

Delivery Program / Operational Plan

Quarterly Progress Report

2022/2023 Q2

1: A vibrant, safe, and inclusive community

1.1: Our health and wellbeing needs are met

1.1a: Provide quality health and well-being services that support the changing needs of the community throughout the lifecycle through government and non-government organisations

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Continue to consult with local health service providers and identify and advocate for opportunities to improve the quality and range of health services provided in the region	1.1a (1)	Support local health service providers and community groups in promoting programs which encourage healthy lifestyle choices and activities	Manager Facilities	Ongoing	Staff continue to assist health providers and keep communication lines open. Council has been supporting displaced people by allowing camping at Cootamundra Showgrounds for seven (7) day periods.

1.1b: Provide opportunities for the recreational use of parks, sporting facilities, swimming pools by ensuring they are safe, maintained, managed and meet the needs of all community members

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Masterplan development for Fisher Park	1.1b (1)	Develop Masterplan for Fisher Park	Manager Waste, Parks & Rec Services	Ongoing	Implemented on a daily basis as part of the works program.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Promote year-round use of Council facilities	1.1b (2)	Collaborate with communications team to develop a communications and marketing program to promote year- round use of Council facilities	Manager Facilities	Ongoing	<p>Promotion of special events are continuing. Event promoters are invited to work with council for additional flags or banners to be displayed, subject to councils Banner Booking Policy for these items.</p> <p>The Communication & Facilities team are continually communicating with each other to update any advertising etc, as required.</p>
	1.1b (2)	Collaborate with communications team to develop a communications and marketing program to promote year- round use of Council facilities	Manager Waste, Parks & Rec Services	Ongoing	This is to be achieved through daily operations planning.
Prepare and deliver the CGRC Open Space Strategy / Management Plan	1.1b (3)	Deliver Open Space Strategy / Management Plan	Manager Waste, Parks & Rec Services	Ongoing	Incorporated as part of daily works programs.
	1.1b (3)	Deliver Open Space Strategy / Management Plan	Manager Facilities	Ongoing	<p>No change to existing status. Staff continue to maintain and prepare sporting fields as per booking requests.</p> <p>Pool is leased during swimming season and programs are arranged by lessee.</p>
Seek funding to build a reflection area at Cootamundra Cemetery	1.1b (5)	Investigate funding opportunities to build a reflection area at Cootamundra Cemetery	Senior Regulatory Officer	Ongoing	<p>Continuing to investigate funding opportunities. No opportunities have arisen at present.</p> <p>This project is part of the CSP.</p>

1.1c: Seek funding and investment for the revitalisation of the Gundagai Memorial Swimming Pool and existing sports and recreation facilities across Cootamundra, Gundagai and villages

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Gundagai Pool Renovation	1.1c (1)	Complete Gundagai Pool renovation project	Manager Facilities	In Progress	Detailed scope of work underway. Additional pipe work required at end of 22/23 season to the filtration plant. Tender documents are being completed for the Toilet, clubroom & entrance area, to be ready for advertising late March 2023.

1.2: A welcoming community that cares for and looks after each other

1.2a: Support initiatives and facilities that encourage social inclusion and community connections

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Update and implement accessibility strategies as identified in the Disability Inclusion Access Plan	1.2a (1)	Update Disability Inclusion Access Plan	Manager Business	In Progress	In the process of updating the Disability Inclusion Access Plan.

1.2b: Acknowledge and respect Aboriginal and Torres Strait Islander peoples

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Formalisation of the Memorandum of Understanding between Cootamundra Aboriginal Working Party and Council	1.2b (1)	Formalise the Memorandum of Understanding between the Aboriginal Working Party and Cootamundra-Gundagai Regional Council	Manager Business	Completed	Memorandum of Understanding between the Aboriginal Working Party and Cootamundra-Gundagai Regional Council was presented to council, endorse and signed by all parties at the Council Meeting dated 13 December 2022.
Actively seek opportunity to establish an Aboriginal and Torres Strait Islander cultural centre	1.2b (2)	Seek funding to undertake feasibility study into the establishment of an Aboriginal and Torres Strait Islander cultural centre	Manager Business	Ongoing	To be researched and funding sought when resources allow.

1.2c: Undertake an Aboriginal Heritage and Cultural Places Study

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Undertake a region wide Heritage Study to update current heritage plan	1.2c (1)	Seek funding to update the region's Heritage Plan	Manager Business	Ongoing	Funding options to be sought when resources allow.

1.2e: Increase focus on the Arts by providing accessible, functional, multi-purpose facilities and spaces suitable for culture, recreational, learning and information services and activates

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Extension of the Gundagai library	1.2e (2)	Develop Gundagai Library extension plan	Manager Facilities	In Progress	Construction works are underway, looking at an April completion date.
Deliver a diverse range of Art Gallery/Museum and Library events and programs that are accessible and relevant to the community	1.2e (3)	Work with partners including Eastern Riverina Arts to develop a diverse annual program of gallery exhibitions and events	Manager Business	Ongoing	Individual facilities continue to develop events and programs relevant to community needs.

