



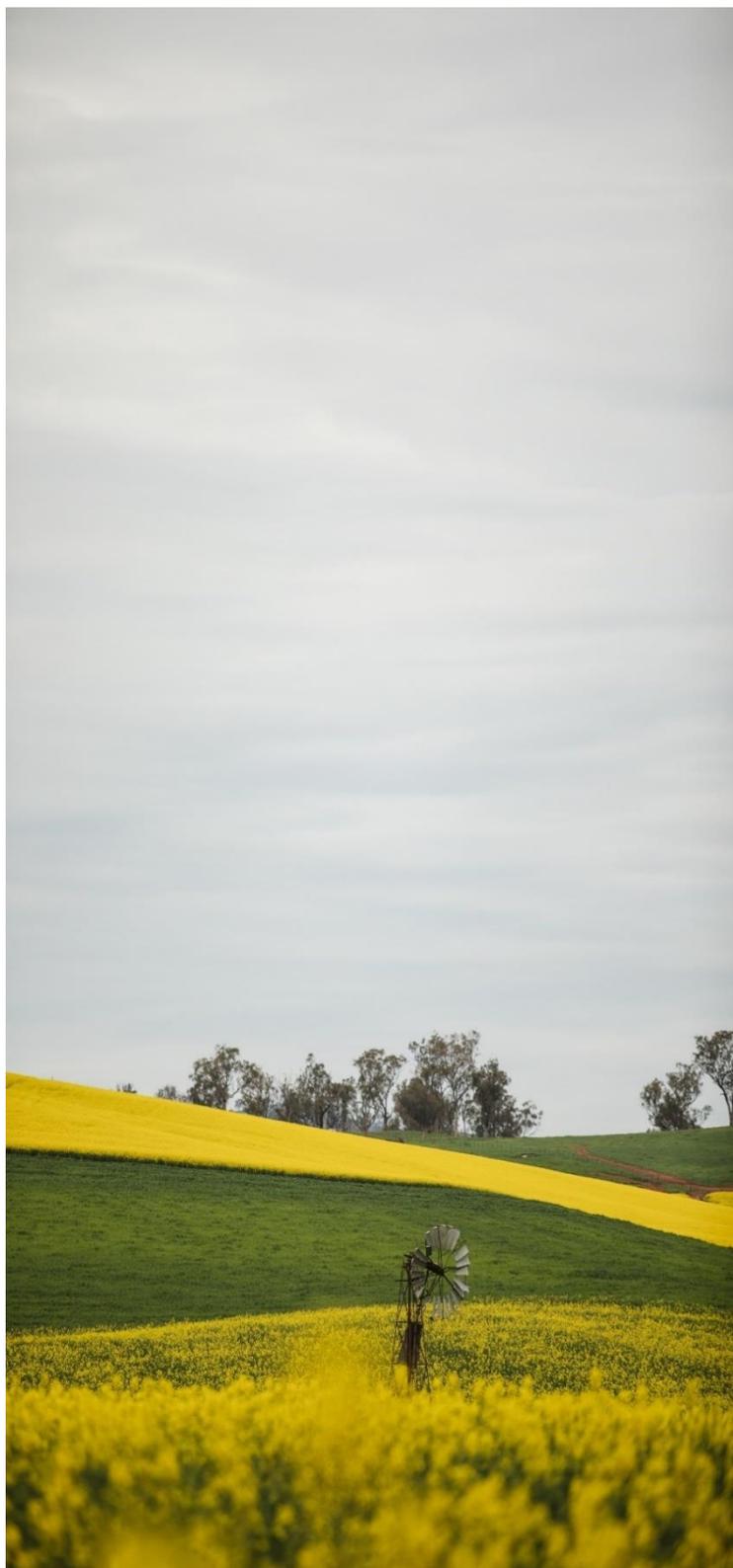
COOTAMUNDRA-
GUNDAGAI REGIONAL
COUNCIL

Annual Report 2021/2022



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Acknowledgement of Country

Cootamundra-Gundagai Regional Council acknowledges the Wiradjuri people, the Traditional Custodians of the Land and pays its respects to Elders, both past and present, of the Wiradjuri Nation and extends that respect to other Aboriginal people.

MESSAGE FROM THE MAYOR – CHARLIE SHEAHAN

On behalf of Cootamundra-Gundagai Regional Council, I am pleased to present the Annual Report 2021-22.

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

It has been a year that has seen significant change for our Local Government Region (LGA). The past year has been a rewarding, challenging and resourceful one. We continued with COVID-19 impacts in the first half of the financial year, our staff rose to the challenge and continued to offer services to our communities, whilst in lockdown during August and September 2021. While we have resumed to a “somewhat normal” regime, the effects of the pandemic and the way we can do business now has opened opportunities and challenges as we negotiate our way forward.

The Council elections held in December 2021 saw the election of three new Councillors. Councillors Les Boyd, Logan Collins and Trevor Glover have joined the team representing our communities. I was elected as Mayor and Cr Leigh Bowden as Deputy Mayor, this change in leadership has been inspiring and gratifying. I applaud Councillor Abb McAlister and former Councillor Dennis Palmer for their many years of service to our communities in these leadership roles.

Council continued throughout the year to deliver and commence many projects that will further enhance the livability of our region and benefit the young and not so young. It has been a privilege to witness these projects come to life.

The fiscal position for Council has been challenging, and a constant vigil. Hard decisions had to be made and we have been very mindful of the impact on our residents, services, and staff.

The decision to de-merge our Council has been made. It has been a long and arduous struggle with business cases to the Office for Local Government (OLG), financial statements prepared and presented, community consultation undertaken, submissions from residents and hearings all combining to again present our case to the Minister for Local Government the Hon. Wendy Tuckerman MP.

We are looking forward to the year ahead, the challenge to successfully and justly de-merge these communities to their former Council areas lies ahead.

It is my privilege to lead Cootamundra-Gundagai Regional Council as your Mayor, I acknowledge the great work of both Councillors and staff who work tirelessly to deliver results to our communities.

Charlie Sheahan
Mayor



MESSAGE FROM THE INTERIM GENERAL MANAGER – LES MCMAHON

Council is required by law to produce an Annual Report which contains the achievements and activities for that year and Council's objectives and goals going forward. I am pleased to present the report which covers the financial year 1 July 2021 to 30 June 2022.

I am immensely proud to have stepped into the role as Interim General Manager for Cootamundra-Gundagai Regional Council and I have great pleasure in penning you my message for the 2021 - 2022 Annual Report.

As will be evident within this Annual Report Council have achieved a significant amount against both our Delivery Program and our Operational Plan.

It has been a year of significant change for the Cootamundra-Gundagai Regional Council and the Local Government Area (LGA). The COVID-19 pandemic changed the way we worked, and made us all think outside the box, whilst continuing to deliver services to residents. It has disrupted every one of us in some way or another. It was an additional unbudgeted and significant expense for Council, business owners and individuals. We all had to compromise in some respect, and in this regard, I not only thank our residents, but congratulate them on their resilience throughout the "lock-down period" and beyond.

There have been major adjustments in staffing and leadership throughout the year, with the new Council and Councillors being elected, and changes to management roles within the organisation. The weather this year has been unpredictable, these circumstances combined has seen some delays in the delivery of many projects. However, I can assure residents our staff are working extremely hard to bring these projects in on time and on budget.

The stability of the organisation with the de-merger situation has put increased pressure on Councillors and in particular staff. I'm amazed that with everything thrown at it over the last 12 months, this organisation and the staff have been resilient, reliable, and robust.

Whilst we work our way through the de-merger process, I can assure all residents that your Councillors and I are committed to delivering the services and projects we have promised through our Delivery Program and Operational Plan.

I would like to take this opportunity to congratulate the Council, Mayor Charlie Sheahan, Deputy Mayor Leigh Bowden and their fellow Councillors, for their commitment to serving their communities. My sincerest appreciation is extended to Glen McAtear, who has stepped up to take on the role of Acting General Manager before my appointment and to Matt Stubbs, who has been appointed as Deputy General Manager. Their experience, commitment, and willingness to achieve is to be commended. To the staff, thank you for continuing to serve your communities, going above and beyond, and believing in the process.

Les McMahon
Interim General Manager

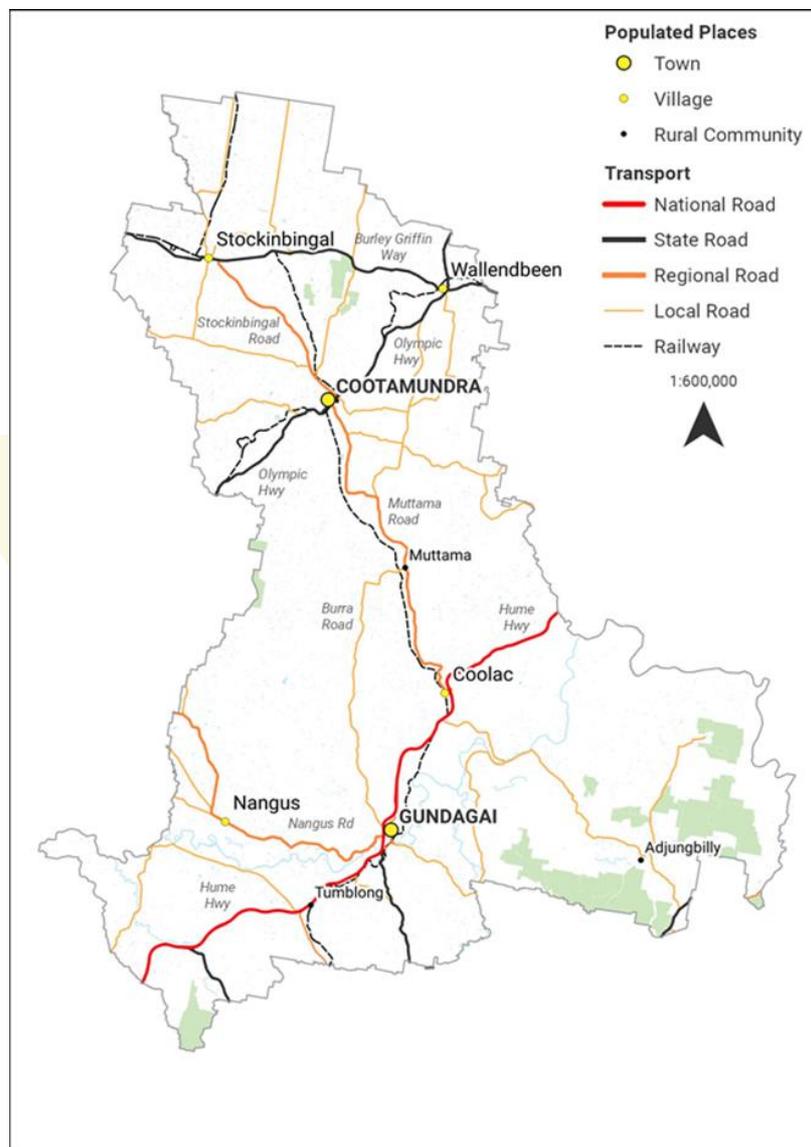


VISION STATEMENT – COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL

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

ABOUT COUNCIL

Cootamundra-Gundagai Regional Council area is located in the South West Slopes and Riverina Regions of New South Wales, approximately 390 Kilometres south-west of the Sydney CBD, and 95 Kilometres north-west of the Canberra CBD. It encompasses an area of 3,981 square kilometres and has a population of 11,403¹. It includes the towns of **Cootamundra** and **Gundagai**, as well as the villages of **Adjungbilly**, **Coolac**, **Muttama**, **Nangus**, **Stockinbingal**, **Tumblong**, and **Wallendbeen**.



¹ Australian Bureau of Statistics estimated resident population 2021

COUNCILLORS

At the Local Government Election held on 4 December 2021 Cootamundra-Gundagai Regional Council elected 9 representatives to Council.

At the Extraordinary Council Meeting held on Tuesday 10 January 2022, Cr Charlie Sheahan was elected Mayor and Cr Leigh Bowden was elected Deputy Mayor.

Mayor – Cr Charlie Sheahan

Cr Sheahan is serving his first term as mayor for CGRC. With an agricultural background and living locally Cr Sheahan understands the needs of residents and landowners.

“We are fortunate to live in such a diverse, productive and strategically placed area, as a Council we are charged with serving our community, to foster growth, economic sustainability and stimulate business development. Whilst ensuring our residents whether they are young or more mature are being provided with the services needed and a liveable community,” Cr Sheahan said.

Cr Sheahan is no stranger to community service, he is an active member of the Cootamundra Lions Club, a member of Rural Fire Service Coolac Brigade, serves on the Board of Adina Care, and previously served on the Jugiong Park Trust, Jugiong P&C as Secretary and President and the Jugiong Parish Pastoral Council.

Cr Sheahan sits on several Council sub-committees, including the Finance Committee, Muttama Creek Regeneration Group, RECOC, and Aerodrome User Group Committee, along with others, Cr Sheahan’s role as Mayor sees him representing Council at state and federal government levels.

Cr Sheahan is dedicated to his public service, and has embraced the role of mayor, accepted the responsibilities and is looking forward to the challenges and rewards that come with the role. He is willing to embrace change, strive for continuous improvement and ensure that CGRC is financially sustainable.



Deputy Mayor – Cr Leigh Bowden

Cr Leigh Bowden moved to Cootamundra with her husband, Richard White, in March 2012. They were later followed, by Cr Bowden's youngest son, Ossie Campbell, his wife Diana and their two small daughters. Cr Bowden has four children and six grandchildren, who frequently visit Cootamundra.

Cr Bowden holds a BA Dip Ed and postgraduate qualifications in Women's Studies and Indigenous Studies. She has worked as an educator in the school, TAFE, university, and community sectors and is an experienced group facilitator. Cr Bowden has held the positions of CEO and Community Relations Manager at two separate National NGOs and has also run her own successful hospitality business. She is currently the inaugural Chair of The Coota District Co-op.



First elected to the newly formed Cootamundra-Gundagai Regional Council in September 2017, Cr Bowden readily embraced life as an Elected Representative. Now, re-elected, Cr Bowden's priorities for this term are community engagement, economic development, tourism and ensuring a sustainable future for our whole LGA.

Cr David Graham

Cr Graham is a grazier, an accountant and is passionate about his community. Cr Graham understands the "bush" and the people that come together to make communities thrive in rural and regional areas.

Cr Graham is an active member of the Adjungbilly community alongside his enthusiasm for Gundagai and surrounds, Cr Graham brings experience and a working knowledge of fiscal policies.

"The first term of the newly formed Cootamundra-Gundagai Regional Council was challenging, and hard decisions had to be made to ensure the long-term financial status of the Council, we took those decisions forward long before other merged Councils, and many improvements have been made," Cr Graham said.

Serving on Council for over 20 years, Cr Graham has the knowledge and skill to work within a team and appreciate what is needed to ensure the communities across the region are encouraged to grow.



Cr Gil Kelly

Cr Kelly was born in Cootamundra, a father of four and married to Annette. Cr Kelly is a campaigner for community service and volunteering, he is the deputy captain for the local Rural Fire Service, Vice President of the Cootamundra Ex-Services Club as well as serving on several Council sub-committees.

Cr Kelly is loud and proud about his community and has pledged his advocacy for all residents within the LGA.

Employed as an Area Manager with a market leading international supply Company. Cr Kelly values honesty, commitment, transparency, and relationships.

As part of the original Councillors team after the merger of the two former Shire Councils, Cr Kelly supported the changes that were needed to deliver a better financial position for council.

“Tough decisions had to be made, and many were not very popular, however we needed to harmonise rates, fees and charges and look at the long-term viability of our Council,” Cr Kelly said.

Cr Kelly hopes to continue to promote the region as a prosperous and liveable environment, where businesses flourish, residents are getting the services needed and growth is adding value.



