

Delivery Program / Operational Plan

Quarterly Progress Report

2025/2026 Q3

1: A vibrant, safe, and inclusive community

1.1: Our health and wellbeing needs are met

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Promote programs which encourage healthy lifestyle choices and activities	1.1a (2)	Council maintains its public open spaces in a safe and acceptable manner and ensures that all associated infrastructure is fit for purpose. The level of service delivery is to be reflected according to the allocated resources.	Acting Manager Regional Services - Cootamundra	Ongoing	Staff consistently maintain these areas to a high standard, ensuring compliance with budgetary constraints and considering external factors such as weather conditions and scheduled events. Routine inspections are undertaken to verify adherence to standards and regulatory requirements.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Maintain and enhance parks, gardens and recreational facilities	1.1b (1)	Continue the upgrade and maintain amenities at Fisher Park to meet the demands of local and regional sporting associations and clubs	Acting Manager Regional Services - Cootamundra	Ongoing	A small allocation of funding remains from the Southern Phones grant for these upgrades. The Fisher Park Change rooms project is halfway through completion. The remaining funds from this Southern Phones grant will be used to complete the fit out of this project.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	1.1b (1)	Repair flood damage to Nicholson Park canteen and change rooms, fencing, canteen, kitchen, flooring and bar area in Clarke Oval.	Acting Manager Regional Services - Cootamundra	Completed	Action now completed as noted in quarter 2 report.
	1.1b (1)	Replacement of the Auto Belay system for the rock-climbing wall at the Cootamundra Sports Stadium	Acting Manager Regional Services - Cootamundra	Completed	Action now completed as noted in quarter 2 report.
Promote year-round use of council facilities	1.1b (2)	Continue to manage the existing contract for the Cootamundra Aquatic Centre and Sports Stadium to ensure all areas of service delivery meet Community and Council expectations	Acting Manager Regional Services - Cootamundra	Ongoing	Regular contact is maintained with the Leisure & Recreation Group staff to ensure effective coordination and oversight for the Cootamundra pool complex and sports stadium. Daily water readings are undertaken to accurately monitor consumption. Communication channels remain strong, and contractors are meeting all contractual obligations and performance expectations. CGRC staff continue to work with all sporting groups, schools and committees to ensure all areas of service delivery is met.
	1.1b (2)	Monitor and maintain Cootamundra Aquatic Centre and Cootamundra Sports Stadium within the allocated resources and funding	Acting Manager Regional Services - Cootamundra	Ongoing	Regular meetings continue to be held with Leisure & Recreation Group staff. Preparation of the Request for Tender (RFT) documentation has commenced for the contract management of the Cootamundra Pool and Stadium, with the current contract set to expire on 1 November 2026. Recent maintenance works have been completed, including the installation of new UV globes and a dosing system in the indoor pool plant room. Additionally, broken tiles and damaged pool flooring have been repaired.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Prepare and deliver the CGRC Open Space Strategy / Management Plan	1.1a (2)	Council maintains its public open spaces in a safe and acceptable manner and ensures that all associated infrastructure is fit for purpose. The level of service delivery is to be reflected according to the allocated resources.	Acting Manager Regional Services - Gundagai	Ongoing	Council continues to maintain its public open spaces in a safe and acceptable manner and ensures that all associated infrastructure is fit for purpose. The level of service delivery is undertaken according to the allocated resources. Current Level of service review is in progress and once completed and level of services determined, Management Plan and maintenance schedules will be compiled.
	1.1b (3)	Conduct review and update the Gundagai Street Tree Masterplan	Acting Manager Regional Services - Gundagai	Ongoing	Meeting with Landscape architect to discuss their proposed recommended amendments held in April. Final version of the Gundagai Street Tree Masterplan expected in May.
	1.1b (3)	Ensure maintenance of council's facilities in the villages of Stockinbingal and Wallendbeen are in a safe and acceptable manner and considered fit for purpose.	Acting Manager Regional Services - Cootamundra	Ongoing	Council continues to ensure facilities at Stockinbingal and Wallendbeen are maintained and fit for purpose, within the allocated budgets.
	1.1b (3)	Ensure that the Cootamundra Street Trees are maintained within the allocated resources and funding available to deliver a safe streetscape to the Community and street users groups	Acting Manager Regional Services - Cootamundra	Ongoing	Staff maintain a structured workflow that records street tree requests, prioritises hazardous trees, and systematically progresses through the list to ensure timely and effective management. For requests that are too big for staff, we have engaged contractors to assist with maintaining an appropriate level of service to the community.
	1.1b (3)	Maintain Communication between council and the Village Communities of Stockinbingal and Wallendbeen via regular site meetings and attendance at Community meetings as and when required	Acting Manager Regional Services - Cootamundra	Ongoing	We have maintained consistent communication via email to address and respond promptly to community enquiries. Field staff also continue to liaise with village residents when required.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Work in partnership with active sporting associations, community groups and health providers to ensure sporting facilities are fit for current and future community need	1.1b (4)	Work in partnership with Sportsground User Groups to ensure strong communication is maintained with Council and good service delivery and timely response to related issues	Acting Manager Regional Services - Cootamundra	Ongoing	Meetings with the Sportsground Users Group are currently suspended in accordance with the Council resolution related to the demerger. Council continues to maintain direct communication with individual clubs to ensure collaboration in providing the necessary facilities for all sporting activities across the LGA.
Service and Maintenance of Cemeteries	1.1b (5)	Cootamundra and surrounding village cemeteries maintenance programs are delivered within the available resources and financial allocation and meet Councils and Community expectations	Acting Manager Regional Services - Cootamundra	Ongoing	Staff continue to maintain these areas to a high standard, ensuring work is completed within budget, while taking into account weather conditions and other relevant factors.
	1.1b (5)	In dealing with Cemetery bookings and enquires, Council staff to maintain strong and professional communication between Council, funeral directors, and members of the public	Acting Manager Regional Services - Cootamundra	Ongoing	Council staff continue to maintain ongoing liaison with funeral directors and members of the public to manage and respond to all cemetery-related enquiries. Regulatory staff meet regularly to discuss cemetery bookings, issues and procedures to ensure CGRC are providing the best service we can for the community.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Cootamundra Showground upgrades to the luncheon pavilion	1.1c (2)	Upgrades to the Luncheon Pavilion at the Cootamundra Showgrounds	Acting Manager Regional Services - Cootamundra	Ongoing	Work has commenced on upgrading the Cootamundra showground luncheon pavilion, including concreting, heating and cooling, kitchen and toilet upgrades, lighting and seating. The works are scheduled to be completed before the end on this financial year.

