

# Monthly Action Progress Report

## December 2023/2024




## Goal 1: A healthy and cohesive community

A liveable community has pride of place, ease of access, community harmony, a mobile and healthy population that participates in community life, a feeling of safety and security, a strong vibrant cultural base, and places to relax, study and play.


### 1.1: We have healthy and inviting spaces and places




We have access to a range of high-quality health care services. All residents are supported in living a healthy and active life through the opportunity to participate in recreation activities.

#### 1.1.1: Improve local access to health services



Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
1.1.1.2	Support Gwydir Shire's health initiatives	Community Assets Manager	In Progress	0%		

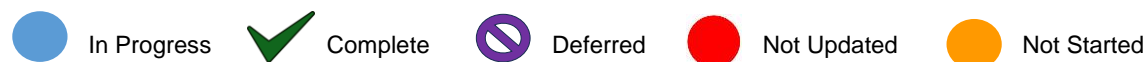
#### 1.1.2: Encourage and enable healthy lifestyle choices







Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
1.1.2.1	Oversee the operation of Council's Aquatic Centres	GLR & Communications Team Leader	In Progress	70%		








Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
1.1.2.3	Conduct Council's Category B Enforcement agency functions under the Food Act 2003 (NSW) by the specified due dates	Planning & Environment Team Leader	In Progress	90%		
1.1.2.4	Implement a strong Wellness and Enablement plan within the Gwydir Shire Council through the CHSP program	Manager of Aged Care	In Progress	5%		
1.1.2.7	Warialda Memorial Swimming Pool Improvements - Local Roads and Community Infrastructure Program Phase 3 (LRCI)	GLR & Communications Team Leader	In Progress	45%		



### 1.1.3: Provide the right places, spaces, and activities

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
1.1.3.1	Big River Dreaming - Wellness and Interpretive Centre	General Manager	In Progress	30%		
1.1.3.2	Be a centre of leadership in child development, education, and care as well as support for families and community	Social Services Manager	Completed	100%		



Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
1.1.3.3	Annual Tree Planting Program	Urban Infrastructure Coordinator	In Progress	50%	Ongoing.	
1.1.3.4	Bingara Footpath Program - Local Roads and Community Infrastructure Program Phase 3 (LRCI) - Construction/replacement of non-compliant walking/cycle paths	Urban Infrastructure Coordinator	Completed	100%		
1.1.3.5	Bingara Skate Park project - 2021-2022 Open Spaces Program	Town Utilities and Plant Manager	In Progress	70%		
1.1.3.6	Build our reputation as 'best choice' for families, children, and young people to discover their abilities and reach their potential in life	Social Services Manager	Completed	100%		
1.1.3.7	Enhance the overall Resident experience at Naroo Frail Aged Hostel by embedding an active Leisure and Lifestyle program with residents focusing on wellness	Manager of Aged Care	Completed	100%		
1.1.3.8	Hope Street Warialda CBD Park Construction - Local Roads and Community Infrastructure Program Phase 3 (LRCI)	Engineering Services Director	In Progress	75%		


Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
1.1.3.9	Landscaping Improvements - Warialda Street Tree Upgrade - Local Roads and Community Infrastructure Program Phase 3 (LRCI)	Engineering Assets Coordinator	In Progress	30%		
1.1.3.11	Progress Gwydir Shire Council Disability Action plan with committee.	Manager of Aged Care	In Progress	30%		
1.1.3.12	Provide exceptional care, embracing authentic partnerships with families and ensuring the 'voice of the child' is central to our service processes	Social Services Manager	Completed	100%		
1.1.3.13	Provide high levels of hygiene to councils' community assets	Community Assets Manager	In Progress	80%		
1.1.3.14	State Drought Stimulus Package - CBD Improvements - Warialda Footpath upgrades	Engineering Assets Coordinator	Completed	100%		
1.1.3.15	COVID-19 Economic Stimulus Package - Phase 1 - Batterham Lookout Makeover	Town Utilities and Plant Manager	In Progress	75%		
1.1.3.16	Stronger Country Communities Funding - Round 4 - Construction of Nicholson Oval amenities	Building Services Manager	Completed	95%	Painting of accessible handrails, doors & trims to be completed. Fit off of sanitary plumbing and drainage to be completed. Electrical fit off to be completed. Canteen exhaust canopy bulkhead and splash back to be completed.	

