

Delivery Program / Operational Plan

Quarterly Progress Report

2023/2024 – Quarter 2

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	Deputy General Manager - Operations	Ongoing	Council continues to support and communicate with Local Health Services and Community Groups.

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 Regional Services - Cootamundra	Ongoing	<p>Funding received to start implementing strategies once identified and undertake renovation works to existing facility.</p> <p>Further funding has been supplied through the SCCF program to allow the construction of a new female change facility, canteen, bar & public toilets.</p> <p>Planning is underway with the final floor plan approved by users.</p> <p>Engineering design/approvals are with designer for final approval.</p>
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 Regional Services - Cootamundra	Ongoing	<p>This communication continues on a needs basis as identified.</p> <p>Maintenance and service delivery is maintained as outlined in the operational plan and available funding and resources.</p>
	1.1b (2)	Collaborate with communications team to develop a communications and marketing program to promote year- round use of Council facilities	Deputy General Manager - Operations	Ongoing	<p>Promotion of special events continues.</p> <p>Council encourages event promotors to work with council to organise additional flags or banners, subject to councils Banner Booking Conditions Policy.</p> <p>Regional Services updates Communications regarding information relevant to Council Facilities.</p>
Prepare and deliver the CGRC Open Space Strategy / Management Plan	1.1b (3)	Deliver Open Space Strategy / Management Plan	Manager Regional Services - Cootamundra	Ongoing	<p>This has been developed and is implemented via the resources made available to achieve identified outcomes. This is ongoing annually.</p> <p>Jan 2024 there has been no change.</p>

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	1.1b (3)	Deliver Open Space Strategy / Management Plan	Deputy General Manager - Operations	Ongoing	Staff continue to maintain and prepare sporting fields as per booking request. Swimming Pool is leased, and programs are arranged by lessee.
Seek funding to build a reflection area at Cootamundra Cemetery	1.1b (5)	Investigate funding opportunities to build a reflection area at Cootamundra Cemetery	Manager Regional Services - Cootamundra	On Hold	There is no funding allocated for this study and planning to be undertaken, as from Jan 2024 there has been no change.

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	Deputy General Manager - Operations	In Progress	Repairs to major cracking have been completed, contractor engaged for refurbishment to amenities block with works planned to occur in April.

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. Draft is currently being reviewed. Will be presented to Council when complete.

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. Councils Youth and Inclusion Officer has commenced research into funding options.

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
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	In Progress	<p>Council Libraries provide a diverse range of events for all ages and cultures.</p> <p>Individual facilities, such as the Cootamundra Art Centre develop events and programs relevant to community needs.</p> <p>Council partners with Eastern Riverina Arts to support Arts programs throughout the region.</p>

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) continue to meet on a 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) continues to meet on a 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	EVAC Centre Audit conducted in reporting period. NSW Reconstruction Authority may have resources for Council to utilise to assist with emergency response plans.

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 30km per/hour	Manager Engineering - Cootamundra	In Progress	TfNSW have proposed 30k/h High Pedestrian area for Cootamundra CBD. Public consultation underway with report to be presented to Local Traffic Committee.
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	Deputy General Manager - Operations	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>
	1.3c (1)	Review security contracts for Closed-Circuit Televisions (CCTV) cameras	Manager Regional Services - Cootamundra	Ongoing	<p>Staff are working with local Police to help determined best locations for camera installations.</p> <p>There have been additional cameras installed in Jubilee and Alberts Parks.</p>
Seek funding for Closed Circuit Television camera installation	1.3c (2)	Seek funding for the installation of Closed-Circuit Televisions (CCTV) cameras	Manager Regional Services - Cootamundra	Ongoing	<p>Further investigations into the detail of what is required. Once this has been determined funding opportunities will be sought.</p> <p>Additional cameras have been installed throughout Jubilee & Albert Parks. These are being monitored conjunction with the local police.</p>
	1.3c (2)	Seek funding for the installation of Closed-Circuit Televisions (CCTV) cameras	Deputy General Manager - Operations	Ongoing	<p>Grant funding has been used within existing projects to install units as required.</p> <p>Staff continue to work with Police to identify risk areas. Additional Funding sought 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	Deputy General Manager - Operations	On Hold	<p>Merger funding available for preparation of master plan for precinct, project manager to be allocated following manager position replacement.</p> <p>Full detailed costing to be applied with this item and future funding to be sourced to carry out renovations.</p>
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	<p>Research has commenced into the background of this project.</p> <p>Once further information is obtained funding can be sought to ascertain feasibility.</p>
Develop and issue an expression of interest for Wallendbeen silo art project	2.1a (4)	Develop EOI for Wallendbeen silo art project	Manager Business	On Hold	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)	Seek funding to complete upgrades and change of use application for Stockinbingal recreational ground	Manager Regional Services - Cootamundra	Ongoing	<p>The Stockinbingal Community group have decided they would prefer to keep the reserve as is and not formalise any camping on the grounds.</p> <p>Further investigation and discussions will need to be had with the community and planning.</p>