1.3: Maintaining low crime levels

1.3a: Deliver dependable emergency service management practices and responses which protect our community

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Continue maintenance and operations of Emergency Management Centres	1.3a (1)	Maintain and operate Emergency Management Centres	Deputy General Manager - Operations	Ongoing	Local Emergency Management Committee (LEMC) has continued to meet on regular basis.
Continue to participate in Local Emergency Management Meetings with local emergency services	1.3a (2)	Continue to participate in Local Emergency Management Meetings with local emergency services	Deputy General Manager - Operations	Ongoing	Local Emergency Management Committee (LEMC) has continued to meet on regular basis.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Maintain and update Council's emergency response plans	1.3a (3)	Update and maintain Council's emergency management and response plans	Deputy General Manager - Operations	Ongoing	Council's Emergency Response Plans are continuously reviewed. The impact of recent flooding is currently being surveyed with the intent of updating documentation.

1.3b: Support initiatives and facilities that encourage social inclusion and community connections

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Investigate opportunity to implement shared pedestrian area in consultation with traffic committee and Transport for NSW	1.3b (1)	Consult with Transport for NSW and local traffic management committee to investigate shared pedestrian area classification for Cootamundra and the lowering of CBD speed limit to 30kln per/hour	Manager Civil Works	Ongoing	Awaiting outcome from Transport for NSW.
Continue to work in partnership with local agencies such as Fire and Rescue NSW, Rural Fire Service and State Emergency Service, Health, Ambulance, Police, Local Land Services to identify and advocate for opportunities to improve overall community safety	1.3b (2)	Work in partnership with Fire and Rescue NSW, Rural Fire Service and State Emergency Service, NSW Health, Ambulance, Police and Local Land Services to implement community safety initiatives	Deputy General Manager - Operations	Ongoing	Local Emergency Management Committee (LEMC) has continued to meet on regular basis with relevant actions identified and implemented.

1.3c: Installation of CCTV cameras in higher crime areas

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Review security contracts	1.3c (1)	Review security contracts for Closed-Circuit Televisions (CCTV) cameras	Manager Facilities	Ongoing	<p>Funding will need to be sourced for the installation of additional CCTV systems.</p> <p>It has been proven mobile security patrols have not been successful in reducing the amount of vandalism being carried out in the LGA.</p> <p>Police are assisting with extra patrols and police presence.</p>
Seek funding for Closed Circuit Television camera installation	1.3c (2)	Seek funding for the installation of Closed-Circuit Televisions (CCTV) cameras	Manager Facilities	Ongoing	<p>Grant funding has been used within existing projects to install units as required.</p> <p>Staff are working with police to identify additional high-risk areas and then source funding to carry out further installations.</p>

2: A region for the future

2.1: Recognised as a must-visit tourist destination

2.1a: Seek funding and investment opportunities for tourism asset development

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Gundagai Old Mill Redevelopment	2.1a (1)	Gundagai Old Mill Redevelopment construction tender in market and contractor engaged	Manager Facilities	Ongoing	Detailed business case required for site development. Merger funding available to carry out this work subject to council endorsement. Full detailed costing to be applied with this item and future funding to be sourced to carry out renovations.
Prince Alfred Bridge Memorial - coordination of fit-for-purpose tourism activity	2.1a (2)	Finalise the Prince Alfred Bridge Memorial concept	Manager Business	Not Progressing	The Prince Alfred Bridge Memorial concept Project is now the responsibility of Crown Lands and as such, no longer the responsibility of Cootamundra-Gundagai Regional Council. This action will not be progressing.
Feasibility study into mountain biking 'flow trail' development on Mount Kimo	2.1a (3)	Seek funding to conduct feasibility study into development of Mountain Bike 'Flow Trail' on Mount Kimo	Manager Business	Ongoing	Will be actioned when resources permit.
Develop and issue an expression of interest for Wallendbeen silo art project	2.1a (4)	Develop EOI for Wallendbeen silo art project	Manager Business	Not Progressing	At present, we are unable to proceed with the Wallendbeen Silo Art Project as the Silos are still active.

2.1b: Seek funding and investment opportunities to improve existing visitor amenities and experiences

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Playground and recreational ground upgrades	2.1b (3)	Complete upgrades to Coolac playground	Manager Business	Not Progressing	The Coolac recreation ground is not a Council owned facility. This action will not proceed.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	2.1b (3)	Seek funding to complete upgrades and change of use application for Stockinbingal recreational ground	Manager Business	Ongoing	Funding Sought when resources allow.

2.1c: Growth and expansion of the region's events calendar and tourism products with a focus on agritourism opportunities

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Work with Cootamundra and Gundagai business and tourism groups to help support and grow new events	2.1c (1)	Implement actions identified in the Agri-tourism strategy	Manager Business	In Progress	Cootamundra-Gundagai Regional Council's Economic Development Officer is currently managing the "Reconnecting Regional NSW - Community Events Program" to assist and grow new events throughout the Council area.
Establish Cycle Trails map for Cootamundra	2.1c (3)	Develop Cycle Trails map for Cootamundra and upload onto website for road cyclists	Manager Civil Works	Ongoing	The Pedestrian access and mobility plan (PAMP) and cycleways program is nearing completion. Will source funding on priorities.

