

Delivery Program / Operational Plan

Half Yearly Progress Report

2018/2019 1 January 2019 – 30 June 2019

DIRECTORATE: *General Manager*

SECTION: *General Manager*

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Councillors will support and advocate for the needs of all members in our community.	4.1a (1)	Councillors available and contactable by community members	General Manager	Ongoing	100%	Councillor's contact information is available on Council's website and can be obtained upon request.
Support for Councillors to attend training, conference and development opportunities will be provided.	4.1e (1)	Councillor Training and Development: Local Government NSW Annual General Conference and In-house Councillor Induction Program	General Manager	Completed	100%	The following training and development opportunities were offered/provided: <ul style="list-style-type: none"> • Councillors provided with report to Council in August 2018 presenting the opportunity to attend the 2018 LGNSW Annual General Conference. Four Councillors attended the Conference. • In-house Councillor Induction program provided in October-November 2017 following the 2017 Elections.
Effective day-to-day management and leadership of the organisation conducts service reviews and implements continuous improvement practices to create greater	4.3e (1)	Improvement programs identified and developed by 30 June 2019	General Manager	Completed	100%	Various parts of the business have undertaken review and improvements, further identification and development continue in 19/20.

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efficiencies and effectiveness across the organisation.						
Actively seek and apply for funding opportunities which deliver additional income and contribute to community objectives.	2.1a (4)	Pursue available grant opportunities	General Manager	Ongoing	100%	Council has secured numerous grants through various funding sources. A spreadsheet detailing each of the projects has been developed and distributed to Councillors.
Seek funding for projects aimed at supporting the protection and sustainability of our natural environment.	3.1d (5)	Grant Funding opportunities pursued and secured	General Manager	Ongoing	100%	Council has secured numerous grants through various funding sources. A spreadsheet detailing each of the projects has been developed and distributed to Councillors.
Review the efficiency and effectiveness of Council's adopted Organisational Structure and ensure the structure and staffing mix can adequately deliver the activities approved by Council.	4.3f (2)	Develop and adopt new organisational structure by September 2018	Manager Business	Completed	100%	New Organisational Structure adopted 31 July 2018 Resolution Number: 150/2018.

SECTION: Development, Building and Compliance

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Provide accurate and timely advice regarding existing and proposed development within the legislative scope of Council.	2.2a (3)	Inspections undertaken within 48 hours of notification	Manager Development, Building and Compliance	Ongoing	0%	Staff are undertaking inspections within the agreed timeframe of 48 hours.
	2.2a (3)	Responses to enquiries provided within 5 working days	Manager Development, Building and Compliance	Ongoing	0%	Responses to development enquiries are provided within the agreed timeframes approximately 90% of the time. At times additional information and research is

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						required to respond fully to more complex enquiries.
Develop and operate development control plans to ensure compliance with appropriate legislation and to achieve the best possible planning and development outcomes for the community.	2.2b (1)	Increase in the number and value of Development Consents determined compared to the previous year	Manager Development, Building and Compliance	Completed	100%	192 Development Applications were approved for the 2017/18 year with an estimated construction value of \$17,236,613. 190 Development Applications were approved for 2018/19 year and the estimated construction value was \$29,055,502. It should be noted that not necessarily all of those projects have proceeded to construction.
Develop and operate development control systems which ensure compliance with appropriate legislation and achieve the best possible environmental outcomes.	3.1a (1)	Impact on the environment of a development is assessed in accordance with legislative obligations	Manager Development, Building and Compliance	Ongoing	0%	All development applications are assessed in accordance with legislative requirements. Assessment reports provide justification for decisions made and conditions imposed.
Contribute to coordinated planning and reporting across local, regional, state and federal areas for the management of the environment.	3.1d (4)	Monthly lodgement of ABS statistics	Manager Development, Building and Compliance	Ongoing	0%	Reports are completed and lodged in accordance with service standards and legislation.
	3.1d (4)	Monthly lodgement of Building Professionals Board (BPB) statistics	Manager Development, Building and Compliance	Ongoing	0%	Reports are lodged in compliance with legislative requirements.
Develop and operate development control systems to ensure compliance with appropriate legislation and to achieve the best possible development outcomes for the community.	3.2a (1)	Increase in the number and value of Development Consents granted compared to the previous year	Manager Development, Building and Compliance	Completed	100%	192 Development Applications were approved for the 2017/18 year with an estimated construction value of \$17,236,613. 190 Development Applications were approved for 2018/19 year and the estimated construction value was \$29,055,502. It should be noted that not

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						necessarily all of those projects have proceeded to construction.
Ensure new development is considerate of our heritage.	3.2a (2)	Assessment of all Development Applications includes heritage considerations as applicable and in accordance with the LEP	Manager Development, Building and Compliance	Ongoing	0%	All development applications are assessed in accordance with legislative requirements. Assessment reports provide justification for decisions made and conditions imposed.
	3.2a (2)	Heritage considerations incorporated into new LEP	Manager Development, Building and Compliance	Not Due to Commence	0%	Drafting of the comprehensive, consolidated LEP has yet to commence and is scheduled for completion during the 2019/20 year. Heritage matters will be considered for inclusion in the LEP
Ensure that planning and development controls are in place to promote and facilitate a variety of housing options for residents.	3.2b (1)	Increase in the number and value of Development Consents granted compared to the previous year	Manager Development, Building and Compliance	Completed	100%	192 Development Applications were approved for the 2017/18 year with an estimated construction value of \$17,236,613. 190 Development Applications were approved for 2018/19 year and the estimated construction value was \$29,055,502. It should be noted that not necessarily all of those projects have proceeded to construction.
Determine development applications in an efficient and effective manner based on merit	4.1c (3)	80% of DAs determined within statutory 40 days' timeframe	Manager Development, Building and Compliance	Ongoing	100%	86.6% of development applications for the 2018/19 year were determined within the legislative timeframe.
Develop and operate development control systems which support the protection of agricultural land.	2.1b (2)	Commence development of new LEP and DCP, by 30 June 2019	Manager Development, Building and Compliance	Not Yet Commenced	0%	The background studies that allow the development and drafting of these documents are to be presented to Council for adoption in the new financial year. Following adoption of these studies and strategies, staff will begin the drafting of the new comprehensive LEP and DCP documents.