Cr Penny Nicholson

Cr Penny Nicholson is serving her second term as a Councillor for CGRC. Born in Gundagai, Cr Nicholson moved away for work, returned to home to marry her husband, Mark, and raise their two children. Cr Nicholson and her husband owned a small business for 18 years in Gundagai, recently selling and now enjoying fulfilling employment.

Cr Nicholson was re-elected to CGRC in the December 2021 election and looks forward to the future term as a forward thinking and progressive Council focusing on expansion opportunities to drive business, tourism and facilities in our towns and villages, whilst always being respectful to our history.

Being approachable and honest allows Cr Nicholson to be an advocate for the community. Cr Nicholson said she is very honoured and feels privileged to represent our communities with honour and integrity as a Councillor for CGRC.



Cr Abb McAlister

Cr Abb McAlister has had many years serving his local community, as both councillor and mayor. Residing in Gundagai Cr McAlister is admired and well respected by his peers and community alike.

Cr McAlister has a strong voice and is passionate about his community. A retired stock and station agent and local government advocate, Cr McAlister has a wide network and can communicate at all levels.

Cr McAlister is proud of his community and has overseen the difficult decisions undertaken during his first term in the merged Council.

Cr McAlister brings to the table experience, passion, and a can-do attitude and represents the community to which he serves with enthusiasm and zest.



Cr Trevor Glover

This will be Cr Glover's first term as a Councillor. Originally from western Sydney, Cr Glover moved to the area in 1986. For over thirty years, Cr Glover was either a Principal or Assistant Principal in schools around the area. His teaching career and leading teams brings a wealth of knowledge to Council.

Married to Christine, the couple have four children and eight grandchildren. Residing in Coolac, Cr Glover has a small self-replacing merino business, and since retirement from the education sector, Cr Glover has been wool classing and developing his merino flock.

Cr Glover believes his years of prioritising, managing dwindling budgets, and striving for the best outcomes hold him in good stead for the challenges of being a Councillor on the Cootamundra-Gundagai Regional Council.



Cr Logan Collins

Cr Collins is the state's youngest councillor in history and serving his first term.

Born in Camden, Cr Collins and his family traded the busy city life for the country lifestyle and moved to the Cootamundra area in 2006 where his grandparents reside and his father grew up. Cr Collins completed his education locally and is employed at a local law firm where he wishes to enhance his education and serve the community. In addition to his full time employment, he dedicates a considerable amount of time to several community groups, including the Cootamundra Local Health Advisory Committee as chairperson, the local high school P&C, and three Council sub-committees. He is the council delegate to the Local Traffic Advisory Committee, Access & Inclusion Advisory Committee and the Cootamundra Youth Council. Cr Collins also founded the Cootamundra Youth Council in 2020 and served as its first Youth Mayor up until he was elected to Council.



His passion for the regions sees Cr Collins encouraging development and employment in country NSW and wants to see the same level of respect as city council gets for our regional councils.

“Country NSW is the best NSW to live in. The people are great, the landscape is breathtaking, and the lifestyle is dreamlike. It isn't always easy, and we don't have everything accessible like our metropolitan counterparts do, but we make it work and as a community we strive to see our towns prosper,” Cr Collins said.

Cr Collins brings a youthful perspective to local government that is often described as a breath of fresh air. Cr Collins is passionate about rural health, employment, housing and youth. He acknowledges that decisions council has to make aren't always easy and can draw conflict, but promotes thought and discussion and is dedicated to serving his community and doing it just.

Cr Les boyd

Cr Les Boyd has commenced his first term as an elected councillor for CGRC, a citizen of Cootamundra for over 50 years, Cr Boyd will bring to role his experience as a team player.

Cr Boyd has a keen interest in football and other sports across the region, and as a company representative for a major brewery understands the strength in building relationships, the needs of businesses, and community expectations.

Cr Boyd felt there was a need for a change in representation and a stronger voice for Cootamundra residents. He hopes his input and experience will help make decisions to address financial stability for Council, address the shortage of housing within the area, and assist all communities within the region to grow and prosper.



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

ACHIEVEMENTS IN IMPLEMENTING THE DELIVERY PROGRAM & OPERATIONAL PLAN

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

The following section provides an overview on Councils progress in delivering the actions detailed in the 2021/2022 Operational Plan. This includes the Disability Inclusion Plan actions.

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

1.1: Our Community is inclusive and connected

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
1.1a (1)	Deliver a range of programs, activities and events and ensure they are planned, promoted and executed in an efficient, inclusive and professional manner.	Assist with the promotion of local events through the Council tourism and general social media channels	Manager Community and Culture	Ongoing	Promotion of a range of tourism events during the period.
1.1a (1)		Assist with the promotion of local events through the Council tourism and general social media channels	Manager Business	Completed	Business unit administers the Cootamundra-Gundagai Regional Council Website and Facebook page. Administrators share posts from Gundagai and Cootamundra Tourism pages consistently. Local events are cross promoted across all pages.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
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	Manager Business	Ongoing	Community Strategy Plan survey used to develop Community Strategic Plan 2022 and associated Integrated Planning & Reporting documentation.
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	Cootamundra Beach Volleyball planning underway. Gundagai busking in doubt at this stage.
1.1a (1)		Seek grants or support other group grant applications as they relate to Events	Manager Community and Culture	Ongoing	Funding being sought to hold community building events. Event organisers supported with statistical information on event success.
1.1a (3)	Encourage the development of initiatives to welcome new residents and make them aware of the opportunities which exist in the local government area.	Develop and retain current centralised information on the LGA's attributes in the towns and villages including features, events and service, and promote and make available, livability information via council's website	Manager Community and Culture	Ongoing	Information on Country Change website and packs available from Council.
1.1a (4)	Provide modern, vibrant and relevant library services, programs and activities to the community in conjunction with Riverina Regional Library (RRL).	Consider the needs of stakeholders in developing library collections and services in line with Covid-19 requirements	Manager Business	Completed	Ongoing home delivery of books and items to housebound/isolated community members. School holiday programs offered in library for Primary and Youth - Soap making, Vegetable Plot

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
1.1a (4)		Explore options to potentially participate in designated RRL workshop/s	Manager Business	Completed	The Riverina Regional Library workshop / training day was held in April 2022.
1.1a (4)		Implement program to encourage Library membership and increase overall membership numbers	Manager Business	Ongoing	Joined up new members recently at the retirement Village and had a stand at the Seniors Expo. Also been networking with local schools.

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
1.1b (1)	Build and sustain partnerships with cultural and arts bodies, and the local arts community, to support activities and to secure funding for cultural and arts development in the local government area.	Collaborate with the Local Cultural Committee and regularly attend Committee meetings	Manager Community and Culture	Ongoing	Attended Gundagai Cultural Group Meeting.
1.1b (1)		Continue partnership with Eastern Riverina Arts	Manager Community and Culture	Ongoing	Councillor representative attended Eastern Riverina Arts meeting.
1.1b (1)		Pursue available grant opportunities	Manager Community and Culture	Ongoing	Grant opportunities identified, further planning required to be shovel ready.
1.1b (2)	Provide assistance to art and cultural bodies to promote and develop programs and facilities.	Provide support to the Cootamundra Arts Centre with funding applications	Manager Community and Culture	Ongoing	Facilities Manager providing support with relevant applications.
1.1b (3)	Undertake development of Cootamundra library outdoor area.	Complete refurbishment of Cootamundra Library	Manager Facilities	Ongoing	Meeting undertaken with staff to finalise plans and arrange updated costings, time frames for project to move forward. Received signed executed funding deed from Regional program office.

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
1.1c (1)	Ensure the best interests of local volunteer and community organisations are promoted where ever possible.	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. New furniture purchased for craft room and also the undercover area have been able to be utilised while the weather is good.
1.1c (1)		Provide support to volunteer organisations with funding applications	Manager Community and Culture	Ongoing	Various groups supported with applications.
1.1c (2)	Encourage volunteerism across the local government area.	Assist with promotion of volunteer employment opportunities	Manager Community and Culture	Ongoing	Various volunteer opportunities promoted through newsletter and social media.
1.1c (3)	Provide support and funding where possible to support a range of community groups deliver positive outcomes for the local community.	Develop and implement an Annual Volunteer Grants Program	Manager Community and Culture	Ongoing	Previously managed by Executive Assistant to the Mayor and General Manager.
1.1c (3)		Investigate funding opportunities to assist with community group promotion	Manager Community and Culture	Ongoing	Funding achieved to enable better promotion.

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
1.1d (1)	Continue to provide and maintain the local museums both as a repository and for public viewing	Continue to provide and maintain local museums	Manager Community and Culture	Ongoing	Gundagai Museum open again. Museum advisor program to be joined.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
1.1d (1)	of valuable local historical memorabilia.	Investigate a collection exchange or travelling/temporary exhibition options to enhance the attraction of the museums	Manager Community and Culture	Ongoing	Bradman signed Bat acquired as a donation for collection. Trip planned for Bowral late 2022 to look at opportunities for Bradman's Birthplace.
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	Application successful. Elements to be delivered in conjunction with Gundagai Cultural Group.
1.1d (1)		Seek grants to enhance the museum collections	Manager Community and Culture	Ongoing	Museum advisor to be appointed for the region.
1.1d (2)	Seek funding opportunities for the conservation and enhancement of local historical buildings and structures and undertake these activities.	Develop masterplans for the management of Council owned/managed heritage buildings and structures	Manager Community and Culture	Ongoing	Ongoing work on a number of buildings including the Cootamundra Heritage Centre, Bradman's Birthplace and the Old Mill in Gundagai.
1.1d (2)		Investigate funding opportunities to implement masterplan activities	Manager Community and Culture	Ongoing	Captain Moonlite display completed in the infirmary space. Stove purchased and heritage report prepared for upgrade of kitchen facilities.
1.1d (3)	Facilitate the coordination and promotion of the different historical groups and heritage assets within the local government area.	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.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
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.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
1.1e (1)	Develop and implement accessibility strategies as identified in the Disability Inclusion Access Plan.	Advocate for access to respite services for carers of disabled children	Manager Community and Culture	Ongoing	No action for 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 action 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 manages s.355 Committees, manual to be reviewed to ensure this is considered. Review of S.355 Committees to commence August 2022.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
1.1e (1)		Ensure the Council's Community Strategic Plan considers barriers to an inclusive community and any issues raised	Manager Community and Culture	Completed	Council's Community Strategic Plan resolved by Council.
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 Access Inclusion Advisory Committee 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	No requests for support this quarter.
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	Council newsletter now issued in a reader friendly version. Manager Finance and Customer Service and 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 Coordinator Business to address as they review channels. CGRC website upgrade to commence 2022.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
1.1e (1)		When updating mapping and websites include access information on facilities and activities	Manager Community and Culture	Ongoing	CGRC website upgrade to commence 2022.
1.1e (2)	Develop and implement a Youth Strategy which meets the needs of young people within our community.	Implement Youth Strategy	Manager Community and Culture	In Progress	Priorities set for the coming year. Cootamundra Youthspace and the final delivery of the Gundagai Youthspace being key priorities for action.

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

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
1.2a (1)	Enhance the amenity and appearance of our towns' main streets.	Commence intersection improvements for the corner of West and Sheridan Streets in Gundagai	General Manager	Completed	Completed.
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.
1.2a (2)	Provide and maintain a clean and attractive streetscape.	Continue to maintain and clean main street and public spaces in the Local Government Area	Manager Waste, Parks & Rec Services	Completed	The main-street is maintained within the financial allocations and adopted standards. completed for 2021/22.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
1.2a (2)		Continue to maintain and clean main street and public spaces in the Local Government Area	Manager Facilities	Ongoing	Main street gardens are continually being maintained and improved as budget allows and is required. Ongoing construction works has slowed the progress of some gardens but these are now being planted out or lawn is being added for ease of maintenance.
1.2a (3)	Plan for and manage the construction of public space upgrades as funding permits.	Investigate options for improving access to local businesses	Manager Community and Culture	Ongoing	Local Road and Community Infrastructure Program (LRCI Program) funding to address access to the edge of the premises.

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
1.2b (1)	Improve the amenity of town and village entrances.	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. to be carried over to the 2022/23 financial year.
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	Currently no funds available.

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
1.2c (1)	Maintain and improve Council buildings and properties in accordance with asset management plans.	Maintain council owned buildings in accordance with councils Asset Management Plan, and budget	Manager Facilities	Ongoing	Investigation into updating the asset register is currently required. Investigations into an online reporting system, as well as the ability for staff to record maintenance issues while in the field is also required. Routine maintenance is being carried out on a re-active basis currently, this is due to the high work load in completing major projects. Future planning for a dedicated maintenance routine and budget is being investigated.
1.2c (1)		Seek additional funding (Grants) to improve council buildings and facilities	Manager Facilities	In Progress	The facilities team are still working on all the currently approved grant projects. We are looking at other grants when time permits to continue to improve all council facilities.
1.2c (2)	Maintain and improve Council library facilities.	Complete meeting space addition to Gundagai Library	Manager Facilities	Ongoing	Discussions with staff have confirmed designs, final drawings are being prepared for application lodgment for Development Application.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
1.2c (2)		Create programs to cater for ongoing service delivery to isolated residents	Manager Business	Completed	Delivery of Art in the Park during Seniors Week. Delivery of Tech Seniors during Seniors Week. Ongoing Storytime and when possible Music Fun delivery. Presentation of Library tech to Mirrabooka Social group. Development of Science Technology Engineering and Maths (STEM) kits for loan in library for 6-16yrs.
1.2c (3)	Maintain and improve Council's parks and recreation and sporting facilities.	Maintain Council Parks, Gardens and Sporting Grounds across the Local Government Area	Manager Waste, Parks & Rec Services	Completed	In accordance within allocated resources. Completed for 2021/22.
1.2c (3)		Maintain Sporting Grounds as per the current adopted schedules and specifications	Manager Facilities	Ongoing	Inspection and liaising with user groups helps to assist with priorities in ground maintenance and improvements. Regular inspections are undertaken and the booking system assists with programming improvement works.
1.2c (4)	Co-ordinate the provision of Council facilities for community use.	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	Completed	Completed for 2021/22.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
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's booking process is through the reception counter and booking forms. Calendars are kept up to date with current bookings. User groups are encouraged to have team sport draws in early for sports seasons.
1.2c (5)	Investigate options to work in partnership and enter into joint venture arrangements to make better use of facilities within the local government area.	Review use of all Council Facilities and report on findings	Manager Facilities	On Hold	Due to high work load with grant builds, this item has stalled. A detailed listing of facilities and current usage, income/expense is yet to be completed. Looking at breaking this into smaller components to achieve reporting requested.

1.3: Our community members are healthy and safe

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
1.3a (1)	Continue to consult with local health services providers and identify and advocate for opportunities to improve the quality and range of health services provided in the local government area.	Initiate and participate in Community Drug, Alcohol and Mental Health first response meetings	Manager Community and Culture	Completed	Library and Community Services Manager has attended these meetings.
1.3a (1)		Participate in Interagency Network opportunities	Manager Community and Culture	Ongoing	Cootamundra initial meeting held.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
1.3a (2)	Promote a wide range of health and community services offered by various agencies in the local government area.	Utilise available mediums for promotion of services	Manager Community and Culture	Ongoing	Funding successful for print guide.
1.3a (3)	Provide and maintain Mirrabooka Community Centre building to facilitate health and welfare needs of the community.	Undertake continued improvements at Mirrabooka Community Centre	Manager Community and Culture	Ongoing	Meeting held with Manage Facilities to discuss outstanding maintenance and extension projects.
1.3a (4)	Promote programs which encourage healthy lifestyle choices and activities.	Pursue available grant opportunities, that relates to promoting healthy lifestyle choices and activities, as resources allow	Manager Facilities	Ongoing	Through discussions with user groups, sporting bodies and council, healthy lifestyle programs are encouraged by all and if grant funding is available, this is applied for to increase the length of activities.
1.3a (4)		Pursue available grant opportunities, that relates to promoting healthy lifestyle choices and activities, as resources allow	Manager Waste, Parks & Rec Services	Completed	This is managed in accordance with Council's Grant Policy. Completed for 2021/22.