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	"Reconnecting Regional NSW - Community Events Program" to assist and grow new events throughout the Council area is largely completed, with only a few events still to be completed. Tourism and Economic Development Officers will implement further strategies to encourage growth in this area. Agritourism Development Program has commenced.
Establish Cycle Trails map for Cootamundra	2.1c (3)	Develop Cycle Trails map for Cootamundra and upload onto website for road cyclists	Manager Engineering - Cootamundra	In Progress	Public input into cycleways completed. Feedback being reviewed to include in new plan to be presented to council early 2024

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	Tourism brands for Gundagai and Cootamundra are promoted through websites, Facebook, Instagram, and events, consistent with platforms listed in our Communications Engagement Strategy. Tourism and Economic Development Officers research funding opportunities for tourism promotion. Development of a Tourism Campaign for the regional has commenced.

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 Regional Services - Cootamundra	Ongoing	Plans have been modified and are currently with Heritage NSW and Planning for approval.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Revisit Arts Centre Masterplan	2.1f (3)	Implement up-to-date fire safety measures and accessibility upgrades at Cootamundra Arts Centre	Manager Regional Services - Cootamundra	In Progress	Currently consulting with contractors regarding switchboard upgrades and fire safety.
Gundagai Visitor Information Centre Upgrade	2.1f (4)	Gundagai Visitor Information Centre upgrades completed, including establishment of online sales capability	Deputy General Manager - Operations	In Progress	Construction is currently underway, works due for completion by April.
Undertake connection of water supply to the Dog on the Tuckerbox site.	2.1f (5)	Investigate and deliver a potable water supply to the Dog on the Tuckerbox precinct at Annie Pyers Drive (partial funding identified and in Capital Expenditure Program)	Acting Manager Engineering - Gundagai	Ongoing	Assessing Development Application and associated water requirements.

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	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
Livability information available on Council website	2.2a (1)	Update region livability information and upload onto Council website	Manager Business	Ongoing	Cootamundra-Gundagai Regional Council's website updates the information regarding livability periodically.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
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	<p>Relevant updates are emailed and distributed to the business contact list via Tourism and Economic Development Officers.</p> <p>Information relevant to individual operators is forwarded directly to them.</p> <p>New Business, New Residents and Tourism packs are available.</p>

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	In Progress	<p>Tourism and Economic Development Officers work toward outcomes of the Tourism and Economic Development Strategy.</p> <p>Tourism websites are updated with current attractions and events. New Visitor packs, Business packs and tourism packs have been developed.</p> <p>Centralised information for residents and visitors encouraging livability, Local product and event development are featured.</p> <p>The Agritourism Project has commenced. Expression of Interests have been called for local producers to be part of the mentoring program.</p>

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	Council has engaged a full time Youth and Inclusion Officer who is establishing Youth Hubs in Cootamundra and Gundagai. Both Hubs will be complete by March 2024. YIO is engaging with Youth and relevant stake holders in both communities to reinstate Youth Councils and Youth services for the region.
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	CGRC Youth and Inclusion Officer has commenced. Discussions have commenced with Schools and training providers regarding the establishment of a job's expo or alternative for the region.

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	Role currently being advertised, closing on 9 February 2024

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	Deputy General Manager - Operations	Ongoing	Maintenance continuing in line with adopted service levels.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	2.2h (2)	Develop a region wide maintenance schedule for Council facilities and assets	Manager Regional Services - Cootamundra	Ongoing	Council maintains existing assets as related to this task within the capabilities of the budget and available resources. There has been an Open Space maintenance program developed.

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	Interim Manager Sustainable Development	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
Access and determine planning and development applications to foster community growth	2.3b (2)	Develop Planning Policies to Facilitate options for a range of housing	Interim Manager Sustainable Development	Ongoing	A flood study for the Villages of Coolac, Nangus, Tumblong and Darbalara commenced in November 2023. A completed Flood Study will allow Council to Initiate rezoning objectives of the Council adopted CGRC Villages Strategy. Council has completed the Cootamundra 2050 Strategy, however a similar strategy for the township of Gundagai is required. Discussions have commenced with the Department of Planning regarding grant opportunities to assist with the required study.

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 in line with funding requirements	Deputy General Manager - Operations	In Progress	Recruitment process in final stages for Biosecurity Officer to ensure appropriate staffing to deliver on compliance obligations.

