

Delivery Program / Operational Plan

Quarterly Progress Report

2025/2026 Q1

1: A vibrant, safe, and inclusive community

1.1: Our health and wellbeing needs are met

1.1a: Advocate for 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
Promote programs which encourage healthy lifestyle choices and activities	1.1a (2)	Council maintains its public open spaces in a safe and acceptable manner and ensures that all associated infrastructure is fit for purpose. The level of service delivery is to be reflected according to the allocated resources.	Manager Regional Services - Cootamundra	Ongoing	All open space areas, parks and recreational areas are maintained within budget and time. This includes infrastructure such as park furniture, paths and play equipment.

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
Maintain and enhance parks, gardens and recreational facilities	1.1b (1)	Continue the upgrade and maintain amenities at Fisher Park to meet the demands of local and regional sporting associations and clubs	Manager Regional Services - Cootamundra	Ongoing	New irrigation wires, goal posts and timekeepers box have been installed.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	1.1b (1)	Repair flood damage to Nicholson Park canteen and change rooms, fencing, canteen, kitchen, flooring and bar area in Clarke Oval.	Manager Regional Services - Cootamundra	Completed	All repairs have been completed and evidence recorded for acquittals.
	1.1b (1)	Replacement of the Auto Belay system for the rock-climbing wall at the Cootamundra Sports Stadium	Manager Regional Services - Cootamundra	Completed	Auto belays have been installed, job completed.
Promote year-round use of council facilities	1.1b (2)	Continue to manage the existing contract for the Cootamundra Aquatic Centre and Sports Stadium to ensure all areas of service delivery meet Community and Council expectations	Manager Regional Services - Cootamundra	Ongoing	New 12-month extension contract has been signed. Regular meetings are being held with L & R Staff to ensure service delivery is meeting the community and Council expectations as best as possible.
	1.1b (2)	Monitor and maintain Cootamundra Aquatic Centre and Cootamundra Sports Stadium within the allocated resources and funding	Manager Regional Services - Cootamundra	Ongoing	A 12-month lease extension with L & R Group has been finalised. Summer season commences 1/11 and onsite weekly meetings with staff have commenced.
Prepare and deliver the CGRC Open Space Strategy / Management Plan	1.1a (2)	Council maintains its public open spaces in a safe and acceptable manner and ensures that all associated infrastructure is fit for purpose. The level of service delivery is to be reflected according to the allocated resources.	Acting Manager Regional Services - Gundagai	Ongoing	Council continues to maintain its public open spaces in a safe and acceptable manner and ensures that all associated infrastructure is fit for purpose. The level of service delivery is to be reflected according to the allocated resources.
	1.1b (3)	Conduct review and update the Gundagai Street Tree Masterplan	Acting Manager Regional Services - Gundagai	Ongoing	Gundagai Street Tree Masterplan has been reviewed by staff and currently being updated by Landscape Architect.
	1.1b (3)	Ensure maintenance of council's facilities in the villages of Stockinbingal and Wallendbeen are in a safe and acceptable manner and considered fit for purpose.	Manager Regional Services - Cootamundra	Ongoing	Council maintains the facilities at Stockinbingal and Wallandbeen within the budget allocated. This includes open spaces, furniture, play equipment and toilet blocks.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	1.1b (3)	Ensure that the Cootamundra Street Trees are maintained within the allocated resources and funding available to deliver a safe streetscape to the Community and street users groups	Manager Regional Services - Cootamundra	Ongoing	Staff have a workflow list which captures street tree requests, priorities the dangerous trees and is working through the list.
	1.1b (3)	Maintain Communication between council and the Village Communities of Stockinbingal and Wallendbeen via regular site meetings and attendance at Community meetings as and when required	Manager Regional Services - Cootamundra	Ongoing	We have been keeping in communication through emails with any of the communities enquiries.
Work in partnership with active sporting associations, community groups and health providers to ensure sporting facilities are fit for current and future community need	1.1b (4)	Work in partnership with Sportsground User Groups to ensure strong communication is maintained with Council and good service delivery and timely response to related issues	Manager Regional Services - Cootamundra	Ongoing	The meetings with the Sportsground Users group are currently on hold due to the demerger, as per the Council resolution. Council maintains contact with each club to ensure we are still working together to provide facilities required for all sports in the LGA.
Service and Maintenance of Cemeteries	1.1b (5)	Cootamundra and surrounding village cemeteries maintenance programs are delivered within the available resources and financial allocation and meet Councils and Community expectations	Manager Regional Services - Cootamundra	Ongoing	Staff regularly mow and maintain all cemeteries within our LGA within budget and time. We receive little to no complaints.
	1.1b (5)	In dealing with Cemetery bookings and enquires, Council staff to maintain strong and professional communication between Council, funeral directors, and members of the public	Manager Regional Services - Cootamundra	Ongoing	We have a strong, professional relationship with all funeral directors and staff.

