

Delivery Program / Operational Plan

Quarterly Progress Report

2024/2025 Q3

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, within the budget allocated.

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	Ongoing	The upgrades from the Southern Phone grant have been completed. The Female changerooms funding of \$400K is not enough, Michael McCormack has pledged to add an additional \$400K if re-elected to fund the project.
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	I work with L & R Group regularly. We are currently working on a new tender to go out for the operation of the Cootamundra pool and sports stadium.
	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	Ongoing communication with L & R Group. the contract expires on 1 st November 2025. The new tender is being prepared for the operations of the stadium and pool.
	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. Communication is key, we talk to each sporting group regularly to ensure we are providing the service levels required.
	1.1b (2)	Monitor and maintain Cootamundra Aquatic Centre within the allocated resources and funding	Manager Regional Services - Cootamundra	Ongoing	I communicate with L & R Group regularly. We discuss issues and resolve them as soon as practical. We assist with promoting their events.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	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 identifying issues and maintenance required.
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 continues to current service levels and within budgetary allocations.
	1.1b (3)	Ensure all Cootamundra Street tree enquiries are managed in a timely and professional manner	Manager Regional Services - Cootamundra	Ongoing	Ongoing, working on developing a spreadsheet to provide a better service.
	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. We work with the communities to ensure any events are recognised and if additional work is required, we try to incorporate this.
	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	We are working on improving the customer requests for trees, building a living workflow spreadsheet with realistic timeframes to undertake the work.
	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 continue to work with community groups from both villages. Regular communication has been had to ensure both Council and the villages are working together.
Work in partnership with active sporting associations, community groups and health providers to ensure sporting facilities are fit for	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	Completed	Project completed, drainage installed and working well.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
current and future community need	1.1b (4)	Work in partnership with Sportsground User Groups to ensure strong communication is maintained with Council and good service delivery and timely response to related issues	Manager Regional Services - Cootamundra	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. We are still communicating with each club so we can work together to maintain a service required for each area.
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	Maintenance schedule is being adhered to, budgets are within allocation.
	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 a great relationship with the local funeral directors. They also deal with all cemetery enquiries professionally and with compassion.

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	Negotiations with Contractor on defect repairs underway with the expectation that works will be finalised by 30 June 2025.

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

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Update and implement accessibility strategies as identified in the Disability Inclusion Access Plan	1.2a (1)	Update Disability Inclusion Access Plan	Manager Business	In Progress	Community Consultation currently being undertaken to develop updated Disability Inclusion Action Plan.

1.2c: Undertake an Aboriginal Heritage and Cultural Places Study

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Undertake a region wide Heritage Study to update current heritage plan	1.2c (1)	Seek funding to update the region's Heritage Plan	Manager Business	Ongoing	Project will be researched when resources allow.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Deliver a diverse range of Art Gallery/Museum and Library events and programs that are accessible and relevant to the community	1.2e (3)	Work with partners including Eastern Riverina Arts to develop a diverse annual program of gallery exhibitions and events	Manager Business	In Progress	CGRC is an active member of Eastern Riverina Arts, with Councillor and Staff representation 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)	Continue maintenance and operations of Emergency Management Centres	Acting Manager Engineering - Gundagai	Ongoing	Emergency Management Centres continue to be maintained with additional funding being sourced 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	Acting Manager Engineering - Gundagai	Ongoing	Local Emergency Management Committee (LEMC) continues to meet on a regular basis.
Maintain and update Council's emergency response plans	1.3a (3)	Maintain and update Council's emergency response plans	Acting Manager Engineering - Gundagai	Ongoing	Community Recovery Officer program has not been extended. Draft CGRC Emergency Management Plan has been sent to REMO for review.