2.1d: Increased marketing of the Cootamundra and Gundagai tourism brands

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Seek funding to continue delivering on the Tourism Communications Plan	2.1d (2)	Seek funding to continue delivery of actions identified in the Tourism Communications Plan	Manager Business	In Progress	Economic Development and Grants Officer to research funding opportunities.

2.1e: Actively promote and develop the region's visitor accommodation, products, and recreational infrastructure

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Develop a plan for the preservation and development of Pioneer Park	2.1e (3)	Establish working group with Friends of Pioneer Park, Aboriginal Working Party and other key stakeholders to develop a plan to preserve and develop Pioneer Park	Manager Waste, Parks & Rec Services	Completed	This has been implemented.

2.1f: Establish stand-alone Visitor Information Centre in Cootamundra and refurbishment of Gundagai Visitor Information Centre

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Heritage Centre and Cootamundra Visitor Information Centre upgrade	2.1f (2)	Complete fit-out of the Cootamundra Heritage Centre and Visitor Information Centre	Manager Facilities	Ongoing	<p>Additional information requested for approvals.</p> <p>Approvals to be completed March 2023, scope of works currently being completed, ready for final construction approvals.</p> <p>Propose to start construction June 2023 subject to contractor availability.</p>
Revisit Arts Centre Masterplan	2.1f (3)	Implement up-to-date fire safety measures and accessibility upgrades at Cootamundra Arts Centre	Manager Facilities	In Progress	<p>Report has been provided to address fire safety issues and accessibility issues.</p> <p>A Meeting was held with the Executive Arts Centre team. February 2023 committee meeting to discuss the issues is to be held as part of consolation process before reporting back to the grant funding body.</p> <p>Further meetings to be held with planning team to confirm scope of works and program required to meet regulations.</p>

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Gundagai Visitor Information Centre Upgrade	2.1f (4)	Gundagai Visitor Information Centre upgrades completed, including establishment of online sales capability	Manager Facilities	In Progress	Detailed scope of works completed. Staff currently packing away excess stock and disposing of rubbish with assistance of Parks and Gardens. Staff will be moving into new library extension while renovations are being completed. Looking at April 2023 start date for construction works to commence, with a 3-4 month time frame for completion.

2.1g: Undertake community consultation and feasibility studies for Rail Trail between Cootamundra and Gundagai

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Undertake feasibility study into the development of a Cootamundra to Gundagai Rail Trail	2.1g (1)	Seek funding to undertake a feasibility study into the development of a Cootamundra-Gundagai Rail Trail	Manager Business	On Hold	Feasibility Study to commence when resources allow.

2.2: A thriving region that attracts people to live, work and visit

2.2a: Support and facilitate economic development and employment opportunities

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Liveability information available on Council website	2.2a (1)	Update region liveability information and upload onto Council website	Manager Business	Ongoing	Cootamundra-Gundagai Regional Council's website is updated periodically regarding livability.
Establish monthly communication to industry outlining opportunities and economic activity of the region	2.2a (3)	Establish monthly communication to business and industry outlining opportunities and economic activity of the region	Manager Business	Ongoing	Cootamundra-Gundagai Regional Council communicates information regarding opportunities and economic activities in our region through Business Cootamundra and the Gundagai Business Network. Relevant updates are emailed and distributed to their business contacts. Other information relevant to individual operators is forwarded to them directly.

2.2b: Attract new business and employment opportunities to the region, supporting their establishment and retention

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Actively market the region targeting current and new residents	2.2b (2)	Actively market the region as a 'must visit' destination	Manager Business	Ongoing	<p>Tourism staff currently work towards outcomes of the Tourism and Economic Development Strategy.</p> <p>Tourism websites are updated with current attractions and events.</p> <p>Centralised information for residents and visitors encouraging livability, local products and event development.</p> <p>Continue development of regional partnership with Destination NSW Riverina Murray.</p>

2.2c: Implement strategies and report on outcomes from Council's Tourism and Economic Development Strategy

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Employ Tourism and Economic Development Coordinator for Council	2.2c (1)	Recruit Tourism and Economic Development Coordinator for Council to oversee tourism and economic activity	Manager Business	In Progress	Position to be developed.

2.2d: Deliver Youth Strategy actions and promote existing Youth Council Resources including establishing Youth Hub

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Secure location and funding to house a 'Youth Hub' in Cootamundra	2.2d (1)	Seek funding to establish a Youth Hub for Cootamundra	Manager Business	In Progress	Funding to be sought.
Assist Youth Council is establishing Jobs Expo for the region	2.2d (4)	Assist Youth Council in establishing a jobs expo for the region	Manager Business	In Progress	TAFE in initial stages of organising a Jobs Expo. Youth and Inclusion Officer held primary discussions with TAFE about Council involvement.

