visit.	2.3c (5)	Commence implementation of the recommendations of the Gundagai Gaol Masterplan	Manager Community and Culture	In Progress	Awaiting funding outcome.
	2.3c (5)	Develop Strategic Management Plan for WWII inland aircraft fuel depot	Manager Community and Culture	In Progress	Funding was reallocated elsewhere. Need to look at options again for the site.

2.4: Our local workforce is skilled and workplace ready

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

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	Completed	Performance reviews have identified training requirements. Training plans have been developed.
	2.4a (1)	Include consideration for disability inclusion in Council's Workforce Management Plan	General Manager	In Progress	To be considered within the review of the Workforce Management Plan next financial year.
	2.4a (1)	Include relevant discrimination legislation in EEO Policy, Staff Induction and Recruitment Training	General Manager	Completed	Relevant discrimination legislation has been considered and necessary updates have been made in relevant council documentation.
	2.4a (1)	Investigate barriers that exist for people with a disability and their carers in accessing employment in council positions and standing for council positions	General Manager	In Progress	Council has facilitated opportunities for employment of people with special needs. Including a current position within the mechanical workshop.
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	Promotion provided through websites, social media and email newsletters, and on request.

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

3.1: The natural environment is valued and protected

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

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	This is an ongoing measure with templates to ensure that all legislative requirements are considered and assessed.
Provide and maintain a stormwater disposal system which minimises the carriage of pollutants from the stormwater system to the creek and river systems.	3.1a (3)	Complete upgrade of stormwater infrastructure in accordance with the priorities identified in the stormwater priority assessment report	Manager Civil Works	Ongoing	Works undertaken in accordance with strategies and procedures.
	3.1a (3)	Complete upgrade of stormwater infrastructure in accordance with the priorities identified in the stormwater priority assessment report	Manager Technical Services	Ongoing	Priority works have been completed. Routine maintenance activities in progress within Gundagai to alleviate stormwater issues as required.
	3.1a (3)	Complete upgrade of stormwater infrastructure in accordance with the priorities identified in the stormwater priority assessment report	Manager Assets	Ongoing	Drainage upgrading works identified in the Priority assessment report have been completed. Response to Flood study and Flood Risk Assessment at Gundagai is in progress, Feasibility on VHR and VP is completed for Gundagai. Flood Risk Management is in progress for Cootamundra to develop structural control to alleviate flooding of town area. Progress meeting conducted on 23 June 2021 with Flood Management Committee at Cootamundra.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
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	In Progress	West street has seen significant work this quarter, design changes are being considered to master plan and report to come back to council with proposals.

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

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	Council has been presented a draft Energy Action Plan that looks at these opportunities.
Undertake a review of the environmental impact of Council-owned facilities and infrastructure and implement measures which Council's environmental impact.	3.1b (2)	Investigate funding sources for solar energy works for Council buildings	Manager Facilities	In Progress	Energy Action Plan put together to drive grants and priorities for solar work.

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

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)	Commence planning for construction of a re-use shop at Cootamundra Waste depot	Manager Waste, Parks & Rec Services	Completed	Fee & Charges have been reviewed and report to Council with outcomes.
	3.1c (2)	Commence planning for construction of Waste Facilities and methods of operation as determined by the Waste Implementation Plan	Manager Waste, Parks & Rec Services	In Progress	Works are continuing for 2021/2022.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	3.1c (2)	Undertake improvements at Gundagai Waste Depot as per the Waste Implementation Plan	Manager Waste, Parks & Rec Services	Ongoing	Works are continuing pending the allocation of funds.
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.
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	New Sewer Treatment plant will help deliver re-use water to a better quality. Further discussions to be had, to extend current areas if possible.

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

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)	Investigate opportunities to use raw water	Manager Assets	In Progress	At present council holds two water access licences one for water supply to Dog on the Tucker Box and Gundagai town water supply. It is proposed to request Water NSW and Natural Resources Access Regulator (NRAR) to use the unused quota from one of these licences for irrigation of sporting fields at Gundagai.
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	Ongoing	Grants are applied for as and when required.
	3.1d (2)	Investigate funding opportunities to construct a new adult change facility at the Waste Facility in Cootamundra	Manager Waste, Parks & Rec Services	Ongoing	Grants have been submitted but to date have been unsuccessful. Council will continue to make submissions as the opportunities arise.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	3.1d (2)	Investigate funding opportunities to construct a new adult change facility at the Waste Facility in Gundagai	Manager Waste, Parks & Rec Services	Completed	No funding available to implement.
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 is used for Municipal Irrigation at Cootamundra and Gundagai. However, during drought the amount of recycled water produced tend to fall short of the demand. This is partially rectified with an existing 80 ML storage dam which acts as a balance storage. Additional usage and extension will require developing a recycled water management plan. Recycled Water Policy has been developed and endorsed by the Council at the meeting held on 28 June 2021.
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	Submitted grant applications for Stronger Country Communities round 4 and Crown Lands.
A range of programs are supported, promoted and controlled to reduce and enforce illegal dumping.	3.1d (6)	Investigate options for technology, to enhance illegal dumping surveillance	Manager Regulatory Services	In Progress	Council to investigate purchasing surveillance cameras for overt operations.
	3.1d (6)	Undertake illegal dumping surveillance	Manager Regulatory Services	In Progress	Surveillance continuing throughout Local Government Area.