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
1.3b (1)	Provide, maintain, renew and promote high quality sporting, swimming and active recreational facilities and programs for the	Finish improvements to the Gundagai Netball Courts lighting and amenities	Manager Facilities	Ongoing	Drawings received, application for planning approval being undertaken and sourcing contractors to carry out works for budget allocated. Users are kept informed.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
1.3b (1)	community, active sporting associations and visitors.	Report any planned improvements to council	General Manager	Ongoing	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	Completed	Working with the Leisure & Recreation Group (L&R Group) in accordance with the terms and conditions of the contract. Completed for 2021/22.
1.3b (2)	Provide and maintain parks and gardens that are aesthetically pleasing, accessible and are available for passive recreational pursuits.	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	Completed	Grant priorities are in accordance with Councils new grant policy. The Division is currently working with local Sporting Clubs with their grant opportunities. This would include access into businesses located within the Central Business District areas. Completed for 2021/22.
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 continuing to work on improvements, through talking with residents, user groups, and their own identification of issues which could be improved are highlighting areas of change which is required. Where these changes/improvements are required planning and sourcing funding is investigated and actioned where possible.
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	Completed	Completed.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
1.3b (4)	Develop and implement an inspection and maintenance plan for playground equipment.	Continue undertaking routine playground maintenance and inspections as per the program, for Cootamundra	Manager Waste, Parks & Rec Services	Completed	Recreational and open space maintenance is managed within the resources made available. completed for 2021/22.
1.3b (4)		Continue undertaking routine playground maintenance and inspections as per the program, for Gundagai	Manager Facilities	Ongoing	Grounds are inspected and issues addressed as required. The grounds are well attended by schools, sporting groups, and general public. Discussions between Council Staff and User Groups are continuing for further investigate upgrades to the grounds and buildings, as well as options for funding.
1.3b (5)	Undertake improvements to the Cootamundra and Gundagai swimming pool facilities.	Monitor the operation of the Cootamundra Swimming Pool Facilitates, ensuring that Council's objectives are achieved	Manager Waste, Parks & Rec Services	Completed	Managed with the Terms and Conditions of the contract. Completed for 2021/22.
1.3b (5)		Monitor the operation of the Gundagai Swimming Pool Facilitates, ensuring that Council's objectives are achieved	Manager Facilities	Ongoing	Gundagai pool has been fortunate enough to have substantial funding allocated through grant processes and has seen major upgrades carried out. A master plan has been developed for the site and additional funding is being sourced to complete these works. Council have a lessee in place for running this site. Council, user groups, and the lessee, identify areas of improvement required. Operation of the pool through good communication is continuing throughout the years.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
1.3b (6)	Work in partnership with active sporting associations, community groups and health providers to ensure sporting facilities are fit for current and future community need.	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	Completed	Maintained in accordance with funding and resources allocated by Council. Completed for 2021/22.
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 facilities and open space areas are well maintained. Ongoing discussions with sporting clubs to promote ongoing use and holding special events/carnivals are encouraged. All areas are promoted through councils media platforms.
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	Final plans supplied and approved by users. Application to be lodged shortly. Currently having issues with sourcing contractors to carry out works for the budget allocated.
1.3b (7)	Programs are developed to ensure the ongoing risk assessment and maintenance of Council facilities.	Carry out and document regular safety inspections and implement work activities that will ensure that all facilities are in a safe and working condition fit for purpose	Manager Waste, Parks & Rec Services	Completed	Procedures implemented as required by Australian Safety Standards. completed with no major incidents reported.
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 spaces are maintained on a regular basis and within budget allocations.
1.3b (7)		Implement the 'Detail Works Activity Program'	Manager Waste, Parks & Rec Services	Completed	Program completed.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
1.3b (7)		Review existing footpath network and facilities to determine upgrade and connectivity improvement requirements	Manager Civil Works	Ongoing	Prioritised footpath and pedestrian facilities renewed under Local Roads and Community Infrastructure funding. Seek further projects as fund become available.
1.3b (7)		Review existing footpath network and facilities to determine upgrade and connectivity improvement requirements	Deputy General Manager - Operations	Ongoing	Council priority replacements underway. Design works are in progress for externally funded footpath extensions within Gundagai.

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
1.3c (1)	Work in partnership with local agencies to identify and advocate for opportunities to improve overall community safety.	Road Safety Officer to work in partnership with TfNSW on Road Safety Campaigns to implement programs	Manager Civil Works	Ongoing	New Road Safety Officer engaged and commenced working with Transport for NSW.
1.3c (2)	Develop and operate safe food handling and public health controls.	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.

Action Code	Principal Activity	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 On Site Sewage Management Systems (OSSMS) Policy. A series of factsheets are being developed to educate the community on the issues and considerations associated with onsite systems.
1.3c (3)	A range of programs are supported, promoted and controlled to encourage and enforce responsible companion animal ownership.	Analyse data captured through Companion Animals Management System (CAMs) for resource reviews	Manager Regulatory Services	Ongoing	Monthly Report submitted to Council, with Companion Animals Management System 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	2022/23 will include at least 2 educational days across the LGA. These days will include information on Companion Animals, illegal dumping and other Regulatory issues. Days are calendared for next 6 months, Ranger is visiting libraries and schools.
1.3c (3)		Conduct two (2) Free Microchipping Days for Companion Animals	Manager Regulatory Services	Ongoing	At least 2 free microchipping days will be held at the LGA during 2022/23.
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. Unregistered animals are approaching a manageable level across the Local Government Area.

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
1.3d (1)	Co-ordinate between the District and Local Emergency Management Committees and provide effective emergency management assistance as required.	Liaise with the District and Local Emergency Management Committees to ensure coordination of Emergency Management assistance	Manager Regulatory Services	Ongoing	Four (4) meetings held each year, along with regular communication with other Local Emergency Agencies.
1.3d (2)	Develop and maintain effective and well tested emergency management plans.	Conduct annual review and update of the Local Emergency Management Plan and Emergency Management Procedures	Manager Regulatory Services	Ongoing	Continue to work with Local Emergency Organisations to develop a stronger Cootamundra-Gundagai Regional Council Local Government Emergency Management Plan. Portable Generator required for Emergency Operation Centre operations.
1.3d (3)	Maintain an active involvement and positive relationship with FRNSW, RFS and SES, Health, Ambulance, Police, Local Land Services and all emergency services organisations within the legislative framework and for the benefit of the community.	Liaise with Local Emergency Operations Controller to ensure coordination of emergency management assistance	Manager Regulatory Services	Ongoing	Regular meetings held and communication had between the Police Local Emergency Operations Controller (LEOCON) and Councils Local Emergency Management Officer (LEMO).
1.3d (4)	Provide administrative support for the co-ordination of the various emergency services to provide the	Establish and equip functional Emergency Operations Centres at Gundagai	Manager Regulatory Services	Ongoing	Council staff are trained by Resilience NSW in Emergency Management to assist in the Operations Centre during a disaster / emergency.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
1.3d (4)	most effective disaster management for the community.	Provide administrative support to emergency management meetings	Manager Regulatory Services	Ongoing	Councils Local Emergency Management Officer (LEMO) provides regular updates to all Agencies and four (4) meetings are held each year with all Combat Agencies.



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

2.1: The local economy is strong and diverse

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
2.1a (1)	Develop and implement an integrated Tourism and Economic Development Strategy for the Cootamundra-Gundagai region.	Arrange two (2) annual joint meetings with the Cootamundra Tourism Action Committee and the Gundagai Tourism Action Committee	Manager Community and Culture	Ongoing	Meeting held February to work on priorities for the next two years.
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	Quotations sought for Rail Trail Study. Proposal put to Riverina Tourism regarding Riverina Cycle Trails Website.
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	To be held once Gundagai Business Chamber is formed, and also in Cootamundra towards the end of the year.
2.1a (1)		Determine costing and funding source for an LGA wide promotional documentary	Manager Community and Culture	Ongoing	Potential to use some of our Black Summer Bushfire Recovery money to fund this activity.
2.1a (1)		Implement the Agritourism Strategy	Manager Community and Culture	Ongoing	Grant application successful to undertake business support. Gundagai Business Chamber proposal supported.
2.1a (1)		Implement the Tourism Communications Strategy for Cootamundra and Gundagai	Manager Community and Culture	Ongoing	Actions are separately listed in Integrated Planning & Reporting document.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
2.1a (1)		Maintain Council's tourism websites	Manager Community and Culture	Ongoing	Looking at options for add messenger website to website, online shopping function will go live next quarter.
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 successful. Tender to be advertised shortly.
2.1a (1)		Seek funding to Implement masterplan improvements to Heritage Centre	Manager Community and Culture	Ongoing	Heritage consultant reviewing plans ahead of Development Application.
2.1a (2)	Work in partnership with individuals, the private sector, other agencies and levels of government to deliver economic development initiatives.	Facilitate and host a meeting with businesses across the LGA annually to discuss business conditions and issues impacting growth	Manager Community and Culture	Ongoing	Meeting held in March at Gundagai which discussed business conditions, Business Cootamundra monitor this in the Cootamundra community.
2.1a (3)	Implement strategies which encourage the growth of the local population.	Participate in Country Change initiative	Manager Community and Culture	Ongoing	Continuing to participate.
2.1a (4)	Actively seek and apply for funding opportunities which deliver additional income and contribute to community objectives.	Pursue available grant opportunities	General Manager	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.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
2.1b (1)	Work with land-owners, farmers and other agencies to advocate for the protection of the local agricultural sector through an effective land-use strategy.	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 comprehensive suite of development control documents will take account of the findings and recommendations from the strategic studies. These documents will be developed in consultation with government agencies and the community.
2.1b (1)		Implement Rural Land Strategy	Manager Development, Building and Compliance	Ongoing	This strategy has been adopted with the recommendations of the strategy being progressively implemented.
2.1b (3)	Provide, maintain and upgrade as funding permits the saleyards facility which allows the regular sale of animals from this and surrounding districts in a suitable environment.	Continue to maintain Saleyards Facility	Manager Regulatory Services	Ongoing	Full time Regulatory Attendant employed to maintain Saleyards and truck washes at Cootamundra and Gundagai along with other regulatory duties. Works closely with Council's Biosecurity Officer to ensure compliance and environmental issues are handled.

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
2.1c (1)	Work with key partners to explore and advocate for opportunities to better utilise and develop transportation and freight networks which meet our community needs.	Investigate options to better use and develop transportation and freight networks in the Local Government area	Manager Community and Culture	Ongoing	Investigating funding options for Electric Vehicles charging points.
2.1c (2)	Provide and maintain a safe and well maintained aerodrome for use by commercial and recreational aircraft and promote use by external users.	Develop working relationship with aerodrome users through aerodrome users committee	Manager Civil Works	Ongoing	Quarterly Committee meetings held as required.
2.1c (2)		Investigate potential areas for aerodrome development	Manager Civil Works	Ongoing	Potential development areas identified-progressing on with Quinlan Drive duplication.

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
2.1d (1)	Promote the development of efficient telecommunications technology for business, land owners, education and health needs.	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 in this quarter.
2.1d (3)	Offer and promote free public wi-fi internet access in key public spaces across the local government area.	Continue to offer free Wi-Fi service at Council Libraries and Administration Centres	Manager 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.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
2.1e (1)	Implement a range of initiatives which support and promote the sustainable development of the towns' Central Business Districts and industrial land.	Develop new LEP, DCP, contributions and servicing plans from the data contained within the land use strategies	Manager Development, Building and Compliance	In Progress	A comprehensive suite of development control documents is to be developed following the implementation of the comprehensive LEP.
2.1e (1)		Implement Cootamundra and Gundagai Town Strategies	Manager Development, Building and Compliance	In Progress	Drafting of the Gundagai Town Strategy is underway.
2.1e (2)	Promote to the community and industry groups potential growth opportunities and development efficiencies.	Facilitate communication mediums for training and funding opportunities for businesses	Manager Community and Culture	Ongoing	Council Social media, Business Cootamundra 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	Continuing to look for suitable opportunities.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
2.1e (3)	Encourage growth in development and construction locally.	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 e-Planning.

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
2.1f (1)	Work in partnership with agencies and other levels of government to support local businesses.	Facilitate and support local business training opportunities	Manager Community and Culture	Ongoing	Forwarded online training opportunities as this is all our suppliers are offering at the moment.
2.1f (2)	Work with key partners and local business owners, investors and employers to investigate, advocate for and promote opportunities for business development and networking.	Develop a 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. Working on review of Tourism & Economic Development Officer position into business concierge service to enable better management of enquiries that do occur.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
2.1f (3)	Maintain a close liaison and continue to work with Regional Development Australia.	Attend Regional Development Australia forums	Manager Community and Culture	Ongoing	No Regional Development Australia (RDA) Forum held in period. Hosted RDA Riverina Board Meeting and bus tour where local projects were advocated for.

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

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
2.2a (1)	Develop a new, comprehensive Local Environmental Plan for the local government area.	Develop a communication strategy to ensure that the community is involved in developing land use controls	Manager Development, Building and Compliance	Ongoing	There are a number of opportunities for community involvement in the drafting of Council's comprehensive suite of development control documents which are contained within legislation. Furthermore Council's Community Participation Plan outlines the processes and milestones when consultation is to occur, these processes and milestones will be followed.
2.2a (2)	Identify and address current and future land-use needs through integrated strategic planning and development.	Commence preparation of new draft Comprehensive Local Environmental Plan	Manager Development, Building and Compliance	In Progress	Preparatory material is currently being collated and additional studies identified.
2.2a (3)	Provide accurate and timely advice regarding existing and proposed	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.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
2.2a (3)	development within the legislative scope of Council.	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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
2.2b (1)	Develop and operate development control plans to ensure compliance with appropriate legislation and to achieve the best possible planning and development outcomes for the community.	Commence preparation of new draft Development Control Plan to ensure that the community desires for development design are appropriately considered	Manager Development, Building and Compliance	In Progress	Development Control Plan will be implemented upon completion of comprehensive LEP. Environmental control chapters are currently being investigated and drafted.
2.2b (2)	Ensure that a supply of industrial and residential land is available at all times to facilitate the orderly expansion of the local government area.	Complete the redesign of Claron Estate Residential Subdivision in Cootamundra, and prepare strategy to build and market the land	General Manager	In Progress	Development Works are currently being designed.
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	Ongoing	Development proposal under consideration as part of Strategic Planning Committee

2.3: Tourism opportunities are actively promoted

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

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

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
2.3b (1)	Work co-operatively with key partners to identify opportunities and to further promote the local government area to tourists and visitors.	Include access information on facilities and activities when updating mapping and websites	Manager Community and Culture	Completed	Tourism websites include this information, including our updates to Get Connected. Local information available on CGRC website.
2.3b (2)	Work with the community to develop a marketing strategy for the local government area as a tourist destination.	Implement Branding Marketing Strategy for Tourism and Economic Development of the Local Government Area	Manager Community and Culture	Ongoing	Daytrips from Wagga campaign live, Cootamundra Billboard and villages Caravanning Australia promotions this quarter.
2.3b (3)	Ensure local programs, activities and events are actively promoted via a range of mediums to attract and encourage visitors and tourists.	Continue to maintain and promote Calendar of Activities, Programs and Community Events	Manager Community and Culture	Ongoing	Website and Facebook calendars maintained.
2.3b (3)		Maintain Cootamundra Tourism Website, and continue production of Events Newsletter	Manager Community and Culture	Ongoing	Cootamundra Tourism Website to be updated to include mapping tool in 2022.