2.2e: Work with businesses, planners and governments to facilitate key infrastructure projects to support economic growth

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Seek funding to expand Gundagai Sewerage Plan	2.2e (3)	Seek funding to expand Gundagai Sewerage Plant	Deputy General Manager - Operations	Not Progressing	Expansion to the sewerage treatment plant is at practical completion and has been funded. This action is no longer required.

2.2f: Facilitation of business grants

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Recruit a grants officer for Council	2.2f (1)	Recruit a Grants Officer for Council who will oversee the application and implementation of grants across the organisation	Manager Finance	Ongoing	The Position was advertisement on the 10 th of February 2023. The applications for this position close 5pm, Friday 24th February 2023.

2.2h: Improving Council's focus on the Arts by providing accessible, functional and multi-purpose facilities and spaces suitable for cultural, recreational, learning and information services and activities

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Develop maintenance schedule for key sites, and any new sites that activate	2.2h (2)	Develop a region wide maintenance schedule for Council facilities and assets	Manager Facilities	Ongoing	Programming works are underway for scheduling of maintenance to Parks and Gardens facilities. Further detailed works for major facilities are required.

2.3: A region that can accommodate and support strategic growth

2.3a: Pursue affordable housing opportunities in the region

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Develop planning policies to facilitate options for range of housing	2.3a (2)	Undertake housing investigate and report on housing issues in the region and identify strategies to mitigate	Environmental Health Officer	Ongoing	Council will be participating in the development of the Regional Housing Delivery Plan for our area.

2.3b: Provide appropriate land development to meet market demand

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Implement Development Control Plans to ensure compliance with appropriate legislation and to achieve best planning and development outcomes	2.3b (1)	Develop and operate development control plans to ensure compliance with legislation and to provide appropriate land development opportunities	Environmental Health Officer	Ongoing	Council currently assesses developments using appropriate legislation and controls. The Development Control Plan (DCP) will be reviewed following the development of new Local Environmental Plan (LEP) for the proposed Local Government Areas (LGA).

2.3c: Implement actions from the Local Environmental Plan and Development Control Plan such as providing approval for subdivisions and boundary realignments below the minimum lot sizes and allowing for rural zones to be considered 'open' and implementing a zero minimum lot size for the R3-Medium Density Residential Zone

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Finalise a new, comprehensive Local Environmental Plan for the Cootamundra-Gundagai local government area	2.3c (1)	Finalise the Cootamundra-Gundagai Local Environmental Plan	Environmental Health Officer	On Hold	The consolidated Local Environmental Plan (LEP) is currently on hold due to the proposed demerger. The Studies and strategies already developed will be used to inform new Local Environmental Plans (LEP) for the proposed Local Government Areas (LGA).

3: A protected and enhanced environment

3.1: Our natural environment is valued and protected

3.1b: Undertake active weed and pest management

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Seek opportunities to increase staffing to deliver increased weeds management program	3.1b (1)	Seek opportunities to increase staffing to deliver increased weed management program inline with funding requirements	Senior Regulatory Officer	Ongoing	Casual staff are currently being sourced to assist.
	3.1b (1)	Seek opportunities to increase staffing to deliver increased weed management program inline with funding requirements	Senior Regulatory Officer	Ongoing	Casual staff are currently being sourced to assist.

3.1c: Ensuring new developments minimise impacts on water catchments, including downstream and groundwater sources

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Plan, construct, maintain and manage the water infrastructure network	3.1c (1)	Plan, construct, maintain and manage the regions water infrastructure network in accordance with land development, and asset management priorities and availability of funding for Cootamundra Area	Deputy General Manager - Operations	In Progress	Council is planning on completing a network analysis on Councils water and sewer infrastructure. Works programs have been created to allow works to be planned and managed effectively.
	3.1c (1)	Plan, construct, maintain and manage the regions water infrastructure network in accordance with land development, and asset management priorities and availability of funding for Gundagai Area	Deputy General Manager - Operations	In Progress	Council is planning on completing a network analysis on Councils water and sewer infrastructure. Works programs have been created to allow works to be planned and managed effectively.

3.1d: Locate developments, including new urban release areas away from areas of known high biodiversity value, high bushfire, and flooding hazards, contaminated land, and designated waterways to reduce the community's exposure to natural hazards

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Adhere to Local Environmental Plan and development strategies when considering developments and urban releases	3.1d (1)	Use Local Environmental Plan once endorsed to guide Land Use Strategies and Studies	Environmental Health Officer	On Hold	The consolidated Local Environmental Plan (LEP) is on hold due to the demerger.

3.2: We have attractive towns and villages

3.2a: Undertake place making and beautification activities at entrances to towns and villages

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Develop Place Activation Plans for villages to support Villages strategy and encourage activation of villages as opportunity arises	3.2a (2)	Seek funding to develop Place Activation Plans for villages in support of the Villages Strategy	Manager Business	Ongoing	Activation Plans for the Villages to be developed as resources permit.

