

Delivery Program/Operational Plan

Quarterly Progress Report

2025/2026 Q2

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.	Acting Manager Regional Services - Cootamundra	Ongoing	Staff consistently maintain these areas to a high standard, ensuring compliance with budgetary constraints and considering external factors such as weather conditions and scheduled events. Routine inspections are undertaken to verify adherence to standards and regulatory requirements.

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	Acting Manager Regional Services - Cootamundra	Ongoing	A small allocation of funding remains from the Southern Phones grant for these upgrades. Further expenditure from this source is on hold, pending confirmation of progress on the Fisher Park changeroom project.

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.	Acting 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	Acting Manager Regional Services - Cootamundra	Completed	The Auto Belays are installed. Action 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	Acting Manager Regional Services - Cootamundra	Ongoing	Regular contact is maintained with the Leisure & Recreation Group staff to ensure effective coordination and oversight. Daily water readings are undertaken to accurately monitor consumption. Communication channels remain strong, and contractors are meeting all contractual obligations and performance expectations.
	1.1b (2)	Monitor and maintain Cootamundra Aquatic Centre and Cootamundra Sports Stadium within the allocated resources and funding	Acting Manager Regional Services - Cootamundra	Ongoing	Regular meetings are held with the Leisure & Recreation Group staff. Daily water readings are conducted to monitor and manage water usage accurately.
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 undertaken according to the allocated resources. Current Level of service review being undertaken. Levels of services to be determined & subsequent Management Plan and maintenance schedules to be compiled following the review.
	1.1b (3)	Conduct review and update the Gundagai Street Tree Masterplan	Acting Manager Regional Services - Gundagai	Ongoing	Landscape architect review and recommendations expected Feb 2026

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	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.	Acting Manager Regional Services - Cootamundra	Ongoing	Council continues to ensure facilities at Stockinbingal and Wallendbeen are maintained and fit for purpose.
	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	Acting Manager Regional Services - Cootamundra	Ongoing	Staff maintain a structured workflow that records street tree requests, prioritises hazardous trees, and systematically progresses through the list to ensure timely and effective management.
	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	Acting Manager Regional Services - Cootamundra	Ongoing	We have maintained consistent communication via email to address and respond promptly to community 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	Acting Manager Regional Services - Cootamundra	Ongoing	Meetings with the Sportsground Users Group are currently suspended in accordance with the Council resolution related to the demerger. Council continues to maintain direct communication with individual clubs to ensure collaboration in providing the necessary facilities for all sporting activities across 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	Acting Manager Regional Services - Cootamundra	Ongoing	Staff continue to maintain these areas to a high standard, ensuring work is completed within budget, while taking into account weather conditions and other relevant factors.
	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	Acting Manager Regional Services - Cootamundra	Ongoing	Council staff maintain ongoing liaison with funeral directors and members of the public to manage and respond to all cemetery-related enquiries.

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	Acting Manager Regional Services - Cootamundra	Ongoing	A meeting was held with the Showground User Group to review the current status of works. Most activities were deferred until the conclusion of 2025 events. These works will now be prioritised to ensure completion by the required dealing of 30 June 2026.

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	Tourism and Economic Development 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. Staff are currently finalising a business plan recommending relocating the Cootamundra Visitor Information Centre to the Cootamundra Arts Centre for consideration to Council.

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	Disability Inclusion Action Plan is currently up to date and available on Councils website.

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	An Emergency Operations Centre (EOC) Exercise was undertaken with Council's emergency partners on 20 November 2025 in preparation for the upcoming fire season. In addition, Council was successful for a grant in upgrading whiteboards and tabards for EOC staff.
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	Local Emergency Management Officer (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	Council's Local Emergency Management Plan was reviewed and updated in the reporting period.

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 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	An Emergency Operations Centre (EOC) Exercise was undertaken with Council's emergency partners on 20 November 2025 in preparation for the upcoming fire season.