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
2.3c (1)	Provide and maintain Visitor Information Centres which meet the needs of tourists and visitors to our local government area.	Seek funding to Implement masterplan for improvements at the Cootamundra Heritage Centre	Manager Community and Culture	Ongoing	Heritage Consultant making changes to documentation ahead of Development Application.
2.3c (2)	Undertake a redevelopment of the Gundagai Visitor's Information Centre.	Re-develop the Gundagai Visitors Information Centre, including removal of internal visitors toilets, provision of a theatrette space and accessibility improvements	Manager Community and Culture	Ongoing	Manager Facilities project managing project. Will be completed in 2022.
2.3c (3)	Provide a high quality accommodation facility at the Caravan Parks in Cootamundra and Gundagai for the use of visitors.	Seek funding to implement Masterplans for the Cootamundra and Gundagai Council managed Caravan Parks	Manager Community and Culture	Ongoing	Manager facilities has notes ready for the plans to be drawn up.
2.3c (4)	Undertake connection of water supply to the Dog on the Tuckerbox site.	Deliver infrastructure for water supply extension to Dog on the Tuckerbox site	Manager Assets	Ongoing	Design and preparation of Review of Environmental Factors has been completed. Additional funds allocation for this project required water fund requires approval from the relevant Minister. Grant funding has been received and Council funds are budget only.
2.3c (5)	Maintain and improve the tourism infrastructure, facilities and services in the local government area to make our area an attractive place to visit.	Develop Strategic Management Plan for WWII inland aircraft fuel depot	Manager Community and Culture	Ongoing	Funding source needs to be determined.
2.3c (5)		Seek funding to continue implementation of the Gundagai Gaol Masterplan	Manager Community and Culture	Ongoing	Moonlite display complete. New stove to be installed in modern kitchen and display being prepared for old kitchen.

2.4: Our local workforce is skilled and workplace ready

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
2.4a (1)	Promote local employment and training opportunities within the Council organisation.	Develop Council Training Plan	General Manager	Completed	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.
2.4a (2)	Work with various agencies to promote a range of programs, activities and opportunities which improve the health, well-being and employability of our community.	Facilitate mediums to promote programs activities and opportunities offered in the local government area by other bodies	Manager Community and Culture	Ongoing	Council social media, Business Cootamundra 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.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
3.1a (1)	Develop and operate development control systems which ensure compliance with appropriate legislation and achieve the best possible environmental outcomes.	Continue to assess all development applications against environmental impact and legislative requirements	Manager Development, Building and Compliance	Ongoing	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.
3.1a (2)	Operate an efficient quarrying service in an environmentally responsible manner that meets all statutory requirements and standards.	Arrange suitable quarry products and have available at all gravel pits for construction needs	Manager Civil Works	Ongoing	Source materials as required
3.1a (3)	Provide and maintain a stormwater disposal system which minimises the carriage of pollutants from the stormwater system to the creek and river systems.	Continue to upgrade stormwater infrastructure in accordance with priorities and availability of funds	Manager Civil Works	Ongoing	Drainage works upgraded as required. Major projects identified as future projects
3.1a (3)		Continue to upgrade stormwater infrastructure in accordance with priorities and availability of funds	Deputy General Manager - Operations	Ongoing	Continual maintenance of stormwater network as required. Capital works allocated on a priority basis and programmed to occur later in financial year.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
3.1a (3)		Continue to upgrade stormwater infrastructure in accordance with priorities and availability of funds	Manager Assets	Ongoing	Further infrastructure upgrade will need to be considered in conjunction with recommendation with Flood Study at Cootamundra. Progress on VHR and VP depending on the funding approval. Application has been lodged for flood study grants from NSW Government for villages, Coolac, Nangus, Darbalara, Wallendbeen and Tumblong
3.1a (4)	Develop and implement a street tree planting plan which enhances amenity and our natural environment.	Continue to undertake Street Tree Planting in accordance with Gundagai Street tree planning Masterplan	Manager Facilities	Ongoing	Street Tree master plan works continuing and are ongoing.

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
3.1b (1)	Investigate, identify and promote opportunities that exist within the local government area for implementation of renewable energy technologies.	Negotiate terms of a power partnership agreement on various Council facilities	General Manager	In Progress	Under negotiation.
3.1b (2)	Undertake a review of the environmental impact of Council-owned facilities and infrastructure and implement measures which Council's environmental impact.	Continue to investigate funding sources for solar energy works for Council buildings	Manager Facilities	Ongoing	Currently working with energy consultant to identify further funding opportunities.

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
3.1c (2)	Provide and maintain appropriate rubbish removal, disposal, recycling and greenwaste facilities in the most cost effective, environmentally sustainable and efficient manner.	Undertake improvements at Gundagai Waste Depot as per the Waste Implementation Plan	Manager Waste, Parks & Rec Services	Ongoing	Carried over to the 2022/23 financial year pending the allocation of funds.
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	Completed	Completed.
3.1c (3)	Provide a facility through which used chemical drums can be disposed of correctly.	Continue to provide a drum muster collection service each year at both Cootamundra and Gundagai	Manager Regulatory Services	Completed	DrumMUSTER collections are offered throughout the year. Extra staff have been trained to perform this task.
3.1c (4)	Provide a facility for the composting and re-using of greenwaste.	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.
3.1c (5)	Reuse waste water to increase the amenity of Council parks, gardens and recreational facilities and to reduce the demand on the water supply.	Collaborate with Council departments to increase the use of re-treated water to Gundagai ovals	Manager Facilities	Ongoing	Gundagai Golf Course were successful in securing funding to upgrade irrigation systems to golf course. Further funding and licensing agreements are required to complete all works.
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 Assets	In Progress	Recycled Water Management system has been completed Report for Gundagai. The plant dry weather flow being 0.400 MLD, limited recycled water will be available during drought.

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
3.1d (1)	Provide programs, information and services to our community to increase awareness of, and participation in, environmentally sustainable activities.	Introduce a Food Organics & Garden Organics (FOGO) service to the Cootamundra community	Manager Waste, Parks & Rec Services	Ongoing	Pending the release of grant funding from the Environmental Protection Authority (EPA) for 2022/23.
3.1d (1)		Investigate opportunities to use raw water	Manager Assets	Ongoing	Approval is required from Natural Resources Access Regulator (NRAR) to proceed with extraction of raw water from the river. Opportunities are being investigated, but limited, and subject to approval from regulatory authorities. Location of major facilities within flood plain at Gundagai poses few challenges.
3.1d (2)	Provide programs, information and services to increase voluntary recycling and reuse to reduce waste to landfill.	Investigate funding opportunities and conduct community consultation and education sessions for the materials recovery facility	Manager Waste, Parks & Rec Services	Completed	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. Completed for 2021/22.
3.1d (3)	Encourage the best use of treated water through water saving measures.	Investigate opportunities to increase the use of reuse water	Manager Assets	Ongoing	Recycled water management system, and maximize the use of treated effluent, is considered. Public Works Authority completed Recycled Water Management System at Gundagai. Risk assessment and review of the existing system is required at Cootamundra to expand the existing recycled water reuse facilities,

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
3.1d (4)	Contribute to coordinated planning and reporting across local, regional, state and federal areas for the management of the environment.	Monthly lodgement of ABS statistics	Manager Development, Building and Compliance	Ongoing	This an ongoing measure with requirements for reporting continuing to be met.
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.
3.1d (5)	Seek funding for projects aimed at supporting the protection and sustainability of our natural environment.	Grant Funding opportunities pursued and secured when available	General Manager	Ongoing	Various grant applications submitted and outlined through Council reports.
3.1d (6)	A range of programs are supported, promoted and controlled to reduce and enforce illegal dumping.	Investigate options for technology, to enhance illegal dumping surveillance	Manager Regulatory Services	Ongoing	Council to investigate purchasing surveillance cameras for overt operations. Finances to be accessed via grants. All Illegal dumping incidents are recorded with NSW EPA online in RID to assist with controlling and enforcing these incidents.
3.1d (6)		Undertake illegal dumping surveillance	Manager Regulatory Services	Ongoing	Ranger at Gundagai has had illegal dumping added to his specific tasks. Council are awaiting the results of grant applications to purchase surveillance equipment.

3.1e: Undertake active weeds and pest management practices.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
3.1e (1)	Noxious weeds will be contained, reduced or eliminated as appropriate.	Develop a Community Education and Awareness program in regards to weed management	Manager Regulatory Services	Ongoing	Further weed information days are currently being planned in conjunction with Local Land Services.
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.
3.1e (2)	Promote and deliver programs and initiatives which promote and educate the community on noxious weeds and pest management practices.	Participate in the Managers Established Pest Animals and Weeds Project (MEPAAW)	Manager Regulatory Services	Ongoing	Biosecurity staff working in conjunction with Local Lands Services to address Weed and Pest Animal Management programs.

3.2: Our built environments support and enhance liveability

3.2a: Develop and implement land-use plans and design practices which complement the character of our communities, are considerate of our heritage, support sustainable design practices and respond to changing needs.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
3.2a (1)	Develop and operate development control systems to ensure compliance with appropriate legislation and to achieve the best possible development outcomes for the community.	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 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.
3.2a (2)	Ensure new development is considerate of our heritage.	Include heritage considerations when assessing all Development Applications, as applicable, and in accordance with the LEP	Manager Development, Building and Compliance	Ongoing	This is a legislative requirement with templates developed which include this as an assessment criteria.

Action Code	Principal Activity	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	Heritage consultant has been engaged with grant funding received. This is currently a two year project with the expectation that grant funding will again be available in the latter part of 2022/23.

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
3.2b (1)	Ensure that planning and development controls are in place to promote and facilitate a variety of housing options for residents.	Continue preparation of new draft Development Control Plan	Manager Development, Building and Compliance	In Progress	Development Control Plan will be implemented upon completion of comprehensive LEP. Environmental control chapters are currently being investigated and drafted.

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
3.2c (1)	Operate and maintain a water reticulation system capable of providing potable water to all connected premises with minimum disruption and maximum efficiency.	Implement an Integrated Water Cycle Management (IWCM) Plan	Manager Assets	Ongoing	Proposal for Integrated Water Cycle Management (IWCM) development has been received from Public Work Advisory (PWA) and it is now being reviewed and revised in agreement with Department of Planning, Industry and Environment (DPIE). PWA has been engaged to develop IWCM Strategies subsequent to approval by the Council. Grant funding has been approved by DPIE with 60% subsidy for eligible activities.
3.2c (2)	Undertake Cootamundra Water Main Replacement Program.	Administer ongoing water main replacement work/ annual program to improve the reliability of the water supply system	Manager Assets	Ongoing	Design work completed for Queen Street, Adams Street, Hay Street, Ursula and Parker Street at Cootamundra. Tenders advertised during July 2022 through LGP Panel and no tenders were submitted. It is proposed to re-advertise. A significant increase in unit rate for various construction activities has been reported subsequent to COVID-19 pandemic, which will impact the budget costs.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
3.2c (3)	Investigate options for the connection of a water supply to Nangus Village, and consult with the community.	Partner with Goldenfields Water to prepare business case for connection of water supply to Nangus Village	Manager Assets	Ongoing	Business case completed and the cost of the project is \$8.4m. Lower cost benefit ratio does not justify the implementation on a business point of view. Council representatives met the residents and explained the process. An ultrafiltration treatment unit is being considered as an alternative.
3.2c (4)	Operate and maintain a sewage system and treatment plant capable of removing sewage from all connected premises with minimum disruption and maximum efficiency.	Continue and complete construction of the Gundagai Sewer Treatment Plant replacement	Manager Assets	Ongoing	Construction work has been completed, the sewage treatment plant was tested and commissioned on 20 July 2022. Work on the rising main connection from Sewage Pumping Station Royal Pump Station SPS-G01 is not completed. Alternative route are sought.
3.2c (5)	Provide and maintain a stormwater disposal system which allows the removal of stormwater from the towns in the most economical and efficient manner possible whilst minimising impact on natural environment.	Continue to upgrade stormwater infrastructure in accordance with priorities and availability of funds	Manager Assets	Ongoing	Voluntary House Raising (VHR) and Voluntary Purchasing feasibility assessment has been completed for Gundagai.. Cootamundra Flood study and Risk Assessment has been completed for Cootamundra including VHR and VP assessment. Completion of Flood Study at Cootamundra is scheduled for September/ October 2022.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
3.2c (6)	Undertake Stormwater Mitigation Strategy across Cootamundra and Gundagai.	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. Limited funding sources available to implement for such projects. Application for grant will be lodged during 2023.
3.2c (7)	Manage Council's waste collection, disposal and processing facilities.	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	Completed for 2021/22 carry over to 2022/23 for implementation.
3.2c (7)		Design and construct a Secondhand Sale Shop for waste recyclables at the Cootamundra Landfill	Manager Waste, Parks & Rec Services	Ongoing	This is to be carried over to 2022/23 pending allocation of funds.
3.2c (7)		Develop a Cootamundra Landfill Land & Environmental Management Plan (LEMP)	Manager Waste, Parks & Rec Services	Completed	Completed.
3.2c (7)		Develop Rehabilitation Plans for the Wallendbeen & Stockinbingal Landfill Sites	Manager Waste, Parks & Rec Services	Ongoing	To be carried over to the 2022/23 financial year pending the allocation of funds.
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	Completed	This is implemented within the allocated resources. Completed for 2021/22.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
3.2c (7)		Undertake an efficiency Audit of all current Transfer station Operations	Manager Waste, Parks & Rec Services	Ongoing	Carried over to the 2022/23 financial year pending the allocation of funds.
3.2c (8)	Provide an adequate mix of high quality, disabled accessible and appropriately located public toilet facilities.	Continue monitoring Council Public Toilet Facilities	Manager Facilities	Ongoing	Carberry Park is receiving a new public facility. Plans are complete.

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
3.2d (1)	Develop and implement strategies to improve safety and accessibility of all road users.	Road Safety Officer to work in partnership with TfNSW on Road Safety Campaigns	Manager Civil Works	Ongoing	Road Safety Officer now engaged. Commenced working on strategies for safety and pedestrian facilities
3.2d (2)	Maintain civil infrastructure including roads, footpaths, bridges and traffic facilities to agreed standards as set out in asset management plans.	Complete capital works program, inclusive of externally funded projects	Deputy General Manager - Operations	Ongoing	Capital works are ongoing. Significant progress made on externally funded Fixing Local Roads and Restart NSW Projects along with Council capital works. Progress impacted due to wet weather, Covid and natural disasters.
3.2d (2)		Complete capital works program, inclusive of externally funded projects	Manager Civil Works	Ongoing	2021/22 Works competed with other works progressing to 22/23 program.
3.2d (2)		Undertake annual Road Maintenance Program	Manager Civil Works	Ongoing	2021/22 works undertaken as required. Works progressing into 22/23.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
3.2d (2)		Undertake annual Road Maintenance Program	Deputy General Manager - Operations	Ongoing	Ongoing asset maintenance as appropriate. Wet weather and natural disasters have increased maintenance demand.
3.2d (3)	Undertake the annual footpath renewal and extension program.	Seek additional grant funds to assist with footpath renewal works	Manager Civil Works	Ongoing	List of potential projects prepared - seek funding when opportunities exist.
3.2d (3)		Seek additional grant funds to assist with footpath renewal works	Deputy General Manager - Operations	Ongoing	Council capital works underway. Funding approved through Local Roads and Community Infrastructure program Phase 3 for a number of extensions within Gundagai.
3.2d (3)		Undertake Footpath Renewal and Extension Program, depending on availability of funds	Deputy General Manager - Operations	Completed	Footpath renewal complete for 21/22.
3.2d (3)		Undertake Footpath Renewal and Extension Program, depending on availability of funds	Manager Civil Works	Ongoing	Works undertaken and completed on approved projects.
3.2d (4)		Develop and implement asset management plans and strategies for all transport assets.	Conduct a water, sewerage and drainage asset valuation	Manager Assets	Ongoing

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
3.2d (4)		Review and update condition assessment data across the local government area	Manager Assets	Ongoing	Transport assets were revalued during 2020/21. Further inclusion of these assets in Geographic Information System has been done and a continuous improvement process of data integrity is being considered. Consultant has been engaged to update Reflect data base.