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Encourage growth in development and construction locally.	2.1e (3)	Increase in the number of Construction Certificates issued from the previous year	Manager Development, Building and Compliance	Completed	100%	86 Construction Certificates were processed for the 2017/18 reporting period this increased to 131 Construction Certificate issued for 2018/19. Caution must be exercised in comparing this reporting action as Council is unable to influence the number of Construction Certificate Applications that are made.
Develop a new, comprehensive Local Environmental Plan for the local government area.	2.2a (1)	Prepare new draft Development Control Plan, by 30 June 2019	Manager Development, Building and Compliance	Not Yet Commenced	0%	The background studies that allow the development and drafting of the LEP will be presented to Council for adoption in the new financial year. Upon completion of the LEP, staff will begin the drafting of the the document and workshop this with Councillors.
Identify and address current and future land-use needs through integrated strategic planning and development.	2.2a (2)	Develop Rural Land Use Strategy by 30 June 2019	Manager Development, Building and Compliance	In Progress	90%	This strategy is to be presented to Council for adoption in the new financial year. This document will form the suite of documents that inform the development of the new LEP. This strategy is to be presented to Council in August 2019.
	2.2a (2)	Prepare new draft Comprehensive Local Environmental Plan, by 30 June 2019	Manager Development, Building and Compliance	Not Yet Commenced	0%	The background studies that allow the development and drafting of the LEP are to be presented to Council for adoption in the new financial year. Following adoption of these studies and strategies, staff will begin the drafting of the new comprehensive LEP and will workshop this with Councillors.
Develop and operate development control plans to ensure compliance with	4.3a (4)	Develop new Section 7.11 and 7.12 Development Contribution plans and	Manager Development, Building and Compliance	In Progress	25%	Section 7.12 Fixed Development Levy Contributions Plan has been implemented. New Headworks Charges and Section 7.11

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appropriate legislation and to achieve the best possible planning and development outcomes for the community.		Section 64 Headworks Charges, by 30 June 2019				Development Contributions will be developed after the development of the LEP.

SECTION: Regulatory Services

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Provide well-maintained cemeteries and efficient, appropriate and dignified cemetery operations and services that create the most peaceful surroundings possible for funeral parties and visitors.	4.3d (5)	Develop a Cemetery Services Strategic plan, by 30 June 2019	Manager Regulatory Services	Not Yet Commenced	0%	It is anticipated to commence development in 2019/20.
	4.3d (5)	Undertake Mapping of Cemeteries for plot identification, future planning and publish information online, by 30 June 2019	Manager Regulatory Services	In Progress	50%	Mapping continuing at this stage should be completed in December 2019
A range of programs are supported, promoted and controlled to encourage and enforce responsible companion animal ownership.	1.3c (3)	Undertake Companion Animals Audit, by 30 June 2019	Manager Regulatory Services	In Progress	50%	Audit has commenced with Rangers targeting one street at a time.
Develop and operate safe food handling and public health controls.	1.3c (2)	Implement a Food Safety Education Scheme by promoting the benefits of food safety to our communities and educating operators on food safety practices, by 30 June 2019	Manager Development, Building and Compliance	Not Yet Commenced	0%	Food Safety Awareness is provided as part of the annual food shop inspection program. However Council has successfully recruited a dedicated Environmental Health Officer who will commence in the new financial year. Dedicated food safety education and ongoing promotion is a core part of this role. This officer is to develop a program for this to occur.

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Co-ordinate between the District and Local Emergency Management Committees and provide effective emergency management assistance as required.	1.3d (1)	Liaise with the District and Local Emergency Management Committees to ensure coordination of emergency management assistance	Manager Regulatory Services	Completed	100%	LEMC meetings continuing as well as training for all members.
Develop and maintain effective and well tested emergency management plans.	1.3d (2)	Develop Local Emergency Management Plan	Manager Regulatory Services	Completed	100%	Plan developed and submitted to the Local Emergency Management Committees.
Maintain an active involvement and positive relationship with FRNSW, RFS and SES, Health, Ambulance, Police, Local Land Services and all emergency services organisations within the legislative framework and for the benefit of the community.	1.3d (3)	Liaise with Local Emergency Operations Controller to ensure coordination of emergency management assistance	Manager Regulatory Services	Ongoing	50%	LEMC Meetings continuing with constant communications with commander.
Provide administrative support for the co-ordination of the various emergency services to provide the most effective disaster management for the community.	1.3d (4)	Administrative support provided to emergency management meetings	Manager Regulatory Services	Ongoing	100%	Administrative support continual for LEMC.
A range of programs are supported, promoted and controlled to reduce and enforce illegal dumping.	3.1d (6)	Undertake illegal dumping surveillance and implement associated technology	Manager Regulatory Services	Completed	100%	Application made for grant for the purchase of surveillance cameras. Staff members are qualified in the Surveillance Act for covert placement of surveillance cameras.
Noxious weeds will be contained, reduced or eliminated as appropriate.	3.1e (1)	Undertake Weed Control Program, by 30 June 2019	Manager Regulatory Services	Completed	100%	Continual weed control undertaken by Bio Security Officers.

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Provide a facility through which used chemical drums can be disposed of correctly.	3.1c (3)	Provide a drum muster collection service each year at both Cootamundra and Gundagai	Manager Regulatory Services	Ongoing	100%	Drum Muster collection service is available on a scheduled day in February, May, August and November in Cootamundra and is available on an on-demand basis in Gundagai.
Provide, maintain and upgrade as funding permits the saleyards facility which allows the regular sale of animals from this and surrounding districts in a suitable environment.	2.1b (3)	Undertake lighting upgrade at Cootamundra's Saleyards Facility, by 30 June 2019	Manager Regulatory Services	Completed	100%	Lighting upgrade completed at the end of 2018.

SECTION: Community and Culture

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Develop and implement accessibility strategies as identified in the Disability Inclusion Access Plan.	1.1e (1)	Review and implement Councils Disability Inclusion Action Plan, by 30 June 2019	Manager Community and Culture	Completed	100%	Committee has formed and is meeting regularly.
Continue to consult with local health services providers and identify and advocate for opportunities to improve the quality and range of health services provided in the local government area.	1.3a (1)	Initiate and participate in Community Drug, Alcohol and Mental Health first response meetings	Manager Community and Culture	Completed	100%	Dual Diagnosis Action Group meetings facilitated and attended by Council Staff.
	1.3a (1)	Participate in Interagency Network opportunities	Manager Community and Culture	Ongoing	0%	Attended one interagency in the period. Investigating Cootamundra based Interagency meeting being started.
Promote a wide range of health and community services offered by various agencies in the local government area.	1.3a (2)	Utilise available mediums for promotion of services	Manager Community and Culture	Ongoing	0%	The online listings have been written into the job description of the Youth & Inclusion Officer to be completed by the end of the year.