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	Acting Manager Engineering - Gundagai	Ongoing	Local Emergency Management Committee (LEMC) continues to meet on a 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	Audit of Council's current CCTV equipment being undertaken. Once completed RFQ for maintenance and supply of CCTV service will be prepared.
	1.3c (1)	Review security contracts for closed-circuit televisions (CCTV) cameras.	Manager Regional Services - Cootamundra	On Hold	still waiting on the demerger status before we look at entering into contracts or contract discussions.
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	Funding opportunities for CCTV that does not require council co-contribution and ongoing commitment of cost by council to operate continues to be sourced.
	1.3c (2)	Seek Funding for the installation of closed-circuit televisions (CCTV) cameras.	Manager Regional Services - Cootamundra	On Hold	We are still looking for possible funding for this, although it will need to be 100% funded with no co-contributions.

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.	Manager Business	Ongoing	Business case received. Further requirements for funding application being sourced.
Develop and issue an expression of interest for Wallendbeen silo art project	2.1a (4)	Develop EOI for Wallendbeen silo art project	Manager Business	Ongoing	Tourist and Economic Development Officers have recommenced investigations into this project.

2.1c: Growth and expansion of the region's events calendar and tourism products with a focus on agritourism opportunities

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Work with Cootamundra and Gundagai business and tourism groups to help support and grow new events	2.1c (1)	Continue to Implement actions as identified in the Agri-tourism strategy	Manager Business	Ongoing	Tourist and Economic Development Officers continue to implement actions from the Agritourism strategy. Funding applied for to hold Annual Starry Nights festivals.
Establish Cycle Trails map for Cootamundra	2.1c (3)	Develop Cycle Trails map for Cootamundra and upload onto website for road cyclists	Interim Manager Engineering - Cootamundra	Completed	The Bike Path Map for Cootamundra was approved by TfNSW in September 2024 and uploaded onto the CGRC 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	Manager Business	In Progress	Staff have updated photographs. 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	Regular communication with both the Cootamundra caravan park and the Showground camping areas.

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	Completed	New disabled emergency exit ramp and railings installed. Lane is one way. Electricity box has been moved to the external wall of the building.
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	Works still in progress, negotiations with contractor are ongoing to ensure project is completed by 30 June 2026.

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	Council has committed, via resolution to provide potable water to the Dog on the Tuckerbox precinct at Annie Pyers Drive within 18 months. Planning is currently underway to ensure that construction takes place within this timeframe.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Undertake feasibility study into the development of a Cootamundra to Gundagai Rail Trail	2.1g (1)	Seek funding to undertake a feasibility study into the development of a Cootamundra-Gundagai Rail Trail	Manager Business	On Hold	Investigations to commence when resources allow. Opportunities for funding will be researched.

2.2: A thriving region that attracts people to live, work and visit

2.2a: Support and facilitate economic development and employment opportunities

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Liveability information available on Council website	2.2a (1)	Update region liveability information and upload onto Council website	Manager Business	Ongoing	Cootamundra-Gundagai Regional Council's website updates information regarding liveability periodically.
Establish monthly communication to industry outlining opportunities and economic activity of the region	2.2a (3)	Continue monthly communication to business and industry outlining opportunities and economic activity of the region	Manager Business	Ongoing	Relevant updates are emailed and distributed to the business contact list via Tourism and Economic Development Officers. Information relevant to individual operators is forwarded directly to them.

2.2b: Attract new business and employment opportunities to the region, supporting their establishment and retention

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Actively market the region targeting current and new residents	2.2b (2)	Actively market the region as a 'must visit' destination	Manager Business	In Progress	Tourist and Economic Development Officers work towards outcomes of CSP and TED Strategy. Websites feature centralised information for residents and visitors encouraging liveability, local product and event development. Staff continue development of regional partnership with Destination NSW Riverina Murray.

2.2d: Deliver Youth Strategy actions and promote existing Youth Council Resources 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.	Manager Business	In Progress	Youth and Inclusion Officers continues to ensure the positive development of young people in the community; coordinate consultation with young people and stakeholders, planning, developing, managing and evaluating Council's Youth services, programs and facilities to ensure they are high quality, well promoted and meet the needs of young people in our communities.