3.2b: Increase highway signage for Cootamundra and investigate additional signage opportunities for walks, public art, village facilities, cemeteries, river, nature-based experiences

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Develop plan to standardised signage across region	3.2b (1)	Develop and full cost a plan to standardise signage across the region, including throughout cemeteries	Manager Business	Not Progressing	Unable to proceed with this project due to the demerger.

3.2c: Regeneration of creeks and waterways including Muttama Creek and Gundagai waterways

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Develop plan for the beautification and preservation of Muttama Creek	3.2c (1)	Seek funding to develop a plan for the beautification and preservation of Muttama Creek	Manager Waste, Parks & Rec Services	Ongoing	Exploring opportunities for Funding when they become available.

3.2d: Planning for rural, urban and industrial development is complementary to the region's natural environment and heritage

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Implement actions and strategies from the Villages Strategy	3.2d (1)	Implement actions and strategies from the Villages Strategy	Manager Business	Ongoing	Strategies from the Villages Strategy are implemented as time allows. Cootamundra-Gundagai Regional Council Tourism Officer is currently being engaged to assist with these tasks.
Develop the Development Control Plan	3.2d (3)	Develop a Development Control Plan	Environmental Health Officer	On Hold	A comprehensive suite of Development Control documents was proposed to be developed, taking into account the findings and recommendations from strategic studies, following the development of a Consolidated Local Environmental Plan (LEP) for Cootamundra-Gundagai Regional Council. As the consolidated Local Environmental Plan (LEP) is now not moving forward, the project is currently on hold, and separate control documents will be developed for the future Local Government Areas (LGA) after the completion of the Gundagai studies.

3.3: Responsive and adaptive community to climate change risks and impacts

3.3a: Investigate and implement renewable energy technologies to reduce environmental impact including developing specific controls for solar farms and permissibility of landfills

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Install solar panels and Light-emitting diode (LED) lighting at all Council owned buildings	3.3a (2)	Develop a budget and implementation plan for the installation of solar panels and LED lighting at all Council owned buildings at Cootamundra	Manager Facilities	Ongoing	Refurbishments are incorporating LED & Solar subject to funding available. Grants are being looked at for further solar implementation opportunities.
	3.3a (2)	Develop a budget and implementation plan for the installation of solar panels and LED lighting at all Council owned buildings at Gundagai	Manager Facilities	Ongoing	Refurbishment works include LED, Solar & any other energy saving ideas subject to funding available. Further grants will be required for increased energy efficiency works to be carried out.
Implement funded elements of the Council Waste Strategy	3.3a (3)	Implement the funded elements of the Waste Strategy	Manager Waste, Parks & Rec Services	On Hold	These projects are currently on hold pending the NSW Governments (demerge) auditors report on distribution of debit and assets. New shed Cootamundra landfill Wood milling machine Cootamundra Tipping truck Cootamundra New weighbridge Gundagai Landfill Power supply Gundagai Landfill
Introduction of Food Organics and Garden Organics (FOGO) collection to Cootamundra	3.3a (4)	Introduce Food Organics and Garden Organics (FOGO) collection for Cootamundra, similar to Gundagai	Manager Waste, Parks & Rec Services	On Hold	This is pending Environment Protection Authority (EPA) approval to proceed.

3.3b: Investigate and implement sustainable water and waste strategies as outlined in CGRC Local Strategic Planning Statement

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Support the implementation of potable water connections to existing residents in Nangus, and identify other urban release areas which can leverage off the asset	3.3b (1)	Deliver potable water connections to existing resident in Nangus	Deputy General Manager - Operations	In Progress	Council staff in collaboration with external engineers have worked with the community to prepare a revised options assessment for Nangus Water Supply. The draft report has been prepared with final revisions currently taking place.
Seek funding for water storage facility for RFS and reserve access should issues arise with water main	3.3b (2)	Seek funding for water storage facility for Rural Fire Service and reserve access	Deputy General Manager - Operations	Not Progressing	Action not being pursued. RFS representatives not aware of issue noted.
Seek funding for gravity sewerage system for Coolac and Stockinbingal	3.3b (3)	Seek funding for gravity sewerage system for Coolac	Deputy General Manager - Operations	Not Progressing	Preliminary works, such as feasibility study and further analysis required before funding can be sought. Action not to progress this year.
	3.3b (3)	Seek funding for gravity sewerage system for Stockinbingal	Deputy General Manager - Operations	Not Progressing	The business case was completed. Risks associated with this will not meet the current funding criteria from Safe and Secure Water Program. Action not progressing this year.

3.4: Greater efficiency in the use of resources

3.4a: Improve waste minimisation and recycling practices in homes workplaces, development sites and public places

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Closure of Wallendbeen and Stockinbingal landfills	3.4a (1)	Conduct an impact assessment on the closure of Wallendbeen and Stockinbingal landfills	Manager Waste, Parks & Rec Services	Ongoing	This is achieved through community education and awareness.