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Provide and maintain Mirrabooka Community Centre building to facilitate health and welfare needs of the community.	1.3a (3)	Undertake improvements at Mirrabooka Community Centre, by 30 June 2019	Manager Community and Culture	In Progress	70%	Works well underway. To be completed by March 2020.
Work with various agencies to promote a range of programs, activities and opportunities which improve the health, well-being and employability of our community.	2.4a (2)	Facilitate mediums to promote programs activities and opportunities offered in the local government area by other bodies	Deputy General Manager	Ongoing	100%	Promotion provided through websites, social media and email newsletters on request.
Provide support and funding where possible to support a range of community groups deliver positive outcomes for the local community.	1.1c (3)	Apply for funding on behalf of Community Groups under the Stronger Country Community Fund	Manager Community and Culture	Completed	100%	Range of successful SCCF round 2 funding applications submitted on behalf of community groups with \$2.78 million in funding secured.
Improve the amenity of town and village entrances.	1.2b (1)	Make application for funding for improvements to village entrances	Manager Community and Culture	Completed	100%	Funding for further work on entrances secured.
Provide modern, vibrant and relevant library services, programs and activities to the community in conjunction with Riverina Regional Library (RRL).	1.1a (4)	Implement program to encourage Library membership and increase overall membership numbers	Manager Community and Culture	Ongoing	100%	Outreach through groups - guest speaking. Encouraging other users of the facility to join.
Develop and implement a Youth Strategy which meets the needs of young people within our community.	1.1e (2)	Implement a Gundagai Youth Radio Program, by 30 June 2019	Manager Community and Culture	Not Due to Commence	0%	Still to confirm and reach agreement with station. Youth and Inclusion officer to work on this project.
Maintain and improve Council library facilities.	1.2c (2)	Develop plans for improvement to Library Spaces, by 30 June 2019	Manager Community and Culture	Completed	100%	Strategic Planning undertaken for both libraries. Implementing actions as recommended by Kevin Hennah. Working

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						on SCCF3 applications for major upgrades.
Encourage the development of initiatives to welcome new residents and make them aware of the opportunities which exist in the local government area.	1.1a (3)	Develop New Residents Packs with general information on the Council area, services and additional information on the subject of residents locality, by 30 June 2019	Manager Community and Culture	Completed	100%	New residents packs developed. Further updates planned for later in the year.
Build and sustain partnerships 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.	1.1b (1)	Applications made for funding for projects at the following locations: The Arts Centre Cootamundra, the Old Mill Centre Gundagai, Mirrabooka Gundagai, Men's Shed/ Community Garden	Manager Community and Culture	Completed	100%	SCCF funding secured as follows: <ul style="list-style-type: none"> • \$185,000 for the Arts Centre Cootamundra. • \$150,000 for the Old Mill Centre in Gundagai. • \$67,000 for Mirrabooka Gundagai. • \$233,794 Men's shed/Community garden.
Provide assistance to art and cultural bodies to promote and develop programs and facilities.	1.1b (2)	Applications made for funding for projects at the following locations: The Arts Centre Cootamundra, the Old Mill Centre Gundagai, Mirrabooka Gundagai, Men's Shed/ Community Garden	Manager Community and Culture	Completed	100%	SCCF funding secured as follows: <ul style="list-style-type: none"> • \$185,000 for the Arts Centre Cootamundra. • \$150,000 for the Old Mill Centre in Gundagai. • \$67,000 for Mirrabooka Gundagai. \$233,794 Men's shed/Community garden
Continue to provide and maintain the local museums both as a repository and for public viewing of valuable local historical memorabilia.	1.1d (1)	List local museum on Australian tourism data warehouse promote local museum on Tourism Social Media	Manager Community and Culture	Completed	100%	Completed.

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Seek funding opportunities for the conservation and enhancement of local historical buildings and structures and undertake these activities.	1.1d (2)	Secure funding for Main Street Heritage Paint Scheme in Gundagai and the Wallendbeen Heritage Study	Manager Community and Culture	In Progress	80%	Work due for completion November 2019.
Facilitate the coordination and promotion of the different historical groups and heritage assets within the local government area.	1.1d (3)	Install Interpretative signage in Sheridan Street Gundagai, by 30 June 2019	Manager Community and Culture	Completed	100%	Interpretive signage installed. Further funding has also been secured to install additional signage.
Enhance the amenity and appearance of our towns' main streets.	1.2a (1)	Construct Gundagai Main Street Public Toilet, by 30 June 2019	Manager Community and Culture	In Progress	70%	Works still underway. Completion November.
Plan for and manage the construction of public space upgrades as funding permits.	1.2a (3)	Engage consultant to prepare Cootamundra Arts Precinct Masterplan, by 30 June 2019	Manager Community and Culture	Completed	100%	Report prepared. Yet to be adopted by Council.
Improve the amenity of town and village entrances.	1.2b (1)	Engage consultant to design boundary and Village Signage	Manager Community and Culture	Completed	100%	Shire boundary and village signage installed.
Develop and implement an integrated Tourism and Economic Development Strategy for the Cootamundra-Gundagai region.	2.1a (1)	Develop a comprehensive Tourism and Economic Development Strategy for the Local Government Area, by 30 June 2019	Manager Community and Culture	Completed	100%	Strategy adopted April. Implementation underway.
Work in partnership with individuals, the private sector, other agencies and levels of government to deliver economic development initiatives.	2.1a (2)	Make application for government funding to support Council land release programs, by 31 December 2018	Manager Community and Culture	Completed	100%	Application under the Growing Local Economies Funding for Turners Lane Industrial Subdivision submitted with the initial EOI for funding successful. Funding application submitted has not yet determined.

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	2.1a (2)	Negotiate new memorandum of understanding with Cootamundra Development Corporation, by 30 June 2019	Manager Community and Culture	Completed	100%	New MOU signed and implementation underway.
Implement strategies which encourage the growth of the local population.	2.1a (3)	Participate in Country Change initiative	Manager Community and Culture	Ongoing	0%	Participated in planning teleconference.
Work with key partners to explore and advocate for opportunities to better utilise and develop transportation and freight networks which meet our community needs.	2.1c (1)	Facilitate Community response to the proposed new Canberra/Cootamundra-Gundagai bus route	Manager Community and Culture	Completed	100%	Council's response on behalf of the community in support of the proposed new bus route prepared and submitted.
Promote to the community and industry groups potential growth opportunities and development efficiencies.	2.1e (2)	Facilitate communication mediums for training and funding opportunities for businesses	Manager Community and Culture	Ongoing	100%	Regular email and social media communications. Several outsourced training courses offered in the period.
Work in partnership with agencies and other levels of government to support local businesses.	2.1f (1)	Facilitate and support local business training opportunities	Manager Community and Culture	Ongoing	100%	Working with external training providers we have delivered a number of courses during the period.
Work with key partners and local business owners, investors and employers to investigate, advocate for and promote opportunities for business development and networking.	2.1f (2)	Facilitate forums for Economic Development and Growth	Manager Community and Culture	Completed	100%	Commenced closer working with the Cootamundra Development Corporation.
	2.1f (3)	Attend Regional Development Australia forums	Manager Community and Culture	Ongoing	0%	Continuing work on a number of initiatives together.