1.1c: Seek funding and investment for the replacement and renewal of the existing sports and recreational facilities across the LGA

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Cootamundra Showground upgrades to the luncheon pavilion	1.1c (2)	Upgrades to the Luncheon Pavilion at the Cootamundra Showgrounds	Manager Regional Services - Cootamundra	Ongoing	Concrete has been installed at the showground pavilion to start the upgrades. More works will be undertaken now the Cootamundra show has been and gone.

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

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Built and sustain partnership with cultural and arts bodies, and the local arts community to support activities and to secure funding for cultural and arts development in the local government area	1.2d (1)	Work with partners including Eastern Riverina Arts to develop a diverse annual program of events	Manager Business	Ongoing	TEDO staff continue to liaise regularly with cultural and arts bodies to support local activities and events. Funding opportunities are being pursued to enhance cultural and arts development across the LGA.

1.2e: Ensure implementation of Disability Inclusion Action Plan elements across the LGA

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Update the Disability Inclusion Plan and ensure elements of the plan are considered during the planning and implementation of events and projects	1.2e (1)	Update Disability Inclusion Action Plan	Manager Business	Completed	The Disability Inclusion Action Plan was put on Public Exhibition for 28 days. No submissions were received. It has now been adopted as per Resolution 156/2025 in the August Council Meeting.

1.3: Maintaining emergency resilience and 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)	Continue maintenance and operations of Emergency Management Centres	Acting Manager Engineering - Gundagai	Ongoing	Audits of EOC's were undertaken throughout the reporting period and preparations for the installation of a backup generator at Bassingthwaite Park evacuation centre were made.
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	Acting Manager Engineering - Gundagai	Ongoing	LEMO attended the South West RFS Liaison Committee meeting and the South West Slopes RFS Liaison Committee Meeting on Thursday 16 October. Fire Hazard Reductions of vegetation has commenced through the funding received from the Bush Fire Risk Mitigation and Resilience Support Program.
Maintain and update Council's emergency response plans	1.3a (3)	Continue to maintain and update Council's emergency response plans	Acting Manager Engineering - Gundagai	Ongoing	The EMP was reviewed during the reporting period.
Continue to work in partnership with local agencies such as Fire and Rescue NSW, Rural Fire Services and State Emergency Service, Health, Ambulance, Police, Local Land Services, to identify and advocate for opportunities to improve overall community safety	1.3a (4)	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	Acting Manager Engineering - Gundagai	Ongoing	Throughout the period the Emergency Management Plan was reviewed and updated. In addition, preparations were made for a two hour functional exercise in setting up the EOC at Gundagai and working with the key response agencies in readiness for the summer season. The exercise has been funded by a \$2000 Emergency Management Grant that Council applied for.