2.2e: Work with businesses, planners and governments to facilitate key infrastructure projects to support economic growth

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Council Depot Redevelopment	2.2e (2)	Develop strategy and action plan for a single works depot location in Cootamundra to enable pursuit of suitable funding source.	Manager Regional Services - Cootamundra	Ongoing	Regional Services staff have moved to Bradman Depot as requested. We have no additional funding to operate out of one depot. Depot 2 can't be sold off as it is crown land.

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. Maintenance programs for Gundagai Regional service assets to be undertaken once asset management plans are completed

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	On hold (demerge)	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	On hold (demerge)	Further action pending clarification of Demerger status.

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	Ongoing	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	2025/2025 WAP Funding application approved by (DPI) Local Land Services with deed being completed and signed.

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	Interim Manager Engineering - Cootamundra	Ongoing	Water mains replacement program saw the renewal of Ursula St, 200m, Queen St 440m, Adams St, 560m. Chlorination Dosing Res 1 & 2 - Design & plan new automatic dosing system to increase efficiency & reduce hazards associated with manual handling & dosing. Water Mains Modelling - Update Town water modelling to assess & identify areas of improvement as well as model future acquisitions /demand. - Modelling to give theoretical expected pressure & flows, Staff to conduct period.
	3.1c (1)	Plan, construct, maintain and manage the regions water infrastructure network in accordance with land development, and asset management priorities and availability of funding for Gundagai Area	Acting Manager Engineering Gundagai	In Progress	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 Q4.

3.2: We have attractive towns and villages

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Develop Place Activation Plans for villages to support Villages strategy and encourage activation of villages as opportunity arises	3.2a (2)	Seek funding to develop Place Activation Plans for villages in support of the Villages Strategy	Manager Business	In Progress	Pop-up engagement will continue in Villages to ascertain community sentiment of the Villages strategy and priorities of each community.

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	In Progress	\$210K funding allocated, Masterplan tender has been completed. Martens and Associates have been engaged. Flood modelling, community consultation has commenced, onsite analysis will commence May 12th.

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	Interim Manager Engineering - Cootamundra	Ongoing	Application for funding under the 2024-25 Floodplain Management Program Cootamundra Villages (Muttama, Stockinbingal & Wallendbeen) flood studies Grant Reference Number: 2024/FMP/0090 was unsuccessful. (22/10/24). Note, as part of the Illabo to Stockinbingal work package for the Inland Rail project, a flood study to identify potential flood impact and appropriate controls is being developed.
	3.2d (5)	Implement Cootamundra Flood Study recommendations	Interim Manager Engineering - Cootamundra	In Progress	Cootamundra flood warning system review - Design consultants engaged. Cootamundra Turf Club Detention Basin and McGowan Street Levee Feasibility Study - Design consultants engaged.

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	Completed	Library fit out completed, still looking for further funding to continue with other Council buildings.
	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 currently being done as required and within budgetary allocations, within funding streams. Future upgrades and LED roll out in Council's properties and facilities will be planned after receipt of asset management plans.
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	Completed	Completed, two sheds have been built, the tip shop is open to the public on Saturdays.
	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	We are aware FOGO needs to be introduced by 2030. We will need to apply for a license variance through the EPA to be able to process FOGO at the Cootamundra tip. Grant funding will need to be obtained to purchase new green bin, household bins, community education etc.

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	This project is currently on hold pending the outcome of the village flood study. The Village Flood study will provide critical information into asset location and feasibility of options for this project.

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. Contract will expire on 30 June 2025. Elouera have an option to extend 5 years, meetings with Elouera to be held this week.
	3.4a (1)	Prepare business case/s for operations of transfer stations within CGRC	Acting Manager Regional Services - Gundagai	Ongoing	Information being collated for Waste services/ strategy report which will be prepared for Council.