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

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Built and sustain partnership with cultural and arts bodies, and the local arts community to support activities and to secure funding for cultural and arts development in the local government area	1.2d (1)	Work with partners including Eastern Riverina Arts to develop a diverse annual program of events	Manager Business	In Progress	CGRC holds current membership with Eastern Riverina Arts. Tourism and Economic Development staff continue to liaise regularly with cultural and arts organisations to support local activities and events. Funding opportunities are actively being pursued to strengthen cultural and arts development across the LGA. Staff are in the final stages of relocating the Cootamundra Visitor Information Centre from the Heritage Centre to the Arts Centre.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Update the Disability Inclusion Plan and ensure elements of the plan are considered during the planning and implementation of events and projects	1.2e (1)	Update Disability Inclusion Action Plan	Manager Business	Completed	Action now completed as noted in quarter 2 report.

1.3: Maintaining emergency resilience and low crime levels

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Continue maintenance and operations of Emergency Management Centres	1.3a (1)	Continue maintenance and operations of Emergency Management Centres	Acting Manager Engineering - Gundagai	Ongoing	Staff were involved in operational exercises in late December (Fire) and in March (MVA involving a death on our local road) which tested the communications between agencies and the EMC.
Continue to participate in Local Emergency Management Meetings with local emergency services	1.3a (2)	Continue to participate in Local Emergency Management Meetings with local emergency services	Acting Manager Engineering - Gundagai	Ongoing	Local Emergency Management Officer (LEMO) chaired the Local Emergency Management Committee Meeting on 12 February 2026 as well as attended the South Eastern Regional Emergency Management Committee meeting on 24 February 2026, where a Major Power Outage discussion exercise took place. In addition, during the fuel crisis, the LEMO worked with other agencies to ensure security of fuel supplies for Council operations.
Maintain and update Council's emergency response plans	1.3a (3)	Continue to maintain and update Council's emergency response plans	Acting Manager Engineering - Gundagai	Ongoing	Council's Local Emergency Management Plan was reviewed and updated in the reporting period.
Continue to work in partnership with local agencies such as Fire and Rescue NSW, Rural Fire Services and State Emergency Service, Health, Ambulance, Police, Local Land Services, to identify and advocate for opportunities to improve overall community safety	1.3a (4)	Work in partnership with Fire and Rescue NSW, Rural Fire Service and State Emergency Service, NSW Health, Ambulance, Police and Local Land Services to implement community safety initiatives	Acting Manager Engineering - Gundagai	Ongoing	Council chaired the Local Emergency Management Meeting (LEMC) in Gundagai on 12 February 2026.