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	Acting Manager Regional Services - Gundagai	Ongoing	Audit of Council's current CCTV and security assets being compiled as part of initial contract review.
	1.3c (1)	Review security contracts for closed-circuit televisions (CCTV) cameras.	Manager Regional Services - Cootamundra	Ongoing	Still reviewing contract with existing CCTV with Its Secure. We are also looking for external funding to add additional CCTV in other areas.

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
Develop project management plan for the Old Mill project and associated funding	2.1a (1)	Development of the Gundagai Old Mill Redevelopment Project Management Plan	Manager Business	Ongoing	Business case received. Further requirements for funding application being sourced.
Develop and issue an expression of interest for Wallendbeen silo art project	2.1a (3)	Liaise with GrainCorp regarding the Wallendbeen Silo art project	Manager Business	In Progress	Draft Action Plan for the Wallendbeen Silo Development has been created. Awaiting further discussion and review with GrainCorp.

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
Upgrades to the Dog on the Tucker box precinct at Annie Pyers Drive	2.1b (3)	Investigate and delivery a potable water supply to the Dog on the Tucker box precinct at Annie Pyers Drive, Gundagai	Acting Manager Engineering Gundagai	Ongoing	Council has committed, via resolution to provide portable water to the Dog on the Tuckerbox precinct at Annie Pyers Drive within 18 months. Planning is currently underway to ensure that construction takes place within this timeframe.

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)	Continue to Implement actions as identified in the Agri-tourism strategy	Manager Business	Ongoing	TEDO continue to implement actions from the Agritourism strategy. CGRC was successful in receiving funding under the Open Streets Program 2025-2028. Council will receive \$350,000 over the 3 years and will fund the events within the Starry Nights Festival - this includes Wattle Time, Festival of Gundagai, Sparkling Streets, and Christmas on Sheridan.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Update Economic Development Strategy and tourism marketing plans	2.1d (2)	Update the Tourism and Economic Development Strategy	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. Partnerships with surrounding LGA's have been activated. Billboards updated with existing TED Strategic Plan Funding.

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 Masterplan for Old Cootamundra District Hospital	2.1e (1)	Seeking funding for the old District Hospital Cootamundra Masterplan	Manager Regional Services - Cootamundra	Ongoing	No funding source found to date. In discussions with the IGM, we have been considering the possibly of handing the facility back to Crown Lands, given it is extremely costly to maintain with no benefit to Council.

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 information regarding liveability periodically.
Establish monthly communication to industry outlining opportunities and economic activity of the region	2.2a (3)	Continue monthly communication to business and industry outlining opportunities and economic activity of the region	Manager Business	Ongoing	Relevant updates are emailed and distributed to the business contact list via Tourism and Economic Development Officers. Information relevant to individual operators is forwarded directly to them.

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	TEDO staff work towards outcomes of CSP and TED Strategy. Websites feature centralised information for residents and visitors encouraging liveability, local product and event development. Staff continue development of regional partnership with Destination NSW Riverina Murray.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Support Youth Council activities in both towns and assist in promotion and advocacy for Youth Council	2.2d (2)	Continue to support Youth Council activities in both towns and assist in promotion and advocacy for Youth Council	Manager Business	Ongoing	Youth and Inclusion Officers continue to ensure the positive development of young people in the community; coordinate consultation with young people and stakeholders, planning, developing, managing and evaluating Council's Youth services, programs and facilities to ensure they are high quality, well promoted and meet the needs of young people in our communities.
Review and update council's Youth Strategy	2.2d (3)	Review and update Council's Youth Strategy	Manager Business	In Progress	The review of Council's Youth Strategy is underway. Consultation has commenced through targeted youth and community surveys to identify current needs and priorities, which will inform the development of an updated Youth Strategy.

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
Council Depot Redevelopment	2.2e (2)	Develop strategy and action plan for a single works depot location in Cootamundra to enable pursuit of suitable funding source.	Manager Regional Services - Cootamundra	Ongoing	Currently no funding available. There is a possibility of converting the Cootamundra saleyards into a depot in the future.