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	Waste staff continue to perform the waste collection on time, professionally and within budget. We are still working on educating the residents who put the wrong items in the wrong bins.
	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	Staff are collecting waste on time and in a professional manner. Information is being collated for report

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	Council staff and contractors are currently progressing works at the Gundagai Water Treatment Plant. The Sand Filter Media works are currently under construction. The design of the intake structure is currently underway. The water mains and sewer line replacement program tender has closed and is currently being reviewed, for a report to be submitted to Council's May Council meeting for resolution.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	3.4c (1)	Deliver planned watermain replacement and reservoir disinfection projects	Interim Manager Engineering - Cootamundra	Completed	Water mains replacement program saw the renewal of: • Ursula St, Between Cowcumbra St and Southee Circle, 200m • Queen St, Between McGowan St and Congou, 440m • Adams St, Between Crown and Parker St, 560m Chlorination Dosing Res 1 & 2 - Design and plan new automatic dosing system to increase efficiency and reduce hazards to staff associated to manual handling and manual dosing.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Seek funding to engage a specialist to develop a regional sustainability strategy for Council	3.4d (1)	Seek funding to engage a specialist consultant to develop a Regional Sustainability Strategy for the region	Manager Business	In Progress	Discussions with Planning and Opportunities for Funding 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	Manager Business	In Progress	CGRC have established a service and asset profile for CGRC, to which levels of service, performance and resourcing can be assigned. This register of services will be utilised for each individual Council, 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	Manager Business	In Progress	Continual improvement process in place within customer service to ensure quality customer experience is maintained.
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, operational activities, and reporting are in line with legislative requirements.
	4.1b (2)	Implement tracking and reporting of progress against strategic plans against objectives	Manager Business	Ongoing	Continual improvement solutions implemented periodically to ensure continued quality Customer Service in line with Strategic Plan objectives. Cootamundra-Gundagai Regional Council reports quarterly on outcomes of the Delivery Program.

4.1c: Maintain a high-quality workforce that is committed to delivering on the community's and Council's vision and goals

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Provide a safe and healthy environment for staff and contractors through compliance with all Work, Health and Safety legislative requirements and minimising risk	4.1c (3)	Provide a safe and healthy environment for staff and contractors through compliance with all WH&S legislative requirements	Interim Manager Engineering - Cootamundra	Ongoing	Statistics to date: Review of WH&S Procedures completed: • PPE • Needles & Syringes • Infectious diseases). Review of WH&S Procedures underway • First Aid Procedure • Noise Procedure • Chain of Responsibility Policy Number of Community trips/falls incidents reported & investigated -7 Number of Workplace safety incidents reported- 37 Number of Workplace Incidents investigated- 25 Number of WH&S pro-active inspections completed Aerodrome inspection 5 every 2 weeks - ongoing
	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	Acting Manager Finance	Ongoing	Quotes obtained for a template to assist with this process via LG Solutions and CT Management have been forwarded to the Interim GM.

4.2: Proactive, practical Council leaders who are aligned with community needs and values

4.2a: Elected representatives who are trained, skilled, resourced, and knowledgeable

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Audit, Risk and Improvement Committee updates and compliance completed	4.2a (1)	Implement Audit, Risk and Improvement Committee updates and compliance requirements	Manager Business	In Progress	In accordance with the Local Government (General) Amendment (Audit, Risk and Improvement Committees) Regulation 2023 Council is strengthening its Internal Audit and Audit, Risk and Improvement Committee ('ARIC') Structure to meet the prescribed standards. The regulation is supported by a new Risk Management and Internal Audit Guidelines for Local Government in NSW. CGRC, as part of the Audit Alliance, has engaged an Independent Chair and Independent Members to our ARIC Committees.
Support Council's elected representatives in undertaking their role in the community	4.2a (2)	Undertake processes required to facilitate the Local Elections for 2024	Manager Business	Completed	Local Government Elections complete.
	4.2a (2)	Develop Councillor Induction and Professional Development Programs as legislatively required	Manager Business	In Progress	Councillors provided with induction training. Further training options will be provided throughout their term.

