

Delivery Program / Operational Plan

Quarterly Progress Report

2024/2025 Q1

1: A vibrant, safe, and inclusive community

1.1: Our health and wellbeing needs are met

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
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	Council staff are regularly maintaining the open spaces to an acceptable manner.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Masterplan development for Fisher Park	1.1b (1)	Upgrade amenities at Fisher Park to meet the demands of local and regional Sporting associations and clubs	Manager Regional Services - Cootamundra	On Hold	RFT went out, tender submissions came back ranging from \$675K - \$1.3M, we have submitted a grant application for the Growing Regions Program Round 2 seeking a further \$600K to enable council to deliver the project with sufficient funds.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Promote year-round use of Council facilities	1.1b (2)	Continue to manage the existing contract for the Cootamundra Aquatic Centre to ensure all areas of service delivery meet Community and Council expectations	Manager Regional Services - Cootamundra	Ongoing	Ongoing, working well with the L & R Group staff.
	1.1b (2)	Continue to manage the existing contract for the Cootamundra Sports Stadium to ensure all areas of service delivery meet Community and council expectations	Manager Regional Services - Cootamundra	Ongoing	Regular meetings have been held with L & R Group. Stadium is slowly picking up in attendance numbers.
	1.1b (2)	Cootamundra sportsgrounds are maintained within the allocated resources and finances available and delivered to the community and associated user groups in a safe and professional manner	Manager Regional Services - Cootamundra	Ongoing	Council staff are maintaining all sportsgrounds to a suitable standard meeting community and Council expectations.
	1.1b (2)	Monitor and maintain Cootamundra Aquatic Centre within the allocated resources and funding	Manager Regional Services - Cootamundra	Ongoing	Council has regular contact with L & R staff, the working relationship is good and strong communication.
	1.1b (2)	Monitor and maintain Cootamundra Sports Stadium within the allocated resources and funding	Manager Regional Services - Cootamundra	Ongoing	Ongoing, regular meetings with L & R Group.
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	Maintenance continuing in line with budgetary allocations and historical or adopted service Levels.
	1.1b (3)	Ensure all Cootamundra Street tree enquiries are managed in a timely and professional manner	Manager Regional Services - Cootamundra	Ongoing	All enquiries are being responded to within 7 days.

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.	Manager Regional Services - Cootamundra	Ongoing	Ongoing maintenance as scheduled.
	1.1b (3)	Ensure that the Cootamundra Street Trees are maintained within the allocated resources and funding available and deliver a safe streetscape to the Community and street users groups	Manager Regional Services - Cootamundra	Ongoing	Ongoing, working on major tree issues as a priority.
	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	Council staff had met with community groups from both villages. Regular communication has been had to ensure Council are working with these communities.
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)	Upgrade Nicholson Park drainage to improve playing surface and oversee in preparation for year-round use by sporting clubs.	Manager Regional Services - Cootamundra	In Progress	Work has commenced, should be completed in the coming weeks.
	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	On hold (demerge)	Waiting for demerger update. The sporting groups currently across both locations do not match so it will be an easier task once we know where the future is going.
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	Cemeteries maintenance programs are being delivered within budget and on time. Community expectations are being met.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	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	Council staff have been communicating well with the public and the funeral homes. Great relationship.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Gundagai Pool Renovation	1.1c (1)	Complete Gundagai Pool renovation project	Acting Manager Regional Services - Gundagai	In Progress	Refurbishment works continuing, Projected completion from contractor 30/11/2024.

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

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Update and implement accessibility strategies as identified in the Disability Inclusion Access Plan	1.2a (1)	Update Disability Inclusion Access Plan	Acting Manager Business	In Progress	DIAP currently being updated by staff. Communications Strategy being developed for consultation with the Community.

1.2c: Undertake an Aboriginal Heritage and Cultural Places Study

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

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Deliver a diverse range of Art Gallery/Museum and Library events and programs that are accessible and relevant to the community	1.2e (3)	Work with partners including Eastern Riverina Arts to develop a diverse annual program of gallery exhibitions and events	Acting Manager Business	Ongoing	CGRC is an active member of Eastern Riverina Arts, with a Councillor and Staff representative attending meetings and facilitating programs. Individual facilities, such as The Arts Centre, Cootamundra develop events and programs relevant to community needs. Gundagai Museum and Goal provide tourist facilities incorporating cultural significance. Libraries implement a number of well attended events each month.

