



ANNUAL REPORT

2014-2015



COBAR SHIRE COUNCIL



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MISSION STATEMENT

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OUR VISION

Our Vision is for Cobar Shire to be an attractive, healthy and caring environment in which to live, work and play, achieved in partnership with the community through initiative, foresight and leadership.

OUR MISSION

Our Mission is to provide sound and sensible government and ensure that works and services are delivered effectively and equitably to the community of Cobar Shire.

Council will also develop and constantly review its policy on the maintenance of its road network with current priorities to include the sealing of the following strategic roads within the Shire; Ivanhoe Road, Louth Road and Tilpa Road.

OUR VALUES

Council has adopted the following Values that should be reflected in how the whole organisation operates and interacts with others:

- Continually strive for improvement in every aspect of Council's activities and recognise initiative.
- All activities are to be customer focused and provide equity for all.
 - Involve the community in decision making through open government and consultative processes.
 - Foster and promote sustainable ecological and economic development, rural pursuits and industries that contribute to the wealth of the region and in keeping with the environment and residents lifestyle.
- Conserve and protect the natural beauty of the area.
- Promote a spirit of regional cooperation particularly in regard to planning, infrastructure, economic development, tourism and employment.



MAYOR'S MESSAGE

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What a busy year we have had. Council has been working hard to implement our large infrastructure projects awarded last year and to win additional funding to improve our critical infrastructure. The major upgrade to the Cobbar Regional Airport, funded under the Resources for Regions program was completed with the pavement and lighting upgraded. Work on the other Resources for Regions projects continues. Council has focused efforts on gaining much needed additional funding for the road network. This will result in a very busy year for our roads crews in 2015/2016. Meanwhile, we will continue to fight for proper funding per kilometre for our regional roads network. It is simply not good enough that we have the lowest funding in the area.

We are continuing to tightly manage the budget to continue to improve our financial position whilst providing good quality assets and services to the community. The challenge to balance the budget and meet community expectations is always there.

Our staff are a key asset and I thank them for their efforts throughout the year in provide quality services to the community. I would also like to thank the community for their input into meetings, committees and forums that help to advise Council on the way forward. Please keep it up the good work. There are always opportunities to have your say and to put forward your ideas.

A handwritten signature in cursive script that reads "Lilliane Brady".

**Lilliane Brady OAM
MAYOR**

ELECTED MEMBERS

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**Mayor
Cllr Lilliane Brady**

- Finance & Policy Committee
- Works Committee
- General Manager 's Review Committee
- Western Division Councils of NSW
- Orana Regional Organisation of Councils
- Wool Track Development Advisory Committee
- Rural Fire District Agreement
- Liquor Accord Committee
- Lower Macquarie Water Utilities Alliance
- Rural Roads Advisory Committee
- Australia Day Awards Panel
- Association of Mine Related Councils
- Cobar Cemetery Committee
- Cobar Water Board
- Cobar Shire Bush Fire Management



**Deputy Mayor
Cllr Peter Abbott
March - Current**

- Finance and Policy Committee
- Works Committee
- Western Division Councils of NSW
- Rural Roads Advisory Committee
- General Manager's Review Committee
- Kidman Way Promotional Committee
- Tourism Advisory Committee
- Skate Park Facility Steering Committee
- Airport Advisory Committee
- Local Traffic Committee
- Economic Taskforce
- Ward Oval Sports Advisory Committee



**Deputy Mayor
Cllr Tracey Kings
September - March**

- Finance and Policy Committee
- Works Committee
- Western Division Councils of NSW
- Rural Roads Advisory Committee
- General Manager's Review Committee (First Review)
- Cobar Water Board
- Australia Day Awards Panel

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**Councillor
John Harrison**

- Finance and Policy Committee
- Works Committee
- Western Division Councils of NSW
- Rural Roads Advisory Committee



**Councillor
Marsha Isbester**

- Finance & Policy Committee
- Works Committee
- Western Division Councils of NSW
- Mungindi/Menindee Water Users Group
- Rural Roads Advisory Committee
- Internal Audit Committee
- Western Regional Joint Planning Panel (Alternative)
- Outback Arts (Alternative)



**Councillor
Jarrod Marsden**

- Finance & Policy Committee
- Works Committee
- Western Division Councils of NSW
- Mungindi/Menindee Water Users Group
- Liquor Accord Committee
- Murray Darling Association
- Youth Council
- Rural Roads Advisory Committee
- Ward Oval Sports Advisory Board
- Skate Park Facility Steering Committee
- Cobar War Memorial Tourism Advisory Committee
- Kidman Way Promotional Committee
- Economic Taskforce