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
1.1.3.18	Warialda Footpath Program - Local Roads and Community Infrastructure Program Phase 3 (LRCI) - Construction/replacement of non-compliant cycle/walking paths.	Urban Infrastructure Coordinator	Completed	100%		
1.1.3.20	Implement Council's library programs	Community Assets Manager	In Progress	90%		

## ***1.2: Our community is an inviting and vibrant place to live***

Our community is strong, safe, and connected with equal access to the services and facilities that ensure a great quality of life for all ages. Community pride and a sense of belonging are fostered through having a caring and connected community, with suitable programs and activities for all ages and abilities. Our residents' lives are enriched through access to lifelong learning opportunities as well as activities and events that celebrate our culture and encourage participation.

### **1.2.1: Enable accessible and affordable lifestyle options**

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
1.2.1.1	Meet Council's property management obligations	GLR & Communications Team Leader	In Progress	90%		



In Progress



Complete



Deferred






Not Updated




Not Started

### 1.2.2: A shared responsibility for community safety

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
	Comply with and report on Councils Companion Animal Management requirements	Planning & Environment Team Leader	In Progress	90%		
1.2.2.1	Comply with and report on Councils Companion Animal Management requirements	Planning & Environment Team Leader	In Progress	90%		
1.2.2.2	Implement Child Safe Standards as per legislative requirements	Integrated Planning Reporting & Governance Officer	In Progress	70%	Policies, Procedures, and training continue to be implemented.	

### 1.2.3: Celebrate our creativity and cultural expression

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
1.2.3.1	Rollout out the planned schedule of events reviewing the concept, target audience and success of each event	Community Assets Manager	In Progress	90%		

## Goal 2: Building the business base

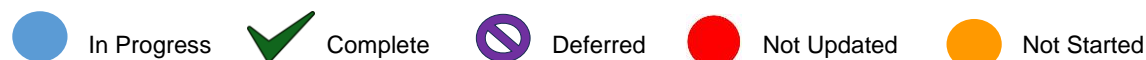
A productive community provides people with positive choices for investment, employment, and study. An innovative, diverse, and resilient economy requires collaboration between local people and other levels of government to ensure that funding for infrastructure and economic development exists to support market strength and diversity.

### 2.1: Our economy is growing and supported

Our business community is prepared for future growth and challenges. We welcome new business development opportunities and work with private enterprises to establish strategic partnerships aligned to the creation of employment and industry in our community. Tourism is embraced by all facets of our community and Gwydir Shire Council is seen as a destination of choice for travellers.






#### 2.1.1: Plan for and develop the right assets and infrastructure







Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
2.1.1.2	Annual Water Meter replacement program	Town Utilities and Plant Manager	Completed	100%		✓
2.1.1.3	Annual Pump replacement program	Town Utilities and Plant Manager	In Progress	75%		●
2.1.1.4	Bingara Riverside Caravan Park Amenities Block Construction - Local Roads and Community Infrastructure Program Phase 3 (LRCI)	Community Assets Manager	Completed	100%		✓
2.1.1.6	Building Services Repairs and Maintenance Program for 2023-2024	Building Services Manager	In Progress	90%	R&M Continuing	●
2.1.1.7	December 2020 Flood Disaster works program	Engineering Assets Coordinator	In Progress	95%		●








Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
2.1.1.8	Fixing Local Roads Round 3 - Resheeting of Getta Getta Road from North Star Road to Inverell Shire	Engineering Services Director	Completed	70%		✓
2.1.1.9	Bingara Water Treatment Plant - Solar installation project	Town Utilities and Plant Manager	Completed	100%		✓
2.1.1.10	North Star Hall Improvements - Restumping - Local Roads and Community Infrastructure Program Phase 3 (LRCI)	Building Services Manager	In Progress	10%	Plans & specifications received from LEGS. Quotations being sought from Vendorpanel.	●
2.1.1.11	Water main extension to Warialda Landfill	Town Utilities and Plant Manager	Deferred	0%		⊘
2.1.1.12	Stage 1 North Bingara sewer extension project	Town Utilities and Plant Manager	Completed	100%		✓
2.1.1.13	Stage 2 North Bingara sewer extension project	Town Utilities and Plant Manager	Completed	100%		✓
2.1.1.14	November 2021 Flood Disaster works program	Engineering Assets Coordinator	In Progress	35%		●

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
2.1.1.15	Provide accommodation options to our community and visitors	Community Assets Manager	In Progress	90%		
2.1.1.19	Reedy Creek Access Road Construction - Stage 2 - Local Roads and Community Infrastructure Program Phase 3 (LRCI)	Engineering Assets Coordinator	In Progress	90%		
2.1.1.23	Town Streets - kerb replacement and pavement enhancement program	Urban Infrastructure Coordinator	Completed	100%	Works completed in Heber St and Frazer St. Works still remain in Frazer St and Maitland St.	
2.1.1.24	Upper Horton Sports Club Camping Ground Amenities Block - Local Roads and Community Infrastructure Program Phase 3 (LRCI)	Town Utilities and Plant Manager	In Progress	55%		
2.1.1.25	Warialda Emergency Accommodation and Respite Centre - Plunkett Street - Black Summer Bushfire Recovery Grants Program	Community Assets Manager	In Progress	95%		


Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
2.1.1.32	Heavy Vehicle Safety & Productivity Program Round 7 and Fixing Local Roads Program Sealing of IB Bore Road from North Star to Moree Plains Shire	Engineering Services Director	In Progress	60%		
2.1.1.34	Develop 10-year stormwater plan	Urban Infrastructure Coordinator	In Progress	90%	Ongoing. Kerb replacement completed and still in progress. Design for Cunningham Street/Bombelli Street near complete.	
2.1.1.36	Deliver RMCC annual works program	Urban Infrastructure Coordinator	In Progress	75%	Ongoing, on track and on budget.	
2.1.1.37	Construct new disabled access footpaths	Engineering Assets Coordinator	Completed	100%		
2.1.1.38	March 2021 Flood disaster works program	Engineering Assets Coordinator	In Progress	80%		
2.1.1.40	Warialda Rail Amenities Building Construction - Local Roads and Community Infrastructure Program Phase 3 (LRCI)	Building Services Manager	In Progress	85%	Quotations sought on Vendorpanel. Quotations to be reviewed. Finalising estimate for other work requested. Quotation for OSSM received.	

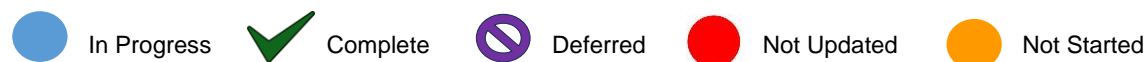
Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
2.1.1.42	Federal Government - Roads of Strategic Importance Program - Sealing of 12.3km of County Boundary Road from end of existing seal to Croppa Moree Road.	Engineering Services Director	In Progress	30%		


### 2.1.2: Support the growth of our business community

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
2.1.2.1	Develop links and implement programs to improve the local economy	Community Assets Manager	In Progress	60%		
2.1.2.3	Develop strategy for small scale industrial land development.	General Manager	In Progress	70%		

### 2.1.3: Promote our community as the place to visit, live, work and invest

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
2.1.3.1	Build on key relationships with stakeholders to enhance the Gwydir Shire tourism profile	Organisation & Community Services Director	In Progress	15%		




Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
2.1.3.2	Assist in the creation of an environment in which a sustainable level of population and economic growth can occur to benefit local business and tourism	Integrated Planning Reporting & Governance Officer	In Progress	35%	Collaborating with stakeholders including Service NSW for Business to support local businesses, Sourcing grant funding opportunities to support economic growth and encourage population growth.	