2.2g: 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	2.2g (2)	Develop a region wide maintenance schedule for council assets and facilities	Acting Manager Regional Services - Gundagai	Ongoing	Levels of service & subsequent maintenance schedule to be determined.
	2.2g (2)	Develop a region wide maintenance schedule for council assets and facilities	Manager Regional Services - Cootamundra	Ongoing	Currently undertaken a draft asset management plan.

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 Sustainable Development	Ongoing	Funding not currently available for the subject policies. However, awaiting confirmation to use NCIF2 Grant funding to undertake a Cootamundra Housing and Employment Land Strategy, Gundagai Housing & Employment Land Strategy is complete and being exhibited for adoption in November/December 2025. Both strategies will inform amendments to LEP's. Upcoming grant opportunity has been identified and is being explored with potential to pursue funding for a new DCP for both areas.

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	Acting Manager Sustainable Development	Ongoing	Funding not currently available for the subject policies. However, awaiting confirmation to use NCIF2 Grant funding to undertake a Cootamundra Housing and Employment Land Strategy, Gundagai Housing & Employment Land Strategy is complete and being exhibited for adoption in November/December 2025. Both strategies will inform amendments to LEP's. Upcoming grant opportunity has been identified and is being explored with potential to pursue funding for a new DCP for both areas.

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
Continue delivery of the Noxious Weeds Action Plan	3.1b (1)	Continue to implement the noxious weeds program in accordance with the Riverina Regional Biosecurity (Weeds) Local Land Services and maintain communication with NSW Local Land Services Department	Manager Regional Services - Cootamundra	Ongoing	Continue to deliver on the goals set in the WAP, spraying local and highway roads etc.
	3.1b (1)	Continue to implement the Noxious Weeds program in accordance with the Riverina Regional Biosecurity (Weeds) Local Land Services and maintain communication with NSW Local Land Services Department	Acting Manager Regional Services - Gundagai	Ongoing	Staff continue to meet Weed Action Plan commitments as required under Council's participation in the Riverina Regional Weeds Committee, and its advisory role to Local Land Services and Department of Primary Industries.

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	Acting Manager Engineering Cootamundra	Ongoing	Provide engineering advise to building department as required during DA approval process.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	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	Ongoing	<p>Council has developed an Asset Management Policy, Asset Management Strategy and Asset Management Plans. These will be workshopped with Councillors before adoption in Quarter 2 of the 2025/26 financial year. The documents have been designed to ensure that they are relevant for both prior to demerger as well as after demerger, when that occurs.</p> <p>Council has ensured that future growth of Gundagai township has been included into the asset management documentation.</p>

3.2: We have attractive towns and villages

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 a Masterplan for the Muttama Creek	3.2c (1)	Seek funding to develop Masterplan for the beautification and preservation of Muttama Creek	Manager Regional Services - Cootamundra	Ongoing	Review of Environmental Factors has been completed, draft Master Plan completed, final community consultation completed. Final Master Plan is expected as soon as Council comments on the Review of Environmental Factors.

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 the recommendations from the Flood Studies	3.2d (5)	Develop flood studies for Stockinbingal, Wallendbeen and Muttama Villages	Acting Manager Engineering Cootamundra	On Hold	Grant application FMP-0090 Flood Studies for Muttama, Stockinbingal and Wallendbeen were unsuccessful. Will be reapplied for in future round of applications.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	3.2d (5)	Implement Cootamundra Flood Study recommendations	Acting Manager Engineering Cootamundra	Ongoing	Cootamundra Basin and Levee Feasibility Study underway. Preliminary investigation has been completed and scope of work moving to detailed analysis of proposed works.
Undertake flood warning system review for Cootamundra	3.2d (7)	Undertake a flood warning system review for Cootamundra	Acting Manager Engineering Cootamundra	Ongoing	Consultants engaged and project underway. Currently in final stages of stakeholder engagement with draft final report due early November 2025.
Undertake a feasibility study for the Cootamundra Turf Club detention basin and McGowen Street levee	3.2d (8)	Undertake a feasibility study for the Cootamundra Turf Club detention basin and McGowen Street Levee	Acting Manager Engineering Cootamundra	Ongoing	Cootamundra Basin and Levee Feasibility Study Underway. Preliminary investigation found Turf Club Basin unfeasible due to site constraints, excessive costs and adverse impacts on surrounds with minimal overall positive impacts. Alternate Aerodrome Basin was proposed and under investigation in conjunction with McGown Street Levee options. Preliminary investigations completed and moving into detailed analysis of proposed works.