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	Existing CCTV asset and proposed expansion is being compiled in preparation for service supply tender.
	1.3c (1)	Review security contracts for closed-circuit televisions (CCTV) cameras.	Acting Manager Regional Services - Cootamundra	Ongoing	CCTV and security in general are still in review, with the intention to go out for a request for tender to determine the available market rates and options.

2: A region for the future

2.1: Recognised as a must-visit tourist destination

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Develop project management plan for the Old Mill project and associated funding	2.1a (1)	Development of the Gundagai Old Mill Redevelopment Project Management Plan	Manager Business	In Progress	Funds from the original grant are being utilised to engage consultants to develop the necessary documentation to ensure the project is grant-ready when funding opportunities arise, including the development of an alternate business case for a community space.
Develop and issue an expression of interest for Wallendbeen silo art project	2.1a (3)	Liaise with GrainCorp regarding the Wallendbeen Silo art project	Manager Business	In Progress	A Draft Action Plan for the Wallendbeen Silo Development has been created. GrainCorp has indicated they would permit the silos to be painted; however, they must be visible from outside GrainCorp property. The silos are currently inactive, they are classified as static, meaning they could be reactivated if necessary. Further consultation being undertaken.

2.1b: Seek funding and investment opportunities to improve existing visitor amenities and experiences

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Upgrades to the Dog on the Tucker box precinct at Annie Pyers Drive	2.1b (3)	Investigate and delivery a potable water supply to the Dog on the Tucker box precinct at Annie Pyers Drive, Gundagai	Acting Manager Engineering - Gundagai	Ongoing	Council has entered into a contract with P&TS to complete the final designs and undertake construction of the works. These are expected to be completed early 2027.

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	In Progress	Tourism and Economic Development Officers continue to implement actions from the Agritourism strategy. Planning for Open Streets Program 2026 Starry Nights Festival has commenced.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Update Economic Development Strategy and tourism marketing plans	2.1d (2)	Update the Tourism and Economic Development Strategy	Manager Business	In Progress	Tourism brands for Gundagai and Cootamundra are promoted through websites, Facebook, Instagram and events, consistent with platforms listed in our Communications Engagement Strategy. Partnerships with surrounding LGA's have been activated. 'Mini' Tourism Brochures for Cootamundra and Gundagai are in circulation for the interim period prior to demerge.

2.1e: Actively promote and develop the region's visitor accommodation, products, and recreational infrastructure

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Develop Masterplan for Old Cootamundra District Hospital	2.1e (1)	Seeking funding for the old District Hospital Cootamundra Masterplan	Acting Manager Regional Services - Cootamundra	Ongoing	No funding source has been identified to date. Council has recently been in meetings with Crown Lands to determine options, in particular the process for handing the property back to Crown Lands. The IGM, DGM and relevant staff will meet with Crown Lands to discuss further.

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	Completed	Cootamundra-Gundagai Regional Council's website updates information regarding liveability periodically. CGRC reviewed website incorporates up to date liveability information.
Establish monthly communication to industry outlining opportunities and economic activity of the region	2.2a (3)	Continue monthly communication to business and industry outlining opportunities and economic activity of the region	Manager Business	In Progress	Relevant updates are emailed and distributed to the business contact list via Tourism and Economic Development Officers. Information relevant to individual operators is forwarded directly to them.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Actively market the region targeting current and new residents	2.2b (2)	Actively market the region as a 'must visit' destination	Manager Business	In Progress	TEDO staff work towards the outcomes of the CSP and the TED Strategy. Council website provides centralised information for residents and visitors, promoting liveability, local products, and event development. Staff continue to strengthen regional partnerships with Destination NSW Riverina Murray. Local business visits are undertaken periodically to identify needs and determine what assistance may be required. Council partners with TAFE, schools and service providers to hold a careers expo.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Support Youth Council activities in both towns and assist in promotion and advocacy for Youth Council	2.2d (2)	Continue to support Youth Council activities in both towns and assist in promotion and advocacy for Youth Council	Manager Business	In Progress	Youth Hubs continue to be supported by staff, partners and youth in both locations. Successful events are held during school holidays in conjunction with youth councils to meet the need of young people in the LGA. Improved engagement opportunities are being discussed to improve youth attendance.
Review and update council's Youth Strategy	2.2d (3)	Review and update Councils Youth Strategy	Manager Business	In Progress	The review of Council's Youth Strategy is underway in consultation with key stakeholders, youth and staff.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Council Depot Redevelopment	2.2e (2)	Develop strategy and action plan for a single works depot location in Cootamundra to enable pursuit of suitable funding source.	Acting Manager Regional Services - Cootamundra	Ongoing	Currently, no funding has been secured. No progress at this point in time.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Develop maintenance schedule for key sites, and any new sites that activate	2.2g (2)	Develop a region wide maintenance schedule for council assets and facilities	Acting Manager Regional Services - Gundagai	Ongoing	Current Level of service review is still in progress. Levels of service to be determined & subsequent maintenance schedule be compiled following the review.
	2.2g (2)	Develop a region wide maintenance schedule for council assets and facilities	Acting Manager Regional Services - Cootamundra	Ongoing	The draft Asset Management Plan (AMP) has been completed. It provides an overview of asset condition and remaining useful life, which will inform prioritisation, budgeting, and development of a future maintenance schedule.