ELECTED MEMBERS

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**Councillor
Greg Martin**

- Finance & Policy Committee
- Works Committee
- Western Division Councils of NSW
- Wool Track Development Advisory Committee
- Rural Fire District Service Agreement
- Rural Roads Advisory Committee
- Airport Advisory Committee
- Tourism Advisory Committee
- Kidman Way Promotional Committee
- Economic Taskforce
- Australia Day Awards Panel



**Councillor
Peter Maxwell**

- Finance & Policy Committee
- Works Committee
- Western Division Councils of NSW
- Wool Track Development Advisory Committee
- Lachlan Valley Weeds Advisory
- Rural Roads Advisory Committee
- Australia Wide Rural Roads Group (Alternative)
- General Manager's Review Committee



**Councillor
Bob Sinclair**

- Finance & Policy Committee
- Works Committee
- Mallee Bushfire Prevention Committee
- Western Division Councils of NSW
- Wool Track Development Advisory Committee
- Australia Wide Rural Roads Group
- Rural Roads Advisory Committee
- Western Regional Joint Planning Panel
- Internal Audit Committee
- Economic Taskforce

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**Councillor
Harley Toomey**

- Finance & Policy Committee
- Works Committee
- Western Division Councils of NSW
- Kidman Way Promotional Committee
- Tourism Advisory Committee
- Mount Grenfell Board of Management
- Youth Council
- Rural Roads Advisory Committee
- Ward Oval Sports Advisory Board
- Skate Park Steering Committee



**Councillor
Ray Wilson**

- Finance & Policy Committee
- Works Committee
- Western Division Councils of NSW
- Rural Roads Advisory Committee



**Councillor
Peter Yench**

- Finance & Policy Committee
- Works Committee
- Western Division Councils of NSW
- Wool Track Development Advisory
- Kidman Way Promotion Committee
- Tourism Advisory Committee
- Macquarie Valley Weeds Advisory Committee
- Murray Darling Association
- Regional Development Australia – Orana Board
- Rural Raods Advisory Committee
- Cobar Water Board
- Mount Grenfell Board of Management (Alternate)
- Economic Taskforce

GENERAL MANAGERS REPORT

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COUNCIL MEETING ATTENDANCE – SECTION 428 (2) (F)

Councillors - July 2014 to June 2015	Number of Meetings	No of Meetings Attended
Lilliane Brady OAM (Mayor)	12	11
Peter Abbott (Deputy Mayor)	11	11
John Harrison	12	5
Marsha Isbester	12	11
Tracey Kings	12	11
Jarrod Marsden	12	10
Greg Martin	12	11
Peter Maxwell	12	11
Bob Sinclair	12	9
Harley Toomey	12	11
Ray Wilson	12	9
Peter Yench	12	11

COUNCILLOR FEES – SECTION 428 (2) (F)

Total Councillor Fees for 2014/2015	Amount
Election expenses	\$19,233.77
Mayor	\$22,872.00*
Councillors (12)	\$124,092.60

* Excludes Councillor Fee

COUNCILLOR ALLOWANCES – SECTION 428 (2) (F)

Total Councillor Allowances for 2014/2015	Amount
Councillors travelling and accommodation	\$15,332.40
Councillors meals etc	\$4,939.02
Provision of dedicated office equipment allocated to Councillors	\$0
Telephone calls made by Councillors	\$0
Attendance of Councillors at conferences and seminars	\$10,294.37
Training of Councillors and provision of skill development	\$0
Interstate visits by Councillors, including transport, accommodation and other out of pocket travelling expenses	\$0
Overseas visits by Councillors, including transport, accommodation and other out of pocket travelling expenses	\$0
Expenses of any spouse, partner or other person who accompanied a Councillor	\$0
Expenses involved in the provision of care for a child or an immediate family member of a Councillor.	\$0

GENERAL MANAGERS REPORT

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The 2014/2015 saw a number of Organisational Priorities being undertaken:

- Continued to improve accounting reporting and finances;
- Reduction in human resources costs;
- Implementation of an Annual Operational Plan that was a compromise between the level of services provided to the community and cost and available funding;
- An improved culture across the Organisation with the implementation of the Staff Attitude Survey Results Action Plan;
- Work with other Council's identified in the Far West Initiative as part of the Reform of Local Government, to look at more efficient ways of delivery a range of government and non-government services to communities;
- Improved success at grant funding to improve Councils Assets and our sustainability;
- Implementation of the Office of Local Government Better Practice Review Action Plan.