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	No current Security and or CCTV contracts found. Existing CCTV asset and proposed expansion is being compiled in preparation for Service supply tender.
	1.3c (1)	Review security contracts for closed-circuit televisions (CCTV) cameras.	Acting Manager Regional Services - Cootamundra	Ongoing	Contracts continue to be under review. Additional CCTV cameras will be installed at the waste facility in Cootamundra.

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	Staff are currently in consultation with consultants to develop documents to ensure the project is grant ready. The initial grant funds are fully expended.
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	A Draft Action Plan for the Wallendbeen Silo Development has been created. GrainCorp has indicated they would permit the silos to be painted; however, they must be visible from outside GrainCorp property. The silos are currently inactive, they are classified as static, meaning they could be reactivated if necessary. Further consultation being undertaken.

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	Design Coordinator	Ongoing	Council is currently out to Request for Tenders for the Design and Construction of the Dog on the Tuckerbox watermain project. Once tenders are closed and a contract is entered into, final design and construction will commence shortly afterwards.

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	Tourism and Economic Development Officers continue to implement actions from the Agritourism strategy. CGRC has successfully held year one of the Open Streets Program 2025-2028 Starry Nights Festival - this includes Wattle Time, Festival of Gundagai, Sparkling Streets, and Christmas on Sheridan. Events for 2026 planning will commence.

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. 'Mini' Tourism Brochures for Cootamundra and Gundagai have been developed for the interim period prior to demerge.

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	Acting Manager Regional Services - Cootamundra	Ongoing	No funding source has been identified to date. In consultation with the IGM, consideration is being given to returning the facility to Crown Lands, as ongoing maintenance costs are significant and provide minimal 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. CGRC new website will incorporate up to date liveability information.
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 the outcomes of the CSP and the TED Strategy. Council website provides centralised information for residents and visitors, promoting liveability, local products, and event development. Staff continue to strengthen regional partnerships with Destination NSW Riverina Murray. Local business visits are undertaken periodically to identify needs and determine what assistance may be required. Council partners with TAFE, schools and service providers to hold a careers expo.

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 Hubs continue to be supported by staff, partners and youth in both locations. Successful events were held during the summer holidays including bus trips, pool and skate events. These events are developed in conjunction with youth councils to meet the need of young people in the LGA.
Review and update council's Youth Strategy	2.2d (3)	Review and update Councils Youth Strategy	Manager Business	In Progress	The review of Council's Youth Strategy is underway in consultation with key stakeholders, youth and staff.

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.	Acting Manager Regional Services - Cootamundra	Ongoing	Currently, no funding has been secured. There is potential for the Cootamundra Saleyards to be repurposed as 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	Current Level of service review being undertaken. Levels of service to be determined & subsequent maintenance schedule be compiled following the review.
	2.2g (2)	Develop a region wide maintenance schedule for council assets and facilities	Acting Manager Regional Services - Cootamundra	Ongoing	The draft Asset Management Plan (AMP) has been completed. It provides an overview of asset condition and remaining useful life, which will inform prioritisation, budgeting, and development of a future maintenance schedule.

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, NCIF2 Grant funding has been allocated to undertake a Cootamundra Housing and Employment Land Strategy, background report has been prepared. Gundagai Housing & Employment Land Strategy is complete pending completion of final exhibition. 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, NCIF2 Grant funding has been allocated to undertake a Cootamundra Housing and Employment Land Strategy, background report has been prepared. Gundagai Housing & Employment Land Strategy is complete pending completion of final exhibition. 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	Acting Manager Regional Services - Cootamundra	Ongoing	Council extended an offer for the Biosecurity Officer position prior to Christmas, with the appointment pending completion of pre-employment medical requirements. In the interim, Council has engaged a contractor to assist early in the new year with private property inspection and targeted spraying to ensure compliance with the Weeds Action Plan (WAP) objectives.
	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 have completed the application for and have been successful in securing funding for the Weeds Action Program for 2025-2029 Period. Staff will 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	Operations Engineer	Ongoing	Provide engineering advise to building department as required during DA approval process. Continue town water modelling and investigations ground truthing theoretically model outputs regarding pressures and flows.