2.3: A region that can accommodate and support strategic growth

2.3a: Pursue affordable housing opportunities in the region

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Develop planning policies to facilitate options for range of housing	2.3a (2)	Undertake housing investigate and report on housing issues in the region and identify strategies to mitigate	Acting Manager Sustainable Development	Ongoing	Funding not currently available for the subject policies. However, NCIF2 Grant funding has been allocated to undertake a Cootamundra Housing and Employment Land Strategy, draft expected by end of May/early June. Gundagai Housing & Employment Land Strategy is complete and adopted. Both strategies will inform amendments to LEP's. Upcoming grant opportunity has been identified and is being explored with potential to pursue funding for a new DCP for both areas.

2.3b: Provide appropriate land development to meet market demand

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Access and determine planning and development applications to foster community growth	2.3b (2)	Develop Planning Policies to Facilitate options for a range of housing	Acting Manager Sustainable Development	Ongoing	Funding not currently available for the subject policies. However, NCIF2 Grant funding has been allocated to undertake a Cootamundra Housing and Employment Land Strategy, draft expected by end of May/early June. Gundagai Housing & Employment Land Strategy is complete and adopted. Both strategies will inform amendments to LEP's. Upcoming grant opportunity has been identified and is being explored with potential to pursue funding for a new DCP for both areas.

3: A protected and enhanced environment

3.1: Our natural environment is valued and protected

3.1b: Undertake active weed and pest management

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Continue delivery of the Noxious Weeds Action Plan	3.1b (1)	Continue to implement the noxious weeds program in accordance with the Riverina Regional Biosecurity (Weeds) Local Land Services and maintain communication with NSW Local Land Services Department	Acting Manager Regional Services - Cootamundra	Ongoing	Cootamundra now have a Bio Security Officer who has met all the Weeds Action Program (WAP) targets required for the 25/26 season, including private property inspections, Council owned land inspections, roadside and water way inspections etc.
	3.1b (1)	Continue to implement the Noxious Weeds program in accordance with the Riverina Regional Biosecurity (Weeds) Local Land Services and maintain communication with NSW Local Land Services Department	Acting Manager Regional Services - Gundagai	Ongoing	Staff continue to undertake the allocated task, reporting and communication requirements for compliance with the Weeds Action Program for 2025-2029 Period. Works for the 2025/2026 period of the WAP are almost complete.

3.1c: Ensuring new developments minimise impacts on water catchments, including downstream and groundwater sources

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Plan, construct, maintain and manage the water infrastructure network	3.1c (1)	Plan, construct, maintain and manage the regions water infrastructure network in accordance with land development, and asset management priorities and availability of funding for Cootamundra Area	Acting Manager Engineering - Cootamundra	Ongoing	Provide engineering advise to building department as required during DA approval process. Continue town water modelling and investigate ground truthing theoretically model outputs regarding pressures and flows.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	3.1c (1)	Plan, construct, maintain and manage the regions water infrastructure network in accordance with land development, and asset management priorities and availability of funding for Gundagai Area	Acting Manager Engineering - Gundagai	Ongoing	Council have completed development of asset management documentation. Council staff are currently working on implementing the asset management plans.

