

Delivery Program / Operational Plan

Quarterly Progress Report

2022/2023 – Quarter 3

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 Regional Services - Gundagai	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	Ongoing	Funding received to start implementing strategies once identified and undertake renovation works to existing facility. Further funding has been supplied through the SCCF program to allow the construction of a new female change facility, canteen, bar & public toilets. Planning is underway with the final floor plan approved by users. Engineering design/approvals are with designer for final approval.
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 - Gundagai	Ongoing	Promotion of special events are continuing. Council encourages Event promoters to work with council to organise additional flags or banners, subject to councils Banner Booking Conditions Policy. Regional Services updates Communications regarding information relevant to 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	This is 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 Regional Services - Cootamundra	Ongoing	Works continue in accordance with allocated funding.
	1.1b (3)	Deliver Open Space Strategy / Management Plan	Manager Regional Services - Gundagai	Ongoing	Staff continue to maintain and prepare sporting fields as per booking request. Swimming Pool is leased, and programs are arranged by lessee.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
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	Due to the implementation and bedding down of the restructure, no further action has been implemented.

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 Regional Services - Gundagai	In Progress	<p>Scope of works, plans and other information completed. Documents being loaded onto tender portal and awaiting results.</p> <p>Further investigations have been undertaken into water loss from pools with major cracking found within the central filter system.</p> <p>Specialised contractor being engaged to carry out repairs prior to 23/24 season.</p> <p>All renovation works to be completed prior to next season.</p>

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 CGRC was presented to council, endorsed 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	On Hold	This project is on hold until dedicated 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 Regional Services - Gundagai	In Progress	The Gundagai library extension is underway and close to completion.
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 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) 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.
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 30klm per/hour	Manager Engineering - Cootamundra	Ongoing	TfNSW have produced a basic design. This will be discussed at the May Local Traffic Committee meeting.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
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 Regional Services - Gundagai	Ongoing	Funding will need to be sourced for the installation of additional CCTV systems. It has been proven mobile security patrols have not been successful in reducing the amount of vandalism being carried out in the LGA. Police are assisting with extra patrols and police presence.
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 - Gundagai	Ongoing	Grant funding has been used within existing projects to install units as required. Staff continue to work with Police to identify risk areas. Additional Funding sought to carry out further installations.

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 Regional Services - Gundagai	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	Funding will be sought when resources allow.
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	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 Regional Services - Gundagai	Ongoing	The Stockinbingal Community group have decided they would prefer to keep the reserve as is and not formalise any camping on the grounds. Further investigation and discussions will need to be had with the community and planning.

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	The "Reconnecting Regional NSW - Community Events Program" is being finalised.
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	Ongoing	The Pedestrian access and Mobility Plan (PAMP) finalised and has been adopted. Cycleways Plan now being prepared.

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 Regional Services - Cootamundra	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 Regional Services - Gundagai	Ongoing	Plans have been modified and are currently with Heritage NSW and Planning for approval.
Revisit Arts Centre Masterplan	2.1f (3)	Implement up-to-date fire safety measures and accessibility upgrades at Cootamundra Arts Centre	Manager Regional Services - Gundagai	In Progress	<p>Meeting held with Arts Centre committee to discuss report. The Committee agreed that the Approved funding be used for rectification works as per proposal.</p> <p>A report has been drafted and submitted to the traffic committee for approval to allow one way access beside the Arts Centre, which will then allow the construction of emergency ramp from the theatre.</p> <p>Designs are underway for switch board upgrades and construction of fire enclosure to mains power area.</p>
Gundagai Visitor Information Centre Upgrade	2.1f (4)	Gundagai Visitor Information Centre upgrades completed, including establishment of online sales capability	Manager Regional Services - Gundagai	In Progress	<p>Scope of works/plans have been complete. Information sent for tender advertising, awaiting tender proposals.</p> <p>While this process is underway, works to library extension are being completed, allowing staff to move into this location during the renovations.</p>

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
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 updates the information regarding livability periodically.
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	In Progress	<p>When the position is filled the new Tourism & Economic Development Officer will 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 product and event development. Continue development of regional partnership with Destination NSW Riverina Murray. Current promotional campaign featuring CGRC area is underway.</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	Tourism & Economic Development Officer being recruited currently.

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.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
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 the initial stages of organising a Jobs Expo. Youth and Inclusion Officer held primary discussions with TAFE about Council involvement. Recruitment for a new Youth and Inclusion Officer PD to commence.

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	Acting Manager Engineering - Gundagai	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	No suitable applicants found for Grants Officer Position, Council to continue recruitment.

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 Regional Services - Gundagai	Ongoing	Programming works are underway for scheduling of maintenance to Parks and Gardens facilities. Continued Investigation is currently underway for further detailed works on major facilities where 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	Acting Manager Development, Building and Compliance	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	Acting Manager Development, Building and Compliance	Ongoing	Council currently assesses development using appropriate legislation and controls. The DCPs will be reviewed following the development of new LEPs for the proposed LGAs.

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	Acting Manager Development, Building and Compliance	On hold (demerge)	The consolidated LEP is currently on hold due to the proposed demerger. The Studies and strategies already developed will be used to inform new LEPs for the proposed LGAs.

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	Manager Regional Services - Gundagai	Ongoing	Replacement staff are to be advertised once position description review has been completed.
	3.1b (1)	Seek opportunities to increase staffing to deliver increased weed management program inline with funding requirements	Manager Regional Services - Cootamundra	Completed	Casual staff have been engaged.