3.4c: Revise asset management strategy

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Watermain Replacement and Reservoir Disinfection Projects	3.4c (1)	Deliver planned watermain replacement and reservoir disinfection projects	Deputy General Manager - Operations	In Progress	This action is included in Council's capital works program.
	3.4c (1)	Deliver planned watermain replacement and reservoir disinfection projects	Deputy General Manager - Operations	In Progress	Included in Council's capital works program.

3.4d: Develop, implement and report on a Regional Sustainability Strategy

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Seek funding to engage a specialist to develop a regional sustainability strategy for Council	3.4d (1)	Seek funding to engage a specialist consultant to develop a Regional Sustainability Strategy for the region	Manager Business	In Progress	Economic Development Officer researching funding opportunities.

4: Collaborative and progressive leadership

4.1: A clear strategic direction that is delivered upon

4.1a: Continuous improvement in services delivery based on accountability, transparency and good governance

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Develop and implement service review schedule and determine the number of reviews to conduct per Council term	4.1a (4)	Develop a service review schedule to determine the number of reviews per Council term and conduct those reviews	Manager Business	Ongoing	Service reviews will commence in 2023.

4.1b: Provide the community with responsive customer service

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Provide quality customer service during all "front line" interactions between Council and the community and in all other interactions between staff, agencies, Council and the community	4.1b (1)	Provide quality customer service during all front line interactions	Manager Business	Ongoing	Customer Service Staff supported and encouraged to undertake training to ensure high quality Customer Service.
Council will track the progress towards the achievement of the corporate plan objectives against measurable outcomes	4.1b (2)	Implement tracking and reporting of progress against strategic plans against objectives	Manager Business	Ongoing	Cootamundra-Gundagai Regional Council reports quarterly on outcomes of the Delivery Program.

4.1c: Maintain a high-quality workforce that is committed to delivering on the community's and Council's vision and goals

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Implement the Workforce Management Plan to support all staff in the delivery of community expectations	4.1c (1)	Implement the Workforce Management Plan	Coordinator Human Resources	Completed	Workforce Management Plan has been developed for 2022-2025.
Provide a safe and healthy environment for staff and contractors through compliance with all Work, Health and Safety legislative requirements and minimising risk	4.1c (3)	Provide a safe and healthy environment for staff and contractors through compliance with all WH&S legislative requirements	Civil Project Engineer	Ongoing	Attended Work Health and Safety (WHS) meetings in the last quarter. Ongoing monthly safety meetings. Just commenced a Weekly WHS catch-up and weekly WHS reports to executive.
	4.1c (3)	Provide a safe and healthy environment for staff and contractors through compliance with all WH&S legislative requirements	Manager Civil Works	Ongoing	Maintain safe working environment.
Develop and implement a Staff Wellbeing Program	4.1c (4)	Develop and implement a staff wellbeing program	Coordinator Human Resources	Ongoing	Currently working with Work Health and Safety Officers and Kim Anson from Local Government in developing and implementing a staff wellbeing program.

4.1e: Ensure long-term financial sustainability through short, medium and long-term financial planning

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Conduct Long Term Financial Plan review and update	4.1e (1)	Conduct a Long-Term Financial Plan review and update Council's Long-Term Financial Plan accordingly	Manager Finance	Ongoing	Budget process and associated Long Term Financial Plan has commenced with a due date of April 2023.

4.2: Proactive, practical Council leaders who are aligned with community needs and values

4.2a: Elected representatives who are trained, skilled, resourced, and knowledgeable

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Audit, Risk and Improvement Committee updates and compliance completed	4.2a (1)	Implement Audit, Risk and Improvement Committee updates and compliance requirements	Manager Business	Ongoing	Cootamundra-Gundagai Regional Council participates in the Audit, Risk and Improvement Committee (ARIC) with surrounding Councils and completes audits as per the Committee's recommendations.
Support Council's elected representatives in undertaking their role in the community	4.2a (2)	Support Council's elected representatives in undertaking their role, through training and development opportunities	Manager Business	Ongoing	Cootamundra-Gundagai Regional Council provides induction training for all Councillors and fully supports further development opportunities as required.

4.2c: Deliver better online solutions to customers who engage with Council

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Council website upgrade	4.2c (1)	Upgrade Council's website and digital customer experience	Manager Business	On Hold	Council's website upgrade is on hold pending the demerger timeline.
Migration of Council operating systems to cloud based technology	4.2c (2)	Migrate Council's operating system to cloud based technology	Manager Business	In Progress	Discussions have commenced with Councils IT Contractor to commence migration to cloud based technology.

4.3: Actively engaged and supportive community

4.3b: Promoting and celebrating achievements of Council and the community

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Develop marketing campaigns for major Council projects to highlight project benefits and outcomes for the community	4.3b (1)	Develop marketing and communication plans for major Council projects to keep community informed, highlight successes and community benefits	Manager Business	Ongoing	Cootamundra-Gundagai Regional Council's Media Officer continues to communicate information to the community regarding Council's major projects and the benefits of these projects to the community.

4.3c: Facilitate more face-to-face community engagement/pop-up activities

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
As the opportunity arises, Council will seek to facilitate face-to-face engagement activities for each of its engagement exercises	4.3c (1)	Facilitate face-to-face community engagement activities, as the opportunity arises for Council projects	Manager Business	In Progress	Pop-up activities and face-to-face community engagement will become part of the new Communications Strategy when complete.