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
3.2e (2)	Advocate for State and Federal departments to improve public transport networks to meet the needs of our community.	Work with Riverina Joint Organisation on identified public transport initiatives	Manager Assets	Ongoing	Working with Riverina Eastern Regional Organisation of Councils (REROC) on procurement and technical cooperation.. This is an ongoing programme.
3.2e (2)		Work with Riverina Joint Organisation on identified public transport initiatives	Manager Assets	Ongoing	Attending meetings and liaising with Riverina Eastern Regional Organisation of Councils (REROC) on common issues related to member councils. This is an ongoing program..

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

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

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
4.1a (1)	Councillors will support and advocate for the needs of all members in our community.	Ensure Councillors are available and contactable by community members	General Manager	Completed	Councillor's contact information is available on Council's website and can also be obtained upon request.
4.1a (2)	Implementation of the Cootamundra-Gundagai Regional Council's suite of plans, including the Community Strategic Plan, Delivery Program, Operational Plan and resourcing plans.	Present quarterly 'Progress Report' on Delivery Program/Operational Plan to Council and the Community	Manager Business	Completed	Quarter four (4) Progress Report to be presented at the August Council Meeting.
4.1a (3)	Council's corporate plans are informed by community expectations and are reviewed and updated on a regular basis to meet the changing needs of our community members.	Conduct 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	Manager Business	Completed	2022 Community Strategic Plan, Delivery Program and Annual Operating Plan has been adopted by Council. Reviews will continue through the term of the CSP.

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

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
4.1b (2)	Participation in LG NSW as the representative body of Local Government in order to improve the standing of Local Government in NSW.	Advocate for increases in federal assistance grant funding for Regional NSW	General Manager	Ongoing	Motions are being prepared for various meetings.
4.1b (3)	Participation in relevant REROC activities that will benefit the local government area.	Participation in REROC events and activities	General Manager	Ongoing	Continued participation has taken place in Riverina Eastern Regional Organisation of Councils (REROC) board meetings and other events and activities hosted by REROC.
4.1b (4)	Maintain effective working partnerships with key stakeholder groups such as the Rural Fire Services, Local Land Services and Riverina Regional Library.	Continue to participate in Riverina Regional Library workshops	Manager Business	Completed	Attended Reroc Youth and Community Development Meeting - online Attended South West Zone meeting - online Attended Riverina Regional Library Reboot Event - in person Attended RRL Branch Meeting and Training day
4.1b (5)	Continue to foster and support the Youth Council.	Continue to support the Youth Council	Manager Business	Completed	Delivered successful Youth Week programs in Cootamundra & Gundagai. Ran two training sessions for Cootamundra Youth Council (CYC) members. Developed CYC vision statement for Cootamundra Youth Hub. Market stalls at Sundy n Gundy markets, & recruitment activities in progress for additional Gundagai Youth Council members.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
4.1b (6)	Work in partnership with community members, businesses and all levels of government to deliver community priorities.	Participation in Stakeholder events and activities	General Manager	Ongoing	Community activities are supported by Councillor and Employee participation.

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
4.1c (1)	The development of the Cootamundra-Gundagai Regional Council's integrated suite of plans, including the Community Strategic Plan, Delivery Program, Operational Plan and resourcing plans, provide a clear strategic direction and drives the organisation's activities.	Coordinate development of IPR plans, which consist of the Community Strategic Plan, Delivery Program, Operational Plan and resourcing strategies	Manager Business	Completed	Community Strategic Plan, Delivery Program, Operational Plan, 10 year Long Term Financial Plan and Workforce Management Plan have been adopted. Asset Management plan is being reviewed.
4.1c (2)	Council's decision-making and future planning shows evidence of being linked to Council's integrated suite of plans and the needs of our community.	All decision making reports, including strategies and plans are to show linkages to the relevant objective in the Community Strategic Plan	Manager 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.
4.1c (3)	Determine development applications in an efficient and effective manner based on merit	80% of DAs determined within statutory 40 days' timeframe	Manager Development, Building and Compliance	Ongoing	The majority of development applications are determined within statutory timeframes.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
4.1c (4)	Develop a Place Plan which incorporates the Economic Development, Open Space Recreation, Arts and Cultural and Disability Action Strategies.	Develop Placemaking plan for the planning decision and management of Public Spaces in the Local Government Area	Manager Community and Culture	Ongoing	Being undertaken by Planning team.

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
4.1d (1)	Council will track the progress towards the achievement of the corporate plan objectives against measurable outcomes.	Continually identify improvements in operating councils corporate planning software (Pulse)	Manager Business	Ongoing	Legislative Compliance module update and demonstration arranged for end of April. Awaiting data from Kell and Moore Law Firm. Looking to alternative methods of obtaining compliance requirements.
4.1d (3)	Progress on the achievement of corporate plan objectives will be shared with the community via a range of communication methods.	Report to the community on achievements of corporate plans as detailed in the Communications Strategy	Manager Business	Completed	2022 Community Strategic Plan, Delivery Program and Operational Plan resolved by Council June 2022.

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
4.1e (1)	Support for Councillors to attend training, conference and	Attend the Local Government NSW Annual General Conference	General Manager	Ongoing	Mayor, Deputy Mayor and General Manager attend conference each year.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
4.1e (1)	development opportunities will be provided.	General Manager to facilitate Councillor training requirements	General Manager	Ongoing	Induction training provided. Councillors advised of 'Hit the ground running' training seminars. Councillors are advised of further training opportunities when they become available.
4.1e (2)	Programs and activities which encourage and develop the capacity of current and future community leaders is provided.	Identify programs and activities which encourage and develop the capacity of current and future community leaders	General Manager	Ongoing	Youth council established in both towns and Councillor representatives appointed.
4.1e (3)	Provide and maintain services and infrastructure that assists the efficient and effective undertaking of the duties of the elected Council.	Continue to provide and maintain services and infrastructure to assist elected representatives in undertaking their duties	General Manager	Ongoing	iPads and accessories presented to each Councillor, with necessary training provided and to continue as required.
4.1e (4)	Support Council's elected representatives in undertaking their role in the community.	Continue to provide administrative support to Council's elected representatives to assist in undertaking their role in the community	General Manager	Ongoing	Ongoing support provided as needed.

4.2: Active participation and engagement in local decision-making

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
4.2a (1)	A range of consultation and engagement activities will be offered to our community in order to plan the long term future direction of the local government area and to inform Council's decision-making.	Continue to maintain support for councils Digital Communication Panel	Manager Business	In Progress	Discussions commenced into the success of the Digital Community Panel. Alternate communication options under review.

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
4.2b (1)	Council will regularly and continuously seek community feedback to seek additional input to the Community Strategic Plan.	Research and pursue affordable staff training for community engagement	Manager Business	Ongoing	New CSP resolved by Council. The CSP will be reviewed with the implementation of the Organisational Restructure.

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

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

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

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

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

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
4.3a (1)	Ensure Council's long term financial planning supports the delivery of community expectations and financial stability.	Implement the proposed Special Rate Variation	Manager Finance	Completed	Completed.
4.3a (2)	Ensure the availability of finances are managed, controlled, reviewed and regularly reported on in order to provide the appropriate services and facilities within the allocated budget and achieve the maximum value for expenditure.	Prepare and implement procedures to enable all staff with budget responsibility to effectively operate Council's integrated budgeting process	Manager Finance	Ongoing	Regular internal budget reports in place.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
4.3a (3)	Ensure all procurement meets legislative and policy requirements and delivers best value for the community and the Council.	Conduct and file monthly audit reports for audit purposes	Manager Finance	Completed	As per requirements, Audits for Human Resources, Accounts Payable and Administrator access are completed monthly and recorded.
4.3a (3)		Undertake assessment and improvement of procurement processes	Manager Finance	Ongoing	Procurement assessment and processes are continually updated with best practice updates and organisational improvements. Councillor Workshop completed informing new Council of Procurement Policy and Procedure.
4.3a (4)	Identify and follow-up opportunities to increase Council's revenue base including grant funding opportunities to deliver additional income to fund major projects.	Develop new Section 7.11 Development Contribution plan and Section 64 Headworks Charges	Manager Development, Building and Compliance	Not Progressing	A review of Council's contributions plans will be undertaken as projects within the current plans are completed with a full revision undertaken upon completion of the LEP.
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.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
4.3a (5)	Develop Asset Management plans which deliver long-term financial sustainability and asset renewal.	Implement works programs to improve asset condition	Manager Assets	Ongoing	<p>Long term asset planning and renewal requirements are to be identified and implemented with Developer Service Plan (DSP) and head works charges.</p> <p>Capital asset renewal has been identified and 10 year Water and Sewer fund forecast has been identified. Council approval was obtained for renewal of Sewage Pumping Station at Betts Street, and rising main at Cootamundra. Upgrading Cootamundra STP. and reservoir disinfection strategy.</p>
4.3a (5)		Review and improve Asset Management Plans	Manager Assets	In Progress	Quotations are to be invited to review and update asset management plans. Possible completion by October 2022.
4.3a (6)	Improve functionality and amenity within Council's work depots.	Complete planning for improvements to Cootamundra Depot and Bradman Street Depot	Manager Civil Works	Ongoing	Minor works at Depots commenced in Quarter 3 and will run into new financial year.
4.3a (6)		Continue ongoing efficient operation and maintenance of depot	Manager Civil Works	Ongoing	Operational efficiencies being undertaken where identified.
4.3a (6)		Continue ongoing efficient operation and maintenance of depot	Deputy General Manager - Operations	Ongoing	Works depot maintenance undertaken as required.

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
4.3b (1)	Council ensures statutory compliance is achieved and demonstrates good governance practices.	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	Manager Business	Completed	Next Internal Audit Alliance Meeting scheduled for November 2022.
4.3b (2)	Support and funding for elections is provided as required.	Make provision in the Long Term Financial Plan for funding of the 2021 Council election	Manager Finance	Completed	Included in September 2021 Quarterly Budget Review.
4.3b (3)	Implement effective integrated risk management strategies and practices.	Implement Council's Enterprise Risk Management Framework and monitor Risk Registers	Manager Business	Ongoing	Council has developed an Enterprise Risk Management Framework. Business Coordinator meeting the Work Health and Safety staff to ensure framework aligns with best practice updates and organisational improvements.
4.3b (3)		Implement Council's Fraud Control Plan	Manager Business	Completed	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.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
4.3c (1)	Current, informative and easy access to Council information is made available to the community using a range of communication methods, including traditional media and digital channels, Council's website, Community News newsletter and social media.	Develop Community Engagement Strategy to inform the community and receive feedback, including feedback on major projects	Manager Business	Completed	Communication Strategy adopted by Council and implemented.
4.3c (1)		Improve services available on Council's websites through the development of eServices and online forms	Manager Business	In Progress	Council website upgrade scheduled for 2022.

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
4.3d (1)	Provide quality customer service during all "front line" interactions between Council and the community and in all other interactions between staff, agencies, Council and the community.	Develop and Implement a Customer Service Charter	Manager Business	In Progress	Draft charter prepared, requires further review and discussion prior to presenting to council for adoption.
4.3d (2)	Adopt and maintain information technology and communication services and infrastructure that assists the efficient and effective undertaking of Council's operations, increases productivity and adequately supports the	Investigate options to integrate Civica/Authority (Finance System) and Magiq Documents (EDRMS)	Manager Business	In Progress	Quotes have been obtained. Issues with the Authority System are to be rectified prior to any further Civica Projects being commenced.
4.3d (2)		Review Business Systems and identify services that can be delivered on Council's Website	Manager Business	Ongoing	Council website upgrade to commence 2022.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
4.3d (2)	organisation and our community's needs.	Work with the Customer Service Team to develop an Online Booking System for Council facilities	Manager Business	In Progress	Will be implemented in conjunction with Councils website upgrade.
4.3d (3)	Council's records are managed in compliance with the appropriate legislation and supports efficient and effective work practices.	Continue to undertake improvements to infoXpert workflows to streamline record keeping	Manager Business	Completed	Best practice improvements are continually researched and implemented by Records Staff and communicated to staff.
4.3d (4)	Requests for service are processed in an efficient and effective manner.	Complete Customer Satisfaction Survey to provide comparison data for the benchmark identified in 2018	Manager Business	In Progress	Discussions commenced with Media Officer to develop Customer Satisfaction Survey.
4.3d (4)		Review responsibilities and provide training to enable customer service staff to respond to Planning and Rating enquiries	Manager Business	In Progress	To be prioritised in the coming months.
4.3d (5)	Provide well-maintained cemeteries and efficient, appropriate and dignified cemetery operations and services that create the most peaceful surroundings possible for funeral parties and visitors.	Complete the Mapping of Cemeteries for plot identification, future planning and publishing of information online	Manager Regulatory Services	Ongoing	Six (6) cemetery mapping projects are currently live to the community Cootamundra, Stockinbingal, Wallendbeen, Gundagai North and South and Nangus. Other cemeteries are ongoing.
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. This will include a Reflection Centre within the Cootamundra Cemetery and additional signage and seating will be installed at other Cemeteries across the LGA.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
4.3d (5)		Provide additional signage and seating, and maintain Cemeteries in the Local Government Area	Manager Regulatory Services	Ongoing	Signage and markers for the cemeteries require purchasing and installing.
4.3d (6)	Council's fleet of light vehicles and heavy plant is maintained to ensure efficient, cost-effective and timely service delivery.	Undertake plant replacement in accordance with related policies and programs	Deputy General Manager - Operations	Ongoing	Plant replacement program adopted and replacements are taking place in accordance with this program. Preliminary discussions underway for 2022/23 program.

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
4.3e (1)	Effective day-to-day management and leadership of the organisation conducts service reviews and implements continuous improvement practices to create greater efficiencies and effectiveness across the organisation.	Report quarterly on Efficiencies and Cost Savings	General Manager	Ongoing	Included in Quarterly Budget Review paper.
4.3e (2)	Ensure adequate project management techniques are in place to ensure the delivery of projects which meet the changing needs of our community on time, within budget and to an acceptable standard.	Investigate and implement appropriate Project Management tools	General Manager	Ongoing	Demonstration held on Pulse Project Management system module. Further discussion and final decision still to be made on whether to implement module or to seek other options. 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.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
4.3f (1)	Implement strategies which promote Cootamundra-Gundagai Regional Council as being an employer of choice.	Review and enhance recruitment practices	General Manager	In Progress	Working with Riverina Eastern Regional Organisation of Councils (REROC) on Skills and Shortage Project.
4.3f (2)	Review the efficiency and effectiveness of Council's adopted Organisational Structure and ensure the structure and staffing mix can adequately deliver the activities approved by Council.	Implement Operational Plan activities	General Manager	Ongoing	Operational Plan being delivered and reported on quarterly.
4.3f (3)	Implement the Workforce Management Plan to support all staff in the delivery of community expectations.	Update Workforce Management Plan	General Manager	Completed	Updated plan endorsed by Council in June 2022.
4.3f (4)	Provide a safe and healthy environment for staff and contractors through compliance with all WH&S legislative requirements and minimising risk.	Review monthly WHS reports and statistics discussed at Managers Meetings	Manager Civil Works	Ongoing	Monthly reviews undertaken.
4.3f (4)		Review monthly WHS reports and statistics discussed at Managers Meetings	Deputy General Manager - Operations	Ongoing	Regular updates on Work Health and Safety statistics are being provided to management.
4.3f (5)	Develop and implement a Staff Wellbeing Program	Develop and implement Staff Wellbeing Program	General Manager	In Progress	New wellbeing initiatives to be identified and implemented.