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Maintain a close liaison and continue to work with Regional Development Australia.	2.1f (3)	Participate in the Country Change Initiative	Manager Community and Culture	Ongoing	0%	Committed to participating in the next expo.
Develop and implement an integrated Tourism and Economic Development Strategy for the Cootamundra-Gundagai region.	2.3a (1)	Develop and implement an integrated Tourism and Economic Development Strategy for the Cootamundra-Gundagai region	Manager Community and Culture	Ongoing	0%	Strategy developed - implementation underway.
Work co-operatively with key partners to identify opportunities and to further promote the local government area to tourists and visitors.	2.3b (1)	Formalise status of both Gundagai and Cootamundra Tourism Action committees by 31 December 2018	Manager Community and Culture	Completed	100%	Gundagai Tourism Action Committee was granted s.355 Committee status in August 2018. The Cootamundra Tourism Action Group was granted s.355 Committee status in September 2018.
Work with the community to develop a marketing strategy for the local government area as a tourist destination.	2.3b (2)	Develop Marketing Strategy for Local Government Area, by 30 June 2018	Manager Community and Culture	In Progress	25%	Consultant engaged to prepare strategy. Completion expected March 2020.
Ensure local programs, activities and events are actively promoted via a range of mediums to attract and encourage visitors and tourists.	2.3b (3)	Create, maintain and promote a Calendar of Activities, Programs and Community Events, by 30 June 2019	Manager Community and Culture	In Progress	80%	Gundagai area calendar complete. Cootamundra events Facebook complete but website 90% complete.
	2.3b (3)	Develop Cootamundra Tourism Website and both hardcopy and email Events Newsletter, by 30 June 2019	Manager Community and Culture	In Progress	95%	Website 90% complete. Email newsletter commenced.
Maintain and improve the tourism infrastructure, facilities and services in the local government area to make our area an attractive place to visit.	2.3c (5)	Commence implementation of the recommendations of the Gundagai Gaol Masterplan, by 30 June 2019	Manager Community and Culture	In Progress	0%	Review of current Gaol underway. FOGG Committee to be reformed.
	2.3c (5)	Develop Strategic Management Plan for WWII inland aircraft fuel depot, by 30 June 2019	Manager Community and Culture	In Progress	20%	Funding obtained for site interpretations, consultant currently working on preparing

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						these. A strategic management plan will require further funding to achieve.
Develop a Place Plan which incorporates the Economic Development, Open Space Recreation, Arts and Cultural and Disability Action Strategies.	4.1c (4)	Develop Placemaking plan for the planning decision and management of Public Spaces in the Local Government Area, by 30 June 2019	Manager Community and Culture	Not Due to Commence	0%	To complete Jan - June 2020 once other strategy work complete.
Provide and maintain Visitor Information Centres which meet the needs of tourists and visitors to our local government area.	2.3c (1)	Review operation of Council Visitor Services, by 30 June 2019	Manager Community and Culture	Completed	100%	Review undertaken through TEDS recommended to retain additional VICs.
Undertake a redevelopment of the Gundagai Visitor's Information Centre.	2.3c (2)	Re-develop the Gundagai Visitors Information Centre including removal of internal visitors toilets, provision of a theatrette space and accessibility improvements, by 30 June 2019	Manager Community and Culture	In Progress	20%	As indicated works to commence late 2019 and complete June 2020.
Develop and implement a Youth Strategy which meets the needs of young people within our community.	1.1e (2)	Develop a Youth Strategy, by 30 June 2019	Manager Community and Culture	Not Due to Commence	0%	Youth & Inclusion Officer role to be advertised. The position will be responsible for strategy development.
Continue to foster and support the Youth Council.	4.1b (5)	Consider representation by Councillor's on the Youth Council in Gundagai, by 30 June 2019	Manager Community and Culture	Completed	100%	Councillors are being invited to meetings.
	4.1b (5)	Explore feasibility of establishing a Youth Council in Cootamundra, by 30 June 2019	Manager Community and Culture	Completed	100%	Youth and Inclusion Officer under recruitment - establishment of a Youth Council in Cootamundra forms part of role.

SECTION: Finance and Customer Service

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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.	4.3d (1)	Develop and implement a new Customer Service Charter, by 30 June 2019	Manager Finance and Customer Service	In Progress	50%	A customer service charter was developed in 2018. It will be revised and implemented in 2019/20. Has been included in the 2019/20 Operational Plan.
Adopt and maintain information technology and communication services and infrastructure that assists the efficient and effective undertaking of Council’s operations, increases productivity and adequately supports the organisation and our community’s needs.	4.3d (1)	Review all Council Forms including online forms, by December 2018	Manager Business	Completed	100%	All Council forms reviewed, updated, and uploaded to intranet and website, where applicable.
Requests for service are processed in an efficient and effective manner.	4.3d (4)	Complete Customer Satisfaction Survey to provide benchmark by 30 June 2019	Manager Finance and Customer Service	Completed	100%	Completed in 2018.
	4.3d (4)	Review and enhance Service Request Reporting System to ensure accurate and efficient reporting	Manager Finance and Customer Service	Completed	100%	Completed.
Ensure Council’s long term financial planning supports the delivery of community expectations and financial stability.	4.3a (1)	Undertake processes to consolidate Council’s rating structure, by 30 June 2019	Manager Finance and Customer Service	In Progress	20%	Councillor workshops have been conducted to explore options for the consolidated structure. Preferred options will be expanded upon, with financial modelling prepared after property revaluations have been completed by the Valuer General in November.

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						A campaign will be developed to educate the public in the interim. The project is due for completion by June 2020.
Ensure the availability of finances are managed, controlled, reviewed and regularly reported on in order to provide the appropriate services and facilities within the allocated budget and achieve the maximum value for expenditure.	4.3a (2)	Develop an integrated budgeting process, by 30 June 2019	Manager Finance and Customer Service	Completed	100%	The 2019-20 budget was prepared in the new system, and is integrated with Authority.
	4.3a (2)	Undertake stage 2 of the Authority Financial Data migration project, by 30 June 2019	Manager Finance and Customer Service	Completed	100%	Migration project completed by December 2018.
Ensure all procurement meets legislative and policy requirements and delivers best value for the community and the Council.	4.3a (3)	Undertake review of Banking Services, by 30 June 2019	Manager Finance and Customer Service	Completed	100%	It was determined that council's current banking arrangements be maintained.
Support and funding for elections is provided as required.	4.3b (2)	Allocate sufficient funding to the Election Funding reserve for 2019-20 budget	Manager Finance and Customer Service	Completed	100%	An allocation has been made in the Long Term Financial Plan.