1.3: Maintaining low crime levels

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Continue maintenance and operations of Emergency Management Centres	1.3a (1)	Maintain and operate Emergency Management Centres	Deputy General Manager - Operations	Ongoing	Emergency Management Centres continue to be maintained with additional funding being sought to meet modern standards.
Continue to participate in Local Emergency Management Meetings with local emergency services	1.3a (2)	Continue to participate in Local Emergency Management Meetings with local emergency services	Deputy General Manager - Operations	Ongoing	Local Emergency Management Committee (LEMC) continues to meet on a regular basis.
Maintain and update Council's emergency response plans	1.3a (3)	Update and maintain Council's emergency management and response plans	Deputy General Manager - Operations	Ongoing	Emergency Management documentation is being reviewed and updated.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Continue to work in partnership with local agencies such as Fire and Rescue NSW, Rural Fire Service and State Emergency Service, Health, Ambulance, Police, Local Land Services to identify and advocate for opportunities to improve overall community safety	1.3b (2)	Work in partnership with Fire and Rescue NSW, Rural Fire Service and State Emergency Service, NSW Health, Ambulance, Police and Local Land Services to implement community safety initiatives	Deputy General Manager - Operations	Ongoing	Local Emergency Management Committee (LEMC) has continued to meet on regular basis with relevant actions identified and implemented.

1.3c: Installation of CCTV cameras in higher crime areas

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Review security contracts	1.3c (1)	Review security contracts for Closed-Circuit Televisions (CCTV) cameras	Acting Manager Regional Services - Gundagai	Ongoing	Funding will need to be sourced for the installation of additional CCTV systems. It has been proven mobile security patrols have not been successful in reducing the amount of vandalism being carried out in the LGA. Police are assisting with extra patrols and police presence.
	1.3c (1)	Review security contracts for closed-circuit televisions (CCTV) cameras.	Manager Regional Services - Cootamundra	On hold (demerge)	No action taken, waiting for demerger update as this may determine if we are one or two entities.
Seek funding for Closed Circuit Television camera installation	1.3c (2)	Seek funding for the installation of Closed-Circuit Televisions (CCTV) cameras	Acting Manager Regional Services - Gundagai	Ongoing	Grant funding has been used within existing projects to install units as required. Staff continue to work with Police to identify risk areas. Additional Funding sought to carry out further installations.
	1.3c (2)	Seek Funding for the installation of closed-circuit televisions (CCTV) cameras.	Manager Regional Services - Cootamundra	On Hold	No funding sources identified for this type of work.

2: A region for the future

2.1: Recognised as a must-visit tourist destination

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Gundagai Old Mill Redevelopment	2.1a (1)	Gundagai Old Mill Redevelopment Project. Development of the Masterplan and business case.	Acting Manager Business	Ongoing	Consultant engaged, community consultation continuing. Options for Masterplan and Business Case being presented to Council.
Develop and issue an expression of interest for Wallendbeen silo art project	2.1a (4)	Develop EOI for Wallendbeen silo art project	Acting Manager Business	In Progress	TEDO's have recommenced discussions into this project. The possibility exists to proceed with the project whilst still active. Discussions continue.

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	Acting Manager Business	Ongoing	CGRC along with consultants The Tilma Group received the 2024 National Economic Development Awards for Excellence (NEDA) for Regions Under 15,000 Residents. The Award recognised CGRC's Agritourism Mentoring Project, a comprehensive, multi-faceted local capacity building project delivering a 'One stop shop' for farmers to find all the information they need in one place to support the development of an agritourism offering on their farm.
Establish Cycle Trails map for Cootamundra	2.1c (3)	Develop Cycle Trails map for Cootamundra and upload onto website for road cyclists	Acting Manager Engineering - Cootamundra	Completed	Cootamundra Cycle Trails paths on website.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Seek funding to continue delivering on the Tourism Communications Plan	2.1d (2)	Seek funding to continue delivery of actions identified in the Tourism Communications Plan	Acting Manager Business	Ongoing	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
Prepare masterplan for Caravan Parks	2.1e (1)	Cootamundra Caravan Parks existing contract managed to ensure that all areas of service delivery meet Community and Council Expectations	Manager Regional Services - Cootamundra	Ongoing	Ongoing, regular communication with the Caravan Park managers.