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	Council has completed and adopted an asset management suite of documents, this includes an Asset Management Policy, Asset Management Strategy, Maturity Assessment and Asset Management Plans for each asset management class. Council is currently working through the implementation of these guiding documents.

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	Acting Manager Regional Services - Cootamundra	Ongoing	The project is largely complete, with final documentation, including the Review of Environmental Factors (REF) pending.

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	Operations Engineer	On Hold	Ongoing efforts are being made to identify and secure external funding opportunities. There may be Potential to utilise Inland Rail Flood Model for Stockinbingal Village (to be confirmed).
	3.2d (5)	Implement Cootamundra Flood Study recommendations	Operations Engineer	Ongoing	Cootamundra Basin and levee Feasibility Study is underway. Preliminary investigation has been completed, and a detailed analysis of proposed works is currently underway at the Aerodrome and McGowan Street.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Undertake flood warning system review for Cootamundra	3.2d (7)	Undertake a flood warning system review for Cootamundra	Acting Manager Engineering Cootamundra	Ongoing	The Draft Cootamundra Flood Warning System Review Report was put out for public exhibition and comment on 25 November 2025. The comments period closed on 9 January 2026.
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	Detailed design investigation underway at the Aerodrome Levee and McGowan Street Levee options. Survey and Geotech investigations commenced in December 2025.

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	Council has received notification from the supplier that construction of the two units has been completed. Delivery is scheduled for late February with installation and hook to be undertaken in March.
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 to be done in March 2026 in conjunction with the installation of cemetery new toilet facility
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	Acting Manager Regional Services - Cootamundra	Ongoing	Councils Regulatory Compliance Officer and I met with the funding body late last year to discuss our submissions. We are currently awaiting notification regarding the outcome of these applications.

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	Acting Manager Regional Services - Cootamundra	Ongoing	Funding is still being sought to complete the remaining retrofit works. The office and library upgrades have been finalised; however, depots and other facilities still require implementation.
	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	Acting Manager Regional Services - Cootamundra	Ongoing	A FOGO (Food Organics & Garden Organics) presentation was held at a Council workshop in December 2025, incorporating updated EPA guidance that provides greater clarity on exemptions. Council will continue to pursue external funding to support the implementation of FOGO and/or COFO (Commercial Food Organics). Additionally, work is underway to vary the Environment Protection Licence (EPL) at the Cootamundra landfill to enable acceptance of FOGO material.

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	Preparation of report and business cases underway. expected to be presented at the March council meeting.
	3.4a (1)	Prepare business case/s for operations of transfer stations within CGRC	Acting Manager Regional Services - Cootamundra	Ongoing	The Stockinbingal and Wallendbeen landfills remain scheduled for conversion to transfer stations; however, implementation is currently on hold pending the identification of 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	Acting Manager Regional Services - Cootamundra	Ongoing	Staff maintain regular communication with Elouera to ensure effective collaboration. This two-way engagement supports both Elouera and Council in achieving waste minimisation and recycling compliance objectives.

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 Cootamundra	In Progress	Council have completed 1 contract for watermains replacement within Gundagai. This completes replacement along Punch Street, Otway Street and First Avenue. Council is about to embark on a second Request for Tender to replace additional water mains within Gundagai. Reservoir disinfection and cleaning is expected to occur in Q3 of the 2025/26 financial year.

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	The Review of Environmental Factors (REF) is currently underway for FY25-26 replacement works at Victoria Parade. Tender documents were issues December 25 with submissions closed January 26, Contract award is scheduled for February 2026, with the project completion anticipated between March - April 2026.

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. Customer Service Review is being completed currently.