## ***2.2: We are skilled and have access to excellent educational opportunities***

Our lives are enriched through access to quality education which enables the development of a skilled workforce and the uptake of local job opportunities.

### **2.2.1: Increase the range of opportunities to work locally**

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
2.2.1.1	Continue to be proactive in attracting skilled staff, especially Registered Nurses into the Aged Care sector and work towards 24-hour Registered Nurses on site at Naroo Frail Aged Hostel	Human Resource Officer	In Progress	70%		



In Progress



Complete



Deferred




Not Updated



Not Started

**2.2.2: Build on our quality education and training opportunities (including through the GLR)**

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
2.2.2.1	Implement and manage the Gwydir Learning Region program	GLR & Communications Team Leader	In Progress	40%		



In Progress



Complete



Deferred



Not Updated



Not Started




### Goal 3: An environmentally responsible Shire

A sustainable community is characterised by our appreciation of natural surroundings and biodiversity. This is supported by responsible planning and management practices and the lifestyle actions we agree to, to reduce our impact on the natural environment and to conserve valuable resources.


#### 3.1: Our community understands and embraces environmental change

We respect and value our natural environment, understand the effects of our actions and make wise decisions to retain balance. We endeavour to use all our natural resources wisely with a view to minimising the impact on our natural environment.



##### 3.1.1: Encourage respectful planning, balanced growth, and good design

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
3.1.1.1	Implement Development Control Plan based on the Department of Planning NSW standard format including report to Council and Community Consultation	Planning Officer	Deferred	0%		
3.1.1.2	Local Environment Plan review to be completed and implemented	Planning Officer	In Progress	90%		
3.1.1.3	Conduct Gwydir Housing Study	Planning & Environment Team Leader	In Progress	95%		

### 3.1.2: Respond to our changing environment

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
3.1.2.1	Annual Telemetry & Technology upgrades	Town Utilities and Plant Manager	In Progress	90%		


### 3.1.3: Value, protect and enhance our natural environment

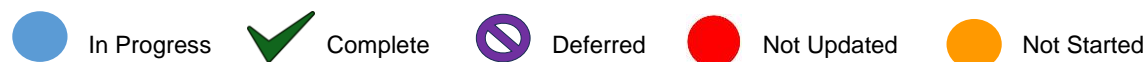
Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
3.1.3.1	North West Weed Action Program -Gwydir Shire	Planning & Environment Team Leader	In Progress	90%		
3.1.3.2	Gwydir River Foreshore - Management Action Plan	Planning & Environment Team Leader	In Progress	90%		

## 3.2: We use & manage our natural resources wisely

We take responsibility for the management and consumption of our valuable resources and recognise the impact that our actions have both today and on future generations.




### 3.2.1: Develop a clean energy future

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
3.2.1.1	Street lighting coverage across the local networks throughout the shire	Planning & Environment Team Leader	Completed	100%		






### 3.2.2: Use our water wisely

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
3.2.2.1	Annual Water Main replacement program	Town Utilities and Plant Manager	Completed	100%		
3.2.2.2	Gravesend Recreation Ground Irrigation System - LRCI Phase 3 Project	Town Utilities and Plant Manager	Completed	100%		
3.2.2.3	Water treatment plant improvements	Town Utilities and Plant Manager	Deferred	0%		

### 3.2.3: Reduce, reuse, and recover waste

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
3.2.3.1	Implement Gwydir Shire Council's Waste Management Strategy	Planning & Environment Team Leader	In Progress	90%		


## Goal 4: Proactive regional and local leadership

A collaborative community is informed, has responsible decision making and a sound financial position supported by capable leaders, functional assets, and efficient operations to meet the changing needs of the community.


### 4.1: We are an engaged & connected community


Our thoughts and ideas are valued; we are empowered with knowledge and have the opportunity to participate. The Council provides the community with timely information about local issues and includes opportunities for the community to participate in initiatives. Community consultation continues throughout the period of the Community Strategic Plan to ensure that residents are engaged and connected.