4.2b: 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	Manager Business	In Progress	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	Manager Business	Ongoing	Council's Media Office continues to communicate milestones and benefits of major CGRC's project development. Tourism and Economic Development Officers develop and implement marketing strategies and campaigns to encourage visitation, and relocation to our region.

4.3c: Facilitate more face-to-face community engagement/pop-up activities

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
As the opportunity arises, Council will seek to facilitate face-to-face engagement activities for each of its engagement exercises	4.3c (1)	Facilitate face-to-face community engagement activities, as the opportunity arises for Council projects	Manager Business	In Progress	Cootamundra Gundagai Regional Council'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. Regular pop-up consultation is planned for villages and main centres.

4.3d: Develop and implement a Communications Plan for Council

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Develop a communications strategy for CGRC that will guide the Council's communication with the community and other key stakeholders	4.3d (1)	Develop an overarching Council communications strategy to guide Council's communication and engagement with the community	Manager Business	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	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)	Manager Business	Ongoing	Council focuses on transparent, authentic communication delivery to our residents and visitors via platforms detailed in our Communications and Engagement Strategy.

4.3f: Active and robust Section 355 Working Committees

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Continue to support Section 355 Committees and encourage the development of Services and facilities in our communities	4.3f (1)	Support Section 355 Committees to deliver their services to communities	Manager Business	In Progress	S.355 Guidelines updated to incorporate roles, financial responsibilities, and governance. Communication will continue with s.355 groups to implement changes. Consultation with committees has been completed.

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	The Inquiry has held hearings, and we are now awaiting the recommendation. In the meantime, we are reviewing Transition Plan in preparation for an outcome.
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	Regional Services, Gundagai, 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)	Working with Thomas Hogg and consultants with a Asset Management Plan.
	4.4a (4)	After demerge decision is finalised, develop Long-Term Asset Management Plans to deliver Long-Term Financial Sustainability and asset renewal	Acting Manager Engineering Gundagai	In Progress	Council has adopted an Asset Management Plan. In Q3, Council has prepared a draft Asset Management Strategy, Asset Management Plans for each asset class and an Asset Management Maturity Assessment. These documents will provide guidance on how best to deliver long term financial sustainability. It is estimated that these documents will be finalised in Q4.

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	Interim Manager Engineering - Cootamundra	In Progress	DRAFT Asset Management Plans (AMP's) have been prepared and are currently under review. The assets covered by the AMP's include Water, Sewer, Transport, Buildings, Waste and Parks. There has also been an assessment of Council's Asset Management Maturity as well as the preparation of an Asset Management Strategy that will span the next 5 years (2025 to 2030).

4.4b : By meeting all legislative requirements and operating within good governance practices and frameworks

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Implement Council's Governance and Risk Management Framework and Action Plan	4.4b (1)	Implement Council's Governance and Risk Management Framework and Action Plan	Manager Business	In Progress	As a member of the Audit Alliance, Council participated in an audit of our Enterprise Risk Management Framework. Recommendations of the Audit are being implemented including updates to CGRC documents and implementation of ERM Action Plan. Council has also participated in ERM Audit Program with our insurers and is implementing recommendations from this Audit. Council is currently implementing ERM Module through Pulse.
Implementation of Council's Corporate Business Continuity Plan including coordination of the IT Disaster Recovery Plan and Divisional Sub Plans	4.4b (2)	Continue Developing and maintain risk management and business continuity plans	Manager Business	In Progress	Contractor 'Marsh' has been engaged to develop CGRC Business Continuity Plan and is in the final stages of development. SideEffekt continues to maintain and enhance ICT Continuity Plan, Tests and Reports.
Delivery of the Integrated Planning and Reporting framework	4.4b (3)	Start preparations for the Integrated Planning and Reporting framework required for 2025	Manager Business	In Progress	Community Consultations and Planning completed. Documents to be presented to May Council Meeting.