It is most pleasing to report that Council has continued to successfully apply for grant funds in 2014/2015 to undertake major capital works projects that are otherwise unaffordable using rates. Council has signed funding deeds for two Fixing Country Roads Projects - \$700,000 for Whitbarrow Way curve and causeway construction project and \$319,900 for the Acres Billabong culvert and causeway construction project on the Barnato - Tilpa Road.

Council has progressed the Cobar Water Board (CWB) Project (now \$10 million of Resources for Regions Grant and \$7.1 million Cobar Water Board Funds).

Council's project team is also progressing the investigation and design of the other Resources for the Regions Projects – Cobar Water Treatment Plant Replacement (\$7.8 million grant) and Cobar Sewer Refurbishment and Expansion Works (\$2.1 million grant) and during the year completed the Cobar Regional Airport Pavement and Lighting System Reconstruction Project (\$2.5 million grant).

Council has also been working with the Cobar Water Board and Bogan Shire Council on a Water Security for Regions Project (\$10 million) to provide a large storage facility at Nyngan that will enhance the ability to supply water to both Nyngan and Cobar during periods of extreme drought.

The Cobar Skate Park Project was completed in time for the Christmas holidays and has proved to be a most valuable asset to the community of Cobar with Cobar Youth continuing to use it extensively.

Council has been successful in lobbying the NSW Government for improved levels of funding to reconstruct and widen the shoulders of Kidman Way South with a project amounting to over \$4.25 million being announced that will commence in 2015/2016.

Through 2014/2015 Council's Engineering Services Department also completed or substantially commenced the following major construction or maintenance projects:

GENERAL MANAGERS REPORT

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- Lilliane Brady Village Lounge Extension Construction and Project Management (\$300,000);
- MR407 – Mulya (Louth) Gravel Resheeting (\$100,000);
- SR23 – Booberoi Road R2R Gravel Resheeting (\$110,000);
- SR20 – The Grain Road R2R Gravel Resheeting (\$180,000);
- SR6 – Pulpulla Road R2R Gravel Resheeting (\$81,742);
- SR12 – Yathong Road R2R Gravel Resheeting (\$50,000);
- SR24 – Mount Grace Road R2R Gravel Resheeting (\$160,000);
- SR26 – Wilga Downs Road R2R Bitumen Seal Construction (\$77,000);
- Cobar Town Streets SRV Bitumen Reseals (\$125,000);
- Shire Roads SRV Bitumen Reseals (\$75,000);
- SR36 – Palesthan Road SRV Gravel Resheeting (\$80,000);
- SR46 – Rosevale Road SRV Gravel Resheeting (\$80,000);
- SR44 – Old Reservoir Road SRV Gravel Resheeting/ Culvert (\$16,000);
- Shire Roads Bitumen Reseal Program (\$100,000);
- Shire Roads Gravel Resheeting Program (\$100,000);
- MR7518 – Barnato – Tilpa Road Bitumen Reseals (\$200,000);
- MR423 – Lachlan Valley Way Bitumen Reseal (\$100,000);
- Killala Road Widening Works (\$1,100,000);
- Roadworks Bores Program (\$65,000);
- Cobar Water Mains Audit Works (\$300,000);
- RMCC RMS Maintenance and Work Order Program (\$4,000,000);
- Cobar Water Board Pump Refurbishment Program (\$200,000);

The extensions to the Lilliane Brady Village were completed with an opening planned for early 2015/2016. Re-accreditation of the facility was also achieved with outcomes being met against all 44 Standards.

Council in 2015/2016 will continue with the water main audit works that commenced in 2014/2015 in relation to faulty valves, low pressure areas, dead-end mains and water main flushing.

2014/2015 was a reasonably significant year for development with over \$7,168,936 of development approved. Council's Economic Taskforce has continued to meet to discuss the economic issues facing Cobar Shire and to start identifying potential funding sources to undertake further projects.

Council has also been successful in gaining extra grant funding to undertake environmental works in the Shire including grants to address the illegal dumping, waste depot upgrades and littering.

Cobar Shire Council has also started a Facebook Page to improve its communication with the community.

Cobar Shire Council's Children's Services has continued to provide a valuable community service with COOSH operating with strong participation rates and Family Day Care being able to recruit three new Educators during the year, allowing increased access to childcare in Cobar. Arrangements were also made to commence Vacation Care and being assessed as eligible to provide government subsidies.