2.1f: Maintain Visitor Information Centre services and Tourist attractions in Cootamundra and Gundagai

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Revisit Arts Centre Masterplan	2.1f (3)	Implement up-to-date fire safety measures and accessibility upgrades at Cootamundra Arts Centre	Manager Regional Services - Cootamundra	In Progress	Working on the disabled access ramp for the emergency exit.
Gundagai Visitor Information Centre Upgrade	2.1f (4)	Gundagai Visitor Information Centre upgrades Completed and to include establishment of online sales capability.	Acting Manager Regional Services - Gundagai	In Progress	Upgrade works continuing and are 95% complete. It is planned that Visitor Information Centre staff will move into the building January 2025.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Undertake connection of water supply to the Dog on the Tuckerbox site.	2.1f (5)	Investigate and deliver a potable water supply to the Dog on the Tuckerbox precinct at Annie Pyers Drive (partial funding identified and in Capital Expenditure Program)	Acting Manager Engineering - Gundagai	Ongoing	Ongoing discussions were held with the developer during the reporting period. It is expected that a determination will be made on the redevelopment of the site by the State Panel in Q2, and at that stage Council will confirm with the developer their peak supply needs, so that an agreement can be entered into, in order for the modelling to commence to demonstrate that the Gundagai water supply will be able to adequately service the development.

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

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

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	Acting 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	Acting 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	Acting Manager Business	Ongoing	TEDO staff work towards outcomes of CSP and TED Strategy, Tourism websites recently updated/renewed. 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 including establishing Youth Hub

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 Councils.	Acting Manager Business	Ongoing	Youth and Inclusion Officers continues to ensure the positive development of young people in the community. Coordinate consultation with young people and stakeholders, planning and 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.

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	In Progress	In progress. Parks & Gardens have moved to Bradman St depot, Civil have moved to depot 2.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Develop maintenance schedule for key sites, and any new sites that activate	2.2h (2)	Develop a region wide maintenance schedule for Council facilities and assets	Acting Manager Regional Services - Gundagai	Ongoing	Maintenance continuing in line with adopted service levels.

2.3: A region that can accommodate and support strategic growth

2.3a: Pursue affordable housing opportunities in the region

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Develop planning policies to facilitate options for range of housing	2.3a (2)	Undertake housing investigate and report on housing issues in the region and identify strategies to mitigate	Interim Manager Sustainable Development	Ongoing	Further action pending clarification of Demerger status.

2.3b: Provide appropriate land development to meet market demand

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Access and determine planning and development applications to foster community growth	2.3b (2)	Develop Planning Policies to Facilitate options for a range of housing	Interim Manager Sustainable Development	Ongoing	Further action pending clarification of Demerger.

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
Deliver increased weeds management program	3.1b (1)	Councils' noxious weeds program is to be implemented in accordance with the Riverina Regional Biosecurity (Weeds) Local Land Services and maintain communication with the NSW Local Land Services Department	Manager Regional Services - Cootamundra	In Progress	WAP funded projects and reporting is in progress. General weed control is also in progress.
	3.1b (1)	Councils' noxious weeds program is to be implemented in accordance with the Riverina Regional Biosecurity (Weeds) Local Land Services and maintain communication with the NSW Local Land Services Department	Acting Manager Regional Services - Gundagai	Ongoing	2023/ 2024 WAP program completed and acquitted, Council waiting on notification from DPI, LLS on the 2024 /2025 WAP program requirements.

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	Water infrastructure network under constant control and review.

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 (Contract)	In Progress	Substantial progress has been made on the development of an Issues Paper for the Integrated Water Cycle Management study. a draft of the paper will be finalised in Q2.

3.2: We have attractive towns and villages

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

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

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Develop plan for the beautification and preservation of Muttama Creek	3.2c (1)	Seek funding to develop a plan for the beautification and preservation of Muttama Creek	Manager Regional Services - Cootamundra	Ongoing	No funding source identified at present.

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
Implementation and Development of Flood Studies	3.2d (5)	Develop flood studies for Stockinbingal, Wallendbeen and Muttama Villages	Acting Manager Engineering - Cootamundra	Ongoing	Funding application was unsuccessful

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	3.2d (5)	Implement Cootamundra Flood Study recommendations	Acting Manager Engineering - Cootamundra	Ongoing	Being implemented as funding becomes available.