4.3d: Develop and implement a Communications Plan for Council

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Develop a communications strategy for CGRC that will guide the Council's communication with the community and other key stakeholders	4.3d (1)	Develop an overarching Council communications strategy to guide Council's communication and engagement with the community	Manager Business	In Progress	CGRC Communications Strategy is being updated currently.

4.3e: Facilitate community consultation in line with Community Engagement Charter

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Ensure community consultation activities are designed to adhere to the Community Engagement Charter, and community engagement best practice (IAP2)	4.3e (1)	Design community consultation activities in-line with the Community Engagement Charter and community engagement best practice (IAP2)	Manager Business	In Progress	Official IAP2 Training is very expensive. Alternate training options are being researched. A staff member will attend a form of this training in 2023.

4.3f: Active and robust Section 355 Working Committees

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Continue to support Section 355 Committees and encourage the development of Services and facilities in our communities	4.3f (1)	Support Section 355 Committees to deliver their services to communities	Manager Business	In Progress	Planning has commenced.

4.4: Recognised as a premier local government Council that represents and advocates for community needs

4.4a: Maintaining a strong and robust financial position that supports the delivery of services and strategies ensuring long-term financial stability

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Manage Councils income and expenditure in line with Treasury guidelines	4.4a (1)	Manage Council's income and expenditure in line with Treasury Guidelines	Manager Finance	Ongoing	Finance Department is working on updating Policies. The next policy to be updated will be the Credit Card Policy.
Develop Asset Management plans which deliver Long Term financial sustainability and asset renewal	4.4a (4)	Develop Long-Term Asset Management Plans to deliver Long-Term Financial Sustainability and asset renewal	Manager Business	In Progress	Cootamundra-Gundagai Regional Council currently uses existing Asset Management Plans. Once Cootamundra-Gundagai Regional Council has demerged, each newly formed council will develop individual Asset Management Plans.

4.4b : By meeting all legislative requirements and operating within good governance practices and frameworks

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Implement Council's Governance and Risk Management Framework and Action Plan	4.4b (1)	Implement Council's Governance and Risk Management Framework and Action Plan	Manager Business	In Progress	Council is currently in the process of updating Enterprise Risk Management Plan. Council's Governance and Risk Management Plan. Council's Governance and Risk Management Framework and Action Plan is being developed.
Implementation of Council's Corporate Business Continuity Plan including coordination of the IT Disaster Recovery Plan and Divisional Sub Plans	4.4b (2)	Develop and maintain risk management and business continuity plans	Manager Business	In Progress	Cootamundra-Gundagai Regional Councils (CGRC) Enterprise Risk Management Plan update has commenced. Funding is available to update CGRC Disaster Recovery and Business Continuity Plan. Initial discussions underway to commenced update.

5: Integrated and Accessible Region

5.1: Known for our good road network

5.1a: Revising the asset management plan

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
5.1a (1)	Align Council's Assets and Civil Works Departments works programs	Assist with the development and updating of Council's Asset Management Plan	Manager Facilities	Ongoing	Awaiting response from Contractors. Proposed timelines provided by contractor but have yet to be actioned by them.
5.1a (1)		Assist with the development and updating of Council's Asset Management Plan	Manager Waste, Parks & Rec Services	In Progress	Progressing.
5.1a (1)		Assist with the development and updating of Council's Asset Management Plan	Manager Civil Works	In Progress	Progressing.
5.1a (1)		Assist with the development and updating of Council's Asset Management Plan	Civil Project Engineer	In Progress	Team is updating asset management plan. Works programs that link to the asset management plan have been created. These programs need further development and alignment with asset management plan.

5.1b: Prioritising access road maintenance and future development to provide safe and efficient road and pathway network

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
5.1b (2)	Deliver annual resealing program	Deliver the annual road resealing program as budgeted	Manager Civil Works	Ongoing	Annual resealing program to commence December and progress into 2023.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
5.1b (2)		Deliver the annual road resealing program as budgeted	Civil Project Engineer	Ongoing	Jan - Mar sealing program well underway including reseals on Hanley Street and the Old Hume Highway.

5.2: Easily accessible from major cities and other regional towns

5.2a: Feasibility study/ masterplan for development of Cootamundra airport into a true regional airport facilitating visitors, business, health services, and managing emergencies

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
5.2a (1)	Develop feasibility study/ masterplan for Cootamundra Aerodrome, with consideration to revenue generating opportunities, and long-term commercial activities	Seek funding to develop a feasibility study and masterplan for the Cootamundra Aerodrome with consideration to revenue generating opportunities and long-term commercial activities	Manager Civil Works	Ongoing	Plan to be developed during 2023.