3.2g: Ensure cemeteries across the LGA are upgraded and well maintained

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Install toilet facilities in North Gundagai and South Gundagai Cemeteries	3.2g (1)	Implement Planning for the installation of toilet facilities in North and South Gundagai Cemeteries	Acting Manager Regional Services - Gundagai	Ongoing	Planning for the installation of toilet facilities to Gundagai North and South Cemeteries continues. Toilet buildings have been procured and due for the delivery and installation, February/March 2026.
Upgrade irrigation from domestic to commercial in the North Gundagai Lawn Cemetery	3.2g (2)	Upgrade irrigation in the North Gundagai Lawn Cemetery	Acting Manager Regional Services - Gundagai	Ongoing	Works scheduled for April 2026.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Apply for funding to manage, maintain and monitor the box-gum woodlands remnant areas in Cemeteries at Wallendbeen and Stockinbingal	3.2g (4)	Apply for funding to manage, maintain and monitor box-gum woodlands remnant areas in Wallendbeen and Stockinbingal cemeteries	Manager Regional Services - Cootamundra	Ongoing	Applications have been submitted for funding; we are confident we will be successful for both Wallendbeen and Stockinbingal cemeteries.

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)	Continue standard fit out of LED Lighting at all Council owned buildings	Manager Regional Services - Cootamundra	Ongoing	Still seeking funding for this one to continue the retrofit out.
	3.3a (2)	Continue standard fit out of LED lighting at all Council owned buildings	Acting Manager Regional Services - Gundagai	Ongoing	The upgrading to LED lighting within existing Council buildings budget allocations is being prioritised in conjunction with of maintenance and repair works.
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	Ongoing	Still in the process of requesting a variation to the Cootamundra landfill license so we can accept FOGO. We will then be seeking funding to implement; however, Councillors are wanting to see what the EPA exceptions are before we commit to FOGO.

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
Prepare business case for operations of transfer stations with CGRC LGA	3.4a (1)	Prepare business case/s for operations of transfer stations within CGRC	Acting Manager Regional Services - Gundagai	Ongoing	Historical data being compiled. Business case being prepared
	3.4a (1)	Prepare business case/s for operations of transfer stations within CGRC	Manager Regional Services - Cootamundra	Ongoing	Stockinbingal and Wallendbeen landfills are still listed to be converted to transfer stations. Currently holding off whilst seeking external funding.
Undertake promotional campaign to increase community sustainability awareness	3.4a (2)	Monitor full contractor compliance associated with the recycling contract and strive to reduce waste going into landfill wherever possible	Manager Regional Services - Cootamundra	Ongoing	5-year extension for Elouera has been signed off. Regular meetings with Elouera to ensure both parties are fulfilling their obligations, as per the contract. New second-hand shop at the Cootamundra landfill is diverting on average 700kg of waste from landfill per month.