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	In Progress	Successful Weed Information Day held. Working with DPI and LLS to develop a combined Community Awareness program.
	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.
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)	Provide Development Applicants with relevant information concerning Disability Discrimination legislation	Manager Development, Building and Compliance	Ongoing	Disability Discrimination information is included on all applications.
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.

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	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	Reference Group meeting was not held as planned earlier. Meeting was tentatively scheduled to be in July 2021 and it is now impacted due to restrictions imposed on COVID-19 in NSW. Subsequent to this meeting PWA will develop strategies for implementation of IWCM principles.
Investigate options for the connection of a water supply to Nangus Village, and consult with the community.	3.2c (3)	Partner with Goldenfields Water to prepare business case for connection of water supply to Nangus Village	Manager Assets	In Progress	Business case has been completed. Comments received from stakeholders.
Operate and maintain a sewage system and treatment plant capable of removing sewage from all connected premises with minimum disruption and maximum efficiency.	3.2c (4)	Commence construction for the Gundagai Sewer Treatment Plant replacement	Manager Assets	In Progress	Construction of Gundagai STP is now 70% completed. Due to wet weather related delays testing and commissioning is scheduled to be during August 2021.
Provide and maintain a stormwater disposal system which allows the removal of stormwater from the towns in the most economical and efficient manner possible whilst minimising impact on natural environment.	3.2c (5)	Complete upgrade of stormwater infrastructure in accordance with the priorities identified in the stormwater priority assessment report	Manager Assets	Completed	Storm water infrastructure work identified in the Priority Assessment Report has been completed. Flood Risk Assessment in Cootamundra and Flood Study response work in Gundagai are in progress.

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

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)	Ensure information is available for, users of scooters and electric wheelchairs on footpaths, and pedestrian safety	Manager Civil Works	Ongoing	Road Safety Officer to continue working on strategies for improved road safety.
	3.2d (1)	Road Safety Officer to work in partnership with RMS on RMS Road Safety Campaigns	Manager Civil Works	Ongoing	Road Safety Officer to continue working with CGRC and TfNSW in implementing road safety campaigns.

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)	Undertake annual Road Maintenance Program	Manager Technical Services	Ongoing	Routine maintenance being undertaken as required across the LGA.
	3.2d (2)	Undertake annual Road Maintenance Program	Manager Civil Works	Ongoing	Works progressing as conditions and resources permit.
Undertake the annual footpath renewal and extension program.	3.2d (3)	Undertake Footpath Renewal and Extension Program	Manager Civil Works	Ongoing	Footpath replacements/extensions determined under Assets Condition Reports and maintenance records. Continue to seek other funding were possible.
	3.2d (3)	Undertake Footpath Renewal and Extension Program	Manager Technical Services	Ongoing	Footpath renewals complete for 2020/2021. Future extensions will be identified in PAMP.
Develop and implement asset management plans and strategies for all transport assets.	3.2d (4)	Review and update condition assessment data across the local government area	Manager Assets	Ongoing	RFQ has been invited to value Water, Sewerage and drainage assets and the tender will close on 4 July 2021. Valuation of roads and bridge assets were completed and endorsed by the Council.

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

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	Continue to work with REROC in cooperation among member Council, participate regularly with procurement of goods and services for member councils.

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

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

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

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	Completed	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	Business Coordinator	Ongoing	Q4 Progress Report to be presented at the August 2021 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 6 monthly review of Operational Plan and resourcing strategies	Business Coordinator	In Progress	Progress reports are submitted quarterly to council.

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	Submitted grant applications for Stronger Country Communities round 4 and Crown Lands.
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.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Continue to foster and support the Youth Council.	4.1b (5)	Formalise the Youth Council in Cootamundra	Manager Community and Culture	Completed	Youth Council developed.
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 Councils corporate plans and guides Councils 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)	Develop and adopt Operational Plan for next financial year	Business Coordinator	Completed	Operational Plan adopted at the June 2021 Council Meeting.
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	Business Coordinator	Completed	Linkages to the Community Strategic Plan are included in the Business Paper Reports and Policy and Strategy/Plan templates.
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 applications are determined within this timeframe
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	In Progress	Cootamundra 2050 plan complete. Gundagai equivalent happening in August.