5.2b: Improve road conditions across the region, and advocate to improve access to regional cities and connection out of the region

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
5.2b (1)	Continue implementing the fixing local roads program	Continue to implement the approved and funded Fixing Local Roads Program	Manager Civil Works	Ongoing	Continual wet weather has delayed project completion. New round of applications being assessed.
5.2b (1)		Continue to implement the approved and funded Fixing Local Roads Program	Civil Project Engineer	Ongoing	Continuing work on Fixing Local Roads. Timber Haulage program to be completed by the end of March.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
5.2b (2)	Seek funding for upgrades to Stockinbingal and Muttama Roads	Seek funding to deliver upgrades to Muttama Road	Civil Project Engineer	Ongoing	Fixing Local Roads funding announced for potholes in two stages, \$473,892.81 in Round 1. and \$2,491,307.00 in Round 2. Fixing Local Roads Funding announced for Annie Pyers Drive. This can be used for Heavy Patching.
5.2b (2)		Seek funding to deliver upgrades to Stockinbingal Road	Manager Civil Works	Ongoing	Seeking opportunities for funds.
5.2b (4)	Seek funding to build a bridge over low level causeway at Muttama	Seek funding to build a bridge over the low-level causeway at Muttama	Civil Project Engineer	Ongoing	To be submitted for consideration under the Disaster Ready Fund by 14 February 2023.

5.2c: Establish linked network of pedestrian footpaths and cycle paths through continued extension and upgrade of pedestrian and cycle paths

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
5.2c (2)	Develop cycleway and pedestrian access plan for the region	Seek funding to develop cycleway and pedestrian access plan for the region	Manager Civil Works	Ongoing	The Pedestrian Access and Mobility Plan (PAMP) and Cycleways plan being developed with submission to council in early 2023. Once priorities determined we will seek funding opportunities. Villages to also be considered in plans.
5.2c (2)		Seek funding to develop cycleway and pedestrian access plan for the region	Civil Project Engineer	Ongoing	The Pedestrian Access and Mobility Plan (PAMP) is very close to complete. Applications for Get Active NSW funding for shared paths on William Street, Gundagai and Boundary Road, Cootamundra and Poole Street, Cootamundra.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
5.2c (3)	Deliver footpath extensions and safe footpath / disabled access	Undertake the footpath asset renewal and extension program as per Asset Condition Report and Pedestrian and Mobility Plans (PAMP's) program	Manager Civil Works	Ongoing	Footpaths renewed as funds sourced. Local Roads Community Infrastructure been funding such projects over last few years.
5.2c (3)		Undertake the footpath asset renewal and extension program as per Asset Condition Report and Pedestrian and Mobility Plans (PAMP's) program	Civil Project Engineer	Ongoing	The Pedestrian Access and Mobility Plan (PAMP) reports are 95% complete and under final review.

5.3: Secure Cootamundra as an Inland Port location serving to transfer rail freight between the Inland Rail and Sydney-Melbourne line

5.3b: Identify, coordinate and prioritise the delivery of local road projects that help support the regional freight network

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
5.3b (1)	Continue to seek funding from the Roads to Recover and Fixing Local Roads grants for ongoing road projects	Allocate funds to the Roads to Recovery annually for ongoing road maintenance and infrastructure projects as per condition report	Manager Civil Works	Ongoing	Projects approved at 13 December Council meeting.
5.3b (1)		Allocate funds to the Roads to Recovery annually for ongoing road maintenance and infrastructure projects as per condition report	Civil Project Engineer	Ongoing	Roads to Recovery projects commenced and Fixing Local Roads projects continued. Fixing Local Roads funding announced for potholes in two stages, \$473,892.81 in Round 1. and \$2,491,307.00 in Round 2. Fixing Local Roads Funding announced for Annie Pyers Drive.

5.3d: Implement actions from Villages Strategy which target industrial and freight development

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
5.3d (3)	Investigate the rezoning land along Burley Griffin Way to support freight and logistical uses with access to Inland Rail	Investigate potential rezoning of the land along Burley Griffin Way to support freight and logistical uses and access to Inland Rail	Environmental Health Officer	Not Due to Start	There is currently no proposal for development that is not permissible under legislation, that would require rezoning. It will be investigated if required.

5.4: Functional communications technologies to improve services and facilities across the region

5.4a: Develop a digital services strategy

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
5.4a (1)	Review existing digital platforms and consider cost effective solutions within existing budget to provide improved functionality and usability for our community in a digital services strategy	Seek funding to develop a digital services strategy for council including a review of digital platforms and investigation of cost effective solutions	Manager Business	Ongoing	Review undertaken as resources permit.

5.4c: Advocate for future technology provision (i.e., IoT) to support business and lifestyle in our community

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
5.4c (1)	Offer and promote free public Wi-Fi internet access in key public spaces across the local government area	Continue to offer free Wi-Fi internet within key public areas across the region	Manager Business	Completed	Reliable Wi-Fi has been established at key public locations including: - Cootamundra - Bradman Depot, Works Depots, Sports Stadium & Swimming Pool, Bradman Birthplace, Council Office, Library. Gundagai - Swimming Pool, Old Gundagai Goal, Gundagai Museum, Caravan Park, Council Office, Council Depot.