SECTION: Business

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Deliver a range of programs, activities and events and ensure they are planned, promoted and executed in an efficient, inclusive and professional manner.	1.1a (1)	Develop and implement a program of Events for Youth Week and Seniors Week in 2019, by 30 June 2019	Manager Business	Completed	100%	Program of Events for Youth Week and Seniors Week 2019 were developed and implemented.

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Current, informative and easy access to Council information is made available to the community using a range of communication methods, including traditional media and digital channels, Council's website, Community News newsletter and social media.	4.3c (1)	Develop a Fortnightly newsletter to be distributed to the community, by 30 June 2019	Manager Business	Completed	100%	Newsletters have been distributed to the community on a fortnightly basis.
	4.3c (1)	Develop Engagement Strategy to inform the community and receive feedback, including feedback on major projects, by 30 June 2019	Manager Business	In Progress	80%	Engagement Strategy is a part of the Communications Strategy which is anticipated to be completed by 30 September 2019.
	4.3c (1)	Improve Services Available on Councils websites	Manager Business	In Progress	50%	Online forms have undergone a review and the implementation of online services will be investigated further in 2019/20.
Council ensures statutory compliance is achieved and demonstrates good governance practices.	4.3b (1)	Develop a Policy Register, by 30 June 2019	Manager Business	Completed	100%	CGRC policy register developed. Legislated policies have been updated for CGRC. Please note: The development of this register is an ongoing action. Managerial staff to proceed with reviewing, redeveloping and drafting other policies as required, and as per the schedule created by Governance staff.
Implement effective integrated risk management strategies and practices.	4.3b (3)	Establish a Audit, Risk and Improvements Committee	Manager Business	Completed	100%	CGRC has joined the Internal Audit and Risk Committee program and has commenced regular meetings.
Council ensures statutory compliance is achieved and demonstrates good governance practices.	4.3g (3)	Develop Infocouncil Business paper software solution by, 31 July 2018	Manager Business	Completed	100%	InfoCouncil implemented and operational for the June 2018 Council meeting.
Promote local employment and training opportunities within the Council organisation.	2.4a (1)	Prepare a suite of trainee opportunities to be offered at Council, by 30 June 2019	Manager Business	Not Due to Commence	0%	A review of Traineeships will take place in 2019/20 in conjunction with a review of the Workforce Management Plan.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Implement strategies which promote Cootamundra-Gundagai Regional Council as being an employer of choice.	4.3f (1)	Engage consultants to facilitate a staff climate survey, by 30 June 2019	Manager Business	Not Due to Commence	0%	Survey will scheduled to take place in conjunction with the Leadership Development program.
	4.3f (1)	Review and enhance recruitment practices, by 30 June 2019	Manager Business	Not Yet Commenced	0%	Rescheduled to 2019/20 due to competing priorities.
Implement the Workforce Management Plan to support all staff in the delivery of community expectations.	4.3f (3)	Develop and adopt Workforce Management Plan by 30 June 2018	Manager Business	Completed	100%	Workforce Management Plan adopted 25 September 2018 Resolution Number: 193/2018.
Develop and implement a Staff Wellbeing Program	4.3f (5)	Develop and implement Staff Wellbeing Program, by 30 June 2019	Manager Business	Not Yet Commenced	0%	Rescheduled to 2019/20 due to competing priorities.
Implement a training plan to enhance the skills and knowledge of staff across the organisation.	4.3g (1)	Develop Staff Training Plan following skills/performance process in first half of the 2019 Calendar Year	Manager Business	Not Yet Commenced	0%	Rescheduled to 2019/20 due to competing priorities.
Provide learning and development opportunities to staff to develop the individual's potential and meet the needs of the community and organisation.	4.3g (2)	Develop and implement a Leadership Development Program, by 30 June 2019	Manager Business	Not Due to Commence	0%	Rescheduled due to competing priorities.
Offer and promote free public wi-fi internet access in key public spaces across the local government area.	2.1d (3)	Provide infrastructure for free Public Wi-Fi Internet Access in key public spaces, by 30 June 2019	Manager Business	Ongoing	100%	Free Wi-Fi available in the following locations: Libraries, Post Office Square
Staff are supported in the achievement of organisational objectives by having access to a range of business tools, systems and technologies.	4.3b (3)	Undertake I.T Infrastructure Audit and Disaster Recovery Plan, by 30 June 2019	Manager Business	Completed	100%	Disaster Recovery Plan is contained in the documentation provided by the IT Managed Service Provider. Further actions will be implemented at the request of the external Auditors.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Adopt and maintain information technology and communication services and infrastructure that assists the efficient and effective undertaking of Council's operations, increases productivity and adequately supports the organisation and our community's needs.	4.3d (1)	Develop Online Booking System for Council facilities, by 30 June 2019	Manager Business	Not Yet Commenced	0%	Rescheduled to 2019/20 as requirement for system upgrade has caused delays.
	4.3d (2)	Corporate Software System Consolidation, By 30 June 2019	Manager Business	In Progress	50%	Online Requisitions has been implemented. Integration between Authority and the Magiq document (EDRMS) system will be reviewed in 2019/20.
	4.3d (2)	Review Business Systems and identify services that can be delivered on Council's Website, by 30 June 2019	Manager Business	In Progress	50%	This has commenced and will be carried out in conjunction with the Customer Services team in 2019/20.
Provide learning and development opportunities to staff to develop the individual's potential and meet the needs of the community and organisation.	4.3g (2)	I.T and Communications, staff training program in ITC, by 30 June 2019	Manager Business	Not Due to Commence	0%	IT and Communications training will be incorporated in the Staff Training Plan in 2019/20.
Staff are supported in the achievement of organisational objectives by having access to a range of business tools, systems and technologies.	4.3g (3)	Develop Staff Internet platform, by 30 June 2019	Manager Business	Completed	100%	A basic Staff Internet platform has been developed and further development will be undertaken as resources become available.
	4.3g (3)	Provide ongoing enhancement to Staff Intranet, by 30 June 2019	Manager Business	Not Due to Commence	0%	To be rescheduled due to competing priorities.
Implementation of the Cootamundra-Gundagai Regional Council's suite of plans, including the Community Strategic Plan, Delivery Program, Operational Plan and resourcing plans.	4.1a (2)	Present Delivery Program/ Operational Plan status report to Council, by February 2019	Manager Business	Completed	100%	Progress Report submitted to Council at the 26 February Council Meeting.
The development of the Cootamundra-Gundagai Regional Council's integrated suite of plans, including the Community	4.1c (1)	Develop and adopt 2019-20 Operational Plan by 30 June 2019	Manager Business	Completed	100%	Adopted at Council Meeting 25 June 2019 Resolution number 187/2019.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Strategic Plan, Delivery Program, Operational Plan and resourcing plans, provide a clear strategic direction and drives the organisation's activities.						
Council will track the progress towards the achievement of the corporate plan objectives against measurable outcomes.	4.1d (1)	Integrated Planning and Reporting, Progress reporting: Implement Pulse Software Program to provide status updates on performance against Delivery Program and Operational Plan, by 30 January 2019	Manager Business	Completed	100%	Pulse training provided to all Section Managers and the Acting General Manager. Pulse software is now implemented and will be used to create the first progress report to be submitted at the August Council Meeting.
Ensure all procurement meets legislative and policy requirements and delivers best value for the community and the Council.	4.3a (3)	Undertake assessment and improvement of procurement processes, by 30 June 2019	Manager Business	In Progress	90%	The following has been undertaken: <ul style="list-style-type: none"> • Procurement Officer coordinating all Tendering activities by Council. • Implementation of On-Line Requisitioning Rolled out early June 2019. Final issues to be finalised by end August 2019 – delays from Civica. • Training held for all staff raising Purchase Orders on On-Line Requisitioning with revisit of Procurement Policy and Guidelines May/June 2019. • Training held for all holders of Financial Delegation Nov-2018. • Induction program being developed for all new staff involved in purchasing. • Suite of Templates developed. • Regular program of internal audit being undertaken to ensure compliance with policy and procedures, automated reports to be developed. • AP Workflow to be rolled out in Sept 2019 to finalise the On-Line Requisitioning