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 at Cootamundra	Manager Regional Services - Cootamundra	Ongoing	No further action has been taken. I have been in talks with contractors as there may be a government rebate coming for transitioning to LED lighting.
	3.3a (2)	Continue standard fit out of LED lighting at all Council owned buildings at Gundagai	Acting Manager Regional Services - Gundagai	Ongoing	Upgrading to LED in Council buildings to be done as required and within budgetary allocations.
Implement funded elements of the Council Waste Strategy	3.3a (3)	Construct Landfill 2nd hand shed that will cater for the recycling and sale of valued waste material which will allow for waste reduction in landfill and generate additional waste income	Manager Regional Services - Cootamundra	In Progress	In progress, should be completed in the next few weeks.
	3.3a (3)	Landfill Concrete Shredding to allow for the recycling and reuse of concrete providing additional space and added income to landfill operations	Manager Regional Services - Cootamundra	Completed	The concrete pile has been pulverised and crushed into a recyclable product. We are currently selling this product back to the community as well as using it on the internal roads at the tip.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
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	No action yet, still progressing.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Support the implementation of potable water connections to existing residents in Nangus, and identify other urban release areas which can leverage off the asset	3.3b (1)	Deliver potable water connections to existing resident in Nangus	Acting Manager Engineering - Gundagai	In Progress	Council is finalising the Nangus Village Flood Study which is a pre-requisite study that feeds into the design for the potable water supply to the township.

3.4: Greater efficiency in the use of resources

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Closure of Wallendbeen and Stockinbingal landfills	3.4a (1)	Council monitors full contractor compliance associated with the Recycling Contract and strives to reduce waste going into landfill wherever possible.	Manager Regional Services - Cootamundra	Ongoing	Ongoing communication with Elouera, regular staff meetings to discuss waste minimisation strategies.
	3.4a (1)	Prepare business case/s for operations of transfer stations within CGRC	Acting Manager Regional Services - Gundagai	Ongoing	Report being prepared for Council.
	3.4a (1)	Prepare business case/s for operations of transfer stations within CGRC	Manager Regional Services - Cootamundra	On Hold	On hold whilst the demerge is happening, need funds for rehabilitation of areas.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Undertake promotional campaign to increase community sustainability awareness	3.4a (2)	Ensure domestic waste, organics and recycling collection carried out in a professional and timely manner, ensuring minimal customer dissatisfaction	Manager Regional Services - Cootamundra	Ongoing	Staff are collecting waste on time and in a professional manner.
	3.4a (2)	Ensure domestic waste, organics and recycling collection carried out in a professional and timely manner, ensuring minimal customer dissatisfaction.	Acting Manager Regional Services - Gundagai	Ongoing	Report being prepared for Council.

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	In Q1 tenders were prepared for the Gundagai Water Treatment Plant filtration rehabilitation project as well as the upgrade of the Gundagai Water Treatment Plant intake works. The tenders will be publicly advertised in Q2 and the expectation is that the works will be awarded prior to Xmas.
	3.4c (1)	Deliver planned watermain replacement and reservoir disinfection projects	Acting Manager Engineering - Cootamundra	In Progress	Water main replacement program completed. Disinfection works underway.

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

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

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	Acting Manager Business	In Progress	CGRC have proposed to establish a service and asset profile for CGRC, to which levels of service, performance and resourcing may be assigned. This register of services can then be utilised for each individual Council, or CGRC, depending on the outcome of demerge proposal.

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	Acting Manager Business	Ongoing	Continual Improvement process in place within Customer Service to ensure quality customer experience is maintained. Staff recently participated in Complaint Handling Skills through NSW Ombudsman.
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	The relevant staff have been trained to ensure legalities and operational activities and reporting are done correctly.
	4.1b (2)	Implement tracking and reporting of progress against strategic plans against objectives	Acting 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	All Work Health and Safety legislative requirements are being met.
	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	All Work Health and Safety legislative requirements are being met.
Develop and implement a Staff Wellbeing Program	4.1c (4)	Continue implementation of staff wellbeing program	Coordinator Human Resources	Ongoing	Working with WHS officers and the Cross Organisational working group to establish a program/policy/procedure.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Conduct Long Term Financial Plan review and update	4.1e (1)	Conduct a Long-Term Financial Plan review and update Council's Long-Term Financial Plan accordingly	Manager Finance	Ongoing	Ongoing, FSP and DTP and the principles enclosed will help guide the Long-Term Financial Plan once there is certainty around the future of CGRC.