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	<p>Water main replacement is currently underway with replacement occurring in Punch Street, Otway Street and First Avenue. This is expected to be completed in Q2 of the 2025/26 financial year.</p> <p>Reservoir disinfection and cleaning is expected to occur in Q3 of the 2025/26 financial year. Council is in preliminary discussions with commercial diving companies to undertake the cleaning process.</p>

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	3.4c (1)	Deliver planned watermain replacement and reservoir disinfection projects	Acting Manager Engineering Cootamundra	Ongoing	<p>Water reticulation designs completed for Victoria Pde (467m pipe), Wills St (448m Pipe), Bourke St (277m Pipe), Lawrence St (644m pipe) Centenary Ave (679m Pipe). Total of approx. 2.5km pipe works planned forecast approximately \$2.5m</p> <p>Total works will incorporate next 4-5 years water mains replacement based on current annual replacement budgets of \$500,000/yr. FY25-26 will see Victoria Pde scope of works Tendered and completed.</p>

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	CGRC has established a service and asset profile for CGRC, to which levels of service, performance and resourcing can be assigned. This register of services will be utilised for each individual Council during the demerge process.

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	Continual improvement process in place within customer service to ensure quality customer experience is maintained. Revised Customer Service Charter has been endorsed under Resolution 158/2025 in the August Council Meeting. Customer Service Policy is being developed to provide clear guidance and procedures for front line staff.
Council will track the progress towards the achievement of the corporate plan objectives against measurable outcomes	4.1b (2)	Ensure all Regulatory policies and reporting are managed in a professional and timely manner	Manager Regional Services - Cootamundra	Ongoing	All policies and procedures have been reviewed, some updated and some in draft form where we did not have any documents. Weekly meeting are held with relevant staff.
	4.1b (2)	Implement tracking and reporting of progress against strategic plans against objectives	Manager Business	Ongoing	Continual improvement solutions implemented periodically to ensure continued quality Customer Service in line with Strategic Plan objectives. 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
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 Cootamundra	Ongoing	Monthly and ad hoc workplace inspections being conducted by Cootamundra WH&S officer, target areas have been, Workshops and Depots. Significant improvements over previous 5 months have been noted in the workplace. Future plans to move to onsite/mobile work areas.
	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	Council is actively looking at WH&S throughout all works which are being undertaken. Both pro-active and reactive programs are in place to ensure that risk from a WH&S perspective is minimised as much as possible.
Develop and implement a Staff Wellbeing Program	4.1c (4)	Continue implementation of staff wellbeing program	Coordinator Human Resources	Ongoing	This is being discussed with the Cross Organisational Group and WHS meetings. Sourcing other ideas from other Councils, that could be applicable to our environment.

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	Acting Manager Finance	Ongoing	In the first quarter of 2026 FY income and expenditure is meeting expected projections. Preparations will begin in the coming months for the operating plan for 2027 FY which will include a more in-depth review of the Long Term Financial Plan (LTFP) to consider what actions should be taken now that the demerger of councils between Gundagai and Cootamundra has been confirmed. It will be important that movements in restricted cash are included in the LTFP as instructed by the Office of Local Government (OLG).

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	In Progress	In accordance with the Local Government (General) Amendment (Audit, Risk and Improvement Committees) Regulation 2023 Council is strengthening its Internal Audit and Audit, Risk and Improvement Committee ('ARIC') Structure to meet the prescribed standards. The regulation is supported by a new Risk Management and Internal Audit Guidelines for Local Government in NSW. CGRC, as part of the Audit Alliance, has engaged an Independent Chair and Independent Members to our ARIC Committees.
Support Council's elected representatives in undertaking their role in the community	4.2a (2)	Develop ongoing Councillor training and Professional Development Programs as legislatively required	Manager Business	In Progress	Councillors provided with induction training. Further training options will be provided throughout their term.

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	Migration to the Cloud of Councils Operating Systems continues. Altitude project is underway and expected to be completed early 2026.

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	Council's Media Office continues to communicate milestones and benefits of major CGRC's project development. TEDO's develop and implement marketing strategies and campaigns to encourage visitation, and relocation to our region.