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
						Process. •Contracts Module to be rolled out in Sept 2019.
Council's records are managed in compliance with the appropriate legislation and supports efficient and effective work practices.	4.3d (3)	Review infoXpert records management systems to identify utilisation gaps, by 30 June 2019	Manager Business	In Progress	70%	In conjunction with Senior Management, a thorough review of InfoExpert workflows have been carried out and processes have been streamlined. There has also been an increase in utilisation of the system due to the implementation of new training approaches and resources.

DIRECTORATE: Deputy General Manager

SECTION: Deputy General Manager

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Investigate options to work in partnership and enter into joint venture arrangements to make better use of facilities within the local government area.	1.2c (5)	Contribute to Department of Education Multi-Purpose Facilities, by 30 June 2019	Deputy General Manager	Not Due to Commence	0%	No work to date. Report to be presented to Council for consideration of proposal to reallocate funds.
Ensure adequate project management techniques are in place to ensure the delivery of projects which meet the changing needs of our community on time, within budget and to an acceptable standard.	4.3e (2)	Project Management Training undertaken by relevant staff	Deputy General Manager	Completed	100%	Key staff attended Project Management training.
	4.3e (2)	Schedule of projects, including grant funded projects, prepared	Deputy General Manager	Completed	100%	Project schedule prepared and regular project team meetings undertaken to determine status and ensure compliance with schedule.

SECTION: Civil Works

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Provide and maintain a stormwater disposal system which minimises the carriage of pollutants from the stormwater system to the creek and river systems.	3.1a (3)	Commence upgrade of stormwater infrastructure in accordance with the priorities identified in the stormwater priority assessment report, by 30 June 2019	Manager Civil Works	In Progress	5%	Plans on various projects complete. Works being scheduled during second half 2019 as per priority. Cootamundra Flood Study has commenced as part of these works.
Maintain civil infrastructure including roads, footpaths, bridges and traffic facilities to agreed standards as set out in asset management plans.	3.2d (2)	Undertake annual road maintenance program, 30 June 2019	Manager Civil Works	Ongoing	100%	2018-2019 road maintenance program completed.
	3.2d (2)	Undertake bitumen seal of Rathmells lane, by 30 June 2019	Manager Civil Works	Completed	100%	Sealed and linemarked.
Undertake the annual footpath renewal and extension program.	3.2d (3)	Undertake Footpath Renewal and Extension Program, by 30 June 2019	Manager Civil Works	Ongoing	80%	Works progressing. Footpath replacement program being undertaken in accordance with the schedule.
Improve functionality and amenity within Council's work depots.	4.3a (6)	Implement Program to rationalise Council's Works Depots, by 30 June 2019	Manager Civil Works	In Progress	5%	Planning works underway, with rationalisation to occur during 2019/2020.
Ensure that a supply of industrial and residential land is available at all times to facilitate the orderly expansion of the local government area.	2.2b (2)	Market and promote Bourke Estate residential subdivision in Gundagai, by 30 June 2019	Deputy General Manager	Ongoing	100%	Marketing being undertaken as required and will continue 2019/20.
	2.2b (2)	Market and promote Stage 1 of Claron Estate residential subdivision in Cootamundra, by 30 June 2019	Deputy General Manager	Ongoing	100%	Marketing being undertaken and lots are selling. Planning for Stage 2 will commence in 2019/20.
	2.2b (2)	Phase 1: Prepare plans for subdivision of industrial land at Turners Lane in Cootamundra, by 30 June 2019	Manager Civil Works	Completed	100%	Subdivision Plans prepared. Work estimate underway with scheduling of works to commence in 2019/20.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Develop and implement strategies to improve safety and accessibility of all road users.	3.2d (1)	Deliver the graduated Licence Scheme (GLS) Workshops, by 30 June 2019	Manager Civil Works	Completed	100%	Completed both Gundagai and Cootamundra workshops in May.
	3.2d (1)	Implement 'Catch the Snake Gully Bus' initiative on 16-17 November 2018	Manager Civil Works	Completed	100%	Initiative implemented and successful.
	3.2d (1)	Implement 'Make your Swag your plan B' initiative during Christmas 2018 and New-year 2019	Manager Civil Works	Completed	100%	Initiative implemented and successful.
	3.2d (1)	Implement 'Safer speeds and Travel on alternate Routes of Brungle and Grahamstown roads' during construction stages on Gocup Road	Manager Civil Works	Completed	100%	Completed.
	3.2d (1)	Implement 'Safer Speeds Campaign' over peak holiday periods	Manager Civil Works	Completed	100%	2018/2019 program of Road safety events complete. New program to be approved for 2019/2020 as per RMS program.