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
4.3g (1)	Implement a training plan to enhance the skills and knowledge of staff across the organisation.	Develop Staff Training Plan following skills/performance process	General Manager	Ongoing	Training Plans to be developed after performance review process is finalised.
4.3g (2)	Provide learning and development opportunities to staff to develop the individual's potential and meet the needs of the community and organisation.	Implement Performance Review Program, and undertake the first cycle	General Manager	Completed	Performance reviews conducted.
4.3g (3)	Staff are supported in the achievement of organisational objectives by having access to a range of business tools, systems and technologies.	Improve Geographic Information System (GIS) and the interface with Asset Management System	Manager Assets	Ongoing	Asset Management Plans are being renewed as part o Customer Service Plan. Design drawings are prepared now with relevant GPS coordinates and uploaded in the GIS system.

MAJOR PROJECTS

GUNDAGAI SEWAGE TREATMENT PLANT

The new Gundagai Sewage Treatment Plant (STP) is the biggest infrastructure project undertaken by Council in decades. The \$20 million plant will meet projected load increases over the next 30 years.

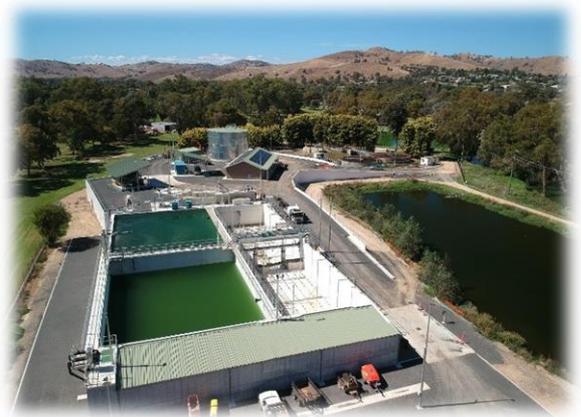
The following benefits will accrue as a result of completing the project.

Construction of a new sewage treatment plant with modern technology to replace existing aging sewage treatment plant which has been cracked and could compromise the treatment process.

Provide a modern telemetry system to control and monitor the plant

New sewage treatment plant capable of producing treated effluent complies with current regulatory requirements. The project will benefit the local community by providing superior treatment of wastewater collected at Gundagai town and due to improved treated water quality an overall improvement of water quality on nearby sensitive waterways creeks and river systems.

Commissioned in July 2022, the plant will be officially opened in December 2022.



LIVVI'S PLACE @ ALBERT PARK COOTAMUNDRA



The partnership formed between Cootamundra-Gundagai Regional Council (CGRC), the Touched by Olivia Foundation, and the dream of 100's of children and adults to deliver a playspace in Cootamundra's iconic Albert Park, was realized with the opening of Livvi's Place in Albert Park Cootamundra. Opened by Member for Cootamundra Steph Cooke and a group of children involved in creating the space in June 2022, the playspace has been a popular and well used site.

Extensive community consultation was undertaken in 2020, consultation with key stakeholders such as the mayor, representatives from the Elouera

Association, LFE Community Supports, CGRC Access and Inclusion Committee, Lions Club, Scouts, and Men's Shed representatives. School Imagineer workshops were held with local schools where 130 students participated and community meetings. As a playspace, the feedback from the children indicated that they wanted to see a space that demonstrated Cootamundra's inclusiveness and promoted the town as a place for visitors. Their feedback also specified the space needed to make everyone feel welcome.



The games they liked to play were centered around running, climbing, jumping, having hiding spaces, negotiating obstacles and being imaginative. They wanted a giant treehouse with a ramp that spirals up the tree so everyone could enjoy the experience. They wanted to climb over rocks and swing on different types of apparatus and have areas that they can buddy up to talk and make new friends. They wanted to see water features that encouraged imagination. Most of all they wanted to be challenged and given a space that allowed them to seek new adventures. The landscape remained foremost, with existing trees maintained and the use of natural materials such as dirt mounds and tree logs be utilised as much as possible.



The adults wanted the area enclosed, so children were secure and safe in the space, without fear of wandering off onto busy roads.

Both groups saw that an area should be designated for quiet and reflective time, a space that encourages people to enjoy nature, the landscape and meeting up with family, friends and making new friends.

They were keen to acknowledge the Indigenous connections to the space, with elements such as the long neck turtle theme to be included. Children and adults with disabilities and special needs indicated they wanted a space that encouraged them and others to play together, they wanted to be included in climbing a

tree, splashing about in water, and rolling down a mound. They wanted to have their senses challenged through touch, feel and smell. Most of all they wanted to meet new friends and experience playtime that is often not possible for them in conventional playgrounds.

Livvi's Place @ Albert Park has delivered all these attributes and more, laughter, fun and discovery are added elements.

LED STREETLIGHT PROJECT

Work to upgrade 960 streetlights to energy efficient technology began in June 2022, as part of a major energy efficiency project that will save hundreds of thousands in electricity bills and reduce greenhouse gas emissions for the ratepayers of Cootamundra-Gundagai Regional Council (CGRC). The switch to LED technology will see a 247 MWh per year reduction in power use, delivering savings of approximately \$60,000 each year in maintenance and electricity costs. Streetlighting is a significant expense for Council, costing around \$130,000 each year, and with more than 960 streetlights across Council's footprint Council is investing approximately \$522,000 to complete the bulk upgrade, with the costs expected to be recouped within 9 years, not including any increase in the price of electricity.

JUBILEE PARK COOTAMUNDRA PUBLIC SPACE LEGACY PROGRAM

STAGE 1 REDEVELOPMENT

Stage One of the masterplan for Cootamundra's Jubilee Park was completed. Member for Cootamundra Steph Cooke announced a \$2 million grant from the NSW Public Spaces Legacy Program. The NSW Public Spaces Legacy Program is part of ongoing work to protect the health of the community, provide economic and jobs stimulus in response to the COVID-19 pandemic and deliver a legacy of safe, quality public and open space. Stage One consists of native garden beds, and a decomposed granite pathway installed on the area running down alongside the Caravan Park. *(Pictured right).*



VILLAGE TRANSFER STATION UPGRADE

Village transfer stations underwent an upgrade to access systems and security providing a more efficient and user-friendly service to the community. Transfer stations in the villages of Nangus, Tumblong, Coolac and Muttama now have infrastructure installed to allow users to gain entry to the sites via an electronic tag. The electronic entry system, combined with the installation of CCTV, will assist Council to monitor the sites more effectively and reduce the occurrence of illegal dumping in these areas resulting in a better service provided to users.

REFURB OF COUNCIL OFFICES

Council's administration offices at Gundagai underwent a long-awaited refurbishment. Built in 1979 the offices have served the community well over the last 42 years. The \$250,000 project was funded from the initial merger implementation funds, set aside when the two former Councils were merged into the Cootamundra-Gundagai Regional Council (CGRC) in 2016. Extensive planning was carried out in consultation with staff. The new office fit out and refurbishment has made way for more accessible computer terminals, economical heating and cooling, hot desking requirements and has been opened up to allow staff interaction. The new office set up is an environment fit for purpose.



CHAIRS WELCOME AT CEMETERIES

A meeting with Council's Regulatory staff who look after the region's cemeteries, and the Cootamundra CWA, saw the purchase of 16 white padded foldable chairs for use at graveside services. The branch of the CWA, wanted to contribute to the cost of providing chairs with Council's assistance the chairs were purchased with the generous donation of \$500.00 from the CWA ladies, whilst Council contributed to the cost of covers to protect the chairs whilst in storage and will utilise Council staff to place the chairs out when need at funeral services. *(Pictured left).*

COUNCIL ADDS TO DEFIB NUMBERS

A defibrillator sometimes called a 'defib', or AED (if it's an automated external defibrillator) can save someone's life if they have a cardiac arrest. The sooner a defibrillator is used on a person in cardiac arrest, the greater the person's chances of survival. Council has added to the numbers of AED's already available in council facilities, with the purchase of another five devices to be available at Bradman Birthplace, the Heritage Centre, Arts Centre and two at the Cootamundra Showground. In Gundagai AED's can be found at the Gundagai Council Chambers, Gundagai Swimming Pool, CGRC Works Depot, Gundagai Showground and Mirrabooka, these were purchased with grant funding and income received from user groups.

EXCITING NEW FUTURE AHEAD FOR GUNDAGAI PRESCHOOL KINDERGARTEN

Cootamundra-Gundagai Regional Council (CGRC), in conjunction with Gundagai Preschool Kindergarten Inc will be redeveloping the Preschool. Months of planning, and consultation with Council and Preschool members have resulted in plans being drawn up to see this exciting new redevelopment take place. Tenders were called to undertake construction of the new Gundagai Preschool Kindergarten. The project is to be undertaken in two stages to allow early childcare and preschool activities to continue uninterrupted and safely during the redevelopment.



UNISEX REFEREES ROOM

The installation on new amenities at Cootamundra's Fisher Park to cater for female referees was completed in time for 2022 football season.

NEW KITCHEN @ ELLWOOD'S HALL STOCKINBINGAL

The new kitchen will ensure functions held at the hall in the future are compliant with health and safety standards and will secure the future needs of the popular hall for many years to come.

AGILITY EQUIPMENT FOR DOG PARK



Council installed agility equipment in the Cootamundra Dog Park. The fenced off leash dog park is on the corner of Thompson and Hurley Streets in Cootamundra. The Cootamundra All Breeds Kennel Club were successful in obtaining grant funding to fence the area in 2014 and CGRC have purchased and installed the agility equipment with NSW Companion Animals Registration funding, that CGRC receives from dog and cat registrations in the Council area.

The Dog Park has two separately fenced areas for dogs to interact and play, the quieter area is for smaller dogs or puppies as they get used to interacting with larger, busier dogs. The other area is the active area, and this is for more robust larger adult dogs to run and play. An introduction area is also part of the facility to allow dogs to safely interact with each other through fencing, before being introduced to the agility areas. Some of the items include jumps, seesaws, seating and other agility pieces for dogs and their owners to enjoy the use of the park. This fenced off leash area allows the community and its many visitors with dogs to enjoy a safe and secure environment to play and relax. Picnic tables, drinking water availability, and dog waste bags are some of the inclusions within the park.

WET WEATHER PLACES PRESSURE ON ROAD NETWORK

Council's road network has experienced a lot of pavement deterioration over the last 12 months due to the continual wet weather. Road Crews have been relentlessly undertaking repairs where and when possible, to keep maintaining the bitumen roads.

PROJECTS DELIVERED BY THE LOCAL ROADS AND COMMUNITY INFRASTRUCTURE (LRCI) PROGRAM, FUNDED BY THE AUSTRALIAN GOVERNMENT

These projects were funded by Drought Community Funding and Local Roads and Community Infrastructure Program. The LRCI program aims to protect and create jobs through stimulating additional infrastructure and roads construction within local councils.

ROSEHILL CULVERT UPGRADE

The new culvert structure will provide increased waterway and will cater for two-lane traffic.

REPLACEMENT OF SHARED FOOTBRIDGES TOP END SCOTT AVENUE COOTAMUNDRA & TOP END MACKAY STREET TO INALA PLACE COOTAMUNDRA

The new footbridges are wider with safe approaches and are suitable for mobility assisted users. Identified as a mobility concern in CGRC's Pedestrian Access Mobility Plan (PAMP). These projects saw the old footbridges demolished and anew safer and more accessible footbridges and handrails installed.

(Pictured right).



BOURKE STREET FOOTPATH COOTAMUNDRA

Upgrade of footpath works between Parker Street and Cooper Lane in Cootamundra. The upgraded section will provide safe passage for pedestrians with no trip hazards.

SHERIDAN STREET BLOCK 3 UPGRADE

Work included new concrete, installation of stone pavers and steps have been installed at the entrance to the Gundagai Medical Centre.

REPLACEMENT FOOTPATH ALONG MUTTAMA CREEK BEHIND THE OLD COOTAMUNDRA HOSPITAL

The new footpath provides a safe, off-road travel route for pedestrians and cyclists.

NICOLSON PARK MISSING LINK FOOTPATH

Council crews completed the Nicolson Park missing link of footpath in Bourke Street Cootamundra.

NEW CONCRETE FOOTPATH ALONG MUTTAMA CREEK BEHIND EX SERVICES CLUB

Council crews installed bollards along newly constructed footpath. The bollards will increase the safety of pedestrians separating them from moving vehicles in Cootamundra Ex Services Club car park.



SEALED ACCESS AND CARPARK PIONEER PARK

This project included the formation and reshaping of new table drains, with road and carpark pavement installed. Pioneer Park Cootamundra will be included in a new RV Friendly Town Assessment submission to the Campervan and Motorhome Club of Australia (CMCA) to have Cootamundra included in the Recreational Vehicle Friendly Town program. *(Pictured left).*



SHERIDAN AND WEST STREET INTERSECTION

Provides a significantly improved road asset with improvements to the visual amenity and safety.

FIXING LOCAL ROADS PROGRAM

The Fixing Local Roads Program is a targeted program to address smaller road projects across NSW, including pavement rehabilitation, seal extensions and resealing, sealing of unsealed roads, asphalt resurfacing, drainage rehabilitation and routine maintenance including cracks and potholes. Projects for 2021/2022 included:

MACKAY STREET- PAVEMENT REHABILITATION AND KERB REPLACEMENT

This project addressed drainage issues and improved the road surface. *(Pictured right).*



FOOTPATH REPLACEMENT

Footpath replacement works were undertaken in Wallendoon Street in front of the Council office to the Library and Bourke Street (Replacement Asphalt) either side of Parker Street, McKay Street from Onley to Poole Streets.

PAVEMENT REHABILITATION WORKS, KILRUSH ROAD, ROSEHILL ROAD & BERTHONG ROAD.

Repair sections of failed pavement by 1.2klms.



EXTENSION OF SEAL ON MILLVALE ROAD

This project extended the existing pavement eliminating 1.2klms of gravel surface. *(Pictured left).*

WIDENING AND REHABILITATION EDWARDSTOWN ROAD

(Pictured right).



STATE HIGHWAY UNDER THE ROAD MAINTENANCE CONTRACT WITH TfNSW

Council undertakes contracted work on State Highway roads on behalf of Transport for New South Wales.

ANNUAL RESEALING PROGRAM

Various sections of the Olympic Highway and Burley Griffin Way as prioritized by TfNSW were resealed during 2021/2022.

PAVEMENT REHABILITATION AND ASPHALTING ROAD SURFACE YASS ROAD

Rehabilitation works on the Olympic Highway from the rail overpass bridge to the Hovell Street intersection (Yass Road), was undertaken to rectify pavement issues.

The majority of the work was undertaken at night to alleviate disruption to local businesses.

The project involved a 400mm excavation of the existing pavement and sub-base materials and replacing with stabilised sub-base, finishing with asphalt to provide a better wearing surface for light and heavy vehicles. *(Pictured below).*



PAVEMENT REHABILITATION MUTTAMA ROAD NEAR THE MODEL AERO CLUB UNDER THE REPAIR FUNDING

Segment 70, Muttama Road, approximately 8km out of Cootamundra roadwork (near the model aero club) roadworks included a pavement rehabilitation continuing on from previous drainage works at this location and will improve the riding quality.

TIMBER HAULAGE ROAD UPGRADES (INCLUDING ADJUNGBILLY AND NANANGROE PROJECTS)

Significant upgrades have been made to various sections of the road pavement on Adjungbilly, Nanangroe and Redhill roads. These roads are subject to heavy vehicle traffic associated with the timber industry and this funding has allowed significant improvements to be made.

BRIDGE REPLACEMENTS (BURRA ROAD COMPLETED IN 2021/22)

Council has received funding to replace 6 bridges across the LGA with two completed to date on Burra and Brawlin Roads.