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)	Business Coordinator	In Progress	Delegations & Policy Module is being implemented. Compliance Module to be developed once data is available from Kell and Moore. Governance Officer continually monitors improvement updates for the current reporting system.
The integrated planning and resourcing documents will be reviewed and updated on a regular basis to meet the changing needs of our community members.	4.1d (2)	Develop a strategy to update Council's Integrated planning suite of plans and resourcing strategies on a regular basis to meet the changing needs of our community	Business Coordinator	In Progress	The CGRC Communication Strategy and Community Engagement Strategy is being developed and will be presented to council upon completion.
	4.1d (2)	Integrated planning and resourcing strategies reviewed and updated as legislatively required	Business Coordinator	In Progress	All Integrated Planning and Reporting (IPR) documents are reviewed and updated as legislatively required as per the Office of Local Government IPR manual and guidelines.
Progress on the achievement of corporate plan objectives will be shared with the community via a range of communication methods.	4.1d (3)	Develop and present report identifying Community communication options and strategies	Business Coordinator	In Progress	The CGRC Communication Strategy and Community Engagement Strategy is being developed and will be presented to council upon completion.

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

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, in line with any Covid-19 requirements	General Manager	Completed	CGRC attended the Online conference in November 2020.
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.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
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.
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	Business Coordinator	Ongoing	Ongoing promotions to encourage participation in the Digital Communication Panel is being undertaken via Councils media channels.

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

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)	Relevant staff to undertake Community Engagement Training (IAP2)	Business Coordinator	In Progress	Initial quotes were too costly. Investigating alternative Community Engagement Training.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Cootamundra-Gundagai Regional Council's suite of plans will be reviewed and updated on a regular basis to meet the changing needs of our community members.	4.2b (2)	Develop a strategy to update the Community Strategic Plan on a regular basis to meet the changing needs of our community	Business Coordinator	In Progress	The CGRC Communication Strategy and Community Engagement Strategy is being developed and will be presented to council upon completion.

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

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	Business Coordinator	In Progress	Development of the CSP Community Engagement Strategy will commence once the CGRC Communication Strategy and Community Engagement Strategy is finalised and adopted.

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

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.	4.2c (1)	Continue to promote the objectives of the community strategic plan via Council's media channels	Business Coordinator	Ongoing	All council media channels, which include: the community newsletter, social media, website and media releases are being utilised to promote council's strategies and plans.
	4.2d (1)	Continue to promote the objectives of the community strategic plan via Council's media channels	Business Coordinator	Ongoing	All council media channels, which include: the community newsletter, social media, website and media releases are being utilised to promote council's strategies and plans.

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

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

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)	Continue to consolidate Council's rating structure	Manager Finance and Customer Service	Completed	Cootamundra and Gundagai rating structure has been consolidated. Complete.
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	Staff shortages have delayed this project, it will be carried over to 2021/22.
Ensure all procurement meets legislative and policy requirements and delivers best value for the community and the Council.	4.3a (3)	Develop a suite of Audit Reports to monitor procurement practices	Business Coordinator	Ongoing	Monitoring procedures are in place.
	4.3a (3)	Undertake assessment and improvement of procurement processes	Business Coordinator	Ongoing	Continual assessment of improvements of procurement processes are undertaken as required.
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 Yet Commenced	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.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
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	In Progress	Request for quotations were invited and work was awarded for the replacement of water main along West Street, Gundagai. Survey and detailed design work is in progress for water main replacement along five (5) streets in Cootamundra. Tender documents have been prepared for Design and Installation of Telemetry/ SCADA system for Water and Sewerage for Gundagai and Cootamundra. This project will improve the operational efficiency.
	4.3a (5)	Review and improve Asset Management Plans	Manager Assets	Ongoing	Asset renewal programs are implemented based on condition assessment and Asset Management Strategy. Five (5) year water main renewal program has been identified for Cootamundra.
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	In Progress	Options for depot development to be assessed.

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)	Participate in the Alliance Legislative Compliance Framework Methodology	Business Coordinator	Ongoing	Internal Audit Alliance meeting to be held in July 2021. CGRC to continue to participate in the Internal Audit Alliance.
Implement effective integrated risk management strategies and practices.	4.3b (3)	Implement Councils Fraud Control Plan	Business Coordinator	In Progress	Fraud Control Plan has been developed. Implementation of Fraud Control Plan is in progress.
	4.3b (3)	Undertake development of a Corporate Risk Register	Business Coordinator	In Progress	Enterprise Risk Management Framework developed and presented to ARIC. GM has formally approved. Implementation of the framework is imminent.

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

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	Business Coordinator	In Progress	The CGRC Communication Strategy and Community Engagement Strategy is being developed and will be presented to council upon completion.
	4.3c (1)	Improve services available on Council's websites through the development of eServices and online forms	Business Coordinator	In Progress	Web update has commenced. Actions required are being undertaken with our contractor, as resources allow.