GENERAL MANAGERS REPORT

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The Cobar Shire & TAFE Library continues to provide a valued service, including quality school holiday activities, which have been fully subscribed. There has also been good participation in reading programs and the e-books service is now available. It was pleasing to see a refurbishment of the Library during the year to make the surrounds more appealing to users.

The 2014/2015 year has seen Council continue to be active within its financial constraints in a number of regional initiatives which has allowed Council to be involved in and address current issues without impacting on Council's autonomy.

These include:

- Lower Macquarie Water Utilities Alliance – Water and Sewerage;
- Orana Regional Organisation of Councils (OROC);
- NSW Association of Mining Related Councils;
- Outback Arts;
- Western Division Councils of NSW;
- Murray Darling Association;
- Regional Development Australia (RDA) – Orana;
- Department of Premier and Cabinet (DPC) Regional Leadership Group;
- OROC Human Resources and Learning and Development Professional Team;
- OROC General Managers Advisory Committee (GMAC);
- OROC Economic Development Officers Network.

2014/2015 was a challenging year with a great deal of work undertaken to commence investigation and design and project management of both Councils and the Cobar Water Board's Resources for Regions Projects. The year has also seen Council being much more financial with an appropriate level of working funds available through the year.

Council is striving to ensure that the services it provides for others are properly funded. Costs are continually critically analysed and monitored with the major challenge being Council continually to have to do more work with less funds and resources in major areas such as Shire, Urban and Regional Roads and other assets such as Parks and Facilities.



Gary Woodman
GENERAL MANAGER

ORGANISATIONAL STRUCTURE

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COUNCIL

MAYOR



GENERAL MANAGER
Gary Woodman

- Cobar Water Board (Secretary)
- Governance
- Management
- Special Projects Officer
 - Economic Development
 - Facilitations and Strategy
 - Grants
 - Cultural Services
 - Cobar Business Association
 - Sister City Relationships
 - Community Partnerships
 - Council Newsletters
 - Special Projects
- Human Resources



**ACTING DIRECTOR OF
PLANNING &
ENVIRONMENTAL SERVICES**
Stephen Poulter

- Ranger Services/Commons
- Health Administration
- Noxious Weeds
- Housing, Public & Commercial Buildings
- Environmental Planning and Services
- Public Halls
- Sundry Approvals
- Caravan Parks
- Land Development & Management
- Domestic & Trade Waste Management Services
- Heritage Conservation
- Strategic Planning



**DIRECTOR OF CORPORATE
& COMMUNITY SERVICES**
Kym Miller

- Administration including:
 - Finance & Purchasing
 - Rating
 - Insurances
 - Records
 - Customer Services
 - RMS Services
 - Corporate Support
- IT Services
- Lilliane Brady Village
- Family Day Care, In Home Care & After School Care
- Youth & Fitness Facilities
- Cemeteries/Administration
- Public Libraries
- Museum/Tourism/Public Relations

**DIRECTOR OF
ENGINEERING SERVICES**
Vacant as at 30 June 2015

- Engineering Works
- Plant & Vehicle Fleet
- Fire Control
- Emergency Services
- Television Services
- Street Cleaning
- Stormwater Drainage
- Water Supplies
- Sewerage Services
- Cobar Memorial Pool
- Parks & Gardens
- Quarries & Gravel Pits
- Urban Roads, Shire Roads, Regional Roads
- RMS State Roads
- Aerodromes

SENIOR STAFF REMUNERATION

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SECTION 428 (2) (G)

During the period 1 July 2014 to 30 June 2015, the total salary package paid for the one (1) Senior Staff Position (General Manager) totalled:

REMUNERATION PACKAGE RANGE - 2014/2015	AMOUNT
Total value of salary component of package	\$174,708
Total amount of any bonus payments, performance or other payments that do not form part of salary component	\$0
Total SGC contribution to superannuation	\$16,597
Total value non-cash benefits	\$7,214
Total fringe benefits tax for non-cash benefits	\$6,612
TOTAL REMUNERATION	\$205,131

CONTRACTS AWARDED

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SECTION 428 (2) (H)

Contracts for the supply or provision of goods and services in excess of \$150,000 entered into during the year ended 30 June 2015.