OLD HUME HIGHWAY SEAL EXTENSION (4KM LENGTH, FUNDED BY FLR)

4km of previously unsealed pavement has been stabilised and sealed, dramatically improving the surface for road users.



KERB AND GUTTER PROJECTS

Council completed several Kerb and Guttering projects throughout the year including sections along Mackay Street Cootamundra as part of the street rehabilitation. Kerb replacement along Hurley Street near the Country Club in Cootamundra and in Bourke and Hanley Streets in Gundagai.

ROAD SAFETY INITIATIVES

Road conditions across the LGA were a challenge for all during 2021/2022 with the continual wet weather and flooded causeways, Council urged residents to drive to the conditions. Due to the large amount of wet weather and increased usage, some major roads had significant levels of deterioration.

KYLIE GRYBAITIS NEW RSO

Well-known and respected Cootamundra-Gundagai Regional Council (CGRC) employee Kylie Grybaitis has been appointed to the position of Road Safety Officer (RSO) for Council. Kylie will deliver road safety projects across the Council area with the goal of lowering the number of deaths and casualties. The RSO is responsible for identifying, implementing and completing road safety projects. The aim of the projects is to educate the community about road safety to make the roads safer for all users. Road safety is a shared responsibility, Kylie encourages all road users to take responsibility when using our roads so we can work together Towards Zero deaths or injuries.

IF IT'S FLOODED FORGET IT!

Council promoted IF IT'S FLOODED FORGET IT message through Council publications, social media and website throughout the year reminding motorists that driving through flooded roads is dangerous and causes more damage to road surfaces.



BE BUS AWARE

Council promotes the Be Bus Aware message, after each school holiday period. Predominately through Councils social media platform the Be Bus Aware educates motorists, children and non-bus users on behaviour around buses. Be Bus Aware highlights the importance of bus safety for all road users. Buses are large, heavy vehicles and can't stop quickly. Each year, Bus Safety Week helps raise awareness for all road users on how to stay safe on and around buses, helping to reduce injuries and fatalities.



FATALITY FREE FRIDAY

Since its inception in 2007, ARSF's Fatality Free Friday campaign has continued to expand its operation and is now recognised as Australia's largest national community-based road safety program. ARSF's Fatality Free Friday initiative is about much more than just a single day. It operates on the belief that if we can go one day without a death on the road, we can demonstrate the impact a focus on road safety can have every day of the year. Road safety is a global issue that ranks as one of the most pressing matters

facing society today. The social, economic, and emotional costs are immense, and these figures are poised to increase unless something is done, now. All road users are encouraged to get involved and to take personal responsibility to help make a significant reduction in road trauma. We are also aiming for a longer-term community change.



DRIVE SAFE THESE SCHOOL HOLIDAYS

Council promotes this message prior to school holidays reminding motorists to take regular breaks and plan their trips.



TOWARDS ZERO



The Towards Zero Collaboration Hub supports local councils and community organisations with useful information, resources, and best practice examples to implement effective road safety strategies. As part of a local community, we can all play a critical role in reducing road trauma. Your council is well placed to plan, implement, and deliver road safety projects relevant to our community. Become involved, road safety is a shared responsibility.

PLAN B

Drink driving was a contributing factor in 19 per cent of all fatalities and 7 per cent of all serious injuries on NSW roads in 2020. The 'Plan B' campaign aims to encourage NSW drivers to make positive choices to get home safely after drinking. The new 'Terry Godmother' television commercial further promotes the Plan B options available to NSW commuters and highlights the physiological impacts alcohol has on a person's ability to drive. Council promotes PLAN B, through local hotels, bottle shops with the Win A Swag competition.



ROAD SAFETY INITIATIVES

Council promotes and encourages motorists to think road safety with initiatives that include:

Plan B – Snake Gully Cup

Driver Reviver

Double Demerit Points

Motorcycles Awareness

Heavy Vehicle Awareness

Harvest Traffic Awareness

Level Crossing Awareness

Rural Road Safety Month

SARAH Group

Fatal Five – Speeding, Seat belts, Drink/Drug Driving, Fatigue, Distraction

COMMUNITY EVENTS

NAIDOC WEEK

Held each year, in July NAIDOC Week celebrates the history, culture and achievements of Aboriginal and Torres Strait Islander peoples. Get Up! Stand Up! Show Up! Was the theme for 2022 NAIDOC Week celebrations. Flag raising ceremonies were held in Cootamundra and Gundagai.



SENIORS WEEK

Seniors were entertained at morning tea events held in Cootamundra and Gundagai. Senior visitors had the opportunity to talk to members of staff, management team and Councillors whilst enjoying a welcome cup of tea and a buffet morning tea.

LOCAL GOVERNMENT WEEK

Cancelled in 2021 due to COVID 19 restrictions.

YOUTH WEEK

“It’s Up To You”, theme saw a number of activities available for the regions youth to enjoy during Youth Week in April 2022. Painting in the Park saw a number of young people create a collage of painting. Archery Tag, Skating Workshops, Night Nature Walks and outdoor movie nights were some of the events held during Youth Week.

AUSTRALIA DAY

Councils’ biggest community event each year, brings visitors and residents together for breakfast in the parks, presentation of Australia Day awards, citizenship ceremonies and addresses from Australia Day Ambassadors. 2022 was no exception, COVID 19 safe events held in Cootamundra and Gundagai saw hundreds of residents gather to celebrate and acknowledge community members who were awarded certificates for Citizen of the Year, Young Citizen of the Year & Sportsperson/Sport Achievement awards.



OTHER PROJECTS DELIVERED

2021/2022 a year of turmoil with COVID 19 restrictions impacting the first quarter, months of wet weather, staff shortages and De-merger inquires, our staff have continued to deliver projects that enhance the liveability of our communities.

GUNDAGAI TOWN STRATEGY

Council called public input into the Gundagai Town Strategy. The aim of “Gundagai Survey 2021” is to provide an opportunity for the community to assist in identifying planning opportunities and planning requirements for Gundagai over the next 30 years. The town strategy will provide Council with valuable information about what the community wants. The finalised Gundagai Town Strategy will identify planning control objectives to help strengthen and provide opportunities to grow the Gundagai Township.

DOMESTIC WASTE SERVICES FOR RURAL RESIDENTS

Council adopted the Domestic Rural Waste Initiatives. The initiative has been developed in response to rural community residents’ inquiries regarding free waste disposal and access to the Cootamundra-Gundagai Regional Council (CGRC) landfill sites for domestic waste. By adopting the initiative, rural households will receive free access to their local landfill sites for the purpose of emptying a Council provided wheelie bin used for household domestic waste.

THE BIG IDEA - COMMUNITY STRATEGIC PLAN

Council sort feedback from the community to develop the CGRC Community Strategic Plan (CSP). The Community Strategic Plan is a high-level document designed to guide Council in the areas that matter most to the community and to drive future successes. Over three months, various community consultation sessions, drop in and pop-up stalls, online survey provisions and written submissions were invited and undertaken to give members of the community the opportunity to present their “big idea” for the CSP.

COMMUNITY INVITED TO COMMENT ON DELIVERY PROGRAM & OPERATIONAL PLAN

The Operational Plan (OP) is a council’s action plan for achieving the community priorities detailed in the Community Strategic Plan (CSP) and Delivery Program (DP). An OP is prepared each year and presented to a council for adoption. Each OP identifies the projects, programs and activities that a council will conduct to achieve the commitments of the DP. The community were invited to make submissions to have their say on these important documents.

HELP FOR FARMERS

Council in conjunction with Department of Primary Industry (DPI), Local Lands Services, called on expressions of interest from farmers in the LGA to tackle Thistle infestations. CGRC’s Biosecurity Officer, visited affected landowners to assist with identification and appropriate management and control skills. Chemical control assistance was available for the reduction of Scotch/Illyrian thistle infestations. The program sort to coordinate and utilise the expertise and knowledge of the CGRC Biosecurity staff, working alongside landowners to protect primary production and the general environment from the impacts and problems caused by Scotch and Illyrian thistles.

SHARING THE DIGNITY

The installation of the Share the Dignity Vending Machine in the Cootamundra Library dispenses free #PinkBox Period Packs at the push of a button. Share the Dignity purchase and supply the specially made period packs in the Dignity Vending Machines, which are sponsored by businesses, grants and donations. Local volunteers look after the maintenance and stocking of the machine to ensure products are always readily available.



NEW VISITOR GUIDES

Council have released the new visitor guides, covering the whole Local Government Area (LGA). The printed book flips and has Cootamundra information on one side and Gundagai information on the other side. This is a culmination of twelve months work for CGRC Tourism Administration Trainee Casey Polsen. Casey organised the photography and completed the graphic design in house.



BRADMAN OVAL CRICKET NETS UPGRADE

A brand-new concrete slab that is now the full length of a cricket wicket has been installed. New synthetic turf that covers the entire slab. The Runup section was raised and turfed. Cootamundra Junior Cricket removed the old netting and installed the new netting.



NEW FACILITIES AT GUNDAGAI POOL

A new barbeque, picnic tables and shade shelter at the Gundagai Swimming Pool will be the place for a summer party or family get together. (Pictured Left).



FRIENDSHIP PARK GUNDAGAI



Above: New Shade Shelter in Friendship Park Gundagai

Left: New Seat in Friendship Park Gundagai

SIGNAGE PROJECTS



Above: History Signage at Wallendbeen



Above: Updated Historic Signage at Gundagai



Above: Skatepark workshops



Above: Dog Waste Bags installed at Stockinbingal

OTHER PROJECTS



Above: Tree protection installed Bourke Street Cootamundra, as part of Bourke Street Footpath Upgrade.



Above: Pizza Oven installed at Gundagai Community Garden.



Above: Planting out in Hovell Street Cootamundra.



Above: Preparation of area for carpark in Lindley Park Gundagai.

CITIZENSHIP CEREMONIES

Your Council conducted and hosted Citizenship ceremonies for people who have decided to become Australian Citizens. The ceremonies are a legal requirement for most people to make the Australian citizenship pledge of commitment.

A citizenship ceremony is where the pledge of commitment is made. For most people, this is the final step in the journey to becoming an Australian. Council’s citizenship ceremonies are typically held at the Australia Day celebrations whilst others are held during the year.

2021/2022 saw our communities welcome six new Australian residents: Cal Breslin, Aira Calub, Navjeet Singh, Kelly Williams, Stephen Broadley and Ariana Watts.



CEMETERY MAPPING PROJECT

DIGITISING COOTAMUNDRA–GUNDAGAI REGIONAL COUNCIL’S CEMETERIES.

The Council embarked upon mapping and digitising the 12 Cemeteries within the Local Government Area, which comprises of, Cootamundra, Stockinbingal, Wallendbeen, North Gundagai, South Gundagai, Nangus, Coolac, Adjungbilly, Mount Adrah, Darbalara, Tumblong and Muttama.

The Council engaged Chronicle, who are a cloud-based cemetery management software company to assist with this work. They combine accurate, high-definition digital plot maps and record storage in an easy-to-use interface.

The project consisted in conducting ground and aerial surveys, accurately mapping each burial plot of which there are approximately 17,000 graves, migrating the records to online storage, and providing a platform for Council staff, the Community, and visitors to access.



Each headstone was also individually documented and photographed, with Council staff wanting to ensure that the information of the deceased was accurately and carefully preserved. This system will help visitors find their loved ones on the ground or sitting in their homes using Chronicle. They can also share a link to this plot or visit the plot with the walk-to-grave technology and research the deceased information which is accessible through any mobile device.

The image shows a screenshot of the Chronicle software interface. At the top, it displays 'Plot ID: LE D 1' and 'Oct 17, 2022'. Below this are two aerial maps of the cemetery. The main part of the screenshot is a grid of plots, each labeled with a plot ID and the name of the deceased. Below the grid is a table with the following columns: No., Name of interred person, Date/Year of Birth, Date/Year of Death, Age, Interment date/year, Interment #, and Creation/location.

No.	Name of interred person	Date/Year of Birth	Date/Year of Death	Age	Interment date/year	Interment #	Creation/location
1	Aileen Nola Barber	Aug 8, 1928	Oct 8, 2020	92	n/a	-	-
2	Kevin Joseph Barber	Dec 6, 1924	Dec 6, 2013	89	n/a	-	-
3	Alison Barber	Apr 4, 1951	Apr 4, 1951	MMMM	n/a	2727	-



LIBRARY ACTIVITIES

Council's libraries continued to offer a variety of activities, services and information for the residents across the LGA. The COVID-19 pandemic and subsequent restrictions saw our libraries staff be resilient, resourceful and work to maintain services to residents.

Home delivery, Online Storytime, and phone consultations were implemented.

An adapted and unique innovation was the Riverina Local Lands Services Photographic Exhibition. Lock down created a challenge for the exhibition to be open to the public, however our innovative library staff created a window-based exhibition.



Take home craft and creative packs were available for library patrons. Courses run for seniors to assist with mobile phone and technology skills.



Book launches, competitions, exhibitions, music, workshops, games are all regular activities undertaken by the libraries in Cootamundra and Gundagai.



The regions libraries are valuable and worthy facilities, most importantly they offer social interaction, resources, friendship as well as the place to go for a good read.

STATUTORY REPORTING REQUIREMENTS

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

TOTAL RATES AND CHARGES WRITTEN OFF

Local Government General Regulations CI 132

Pending completion of 2022 financial statements.

MAYORAL AND COUNCILLOR EXPENSES

Local Government General Regulation CI 217(a1)

Total 1 July 2021 – 31 December 2021		
	Fee	Claimed Expenses
W1001.357.462		
Councillor Fees		
Doug Phillips	\$6,754.92	0
Dennis Palmer	\$6,754.92	\$1,202.76
Penny Nicholson	\$6,754.92	\$332.28
David Graham	\$6,754.92	0
Abb McAlister	\$6,754.92	\$2,783.04
Leigh Bowden	\$6,754.92	\$160.48
Charlie Sheahan	\$6,754.92	\$418.08
Gil Kelly	\$6,754.92	0
Craig Stewart	\$550.00	0
Total	\$54,589.36	\$4,896.64
W1001.479.460		
Mayoral Allowance		
Dennis Palmer	\$7,364.46	
Abb McAlister	\$7,364.46	
Total Mayoral Fee	\$14,728.92	
Total	\$69,318.28	\$4,896.64

Total for 1 January 2022 – 30 June 2022		
	Fee	Claimed Expenses
W1001.357.462		
Councillor Fees		
Charlie Sheahan	\$4,752.94	\$1,809.16
Leigh Bowden	\$4,752.94	\$2,293.57
Penny Nicholson	\$4,752.94	\$132.10
Abb McAlister	\$4,752.94	\$951.60
Gil Kelly	\$4,752.94	0
David Graham	\$4,752.94	0
Les Boyd	\$4,752.94	\$120.16
Logan Collins	\$4,752.94	0
Trevor Glover	\$4,752.94	0
Total	\$42,776.46	\$4,676.59
W1001.479.460		
Mayoral Allowance		
Charlie Sheahan	\$8,869.74	
Leigh Bowden	\$1,500.00	
Total Mayoral Fee	\$ 10,369.74	
Total	\$ 53,146.20	\$4,676.59

Mayor and Councillor Expenses		
Administration expenses	Food & Catering Costs	460.23
	Materials Purchased	501.69
	Stationery & Office Consumables	129.86
Councillor fees	Councillor Fees	97,365.80
	Travel and Accommodation	9,464.73
Internet	Councillor Fees	399.98
	Internet & Other Communication Charges	7,678.88
	Telephone Charges	559.07
Mayoral allowance	Mayoral Allowance	25,098.66
Meetings and conferences	Food & Catering Costs	2,355.95
	Travel and Accommodation	9,173.94
Professional memberships	Professional memberships	72.73
Purchase tools and equipment	Computer Hardware Expensed	17,174.10
	Materials Purchased	1,295.30
Telephone	Telephone Charges	55.00
Training and skill development	Consultants	4,094.36
	Course Fees (LG NSW)	8,400.00
	Food & Catering Costs	175.64
Travel - outside council area (within State)	Travel and Accommodation	80.00
TOTAL		\$184,535.94