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. Customer Service review underway in consultation with key staff. Draft review expected to be circulated in February.
Council will track the progress towards the achievement of the	4.1b (2)	Ensure all Regulatory policies and reporting are managed in a professional and timely manner	Acting Manager Regional Services - Cootamundra	Ongoing	Policies and procedures within the Regional Services area are subject to ongoing review to ensure relevance, compliance, and continuous improvements.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
corporate plan objectives against measurable outcomes	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. A Customer Service review is currently being undertaken in consultation with key staff. 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 with recent focus on site inspections. Recent safety messages to staff including correct PPE for activities, fatigue management and complacency in the workplace and the importance on staying focused on the jobs specifically leading into Christmas break.
	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	A further update will be provided in quarter 3 when a Coordinator Human Resources is appointed to continue the implementation of the 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	Acting Manager Finance	Ongoing	Preparations for the LTFP for 2027 in addition to the Operating Plan are in progress. The September 25 QBR showed an increase in the budgeted loss for the year of \$1.6m which was a disappointing result. In addition, total cash at 31 December 2025 less external restrictions and internal allocation had a negative balance for unrestricted funds. There will need to be a focus on adjustments in the December 25 QBR that hopefully reduces the predicted losses for the year.

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 on schedule 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. Tourism and Economic Development Officers (TEDO) 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. Pop up consultation sessions held during Christmas street celebrations in both locations.

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 has been drafted 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.

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 appointed a Demerger Transition Manager to guide and oversee the organisations transition process towards the proposed demerger.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
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	Completed	Council has completed and adopted an asset management suite of documents, This includes an Asset Management Policy, Asset Management Strategy, Maturity Assessment and Asset Management Plans for each asset management class. Council are currently working through the implementation of these guiding documents.
	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	Completed	Asset Management Strategy and Asset Management Plans for Cootamundra-Gundagai Regional Council adopted 28/10/2025
	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 - Cootamundra	Completed	Completed and presented to Council 28 October 2025.
	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	Completed	Asset Management Strategy and Asset Management Plans presented to Council 28 October 2025.

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. Managers continue to update risks, risk ratings and controls.
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	Business Continuity Plan final stage is staff training and testing. This stage is planned for February/March 2026. In conjunction with this stage a formal Disaster Recovery Test Plan, including conducting tests on critical systems will be developed.
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	Scope of Works being 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, risk rating and controls is underway to ensure all information is accurate 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	Completed	Council has completed and adopted an asset management suite of documents, This includes an Asset Management Policy, Asset Management Strategy, Maturity Assessment and Asset Management Plans for each asset management class. Council are currently working through the implementation of these guiding documents.
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	Discussions are underway regarding the implementation of new Asset Management Plans (AMPs).
5.1a (1)		Development an Asset Management Plan	Acting Manager Regional Services - Cootamundra	Completed	The draft Asset Register and Asset Management Plan were completed and reviewed in 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	Reseal program delayed to February 2026, due to contractor overcommitment. Reseals will be completed in conjunction to Heavy patching Program for efficiencies.
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 was commenced in Q2 of this financial year and is expected to be completed in 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	Completed	Council have completed Fixing Local Road funded projects for 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	Roads to Recovery funding allocated to Muttama Road for FY25-26. Approximately 30,000m2 of pavement rehabilitation expected to be completed in February 2026. Currently no additional funding sources identified.

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. To date Council has not found suitable funding opportunities.

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 Get NSW Active funding in October 2025. Council is expected to have an outcome in April 2026 on whether we are 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	A grant application has been submitted under the "Get NSW Active" program to support the completion of detailed design for a proposed footpath linkage. The project seeks to connect the Hospital, Adina Care, Medical Centre, NSW TAFE, and Public School on MacKay St with the Cootamundra CBD via Olney, Bourke and Parker St. The proposed project includes approximately 2 km of new footpath infrastructure, the construction of a pedestrian footbridge, and the enhancement of two open space areas.

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	Discussions with NRMA on the possibility of NRMA EV chargers being installed in suitable location in central Gundagai were held in December. Proposal being prepared with suitable locations with existing power availability for return to NRMA. REROC and Council's staff continue to look for suitable funding sources.