SECTION: Technical Services

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Maintain civil infrastructure including roads, footpaths, bridges and traffic facilities to agreed standards as set out in asset management plans.	3.2d (2)	Undertake Adjungbilly Road Heavy Vehicle Access Project, by 30 June 2019	Manager Technical Services	In Progress	90%	Stage 1 works complete. Earthworks and drainage complete for stage 2, when weather conditions are more favourable stabilisation, sealing and road furniture will be completed.
	3.2d (2)	Undertake annual road maintenance program, by 30 June 2019	Manager Technical Services	Ongoing	100%	Routine maintenance completed in accordance with agreed service levels by end of June 2019.
Undertake the annual footpath renewal and extension program.	3.2d (3)	Undertake Footpath Renewal and Extension Program, by 30 June 2019	Manager Technical Services	Ongoing	100%	Footpath renewal funds have been expended and resulted in a number of upgrades across the LGA. Some projects could not fit within

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
						the budget and have been moved to future works programs.
Improve functionality and amenity within Council's work depots.	4.3a (6)	Implement Program to rationalise Council's Works Depots, by 30 June 2019	Manager Technical Services	In Progress	50%	Plans are being finalised for the layout of Bradman Street and Depot 2 in Cootamundra. DA to be prepared for submission in late February 2019. Subject to DA approval, works are scheduled to commence in March 2019. Construction of a new training room at the Gundagai Depot has been completed.
Council's fleet of light vehicles and heavy plant is maintained to ensure efficient, cost-effective and timely service delivery.	4.3d (6)	Undertake plant replacement in accordance with related policies and programs, by 30 June 2019	Manager Technical Services	Ongoing	100%	Ongoing replacement of plant in line with the adopted plant replacement program. Utilisation of existing fleet is being monitored on a weekly basis. Preliminaries are being completed, including preparation of specifications and tender documents for specific plant nominated within the replacement program for Q1 19/20.

SECTION: Assets

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Enhance the amenity and appearance of our towns' main streets.	1.2a (1)	Construct Gundagai Main Street Public Toilet, by 30 June 2019	Manager Assets	In Progress	70%	Works still underway. Completion November.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Provide and maintain a stormwater disposal system which allows the removal of stormwater from the towns in the most economical and efficient manner possible whilst minimising impact on natural environment.	3.2c (5)	Commence upgrade of stormwater infrastructure in accordance with the priorities identified in the stormwater priority assessment report, by 30 June 2019	Manager Assets	In Progress	0%	Upgrades being undertaken progressively in accordance with documented priorities.
	3.2c (6)	Develop Floodplain Risk Management Plans, by 30 June 2019	Manager Assets	Completed	100%	Gundagai Floodplain Risk Management Plan completed and adopted by Council on 11 December 2018 Resolution Number: 287/2018
Implement effective integrated risk management strategies and practices.	3.2c (6)	Respond to Gundagai Flood Plain Risk Management Study, by 30 June 2019	Manager Assets	Not Due to Commence	0%	Study will be utilised to make application for funding infrastructure repairs as identified in the Study.
	3.2c (6)	Undertake Cootamundra Flood Study, by 30 June 2019	Manager Assets	In Progress	60%	Specification prepared with quotations for the work to be invited. Engagement of consultants underway. To be completed by 30 December 2019.
Develop Asset Management plans which deliver long-term financial sustainability and asset renewal.	4.3a (5)	Continue development of the Asset Management framework	Manager Assets	Completed	100%	Framework prepared and related plans adopted by Council on 25 September 2018 Resolution Number: 202/2018
Staff are supported in the achievement of organisational objectives by having access to a range of business tools, systems and technologies.	4.3g (3)	Undertake integration of Mapping Systems with Council's Corporate Systems, by 30 June 2019	Manager Assets	In Progress	20%	Partially integrated, to be completed in 2019/20 due to competing priorities.
Undertake connection of water supply to the Dog on the Tuckerbox site.	2.3c (4)	Deliver infrastructure for water supply extension to Dog on the Tuckerbox site, by 30 June 2019	Manager Assets	In Progress	5%	Alignment determined with survey works complete including drone survey. Consultants engaged to prepare hydraulic designs.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Operate and maintain a water reticulation system capable of providing potable water to all connected premises with minimum disruption and maximum efficiency.	3.2c (1)	Implement an Integrated Water Cycle Management (IWCM) Plan, by 30 June 2019	Manager Assets	In Progress	0%	Gundagai IWCM plan is at draft stage. Implementation of Council wide plan scheduled for completion by 30 June 2020.
Undertake Cootamundra Water Main Replacement Program.	3.2c (2)	Undertake Cootamundra Water Main Replacement Program, by 30 June 2019	Manager Assets	In Progress	10%	Contracts awarded with works being undertaken. Scheduled for completion by June 2020.
Operate and maintain a sewage system and treatment plant capable of removing sewage from all connected premises with minimum disruption and maximum efficiency.	3.2c (4)	Commence planning for the Gundagai Sewer Treatment Plant replacement, by 30 June 2019	Manager Assets	In Progress	0%	Concept designs and Review of Environmental Factors completed. Preparation of the detailed design has commenced. Minor earth works to prepare the site have also commenced. Tender invitation process anticipated for late 2019
	3.2c (4)	Secure Contract for relining of Sewer Mains, by 30 June 2019	Manager Assets	In Progress	0%	Previous contract was extended for current financial year through the exercise of an option in the contract.

SECTION: Waste, Parks and Recreation Services

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Maintain and improve Council's parks and recreation and sporting facilities.	1.3b (1)	Construct Country Club Oval Clubhouse/Amenities Building, by 30 June 2019	Deputy General Manager	In Progress	75%	Delays due to labour and budget challenges. Scheduled for completion in 19/20.
Provide, maintain, renew and promote high quality sporting,	1.3b (1)	Develop Recreation Strategy, by 30 June 2019	Manager Community and Culture	In Progress	50%	Consultant engaged and consultation complete. Strategy due November.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
swimming and active recreational facilities and programs for the community, active sporting associations and visitors.	1.3b (1)	Undertake Fisher Park lighting upgrade, by 30 June 2019	Manager Waste, Parks and Recreation Service	In Progress	15%	Tenders have closed and contractor appointed. Contract has been given to contractor for review and signing. Project Management Plan completed and adopted by council. Onsite meeting has been held with successful contractor and works are now in progress. All required paper work has been correlated and placed on file. Site/project Induction will be held prior to any on the ground works commencing.
	1.3b (1)	Upgrade Community Fitness infrastructure in Cootamundra, by 30 June 2019	Deputy General Manager	Not Yet Commenced	0%	Rescheduled to 2019/20 due to competing priorities.
	1.3b (1)	Upgrade play and fitness equipment at Stockinbingal and Wallendbeen Villages, by 30 June 2019	Manager Community and Culture	Completed	100%	Works completed. A few additional ancillary works are currently underway to improve access and ease of maintenance as well as signage.
Provide and maintain parks and gardens that are aesthetically pleasing, accessible and are available for passive recreational pursuits.	1.3b (2)	Commence planning for the installation of a Regional Playground at Jubilee Park in Cootamundra, by 30 June 2019	Manager Community and Culture	In Progress	50%	Orders for equipment placed for November install.
Develop and implement an inspection and maintenance plan for playground equipment.	1.3b (4)	Playground inspection and maintenance program developed and implemented, by 30 June 2019	Manager Waste, Parks and Recreation Service	In Progress	50%	This is a ongoing maintenance operation associated with the safety of user groups and care and compliance of a council asset, being children play facilities. Qualified staff carry out this activity each 3 months.