#### 4.1.1: Encourage an informed community



Action Code	Action Name	Responsible Position	Status	Progress	Comments	Progress Key
4.1.1.1	Provide effective communication initiatives to service the community	Community Assets Manager	In Progress	90%		


#### 4.1.2: Enable broad, rich, and meaningful engagement to occur

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Progress Key
4.1.2.1	Consistently engage with communities, moving from transactional to transformational relationships	Integrated Planning Reporting & Governance Officer	In Progress	50%	Community Engagement Program for 2024 calendar year is in progress	

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Progress Key
4.1.2.2	A review of the effectiveness of communication channels used throughout Gwydir Shire to the wider community. And improvements on how Gwydir Shire communicate events and happening within our Community	Community Assets Manager	In Progress	80%		

#### 4.1.3: Build on our sense of community


Action Code	Action Name	Responsible Position	Status	Progress	Comments	Progress Key
4.1.3.2	Grow relationships with governments, the corporate sector, community organisations and volunteers to enhance the educational experience	Social Services Manager	Completed	100%		
4.1.3.3	Value and embrace the knowledge and experiences of our families as they grow through our services.	Social Services Manager	Completed	100%		

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Progress Key
4.1.3.4	Enhance the value of hope, achievement and aspiration for our young people, children, and their families.	Social Services Manager	Completed	100%		


## 4.2: We work together to achieve our goals

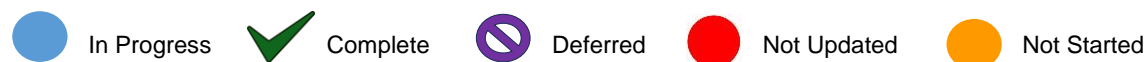
We respect our community leaders who listen to and act on our behalf, and value our community's knowledge, experience and ideas which help us implement our vision for the future together.

### 4.2.1: Build strong relationships and shared responsibilities

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Progress Key
4.2.1.1	Manage programs and initiatives to connect with, and value other cultures	Community Assets Manager	In Progress	80%		

### 4.2.2: Work in partnership to plan for the future

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Progress Key
4.2.2.1	Acquire, disseminate, and apply new knowledge to grow evidence informed practice.	Social Services Manager	Completed	100%		



Action Code	Action Name	Responsible Position	Status	Progress	Comments	Progress Key
4.2.2.2	Create comprehensive and collaborative models of care and support services that drive successful, responsive, and individualised outcomes for families.	Social Services Manager	Completed	100%		✓
4.2.2.3	Implement emerging technologies and best processes to improve efficiency.	Social Services Manager	Completed	100%		✓





## Goal 5: Organisational management

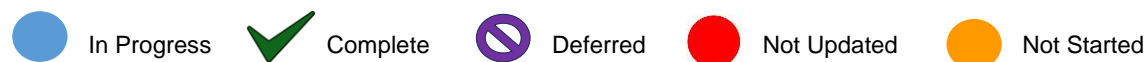
The main objective of organisational management is to ensure maximum outputs within minimum resources and effort. Effective organisational management ensures smooth and coordinated functioning of the Council, bringing additional benefit to the community, staff, and Councillors.



### 5.1: Corporate management

Good corporate management is about having the right processes for making and implementing strategic decisions.




#### 5.1.1: Financial management and accountability systems

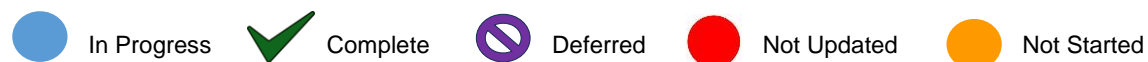
Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
5.1.1.2	Complete all legislative reporting requirements for NSW Transport (CHSP)	Manager of Aged Care	Completed	100%		
5.1.1.3	Complete all Naroo Aged Care Prudential reporting and Quality Indicator reporting within the set timeframes	Manager of Aged Care	In Progress	100%		
5.1.1.4	Complete the works for the Aged Care Approvals Round grant monies as per the grant agreement	Manager of Aged Care	In Progress	50%		
5.1.1.5	Implement the Business Improvement Fund grant monies as per the Activity Work plan and Indicative Activity Budget	Manager of Aged Care	Completed	100%		






Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
5.1.1.13	Develop contract management documentation templates	Chief Financial Officer	In Progress	30%		
5.1.1.14	Review policies and procedures associated with contracts and procurement in line with LG Procurement regulations, including staff training.	Chief Financial Officer	In Progress	30%		


#### 5.1.2: Information management systems

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
5.1.2.1	Administer and support Council corporate applications, networks, and systems.	Business Improvement & IT Manager	In Progress	70%		
5.1.2.2	Review & Audit of locality boundaries	GIS Officer	Completed	100%		
5.1.2.3	IT Hardware Renewal program - 2023/2024	Business Improvement & IT Manager	Completed	100%		



Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
5.1.2.4	Manage Council's GIS systems and data in accordance with legislative requirement, with a focus to improve the delivery and use of information	Business Improvement & IT Manager	In Progress	80%		
5.1.2.5	Manage Council's corporate Records and Archive Facilities and Record Management Framework in accordance with legislative requirements.	Information Services Officer	In Progress	35%		
5.1.2.6	Software Renewal Program - 2023/2024	Business Improvement & IT Manager	In Progress	85%		

### 5.1.3: Administrative and support functions

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
5.1.3.1	Assess and implement solutions that increase efficiencies and quality, whilst reducing costs, to improve processes and systems within Council.	Business Improvement & IT Manager	In Progress	80%		



In Progress



Complete



Deferred






Not Updated










Not Started




Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
5.1.3.2	Develop and maintain Councils Integrated Planning and Reporting requirements	Integrated Planning Reporting & Governance Officer	In Progress	95%	Half Yearly Delivery Program progress report submitted to December Council meeting and OLG.	
5.1.3.3	Manage and support Councils Town utilities and depot operations	Town Utilities and Plant Manager	In Progress	75%	Standard operating and maintenance of activities	
5.1.3.4	Finalise the process to undertake service reviews and develop a prioritised list to be undertaken for the financial year.	Business Improvement & IT Manager	In Progress	60%		





#### 5.1.4: Workforce planning


Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
	Council Salary System Review	Integrated Planning Reporting & Governance Officer	In Progress	20%		
	Registered Nurse 24/7	Manager of Aged Care	In Progress	80%		






Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
5.1.4.	Employee Engagement Action Plan	Integrated Planning Reporting & Governance Officer	Deferred	10%		
5.1.4.1	Build a culture that empowers staff to learn, teach, lead, and succeed	Social Services Manager	Completed	100%		
5.1.4.2	Implement and report on the actions included in the 2022-2026 Workforce Plan	Integrated Planning Reporting & Governance Officer	In Progress	60%		
5.1.4.3	Development of Human Resources Development processes to manage change and meet individual and organisational needs	Integrated Planning Reporting & Governance Officer	Deferred	0%		
5.1.4.4	Provide and support Naroo Aged care staff with necessary training and education	Manager of Aged Care	In Progress	80%		

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
5.1.4.5	Undertake Workforce Planning to ensure that there is an appropriately skilled workforce to meet future challenges and opportunities.	Human Resource Officer	In Progress	60%		

### 5.1.5: Provide responsible internal governance

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
5.1.5.1	Embed Workplace Health & Safety into business-as-usual practice throughout the organisation	Risk and Safety Officer	In Progress	25%		
5.1.5.2	Emergency Planning - implement evacuation plans and emergency manuals for 8 sites	Risk and Safety Officer	In Progress	40%		
5.1.5.6	Embed the recommendations from the Royal Commission into Aged Care in both CHSP and Naroo Frail Aged Care Hostel	Manager of Aged Care	Completed	20%		
5.1.5.7	Council Public Roads	GIS Officer	Completed	100%		

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
LCR	Meet all of Councils Legislative Compliance & Reporting requirements as set by the Office of Local Government (OLG)	Integrated Planning Reporting & Governance Officer	In Progress	80%		

 In Progress
  Complete
  Deferred
  Not Updated
  Not Started