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

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 new Customer Service Charter	Manager Finance and Customer Service	Ongoing	This project was deferred until the completion of the SRV process and will be carried over to 2021/22.
Adopt and maintain information technology and communication services and infrastructure that assists the efficient and effective undertaking of Council's operations, increases productivity and adequately supports the organisation and our community's needs.	4.3d (1)	Work with the Customer Service Team to develop an Online Booking System for Council facilities	Business Coordinator	In Progress	Web update has commenced. Actions required are being undertaken with our contractor, as resources allow.
	4.3d (2)	Integrate Civica/Authority (Finance System) and Magiq Documents (EDRMS)	Business Coordinator	In Progress	Received quotes to implement. Waiting on organisational outcomes before processing any further.
	4.3d (2)	Review Business Systems and identify services that can be delivered on Council's Website	Business Coordinator	In Progress	Web update has commenced. Actions required are being undertaken with our contractor, as resources allow.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Council's records are managed in compliance with the appropriate legislation and supports efficient and effective work practices.	4.3d (3)	Review infoXpert workflows to streamline record keeping	Business Coordinator	Ongoing	Comprehensive review undertaken; further continual improvements are ongoing.
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 Yet Commenced	This project was deferred until the completion of the SRV process and will be carried over to 2021/22.
	4.3d (4)	Review responsibilities and provide training to enable customer service staff to respond to Planning and Rating enquiries	Manager Finance and Customer Service	In Progress	Rating enquiry training completed. Planning enquiry training to be developed and implemented to customer service staff in 2021/22.
Provide well-maintained cemeteries and efficient, appropriate and dignified cemetery operations and services that create the most peaceful surroundings possible for funeral parties and visitors.	4.3d (5)	Complete the Mapping of Cemeteries for plot identification, future planning and publishing of information online	Manager Regulatory Services	In Progress	Councils Digital Cemeteries Project is progressing well. Aerial mapping and plot capture has been undertaken. CGRC burial database with approximately 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	Not Yet Commenced	Once the digitalisation project has been completed the Cemetery Strategic Plan can be developed around this.
	4.3d (5)	Provide signage, seating and additional landscaping for the Gundagai Area Cemeteries	Manager Regulatory Services	Completed	Action Completed.
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	Replacement complete for 2020/21. Work well advanced for replacement program in 2021/22 with specifications already prepared for items highlighted within Technical Services area.

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

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)	Identify and develop improvement programs	General Manager	In Progress	Over 160 improvement measures have been identified, some have been implemented, others are now scheduled for implementation via Managers performance agreements.
Ensure adequate project management techniques are in place to ensure the delivery of projects which meet the changing needs of our community on time, within budget and to an acceptable standard.	4.3e (2)	Undertake monitoring of project implementation	General Manager	Ongoing	Project status and budgets are being controlled.

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

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.
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 statistics and demographics in the Workforce Management Plan	General Manager	Ongoing	To be updated when the review of the Workforce Management Plan is conducted next financial year.
Provide a safe and healthy environment for staff and contractors through compliance with all WH&S legislative requirements and minimising risk.	4.3f (4)	Develop internal Council newsletter and incorporate WHS messages to all staff	General Manager	Completed	Monthly staff newsletter being produced and distributed to all staff.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	4.3f (4)	Monthly WHS reports and statistics discussed at Managers Meetings	Manager Technical Services	Ongoing	Ongoing reporting by WHS officers. Considerable work has been done developing the WHS system that is currently being rolled out.
	4.3f (4)	Monthly WHS reports and statistics discussed at Managers Meetings	Manager Civil Works	Ongoing	Monthly reports being presented to Managers meetings.
Develop and implement a Staff Wellbeing Program	4.3f (5)	Develop and implement Staff Wellbeing Program	General Manager	In Progress	Implemented staff newsletter and conducted Mental Health Awareness training for all staff.

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

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	Completed	Performance reviews have identified training requirements. Training plans have been developed.
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)	Develop succession plans for each Section of Council	General Manager	Not Yet Commenced	Structure and cultural reform will be commencing following demerger decision.
	4.3g (2)	Implement Performance Review Program, and undertake the first cycle	General Manager	Completed	Performance reviews have been undertaken.
Staff are supported in the achievement of organisational objectives by having access to a range of business tools, systems and technologies.	4.3g (3)	Provide ongoing enhancement to Staff Intranet	Business Coordinator	Not Yet Commenced	Waiting on organisational outcomes before processing any further.
	4.3g (3)	Undertake integration of Mapping Systems with Council's Corporate Systems	Manager Assets	In Progress	GIS upgrade of Water and Sewerage assets is planned. This will be done along with asset valuation of water, sewerage and drainage assets.