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Undertake improvements to the Cootamundra and Gundagai swimming pool facilities.	1.3b (5)	Commence planning for improvements of the Cootamundra Aquatic Centre, by 30 June 2019	Manager Waste, Parks and Recreation Service	In Progress	20%	Wayne Bennett is responsibility for the Splash Pool Cootamundra only. Tenders have closed and contractor appointed. Contract has been given to contractor for review and signing. Onsite inspection with contractor has been completed and works are now underway. An onsite induction will be undertaken once ground works are ready to be undertaken. All associated paper work has been correlated and placed on file. Project Management Plan (PMP) has been completed and adopted by council.
Develop and implement a street tree planting plan which enhances amenity and our natural environment.	3.1a (4)	Undertake tree audits across the LGA	Manager Waste, Parks and Recreation Service	Completed	100%	Tree audits undertaken for the Cootamundra and Gundagai areas. Audit completed and implementation Plan developed. Audit report to council is yet to be completed. It is anticipated that the report will go to council either August or September for information.
Undertake a review of waste services across the Local Government area and develop a waste strategy that provides equitable waste services for all residents.	3.1c (1)	Undertake waste strategy review and community consultation, by 30 June 2019	Manager Waste, Parks and Recreation Service	In Progress	70%	Stages 1 & 2 are complete with stage 3 currently in progress. Stage 3 consists on the development of a business and financial plan that will lead council and the management of waste into the future (10 Years). It is the current timeline to have the final Business & Financial Plan presented to council for adoption by October 2019.
Provide and maintain appropriate rubbish removal, disposal, recycling and	3.1c (2)	Commence planning for construction of a re-use shop at Cootamundra Waste depot, 30 June 2019	Manager Waste, Parks and Recreation Service	Not Yet Commenced	0%	As a result of the Strategy not yet completed, the project will need to be reviewed as to change the timeline. Actions

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
greenwaste facilities in the most cost effective, environmentally sustainable and efficient manner.						will need to be implemented ASAP requesting an extension in time from the State Government. A meeting has been held with Elouera in August to discuss the project and it was agreed that the project not proceed until the Waste Strategy has been completed. Council to issue a letter to Elouera outlining the current situation so they can manage their funds accordingly.
	3.1c (2)	Undertake improvements at Gundagai Waste Depot, 30 June 2019	Manager Waste, Parks and Recreation Service	Not Yet Commenced	0%	No major structural changes will be undertaken until the strategy has been completed. A contractor has been appointed for a period of 12 months to manage/operate the waste facility while the strategy is being undertaken. This project is being funded from the waste reserves and has not defined timeline or conditions.
Provide a facility for the composting and re-using of greenwaste.	3.1c (4)	Implement Cootamundra Regional Organics Project (CROP), by 30 June 2019	Manager Waste, Parks and Recreation Service	In Progress	50%	This is ongoing and is incorporated as part of the green waste collection service and proposed waste strategy implementation proposals. The Waste Strategy will determine how this program will be implemented once completed.

SECTION: Facilities

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
Undertake development of Cootamundra library outdoor area.	1.1b (3)	Develop outdoor space adjoining the Stephen Ward Rooms Cootamundra Library for indoor/outdoor meeting space, by 30 June 2019	Manager Facilities	In Progress	50%	Works underway, new design being undertaken with staff to include indoor children's space which leads out to pond area. New doors installed to Stephen Ward rooms and awning constructed for users.
Maintain and improve Council buildings and properties in accordance with asset management plans.	1.2c (1)	Create an Outdoor Reading Space adjoining the Gundagai Library, by 30 June 2019	Manager Facilities	In Progress	95%	Outdoor area constructed. Awaiting seating options to be delivered and installed, August 2019.
Undertake a review of the environmental impact of Council-owned facilities and infrastructure and implement measures which Council's environmental impact.	3.1b (2)	Undertake investigation into solar energy options for Council buildings, by the 30 June 2019	Manager Facilities	Ongoing	20%	Solar panelling has been investigated for council buildings, further investigation required on energy options and costs associated with solar. Action ongoing.
Provide, maintain, renew and promote high quality sporting, swimming and active recreational facilities and programs for the community, active sporting associations and visitors.	1.3b (1)	Develop Recreation Strategy, by 30 June 2019	Manager Facilities	In Progress	30%	Community groups have been engaged for recreational needs study and final outcomes being processed currently. Sporting groups to have discussion regarding a sports council in Gundagai.
	1.3b (1)	Undertake improvements to the Gundagai Netball Courts lighting and amenities, by 30 June 2019	Manager Facilities	In Progress	30%	Orders placed for lighting upgrade & install booked for September. Designs & quotes are being sort for building. Scope of works being completed for site.
	1.3b (1)	Upgrade Community Fitness infrastructure in Gundagai, by 30 June 2019	Manager Facilities	In Progress	30%	Recreational needs study underway and design to be completed once details have been supplied by contractor

Delivery Program - Principal Activity	Code	Operational Plan - Action	Responsible Officer Position	Status	Progress	Comments
	1.3b (1)	Upgrade play and fitness equipment at Nangus, Stockinbingal and Wallendbeen Villages, by 30 June 2019	Manager Facilities	Completed	100%	Status update as follows: <ul style="list-style-type: none"> • Nangus playground – Completed. • Stockinbingal playground – Completed. • Wallendbeen playground – Completed.
Construct a large-scale Adventure Playground in Gundagai.	1.3b (3)	Commence planning for the Gundagai Large Scale adventure playground, by 30 June 2019	Manager Facilities	In Progress	40%	Playground Design completed and approved. Playground equipment ordered. Options being considered for edging and shelter designs. Action ongoing till end of year when playground construction will be completed.
Develop and implement an inspection and maintenance plan for playground equipment.	1.3b (4)	Playground inspection and maintenance program developed and implemented, by 30 June 2019	Manager Facilities	In Progress	20%	Trained staff are carrying out inspections currently. Program stilled to be completed.
Work in partnership with active sporting associations, community groups and health providers to ensure sporting facilities are fit for current and future community need.	1.3b (6)	Develop a Gundagai Recreation Masterplan to incorporate netball courts, memorial pool, gymnasium, club's sporting facilities and the current youth space, by 30 June 2019	Manager Facilities	Ongoing	30%	Survey works completed. Discussions continuing with user groups. Designs underway for new building as per discussions with users. Action ongoing.
Develop and implement a street tree planting plan which enhances amenity and our natural environment.	3.1a (4)	Street Tree planting undertaken in accordance with Gundagai Street tree planting Masterplan	Manager Facilities	Ongoing	20%	Planting has been undertaken and is an ongoing project as funds become available Action ongoing.
	3.1a (4)	Undertake tree audits across the LGA	Manager Facilities	Completed	100%	Tree audits undertaken for the Cootamundra and Gundagai areas.