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 is implementing the actions outlined in the adopted Community Engagement Strategy, including pop-up activities and face-to-face engagement. Regular consultation sessions are planned across villages and main centres to support ongoing community participation.

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)	Update Council's Communication Strategy to guide Council's communication and engagement with the community	Manager Business	In Progress	A review of Council's existing Communications Engagement Strategy is scheduled to commence to ensure it remains current and aligned with current priorities. The updated strategy will guide Council's communication and engagement with the community and key stakeholders.

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	S.355 Guidelines updated to incorporate roles, financial responsibilities, and governance. Communication will continue with s.355 groups to implement changes.

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
Council will ensure statutory compliance is achieved and demonstrate good governance practices	4.4a (2)	Continue to progress with Demerge proposal as per the Detailed Implementation Plan adopted by Council	General Manager	Ongoing	Council has been advised that the demerger is to proceed and has established a Demerger Transition Committee to oversee the process. Work is underway to see the demerger progress.
Develop Asset Management plans which deliver Long Term financial sustainability and asset renewal	4.4a (4)	After demerge decision is finalised, develop Long-Term Asset Management Plans to deliver Long-Term Financial Sustainability and asset renewal	Acting Manager Engineering Gundagai	In Progress	Council has developed an asset management policy, asset management strategy and asset management plans. These will be workshopped with Councillors before adoption in Quarter 2 of the 2025/26 financial year. The documents have been designed to ensure that they are relevant for both prior to demerger as well as after demerger, when that occurs.
	4.4a (4)	After demerge decision is finalised, develop Long-Term Asset Management Plans to deliver Long-Term Financial Sustainability and asset renewal	Acting Manager Regional Services - Gundagai	Ongoing	Asset Management Strategy and Asset Management Plans for Cootamundra-Gundagai Regional Council adopted 28/11/2025.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	4.4a (4)	After demerge decision is finalised, develop Long-Term Asset Management Plans to deliver Long-Term Financial Sustainability and asset renewal	Manager Regional Services - Cootamundra	Ongoing	Demerger is still ongoing, asset register, and draft plan has been completed.
	4.4a (4)	After demerge decision is finalised, develop Long-Term Asset Management Plans to deliver Long-Term Financial Sustainability and asset renewal	Acting Manager Engineering Cootamundra	On hold (demerge)	On hold until demerger

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	As a member of the Audit Alliance, Council participated in an audit of our Enterprise Risk Management Framework. Recommendations of the Audit are being implemented including updates to CGRC documents and implementation of ERM Action Plan. Council has also participated in ERM Audit Program with our insurers and is implementing recommendations from this Audit. Council has implemented ERM Module through Pulse, with an initial review of current risks underway.
Implementation of Council's Corporate Business Continuity Plan including coordination of the IT Disaster Recovery Plan and Divisional Sub Plans	4.4b (2)	Continue Developing and maintain risk management and business continuity plans	Manager Business	Ongoing	Contractor 'Marsh' has been engaged to develop CGRC Business Continuity Plan and is in the final stages of development. SideEffekt continues to maintain and enhance ICT Continuity Plan, Tests and Reports.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Create plan to relocate historical records and update retention schedule	4.4b (4)	Create plan to relocate historical records and update retention schedule	Manager Business	In Progress	Quotes to be sought from consultants to assist with the development of this Transfer Plan.
Implement Enterprise Risk Management module in Pulse	4.4b (5)	Implement Enterprise Risk Management module in Pulse	Manager Business	In Progress	The Enterprise Risk Management module has been implemented in Pulse, with existing risk registers successfully uploaded. A review of current risks is underway to ensure all information is accurate and up to date within the system.