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	Manager Engineering - Cootamundra	In Progress	Tenders closed for assessment of water delivery infrastructure and capacity in Cootamundra. Engagement of consultant expected by Dec 2023
	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	Acting Manager Engineering - Gundagai	In Progress	Network analysis has commenced. Asset inspection program has been established for water and sewer over a 5-year period. Works have commenced on the asset inspection program items for 2022-2023 financial year. Integrated Water Cycle Management study funded and is currently being completed.

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.

3.2c: 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 Regional Services - Cootamundra	On Hold	<p>This planning will commence once funding has been received. Currently Investigating funding opportunities.</p> <p>As of Jan 2024, there is no funding available at this stage.</p>

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	<p>Plans detailed in the Villages Strategy are implemented as time allows.</p> <p>Tourism and Economic Development Officers from Gundagai and Cootamundra will work through proposed implementation of strategies.</p>

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 Regional Services - Cootamundra	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	Deputy General Manager - Operations	Ongoing	Refurbishment works including LED, solar & any other energy saving ideas subject to funding available. Further grants will be sought for energy efficiency works to be carried out.
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 Regional Services - Cootamundra	On Hold	This is currently on hold pending the release of funding from the EPA. As from Jan 2024, EPA still has not released funding.

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	Acting Manager Engineering - Gundagai	In Progress	Currently reviewing options and funding alternatives.

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 Regional Services - Cootamundra	Ongoing	<p>This will be undertaken during the 2023/24 financial year with a number of community information sessions to be held as part of determining a way forward that meets the local and environmental needs when managing community waste.</p> <p>Council will be constructing the new waste recycling center's secondhand store which will contribute substantially to reducing waste going into landfill.</p> <p>Community consultation will commence early in the new year.</p>

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	Acting Manager Engineering - Gundagai	In Progress	This action is included in Council's capital works program.
	3.4c (1)	Deliver planned watermain replacement and reservoir disinfection projects	Manager Engineering - Cootamundra	In Progress	<p>Replacement program is currently being assessed for tendering late 2023.</p> <p>Expect replacement works to commence in 2024</p>

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	The Tourism and Economic Development Officers are 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	Manager Business	In Progress	<p>Due to the implications of a possible demerge, CGRC staff have proposed to establish a service and asset profile for CGRC, to which levels of service, performance and resourcing may be assigned.</p> <p>This register of services can then be utilised for each individual Council, or CGRC, depending on the outcome of demerge proposal.</p>

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	In Progress	<p>Continual Improvement process in place within Customer Service to ensure quality customer experience is maintained.</p> <p>Customer Service Charter was adopted by Council on 28 November 2023, Resolution 305/2023.</p>
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	In Progress	<p>Continual improvement measures implemented periodically to ensure continued quality Customer Service in line with Strategic Plan objectives.</p> <p>Cootamundra-Gundagai Regional Council reports quarterly on outcomes of the Delivery Program. Customer Service Charter was presented to Council and adopted 28 November 2023.</p>

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
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	Acting Manager Engineering - Gundagai	Ongoing	Submitted reports to meet SafeWork NSW requirements. Continued to implement Monthly Safety Toolbox Talks with Operational and Office staff. WHS meetings attended and contributed to by team.
	4.1c (3)	Provide a safe and healthy environment for staff and contractors through compliance with all WH&S legislative requirements	Manager Engineering - Cootamundra	Ongoing	The workplace is being maintained in a safe manner with weekly Work Health and Safety reviews undertaken.
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	2024 Budget adopted, continuing to work on Long Term Financial Plan.

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
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	Council offered and provided induction training for all Councillors and supports ongoing training opportunities as identified.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
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 Office continues to communicate milestones and benefits of major CGRC's project development.

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	Cootamundra Gundagai Regional Council's Community Engagement Strategy was adopted by Council, including Pop-up activities and face-to-face community engagement. Future Community Engagement will continue to include this element.

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	Alternate IAP2 training options are being researched.

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	Meeting to be scheduled with s.355 Committees after their Annual General Meetings to discuss roles and responsibilities and ensure all new and previous members are familiar with the running of a s.355 committee and to answer any queries.

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	2024 Budget implemented. The 2023 financial statements lodged with OLG before the statutory deadline for the first time in a number of years. Month end processes implemented.
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	Ongoing	Cootamundra-Gundagai Regional Council currently uses existing Asset Management Plans. Plans will be updated once further information is available regarding the demerge.