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	Ongoing	Ongoing as needs require.
	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 22-23 financial year.

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	Acting Manager Development, Building and Compliance	On hold (demerge)	The consolidated 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 (demerge)	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 Regional Services - Cootamundra	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 appropriate.
Develop the Development Control Plan	3.2d (3)	Develop a Development Control Plan	Acting Manager Development, Building and Compliance	On Hold	<p>A comprehensive suite of Development Control documents were proposed to be developed, taking into account the findings and recommendations from strategic studies, following the development of a Consolidated LEP for CGRC.</p> <p>As the consolidated LEP is now not moving forward, the project is currently on hold, and separate control documents will be developed for the future LGAs after the completion of the Gundagai studies.</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 - Gundagai	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 Regional Services - Gundagai	Ongoing	Refurbishment works including 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 Regional Services - Cootamundra	On Hold	Actions implemented as funding permits. Currently due to lack of resources no further action has been implemented.
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	Still 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	Acting Manager Engineering - Gundagai	In Progress	Currently reviewing options and funding alternatives.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
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	Acting Manager Engineering - Gundagai	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	Acting Manager Engineering - Gundagai	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	Manager Engineering - Cootamundra	Not Progressing	The business case has been completed. The 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 Regional Services - Cootamundra	Ongoing	Initiatives continue to be implemented in an attempt to reduce waste to landfill. Currently due to lack of resources there have been minimum education programs implemented.

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	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	Ongoing	Economic development and Grants Officer will research funding opportunities when position is filled.

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	Ongoing	Development of a Service review schedule 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 trained 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	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	Workplace being maintained in safe manner.
Develop and implement a Staff Wellbeing Program	4.1c (4)	Develop and implement a staff wellbeing program	Coordinator Human Resources	Ongoing	Currently working with WHS 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 LTFP drafted to be presented to May Council meeting

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

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 (demerge)	Upgrade put on hold pending demerge 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 and will be presented to Council in May 2023.

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.

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	Budgetary controls developed and implemented, 2024 budget to be presented at May Council meeting.
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	On hold (demerge)	Cootamundra-Gundagai Regional Council currently uses existing Asset Management Plans. Once CGRC 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	<p>Council is currently in the process of updating Enterprise Risk Management Plan, a vital part of Council's Governance Framework.</p> <p>Council implements recommendations from the Audit Risk and Improvement Committee as required.</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>CGRC Enterprise Risk Management Plan update has commenced.</p> <p>Funding is available to update CGRC Disaster Recovery and Business Continuity Plan.</p> <p>Initial discussions underway to commenced update.</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 - Gundagai	Ongoing	Still waiting on final report after inspections. Priority sites will then be identified for actioning.
5.1a (1)		Assist with the development and updating of Council's Asset Management Plan	Manager Regional Services - Cootamundra	In Progress	Due to the restructure time will be required to assess all relevant assets that come under the new Division. It is not anticipated that any progress will be achieved until the end of 2023.
5.1a (1)		Assist with the development and updating of Council's Asset Management Plan	Manager Engineering - Cootamundra	In Progress	Progressing as required.
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.

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	Manager Engineering - Cootamundra	Completed	Resealing program completed.
5.1b (2)		Deliver the annual road resealing program as budgeted	Acting Manager Engineering - Gundagai	Ongoing	Resealing Program Completed until next financial year. Continuing heavy patching and emulsion sealing into the winter period.

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	Plan to be developed.

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	Ongoing	Projects being completed as resources permit. New Projects approved for Hovell Street.
5.2b (1)		Continue to implement the approved and funded Fixing Local Roads Program	Acting Manager Engineering - Gundagai	Ongoing	Assisting with completion of Cooper Lane and Warralong Road Projects. Preparing program for Fixing Local Roads Pothole and Patching Funding. Planning stage for Annie Pyers Drive project.

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	REPAIR and BLOCK grant funding applications submitted.
5.2b (2)		Seek funding to deliver upgrades to Stockinbingal Road	Manager Engineering - Cootamundra	Ongoing	Funding opportunities being investigated on ongoing basis

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	Ongoing	Pedestrian Access and Mobility Plan (PAMP) finalised and adopted. Ready to seek funding opportunities. Cycleways Plan commenced.
5.2c (2)		Seek funding to develop cycleway and pedestrian access plan for the region	Acting Manager Engineering - Gundagai	Ongoing	PAMPs approved by council. Applied for Get Active NSW grant program. Local Roads and Community Infrastructure Program extended for 12 months. Monitoring further relevant grants.

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	Ongoing	Numerous Footpaths to be renewed under Local Roads and Community Infrastructure funding.
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	PAMPs approved. LRCI projects including footpaths on West Street, Hanley Street and Sheridan Street, have been funded and are scheduled.

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	Ongoing	Funding allocated and projects progressing.
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	Completed a large proportion of the R2R and Council Funded Projects. Submitted final claim for Timber Haulage Project in Adjungbilly Region. R2R on Darbalara Road and Threeways Road completed. Other Local Roads Projects underway.

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

5.3d (3): Investigate the rezoning land along Burley Griffin Way to support freight and logistical uses with access to Inland Rail

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	Acting Manager Development, Building and Compliance	On Hold	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

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	Ongoing	Review undertaken as resources permit.

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

5.4c (1): Offer and promote free public Wi-Fi internet access in key public spaces across the local government area

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.