3.2: We have attractive towns and villages

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Develop a Masterplan for the Muttama Creek	3.2c (1)	Seek funding to develop Masterplan for the beautification and preservation of Muttama Creek	Acting Manager Regional Services - Cootamundra	Completed	Completed, the Muttama Creek Master Plan has been developed and completed.

3.2d: Planning for rural, urban and industrial development is complementary to the region's natural environment and heritage

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Implement the recommendations from the Flood Studies	3.2d (5)	Develop flood studies for Stockinbingal, Wallendbeen and Muttama Villages	Acting Manager Engineering - Cootamundra	In Progress	Wallendbeen and Muttama Villages successful funding offer for 2025/FMP/0086. Funding deed has been signed April 26 and RFT for project expected to be completed in next quarter. Stockinbingal Village on hold pending Inland Rail project.
	3.2d (5)	Implement Cootamundra Flood Study recommendations	Acting Manager Engineering - Cootamundra	Ongoing	Cootamundra Basin and Levee Feasibility Study is near completion with draft Options Report being received and final Options Report is underway with minimal changes. Expected to go to council meeting prior to End of Financial Year.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Undertake flood warning system review for Cootamundra	3.2d (7)	Undertake a flood warning system review for Cootamundra	Acting Manager Engineering - Cootamundra	Completed	Public consultation closed and report went to council meeting with recommendations priority being adopted. Future grant applications required to commence implementation.
Undertake a feasibility study for the Cootamundra Turf Club detention basin and McGowen Street levee	3.2d (8)	Undertake a feasibility study for the Cootamundra Turf Club detention basin and McGowen Street Levee	Acting Manager Engineering - Cootamundra	Ongoing	Cootamundra Basin and Levee Feasibility Study is near completion with draft Options Report being received and final Options Report is underway with minimal changes. Expected to go to council meeting prior to End of Financial Year.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Install toilet facilities in North Gundagai and South Gundagai Cemeteries	3.2g (1)	Implement Planning for the installation of toilet facilities in North and South Gundagai Cemeteries	Acting Manager Regional Services - Gundagai	Ongoing	Council has received notification from the supplier that construction of the two units has been completed. Delivery was delayed with units arriving in late May.
Upgrade irrigation from domestic to commercial in the North Gundagai Lawn Cemetery	3.2g (2)	Upgrade irrigation in the North Gundagai Lawn Cemetery	Acting Manager Regional Services - Gundagai	Ongoing	New beam works delayed due contractor availability to be completed in June.
Apply for funding to manage, maintain and monitor the box-gum woodlands remnant areas in Cemeteries at Wallendbeen and Stockinbingal	3.2g (4)	Apply for funding to manage, maintain and monitor box-gum woodlands remnant areas in Wallendbeen and Stockinbingal cemeteries	Acting Manager Regional Services - Cootamundra	Ongoing	We are still waiting for notification of the outcomes for the grant funding.

3.3: Responsive and adaptive community to climate change risks and impacts

3.3a: Investigate and implement renewable energy technologies to reduce environmental impact including developing specific controls for solar farms and permissibility of landfills

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Install solar panels and Light-emitting diode (LED) lighting at all Council owned buildings	3.3a (2)	Continue standard fit out of LED Lighting at all Council owned buildings	Acting Manager Regional Services - Cootamundra	Ongoing	Council is consistently looking for grants to continue to upgrade CGRC facilities to LED lighting.
	3.3a (2)	Continue standard fit out of LED lighting at all Council owned buildings	Acting Manager Regional Services - Gundagai	Ongoing	The upgrading to LED lighting within existing Council buildings budget allocations or suitable grant funding is being prioritised in conjunction with of maintenance and repair works.
Introduction of Food Organics and Garden Organics (FOGO) collection to Cootamundra	3.3a (4)	Introduce Food Organics and Garden Organics (FOGO) collection for Cootamundra, similar to Gundagai	Acting Manager Regional Services - Cootamundra	Ongoing	Council will continue to pursue external funding to support the implementation of FOGO and/or COFO (Commercial Food Organics). Additionally, work is underway to vary the Environment Protection Licence (EPL) at the Cootamundra landfill to enable acceptance of FOGO material.