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	<p>Council is currently in the process of updating Enterprise Risk Management Plan. Council's Governance and Risk Management Framework and Action Plan is being developed.</p> <p>The Audit Alliance, to which CGRC is a member, is currently engaging a provider to complete an internal Audit on Enterprise Risk Management Framework.</p>
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	<p>Cootamundra Gundagai Regional Council is currently in discussions with its insurer to develop a Disaster Recovery and Business Continuity Plan for CGRC.</p> <p>Enterprise Risk Management development training is being sought for appropriate staff.</p>

5: Integrated and Accessible Region

5.1: Known for our good road network

5.1a: Revising the asset management plan

5.1a (1): Align Council's Assets and Civil Works Departments works programs

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 Regional Services - Cootamundra	In Progress	Report has been reviewed and completed.
5.1a (1)		Assist with the development and updating of Council's Asset Management Plan	Acting Manager Engineering - Gundagai	In Progress	Progress underway on Asset Management data to ensure accurate data for Asset Management planning and revaluation is available. Council will be incorporating Asset inspection and revaluation data from roads and bridges inspections due to be completed early 2024 into the Asset Management plans.
5.1a (1)		Assist with the development and updating of Council's Asset Management Plan	Manager Engineering - Cootamundra	In Progress	Updating as required.
5.1a (1)		Assist with the development and updating of Council's Asset Management Plan	Deputy General Manager - Operations	Ongoing	Continue to work with internal assets and finance staff to contribute to Asset Management Planning.

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

5.1b (2): Deliver annual resealing program

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	Acting Manager Engineering - Gundagai	Ongoing	The annual re-sealing program has been set. It is scheduled to be completed over the next 6 months.
5.1b (2)		Deliver the annual road resealing program as budgeted	Manager Engineering - Cootamundra	In Progress	2023/2024 resealing program determined based on condition assessment. Sealing contractor to commence late 2023 and continue into 2024.

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

5.2a (1): Develop feasibility study/ masterplan for Cootamundra Aerodrome, with consideration to revenue generating opportunities, and long-term commercial activities

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 Engineering - Cootamundra	Ongoing	Funding opportunities being researched to undertake Masterplan.

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

5.2b (1): Continue implementing the fixing local roads program

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 Engineering - Cootamundra	In Progress	Works currently underway to complete projects by end of 2023.
5.2b (1)		Continue to implement the approved and funded Fixing Local Roads Program	Acting Manager Engineering - Gundagai	Ongoing	Annie Pyers Drive project nearing commencement. Fixing Local Roads Pothole Repair funding expended and works completed.

5.2b (2): Seek funding for upgrades to Stockinbingal and Muttama Roads

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	Acting Manager Engineering - Gundagai	Ongoing	Block grant continuing.
5.2b (2)		Seek funding to deliver upgrades to Stockinbingal Road	Manager Engineering - Cootamundra	In Progress	Funding opportunities are being sought as they become available. Current works scheduled to use funding provided by TfNSW following Wallendbeen rail bridge failure in early 2023.

5.2b (4): Seek funding to build a bridge over low level causeway at Muttama

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
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	Acting Manager Engineering - Gundagai	Ongoing	Waiting for further betterment funding to become available.

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

5.2c (2): Develop cycleway and pedestrian access plan for the region

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 Engineering - Cootamundra	In Progress	<p>Pedestrian Access and Mobility Plan (PAMP) finalised and adopted. Actively seeking funding opportunities.</p> <p>Cycleways Plan- preliminary investigations completed and preparation of draft plan underway.</p>
5.2c (2)		Seek funding to develop cycleway and pedestrian access plan for the region	Acting Manager Engineering - Gundagai	Ongoing	<p>Pedestrian Access Mobility Plan approved by council.</p> <p>Cycleway Plans are currently under development.</p> <p>Initial public consultation has been undertaken on the Cycleway plans.</p>

5.2c (3): Deliver footpath extensions and safe footpath / disabled access

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 Engineering - Cootamundra	In Progress	<p>Sections of Poole and Bourke Street footpath been renewed.</p> <p>Further projects identified in the next round of Local Roads and Community Infrastructure funding.</p>
5.2c (3)		Undertake the footpath asset renewal and extension program as per Asset Condition Report and Pedestrian and Mobility Plans (PAMP's) program	Acting Manager Engineering - Gundagai	Ongoing	<p>Footpath replacement projects continuing for the 2023-2024 financial year on Hanley and West Street.</p>

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

5.3b (1): Continue to seek funding from the Roads to Recover and Fixing Local Roads grants for ongoing road projects

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 Engineering - Cootamundra	In Progress	Roads to Recovery projects being considered with proposals to be determined Quarter 1. Projects determined as per asset management planning.
5.3b (1)		Allocate funds to the Roads to Recovery annually for ongoing road maintenance and infrastructure projects as per condition report	Acting Manager Engineering - Gundagai	Ongoing	Completing final scoping of Roads to recovery projects for 2023-2024 Financial year.

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

5.4a: Develop a digital services strategy

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

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	In Progress	CGRC IT Contractor and Council staff have been developing/updating IT Security Policies. The development of draft CGRC Digital Services Strategy is being incorporated into the project.