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

INDUCTION TRAINING AND ONGOING PROFESSIONAL DEVELOPMENT

Local Government General Regulation CI 186

Induction Training and Professional Development			
Councillor	LG NSW Elected Life Induction Training		Blackadder Councillor Induction Programme
	Day 1	Day 2	
Charlie Sheahan	X		X
Leigh Bowden	X	X	X
Penny Nicholson			
David Graham			X
Abb McAlister			X
Trevor Glover	X	X	X
Logan Collins		X	X
Gil Kelly			X
Les Boyd			X

DETAILS AND PURPOSE OF OVERSEAS VISITS

Local Government General Regulation CI 217 (1)(a)

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

CONTRACTORS / WORKS AWARDED

Local Government General Regulation CI 217(a2)

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

Contractor Name	Description of Goods, Works or Service	Contract sum or estimate ¹
Boral Asphalt	Annual resealing of bitumen roads and sealing of new works	\$2M
Milbrae Business Group, Bald Hill Quarry	Winning, Blasting & Crushing of Gravel - Panel Contract	\$300,000 (est)
Advance Sweepers, A-Plant Equipment, Bitu-Mill Pty Ltd, BM & NM Smith Mini Diggers, Coates Hire Operations, Conplant Pty Ltd, CRS (NSW) Pty Ltd, Des Winnel Bulldozing Pty Ltd, Downer EDI Works Pty Ltd, FM Rural, GK Hardy Earthmoving, Gundagai Construction Services Pty Ltd, Gundagai Earthmoving Pty Ltd, Hilltops Vegetation Services, J&E McCallum Haulage Pty Ltd, J&M Casnave Earthworks Gundagai, JB Tipper Hire, JR & EG Richards (NSW) Pty Ltd, M&K Smart Pty Ltd, Marchese Excavations & Bin Hire Pty Ltd, MB Earthworks, Porter Excavations Pty Ltd, Rangedale Drainage & Industrial Services Pty Ltd, Riverina Cable Locating Pty Ltd, Rollers Australia Pty Ltd, Stabilco Pty Ltd, Stabilfix Pty Ltd, Summit Open Space Services, Total Drain Cleaning Services Pty Ltd, Tutt Bryant Hire Pty Ltd, Universal Mobile Tower Hire	Wet and Dry Plant Hire – Panel Contract	\$500,000 (est)
Knock Contractors Pty Ltd	Water Main Replacement West Street Gundagai	\$163,680
Play Workshop Pty Ltd aft The Troy Family Trust	Albert Park Inclusive Playspace	\$385,000
Killard Infrastructure Pty Ltd	Water Main Renewal Mackay Street Cootamundra	\$194,742
Murray Valley Piling	Design & Construct 6 Bridges Yass Valley Council (1) and CGRC (5)	\$1,431,100
CRS (NSW) Pty Ltd	Yass Road AC Project	\$639,879
Australis Advisory Group Pty Ltd	Water Sewerage and Stormwater Assets Condition Assessment and Valuation	\$100,000 (est)

**NOTE: All amounts are GST inclusive.*

LEGAL PROCEEDINGS

Local Government General Regulation Cl 217(a3)

Pending completion of 2022 financial statements.

PRIVATE WORKS AND FINANCIAL ASSISTANCE

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

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

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

AMOUNTS CONTRIBUTED OR OTHERWISE GRANTED

Local Government General Regulation Cl 217(a5)

Pending completion of 2022 financial statements.

FUNCTIONS DELEGATED BY COUNCIL

Local Government General Regulation Cl 217(a6)

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

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

- Cootamundra Showground Users Group
- Wallendbeen Memorial Hall
- Stockinbingal Ellwood's Hall
- Muttama Hall Management Committee
- Muttama Creek Regeneration Group
- Cootamundra Heritage Centre Management
- The Arts Centre Cootamundra
- Tourism Action Committee (Gundagai) (dissolved September 2022)
- Cootamundra Tourism Action Group (dissolved September 2022)
- Bradman Birthplace (formed in April 2022)

CONTROLLING INTEREST STATEMENT

Local Government General Regulation Cl 217(a7)

Council held no controlling interests in companies during the 2021-22 year.

EXTERNAL BODIES, COMPANIES OR PARTNERSHIPS

Local Government General Regulation Cl 217(a8)

Business Cootamundra

Business Cootamundra is a company limited by guarantee that provides services to Cootamundra businesses, with the objective to develop Cootamundra and district. Council has representation on the board of management. Council benefits from services provided in accordance with a memorandum of understanding, in exchange for a Council contribution of \$33,856 per annum. The services provided relate to tourism and economic development.

Goldenfields Water County Council

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

Riverina Eastern Regional Organisation of Councils (REROC)

REROC is a voluntary association of 7 General Purpose Councils and 1 water county Council. Initially established with a focus on resource sharing activities which save money for member councils, REROC's activities have grown to encompass regional planning, intergovernmental collaborations and advocacy and lobbying. Virtually every operational area of local government has been touched by the activities of REROC with the purpose of delivering more efficient and effective outcomes by utilising both the number of members and their combined demands and resources to create scale and capacity.

Riverina Joint Organisation

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

Riverina Regional Library

The Riverina Regional Library (RRL) is the largest regional library service in NSW. It provides library services to approximately 86,846 constituents of 10 local government areas, those being the shires of Bland, Coolamon, Cootamundra-Gundagai, Federation, Greater Hume, Junee, Leeton, Lockhart, Snowy Valleys, Temora and the City of Wagga Wagga. The service consists of 19 stationary library branches and a mobile library spread over an area of 44,258 sq km.

The Riverina.

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

Eastern Riverina Arts (ERA)

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

Softwoods Working Group

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

South East Weight of Loads Group

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

South West Regional Waste Management Group

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

South West Slopes Zone Rural Fire Service

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

NSW Local Government Mutual Liability Scheme (Statewide)

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

EEO MANAGEMENT PLAN IMPLEMENTATION

Local Government General Regulation Cl 217(a9)

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

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

Key EEO activities implemented during the year were:

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

SWIMMING POOL INSPECTIONS

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

In 2020/2021, two (2) tourist and visitor accommodation were inspected.

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

Thirteen (13) inspections that resulted in issuance of a certificate of compliance under s22D of the SP Act.

Eight (8) inspections that resulted in issuance of a certificate of noncompliance under cl 21 of the SP Reg.

DISABILITY INCLUSION ACTION PLAN

Disability inclusion Act 2014 s 13(1)

In June 2017 Cootamundra-Gundagai Regional Council adopted the Disability Inclusion Action Plan. The policy will be reviewed within 12 months of an election, and thereafter at four yearly intervals to ensure it meets all statutory requirements.

The goals included in this plan will focus on:-

- Developing positive community attitudes towards people with disability
- Creating a more liveable community for people with a disability
- Equal access to employment within Council for people with a disability
- Provide appropriate service information for people with a disability

TOTAL REMUNERATION FOR GENERAL MANAGER AND SENIOR STAFF

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

During the 2021-22 financial year Council's senior officers were comprised of:

Position Title	Total
General Manager	
Phil McMurray	\$206,598
Phil McMurray - Termination payment	\$558,708
Les McMahon	\$58,897
Glen McAtear	\$38,782
Interim Deputy General Manager	
Kay Whitehead	\$3,631
Glen McAtear	\$44,191

PERSONS WHO PERFORMED PAID WORK ON WEDNESDAY 25 MAY 2022

Local Government General Regulation Cl 217 (1)(d) (i),(ii),(iii),(iv)

Permanent full-time employees	130 (including 3 apprentices)
Permanent part-time employees	4
Casual employees	24
Persons employed by the council on a permanent full-time, permanent part-time or casual basis or under a fixed term contract	5
Persons employed by Council as senior staff members	NIL
Persons engaged by Council under contract or other arrangement with the person's employer, wholly or principally for the labour of the person	NIL
Persons supplied to the council, under a contract or other arrangement with the person's employer, as an apprentice or trainee	NIL

STORMWATER LEVIES AND CHARGES

Local Government General Regulation Cl 217(e)

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

- General drainage improvements works across the LGA

SPECIAL RATE VARIATION EXPENDITURE

Special Rate Variation Guidelines 7.1

Pending completion of 2022 financial statements.

COMPANION ANIMALS MANAGEMENT

Local Government General Regulation CI 217(f)

Council has lodged its Animal Care Facility return with The Office of Local Government on 29th July 2022. A copy of this data is included with this report. Council has recorded 27 dog attacks in this period, involving 36 confronting dogs, 1 dog was declared Dangerous, 9 were declared Menacing and 3 declared Nuisance dogs. 3 dogs were Euthanised. 15 infringement notices were issued during this period and Council receipted 296 Registrations totaling \$20,255.00 Companion Animal Registration fees for the 2021/2022 financial year.

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

Council staff have a strong culture and empathy towards the animals that they come into contact with on a daily basis, for the 2021/2022 financial year, 97% of Dogs were returned home or rehomed. Council utilises a very large network of Authorised Rescue Organisations to assist in the safe rehoming of all animals. 53% of all cats seizures were rehomed or given back to their owners. 38 feral or unsuitable to rehome cats were Euthanised and only 3 dogs were Euthanised. Council staff deemed that these animals were unsuitable for rehoming.

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

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

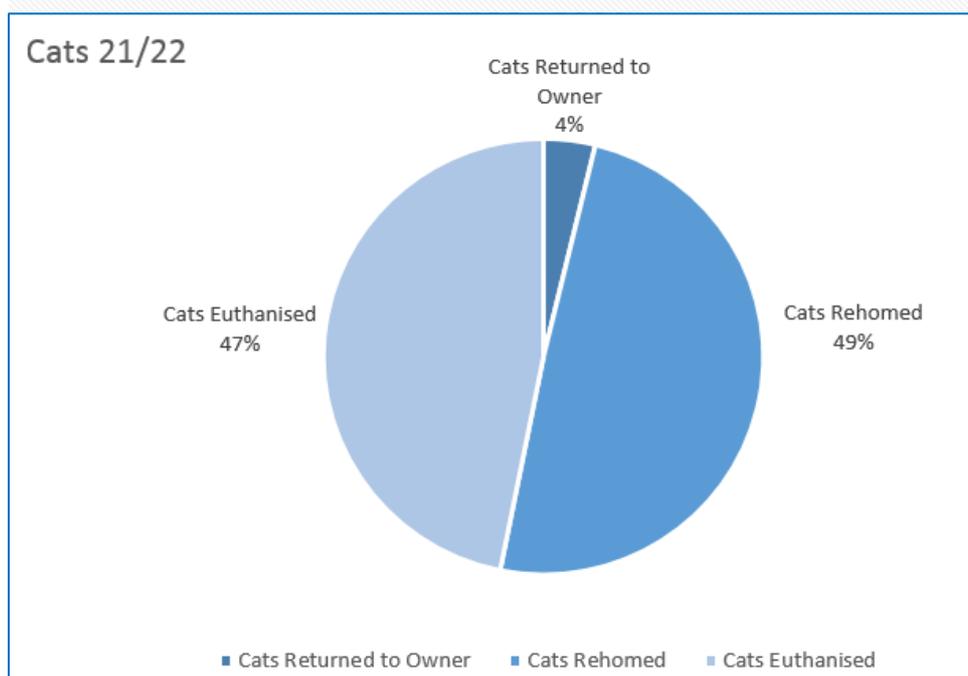
Council currently has two (2) unfenced off leash areas in the township of Cootamundra and one (1) fenced area. Gundagai has two (2) off leash areas in the township. These areas along with most parks and town streets are well serviced with dedicated dog tidy bag dispensers and bins.

Cats

Seizure details	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Totals
Seized by Ranger	1	3	4	4	4	35	2	10	5	4	5	2	79
Returned to Owner no impounding						1		1		1			3
Transferred to Animal Care Facility	1	3	4	4	4	34	2	9	5	3	5	2	76

Release details	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Totals
Released to Owner from ACF					1			2					3
Released for Rehoming	2	3	3	4	1		2	7	8	3		6	39
Stolen from ACF													
Euthanised	2	3	3	4	1		2	7	8	3		4	37

Summary of Seizures & Impounding's	
Cats received	79
Returned to Owner	3
Rehomed	39
Euthanised	37
In Animal Care Facility at 30.6.21	0

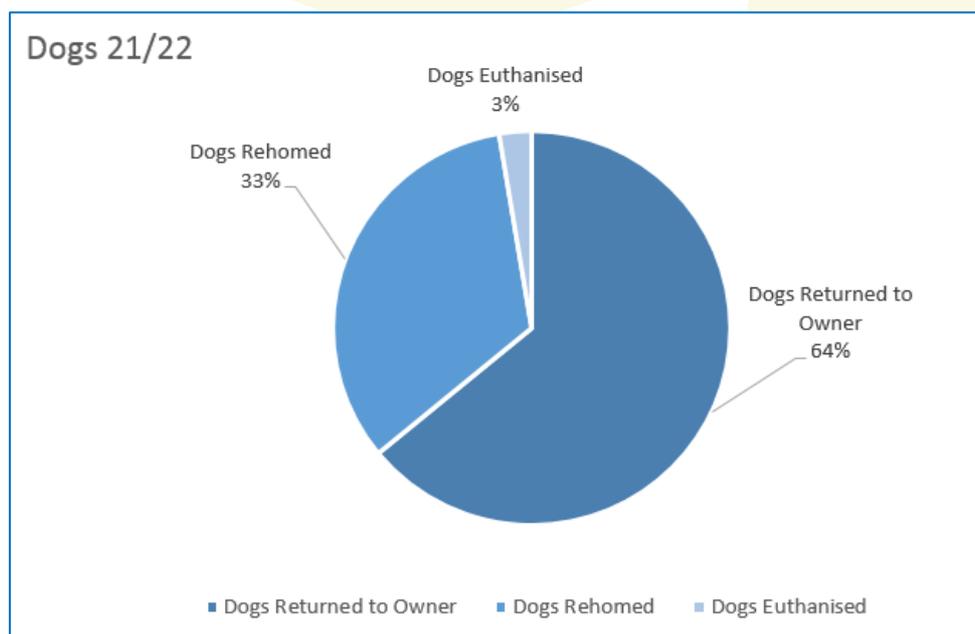


Dogs

Seizure details	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Totals
Seized by Ranger	9	5	11	4	4	10	3	9	7	9	10	14	95
Returned to Owner no impounding	1	0	3	1	0	0	0	1	4	1	4	6	21
Transferred to Animal Care Facility	8	5	8	3	4	10	3	8	3	8	6	8	74

Release details	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Totals
Released to Owner from ACF	5	8	1	1	1	5	4	7	1	8	4	7	52
Released for Rehoming	3	2	8	7	2	3	1	4	0	5	1	5	38
Stolen from ACF	0	0	0	0	0	0	0	0	0	0	0	0	0
Euthanised	0	0	0	0	1	0	0	1	0	1	0	0	3

Summary of Seizures & Impounding's	
Dogs received	116
Returned to Owner	21
Released to Owner from ACF	52
Rehomed	38
Euthanised	3
In Animal Care Facility at 30.6.21	2



GOVERNMENT INFORMATION PUBLIC ACCESS (GIPA) ANNUAL REPORT

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

Review of proactive release program

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

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

Number of access applications received

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

Number of refused applications

No access applications were refused.

Timeliness

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

Reviews

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

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

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

PUBLIC INTEREST DISCLOSURES

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

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

During the 2021/2022 financial year, the following disclosures were made under this policy.

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

COUNCIL CONTACT DETAILS

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

COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL

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