3.4: Greater efficiency in the use of resources

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Prepare business case for operations of transfer stations with CGRC LGA	3.4a (1)	Prepare business case/s for operations of transfer stations within CGRC	Acting Manager Regional Services - Gundagai	Ongoing	Waste review information presented to Council workshop. Preparation of report and business cases underway for May meeting.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	3.4a (1)	Prepare business case/s for operations of transfer stations within CGRC	Acting Manager Regional Services - Cootamundra	Ongoing	The Stockinbingal and Wallendbeen landfills remain scheduled for conversion to transfer stations; however, implementation is currently on hold pending the identification of external funding. Waste minimisation is occurring at the Cootamundra Landfill by selling used products through the second-hand shop and crushing concrete into a reusable product, diverting nearly 8000 tonnes from the landfill this year alone.
Undertake promotional campaign to increase community sustainability awareness	3.4a (2)	Monitor full contractor compliance associated with the recycling contract and strive to reduce waste going into landfill wherever possible	Acting Manager Regional Services - Cootamundra	Ongoing	Staff maintain regular communication with Elouera to ensure effective collaboration. This two-way engagement supports both Elouera and Council in achieving waste minimisation and recycling compliance objectives. In addition, we have developed educational brochures regarding the correct items to recycle and have been placing them in residents letter boxes when we find contamination in their recycling bins.

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	Watermain replacement remains an ongoing project - Works scheduled for Q2 have been completed. A contractor has been engaged to undertake all remaining work for this financial year with works in the final stages of planning before they mobilise.
	3.4c (1)	Deliver planned watermain replacement and reservoir disinfection projects	Acting Manager Engineering - Cootamundra	Ongoing	Contract Awarded, works have commenced with contractor completing detailed investigation and design as part of contract.

4: Collaborative and progressive leadership

4.1: A clear strategic direction that is delivered upon

4.1a: Continuous improvement in services delivery based on accountability, transparency and good governance

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Develop and implement service review schedule and determine the number of reviews to conduct per Council term	4.1a (4)	Develop a service review schedule to determine the number of reviews per Council term	Manager Business	In Progress	CGRC has established a service and asset profile for CGRC, to which levels of service, performance and resourcing can be assigned. This register of services will be utilised for each individual Council during the demerge process.

4.1b: Provide the community with responsive customer service

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Provide quality customer service during all “front line” interactions between Council and the community and in all other interactions between staff, agencies, Council and the community	4.1b (1)	Provide quality customer service during all front line interactions	Manager Business	In Progress	Customer Service Review recommendations are being implemented and communicated with Management and staff.
Council will track the progress towards the achievement of the corporate plan objectives against measurable outcomes	4.1b (2)	Ensure all Regulatory policies and reporting are managed in a professional and timely manner	Acting Manager Regional Services - Cootamundra	Ongoing	Regional Services policies and procedures are regularly reviewed to ensure they remain relevant, compliant, and support continuous improvement. The newly appointed Cootamundra Regulatory and Compliance Officer is currently supporting this review process.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	4.1b (2)	Implement tracking and reporting of progress against strategic plans against objectives	Manager Business	In Progress	Customer Service Review completed and recommendations being implemented. Improvement solutions implemented periodically to ensure continued quality Customer Service in line with Strategic Plan objectives. Cootamundra-Gundagai Regional Council reports quarterly on outcomes of the Delivery Program.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Provide a safe and healthy environment for staff and contractors through compliance with all Work, Health and Safety legislative requirements and minimising risk	4.1c (3)	Provide a safe and healthy environment for staff and contractors through compliance with all WH&S legislative requirements	Acting Manager Engineering - Cootamundra	Ongoing	Monthly and ad hoc workplace inspections being conducted by Cootamundra WH&S Officer in conjunction with Works Supervisor and Acting manager of Engineering. Recent training completed for Traffic Control Tickets and Chainsaw operations.
	4.1c (3)	Provide a safe and healthy environment for staff and contractors through compliance with all WH&S legislative requirements	Acting Manager Engineering - Gundagai	Ongoing	Council is actively looking at WH&S throughout all works which are being undertaken. Both pro-active and reactive programs are in place to ensure that risk from a WH&S perspective is minimised as much as possible.
Develop and implement a Staff Wellbeing Program	4.1c (4)	Continue implementation of staff wellbeing program	Coordinator Human Resources	Ongoing	Ongoing - no meeting has been scheduled with Cross Organisational Group at this stage.

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	Completed	A new long-term financial plan has now been completed in conjunction with the 2027 Operating Plan and Delivery Program. It includes predicted movements in internal and external reserves where budgeted for.

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

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

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

4.2c: Deliver better online solutions to customers who engage with Council

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Migration of Council operating systems to cloud based technology	4.2c (2)	Migrate Council's operating system to cloud based technology	Manager Business	In Progress	Migration to the Cloud of Councils Operating Systems continues. Altitude project is complete.