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	Develop an Asset Management Plan	Acting Manager Engineering Gundagai	Ongoing	Council has developed an asset management policy, asset management strategy and asset management plans. These will be workshopped with Councillors before adoption in Quarter 2 of the 2025/26 financial year. The documents have been designed to ensure that they are relevant for both prior to demerger as well as after demerger, when that occurs.
5.1a (1)		Develop an Asset Management Plan	Acting Manager Regional Services - Gundagai	Ongoing	Asset Management Strategy and Asset Management Plans for Cootamundra-Gundagai Regional Council adopted 28/11/2025.
5.1a (1)		Development an Asset Management Plan	Acting Manager Engineering Cootamundra	Completed	Asset Management Plans developed and adopted at council meeting 28/10/2025.
5.1a (1)		Development an Asset Management Plan	Manager Regional Services - Cootamundra	Ongoing	Thomas Hogg has been working with consultants and have presented the draft to Council on 28 October 2025.

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 Cootamundra	Ongoing	Annual Reseal program comprised of \$125k Block Grant (regional Roads) and \$356,300.00 Federal Assistance Grant (Local Roads component). FY25-26 reseal program planned for Regional Roads - Stockingbingal Road (23,700m ²), Local Roads - Racecourse Road (3,000m ²), Berthong Road (37,000m ²), Wallendbeen Village Streets (2,700m ²). Planned to be carried out prior to Christmas break.
5.1b (2)		Deliver the annual road resealing program as budgeted	Acting Manager Engineering Gundagai	Ongoing	Council has developed a plan to complete the annual road resealing program as budgeted. This is expected to be completed in Q2 and Q3 of the financial year. Resealing is best done during the warmer months of the year to ensure a better quality seal.

5.2: Easily accessible from major cities and other regional towns

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	Acting Manager Engineering Cootamundra	Completed	Fixing Local Roads program has been completed with Round 4 being the final round. This grant program has closed.
5.2b (1)		Continue to implement the approved and funded Fixing Local Roads Program	Acting Manager Engineering Gundagai	Ongoing	Council is expected to complete the majority of Fixing Local Roads program for this financial year in Q2 and Q3 of this financial year.

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 Stockinbingal and Muttama Roads	Acting Manager Engineering Cootamundra	Ongoing	No suitable funding sources for "upgrades" have been identified. Roads to Recover (R2R) \$867,289.00 has been allocated to Muttama Road Heavy Patching Renewals. Expected to renew approximately 30,000m2 (or approximately 3.3km x full road width). Expected completed Feb - March 26.

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 Road at Cullinga Creek	Acting Manager Engineering Gundagai	Ongoing	Council is currently exploring funding opportunities for the construction of a bridge over Cullinga Creek. These works include preparing a scope of works, preparing a high-level cost estimate and concept designs to support any funding opportunities which arise.

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	Continue to seek funding for the Pedestrian and Mobility Plans (PAMPS) to develop cycleway and pedestrian access for the region	Acting Manager Engineering Gundagai	Ongoing	Council has applied for funding for cycleway and pedestrian access, however, to date has not been successful. Council is continuing to identify funding opportunities as they arise.
5.2c (2)		Continue to seek funding for the Pedestrian and Mobility Plans (PAMPS) to develop cycleways and pedestrian access for the region	Acting Manager Engineering Cootamundra	Ongoing	Local Roads Community Infrastructure (LRCI) was previous source of PAMPs implementation funding, this program has been completed and closed. Council staff investigating suitable replacement sources. "Get NSW Active" grant source is most likely replacement but requires minimum shared path widths of 3m to be successful which is unlikely to be achievable in majority of Cootamundra townships streetscapes.

5.2d: Seek funding to enable electric charging infrastructure

5.2d (1): Investigate funding opportunities for installation of electric car charging facilities in Gundagai

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
5.2d (1)	Investigate funding opportunities for installation of electric car charging facilities in Gundagai	Apply for grant funding to install Electronic Vehicle charging stations in Gundagai	Acting Manager Regional Services - Gundagai	Ongoing	Appropriate Grant Funding opportunity yet to be identified. REROC and Council's staff continue to look for suitable funding sources.