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	Acting Manager Business	Ongoing	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.
	4.2a (2)	Develop Councilor Induction and Professional Development Programs as legislatively required	Acting Manager Business	Ongoing	Councillor Induction completed in November 2024. Further professional development programs will be implemented through the term.
Support Council's elected representatives in undertaking their role in the community	4.2a (2)	Undertake processes required to facilitate the Local Elections for 2024	Acting Manager Business	Completed	Local Government Election 2024 complete.

4.2b: Implementing, monitoring, review and reporting on Council strategic and operational plan outcomes

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Council will adhere to Integrated Planning and Reporting framework, and continue to provide regular Council reports on progress	4.2b (1)	Regional Services Cootamundra to report to Council monthly and annually on projects, maintenance, community feedback and financial information	Manager Regional Services - Cootamundra	Ongoing	Monthly reports are being submitted highlighting works completed and progress reporting.

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	Acting Manager Business	Ongoing	Migration to the Cloud of Councils Operating Systems continues.

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	Acting 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	Acting Manager Business	Ongoing	Cootamundra Gundagai Regional Council's Community Engagement Strategy was adopted by Council, including Pop-up activities and face-to-face community engagement. Future Community Engagement will continue to include this element. Pop-up events scheduled for end of 2024 and throughout 2025.

4.3d: Develop and implement a Communications Plan for Council

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Develop a communications strategy for CGRC that will guide the Council's communication with the community and other key stakeholders	4.3d (1)	Develop an overarching Council communications strategy to guide Council's communication and engagement with the community	Acting Manager Business	Ongoing	CGRC Communications Strategy is still current and implemented. New and improved strategies are incorporated as appropriate.
	4.3d (1)	Develop an overarching Council communications strategy to guide Council's communication and engagement with the community	Acting Manager Business	Ongoing	CGRC Communications Strategy is still current and implemented. New and improved strategies are incorporated as appropriate.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Ensure community consultation activities are designed to adhere to the Community Engagement Charter, and community engagement best practice (IAP2)	4.3e (1)	Design community consultation activities in-line with the Community Engagement Charter and community engagement best practice (IAP2)	Acting Manager Business	Ongoing	Council focuses on transparent, authentic communication delivery to our residents and visitors via platforms detailed in our Communications and Engagement Strategy. Current strategies detailed in November Council Meeting report.

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	Acting Manager Business	In Progress	S.355 Guidelines being 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	Funding provided within 2024/25 Operational Plan and Budget for the demerger process by proposed derestriction of internal reserves. Actual initiation of the Demerger Transition Plan is not able to be activated until CGRC has received a response from the Local Government Boundaries Commission and the Minister for Local Government.
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 Regional Services - Gundagai	Ongoing	Work with Engineering and Finance staff to contribute to Asset Management Planning.
	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	On hold (demerge)	no announcement of demerger status.
	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	Ongoing	As at the end of Q1 a decision has not been made regarding the demerger, however Council is being proactive and continuing to update the GIS database to accurately reflect the assets on the ground and provide condition ratings. The work being undertaken as part of the Integrated Water Cycle Management project is also assisting with the development of long-term asset management plans for the water and sewer assets.

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	Acting Manager Engineering - Cootamundra	Ongoing	Demerger still pending.

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	Acting Manager Business	Ongoing	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.
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	Acting Manager Business	In Progress	Contractor 'Marsh' has been engaged to develop CGRC Business Continuity Plan and is in the final stages of developing this plan. SideEffekt continues to maintain and enhance ICT Continuity Plan, Tests and Reports.
Delivery of the Integrated Planning and Reporting framework	4.4b (3)	Start preparations for the Integrated Planning and Reporting framework required for 2025	Acting Manager Business	In Progress	Preparations for the 2025 IP&R framework development has commenced.

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	Align Council's Assets and Civil Works Departments works programs	Acting Manager Engineering - Gundagai	Ongoing	Continue to work with internal assets and finance staff to contribute to Asset Management Planning.
5.1a (1)		Assist with the development and updating of Councils Asset Managment Plan	Manager Regional Services - Cootamundra	Ongoing	No further action has taken place
5.1a (1)		Assist with the development and updating of Council's Asset Management Plan	Acting Manager Regional Services - Gundagai	Ongoing	Continue to work with internal assets and finance staff to contribute to Asset Management Planning.
5.1a (1)		Assist with the development and updating of Council's Asset Managment Plan	Acting Manager Engineering - Cootamundra	Ongoing	Plan currently under review.