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	In Progress	Council's Media Office continues to communicate milestones and benefits of major CGRC's project development. Tourism and Economic Development Officers (TEDO) develop and implement marketing strategies and campaigns to encourage visitation, and relocation to our region.

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

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
As the opportunity arises, Council will seek to facilitate face-to-face engagement activities for each of its engagement exercises	4.3c (1)	Facilitate face-to-face community engagement activities, as the opportunity arises for Council projects	Manager Business	In Progress	Council is implementing the actions outlined in the adopted Community Engagement Strategy, including pop-up activities and face-to-face engagement.

4.3d: Develop and implement a Communications Plan for Council

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Develop a communications strategy for CGRC that will guide the Council's communication with the community and other key stakeholders	4.3d (1)	Update Council's Communication Strategy to guide Council's communication and engagement with the community	Manager Business	In Progress	A review of Council's existing Communications and Engagement Strategy has been drafted to ensure it remains current and aligned with Council's priorities. The updated strategy will guide Council's communication and engagement with the community and key stakeholders.

4.3f: Active and robust Section 355 Working Committees

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Continue to support Section 355 Committees and encourage the development of Services and facilities in our communities	4.3f (1)	Support Section 355 Committees to deliver their services to communities	Manager Business	In Progress	S.355 Guidelines updated to incorporate roles, financial responsibilities, and governance.

4.4: Recognised as a premier local government Council that represents and advocates for community needs

4.4a: Maintaining a strong and robust financial position that supports the delivery of services and strategies ensuring long-term financial stability

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Council will ensure statutory compliance is achieved and demonstrate good governance practices	4.4a (2)	Continue to progress with Demerge proposal as per the Detailed Implementation Plan adopted by Council	General Manager	Ongoing	Council has appointed a Demerger Transition Committee along with a Demerger Transition Manager to guide and oversee the organisations transition process towards the proposed demerger. The Committee has held numerous meetings and is progressing towards the demerger transition. The target date for the commencement of the two reinstated councils is 1 July 2027.
Develop Asset Management plans which deliver Long Term financial sustainability and asset renewal	4.4a (4)	After demerge decision is finalised, develop Long-Term Asset Management Plans to deliver Long-Term Financial Sustainability and asset renewal	Acting Manager Engineering - Gundagai	Completed	Action now completed as noted in quarter 2 Report.
	4.4a (4)	After demerge decision is finalised, develop Long-Term Asset Management Plans to deliver Long-Term Financial Sustainability and asset renewal	Acting Manager Regional Services - Gundagai	Completed	Action now completed as noted in Quarter 2 Report.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	4.4a (4)	After demerge decision is finalised, develop Long-Term Asset Management Plans to deliver Long-Term Financial Sustainability and asset renewal	Acting Manager Regional Services - Cootamundra	Completed	Action now completed as noted in Quarter 2 report.
	4.4a (4)	After demerge decision is finalised, develop Long-Term Asset Management Plans to deliver Long-Term Financial Sustainability and asset renewal	Acting Manager Engineering - Cootamundra	Completed	Action now completed and noted in quarter 2 report.

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 implemented ERM Module through Pulse. Managers continue to update risks, risk ratings and controls.
Implementation of Council's Corporate Business Continuity Plan including coordination of the IT Disaster Recovery Plan and Divisional Sub Plans	4.4b (2)	Continue Developing and maintain risk management and business continuity plans	Manager Business	In Progress	Multiple attempts have been made to contact the Marsh consultant to schedule Business Continuity Planning (BCP) training dates. A draft Disaster Recovery Test Plan is currently under consultation with Council's IT consultant.
Create plan to relocate historical records and update retention schedule	4.4b (4)	Create plan to relocate historical records and update retention schedule	Manager Business	In Progress	Updates to Magiq being completed to ensure continuity for plan development. Scope of Works being sought from consultants to assist with the development of this Transfer Plan.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Implement Enterprise Risk Management module in Pulse	4.4b (5)	Implement Enterprise Risk Management module in Pulse	Manager Business	In Progress	The Enterprise Risk Management module has been implemented in Pulse, with existing risk registers successfully uploaded. A review of current risks, risk rating and controls is underway to ensure all information is accurate within the system.