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	In Progress	Council has undertaken significant works in preparing asset management plans which assist in aligning Councils asset and Civil Works Programs.
5.1a (1)		Assist with the development and updating of Councils Asset Management Plan	Manager Regional Services - Cootamundra	Ongoing	Working with Thomas Hogg and consultants on the AMP.
5.1a (1)		Assist with the development and updating of Council's Asset Management Plan	Acting Manager Regional Services - Gundagai	Ongoing	Regional Services, Gundagai, 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 Management Plan	Interim Manager Engineering - Cootamundra	In Progress	DRAFT Asset Management Plans (AMP's) have been prepared and are currently under review. The assets covered by the AMP's include Water, Sewer, Transport, Buildings, Waste and Parks. There has also been an assessment of Council's Asset Management Maturity as well as the preparation of an Asset Management Strategy that will span the next 5 years (2025 to 2030).

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.	Interim Manager Engineering - Cootamundra	Completed	Reseals along various sections of re-seals have been completed along the following roads: • Stockinbingal Rd • Kill Rush Rd • O'Donnel St • Poole St • Scott Av • Stratton Av • Sutton St • Ellwood St
5.1b (2)		Deliver the annual road resealing program as budgeted.	Acting Manager Engineering Gundagai	Completed	During the reporting period, Council has completed the annual road reseal program.

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	Interim Manager Engineering - Cootamundra	Ongoing	No funding opportunities have been identified to date.

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	Interim Manager Engineering - Cootamundra	In Progress	Hovell St Pavement reconstruction. - Stage 1 works - completed - Stage 2 and 3 works - in progress with completion expected end June.
5.2b (1)		Continue to implement the approved and funded Fixing Local Roads Program	Acting Manager Engineering Gundagai	Ongoing	Heavy patching has been ongoing throughout Q3. Council has also progressed works on First Ave and at the West St and Hanley Street Intersection. These works will continue through Q4.

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	Continue 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.	Interim Manager Engineering - Cootamundra	Ongoing	Three (3) grant applications under the NSW Active Grant Funding Program were submitted last October. To date, nil funding has been made available to CGRC under that grant funding round. Existing PAMP is current under review. Five (5) new applications will be made under the NSW Active Grant Funding Program when the program is open in October 2025.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
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	On Hold	PAMP has been completed, and two funding applications were submitted in Q2. The outcome of these funding applications will be announced in Q4.

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	Interim Manager Engineering - Cootamundra	Completed	The construction of the following footpaths replacement works were completed: Phase 4 of the Local Roads and Community Infrastructure Program (LRCI R4): •Bourke St (Cooper to Thompson St), •Cooper St (Wallendoon to Mackay St) Council funding for: •Thompson St (Wallendoon to Council Carpark) Investigation / Options assessment for Morris St footpath (Cooper St to Sutton St, is currently in progress.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
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. Council submitted two applications through the Get Active NSW program in Q2. The results of the application will be announced in Q4.

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	Completed	Completed, 4 x 11kw chargers have been installed.

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	Works are progressing in line with the 5-year Roads to Recovery funding deed that commenced in July 2024.
5.3b (1)		Allocate funds to the Roads to Recovery annually for ongoing road maintenance and infrastructure projects as per condition report	Interim Manager Engineering - Cootamundra	Completed	Roads To Recovery (R2R) funding has been utilised for the local roads resealing program.

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

5.4a: Develop a digital services strategy

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
5.4a (1)	Review existing digital platforms and consider cost effective solutions within existing budget to provide improved functionality and usability for our community in a digital services strategy	Seek funding to develop a digital services strategy for council including a review of digital platforms and investigation of cost effective solutions	Manager Business	Ongoing	Funding being sought. Digital Services Strategy will be developed once funding successful.