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	Contractor has been engaged. Program has commenced and Completion expected early 2025.
5.1b (2)		Deliver the annual road resealing program as budgeted.	Acting Manager Engineering - Gundagai	Ongoing	During the reporting period the preparation for the road reseal program has been undertaken and the budget will cover 11 roads for a total 66,000 square metres in the 25FY. The works will be carried out from November 24 to March 25 when the weather becomes warmer and is more favourable for the works.

5.2: Easily accessible from major cities and other regional towns

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

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
5.2a (1)	Develop feasibility study/ masterplan for Cootamundra Aerodrome, with consideration to revenue generating opportunities, and long-term commercial activities	Seek funding to develop a feasibility study and masterplan for the Cootamundra Aerodrome with consideration to revenue generating opportunities and long-term commercial activities	Acting Manager Engineering - Cootamundra	Ongoing	Funding being sought.

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	In Progress	Works in program being implemented.
5.2b (1)		Continue to implement the approved and funded Fixing Local Roads Program	Acting Manager Engineering - Gundagai	Ongoing	Annie Pyers Drive has been completed and the final documentation submitted to T4NSW. Final payment of \$100,000 is expected to be paid to Council in Q2. A program has been developed for the 25FY for heavy patching.

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 - Gundagai	Ongoing	Council continues to advocate for funding, including funds from the Block Grant.

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
5.2b (4)	Seek funding to build a bridge over low level causeway at Muttama	Seek funding to build a bridge over the low-level causeway at Muttama	Acting Manager Engineering - Gundagai	Ongoing	Advocacy still continues to seek funding for this project.

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	Following completion of Pedestrian and Mobility Plans (PAMP) seek funding to develop cycleway and pedestrian access plan for the region.	Acting Manager Engineering - Cootamundra	Ongoing	Funding being sought.
5.2c (2)		Following completion of Pedestrian and Mobility Plans (PAMP) seek funding to develop cycleway and pedestrian access plan for the region.	Acting Manager Engineering - Gundagai	Ongoing	PAMP has been completed and funding requests will be applied for through state and Federal programs when they open in Q2.

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
5.2c (3)	Deliver footpath extensions and safe footpath / disabled access	Undertake the footpath asset renewal and extension program as per Asset Condition Report and Pedestrian and Mobility Plans (PAMP's) program	Acting Manager Engineering - Cootamundra	In Progress	Footpath renewal and replacement underway.
5.2c (3)		Undertake the footpath asset renewal and extension program as per Asset Condition Report and Pedestrian and Mobility Plans (PAMP's) program	Acting Manager Engineering - Gundagai	Ongoing	Council continues to advocate for additional funding, both at the State and Federal level, i.e. Get Active NSW program. These will be open in Q2 and Council will nominate projects in accordance with the priorities outlined in the PAMP.

5.2d: Seek funding to enable electric charging infrastructure

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
5.2d (1)	Investigate funding opportunities for installation of electric car charging facilities	Council to apply for grant funding to install 6 (six) x 7kw electronic vehicle charging stations to be installed behind the Library in Cootamundra	Manager Regional Services - Cootamundra	In Progress	Grant application was successful, commencing October 17.

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

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

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
5.3b (1)	Continue to seek funding from the Roads to Recover and Fixing Local Roads grants for ongoing road projects	Allocate funds to the Roads to Recovery annually for ongoing road maintenance and infrastructure projects as per condition report	Acting Manager Engineering - Gundagai	Ongoing	Council was advised on 22/05/24 that it will receive \$8,672,88 over a 5 year period (1 July 2024 to 30 June 2029).
5.3b (1)		Allocate funds to the Roads to Recovery annually for ongoing road maintenance and infrastructure projects as per condition report	Acting Manager Engineering - Cootamundra	In Progress	Roads to Recovery being developed for increased funding allocation.

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

5.4a: Develop a digital services strategy

5.4a (1): Review existing digital platforms and consider cost effective solutions within existing budget to provide improved functionality and usability for our community in a digital services strategy

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
5.4a (1)	Review existing digital platforms and consider cost effective solutions within existing budget to provide improved functionality and usability for our community in a digital services strategy	Seek funding to develop a digital services strategy for council including a review of digital platforms and investigation of cost-effective solutions	Acting Manager Business	In Progress	Digital Services Strategy under development.