5: Integrated and Accessible Region

5.1: Known for our good road network

5.1a: Revising the asset management plan

5.1a (1): Align Council's Assets and Civil Works Departments works programs

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
5.1a (1)	Align Council's Assets and Civil Works Departments works programs	Develop an Asset Management Plan	Acting Manager Engineering - Gundagai	Completed	Action now completed as noted in quarter 2 report.
5.1a (1)		Develop an Asset Management Plan	Acting Manager Regional Services - Gundagai	Completed	Action now completed as noted in quarter 2 report.
5.1a (1)		Development an Asset Management Plan	Acting Manager Engineering - Cootamundra	Completed	Action now completed as noted in quarter 2 report.
5.1a (1)		Development an Asset Management Plan	Acting Manager Regional Services - Cootamundra	Completed	Action now completed as noted in quarter 2 report.

5.1b: Prioritising access road maintenance and future development to provide safe and efficient road and pathway network

5.1b (2): Deliver annual resealing program

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
5.1b (2)	Deliver annual resealing program	Deliver the annual road resealing program as budgeted	Acting Manager Engineering - Cootamundra	Completed	Annual Road Resealing program completed.
5.1b (2)		Deliver the annual road resealing program as budgeted	Acting Manager Engineering - Gundagai	Completed	Council has completed resealing for this financial year. The weather has now cooled too much to allow for any further resealing to occur.

5.2: Easily accessible from major cities and other regional towns

5.2b: Improve road conditions across the region, and advocate to improve access to regional cities and connection out of the region

5.2b (1): Continue implementing the fixing local roads program

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
5.2b (1)	Continue implementing the fixing local roads program	Continue to implement the approved and funded Fixing Local Roads program	Acting Manager Engineering - Cootamundra	Completed	Action completed as noted in quarter 2 report.
5.2b (1)		Continue to implement the approved and funded Fixing Local Roads Program	Acting Manager Engineering - Gundagai	Completed	Action now completed as noted in quarter 2 report.

5.2b (2): Seek funding for upgrades to Stockinbingal and Muttama Roads

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
5.2b (2)	Seek funding for upgrades to Stockinbingal and Muttama Roads	Seek funding to deliver upgrades to Stockinbingal and Muttama Roads	Acting Manager Engineering - Cootamundra	Ongoing	Muttama Road Heavy Patching completed for FY25-26 from R2R funding source. Works completed rehabilitation of approximately 30,000m2 of pavement. Further funding required for key projects such as Cullinga Creek Causeway upgrade to flood resilient Bridge and bridge upgrade at Muttama Reef Creek Bridge. Currently no additional funding sources identified.

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
5.2b (4)	Seek funding to build a bridge over low level causeway at Muttama	Seek funding to build a bridge over the low-level causeway at Muttama Road at Cullunga Creek	Acting Manager Engineering - Gundagai	Ongoing	Council is currently exploring funding opportunities for the construction of a bridge over Cullunga Creek. These works include preparing a scope of works, preparing a high-level cost estimate and concept designs to support any funding opportunities which arise.

5.2c: Establish linked network of pedestrian footpaths and cycle paths through continued extension and upgrade of pedestrian and cycle paths

5.2c (2): Develop cycleway and pedestrian access plan for the region

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
5.2c (2)	Develop cycleway and pedestrian access plan for the region	Continue to seek funding for the Pedestrian and Mobility Plans (PAMPS) to develop cycleway and pedestrian access for the region	Acting Manager Engineering - Gundagai	Ongoing	Council has applied for funding for cycleway and pedestrian access, however to date has not been successful. Council is continuing to identify funding opportunities as they arise.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
5.2c (2)		Continue to seek funding for the Pedestrian and Mobility Plans (PAMPS) to develop cycleways and pedestrian access for the region	Acting Manager Engineering - Cootamundra	Ongoing	A grant application has been submitted under the "Get NSW Active" program to support the completion of detailed design for a proposed footpath linkage. The project seeks to connect the Hospital, Adina Care, Medical Centre, NSW TAFE, and Public School on MacKay St with the Cootamundra CBD via Olney, Bourke and Parker St. The proposed project includes approximately 2 km of new footpath infrastructure, the construction of a pedestrian footbridge, and the enhancement of two open space areas.

5.2d: Seek funding to enable electric charging infrastructure

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
5.2d (1)	Investigate funding opportunities for installation of electric car charging facilities in Gundagai	Apply for grant funding to install Electronic Vehicle charging stations in Gundagai	Acting Manager Regional Services - Gundagai	Ongoing	Proposal prepared with additional proposed locations with existing power availability for return to NRMA. REROC and Council's staff continue to look for suitable funding sources.