CONTRACTOR NAME AND ADDRESS	DESCRIPTION OF CONTRACT	AMOUNT PAID IN 2014/2015
Cadia Plumbing GPO Box 2220 SYDNEY NSW 2001	Supply of Pipes and Assoc. Fixtures to Cobar Shire Council	\$164,826.00
Bruce's Contracting Services Pty Ltd 3 Lewis Street COBAR NSW 2835	Supply of plant and services to Cobar Shire Council.	\$291,915.00
Clarke Concreting and Excavation Pty Ltd PO Box 53 COBAR NSW 2835	Supply of Concreting and Construction Services to Cobar Shire Council.	\$332,569.00
Telstra 28/320 Pitt Street SYDNEY NSW 2000	Supply of Telecommunications to Cobar Shire Council	\$ 168,759.00
Webturn Pty Ltd (Sainsbury Automotive) 1-5 Bourke Street DUBBO NSW 2830	Supply of Vehicles to Cobar Shire Council	\$ 305,513.00
Tracserv 19 Purvis Lane DUBBO NSW 2830	Supply of Vehicles to Cobar Shire Council	\$ 278,875.00
Rollers Australia Pty Ltd PO Box 323 Double Bay NSW 1360	Supply of Plant and Equipment to Cobar Shire Council.	\$ 402,141.00
Fulton Hogan Industries Pty Ltd PO Box 682 Campbelltown NSW 2560	Road spray sealing within Cobar Shire.	\$2,702,904.00
Westrac 16 Thirteenth Street COBAR NSW 2835	Supply of Trades and Miscellaneous Services to Cobar Shire Council.	\$ 167,564.00
Stabilised Pavements of Australia Pty Ltd 234 Wisemans Ferry Road Somersby NSW 2250	Pavement stabilisation and modification within Cobar Shire Council.	\$ 872,471.00

CONTRACTS AWARDED

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CONTRACTOR NAME AND ADDRESS	DESCRIPTION OF CONTRACT	AMOUNT PAID IN 2014/2015
Dubbo Terrazo & Concrete Industries DUBBO NSW 2830	Extension of High Care Lounge Lilliane Brady Village.	\$ 343,491.00
NSW Public Works Level 20,2-24 Rawson Place SYDNEY NSW 2000	Cobar Water Treatment Plant replacement investigation, planning, design and construction documentation preparation and tender analysis and site supervision consultant engagement tender specification document.	\$ 279,015.00
Redox Pty Ltd 2 Swettenham Road MINTO NSW 2566	Supply and delivery of bulk chemicals.	\$153,516.00
Origin Energy Electricity Pty Ltd Level 45, Australia Square 264-278 George Street SYDNEY NSW 2000	Supply of electricity to Cobar Shire Council.	\$179,523.00
Leisure and Recreation Group 22 North Street WEST WYALONG NSW 2671	Management of the Cobar Memorial Swimming Pool.	\$191,637.00
Castlyn Pty Ltd T/A Inland Petroleum 109 Erskine Street DUBBO NSW 2830	Supply of fuel to Cobar Shire Council.	\$533,707.00
LRMD Holdings Pty Ltd T/A Leading Edge Future Shop COBAR NSW 2835	Provision of IT Services to Cobar Shire Council.	\$209,447.00
AGL Locked Bag 1837 St Leonards NSW 2065	Supply of electricity to Cobar Shire Council.	\$163,810.00
Precision Skate Parks 68 Wanani Road Mulwala NSW 2647	Design and Construction of Cobar Skate Park.	\$342,369.00
Mcrowe 49-53 Cornish Street COBAR NSW 2835	Supply of plant and services to Cobar Shire Council.	\$ 158,891.00
J Prisk Contractors 9 Old Bourke Road COBAR NSW 2835	Supply of plant and services to Cobar Shire Council.	\$256,766.00

CONTRACTS AWARDED

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CONTRACTOR NAME AND ADDRESS	DESCRIPTION OF CONTRACT	AMOUNT PAID IN 2014/2015
Statewide Line Marking 66 Endsleigh Avenue ORANGE NSW 2800	Supply of plant and services to Cobar Shire Council.	\$192,718.00
Statewide Mutual	Insurance	\$451,819.00
Statecover Mutual	Workers Compensation	\$564,033.00

COMMUNITY

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COMMUNITY OUTCOME

1.1 Strong coordination between government agencies, Council and NGOs to ensure efficient service delivery, avoid duplication of services and build the capacity of the community.

COUNCIL STRATEGY

1.1.1 Strong and participative interagencies

DP Action	Action	Responsibility	Progress	Comment
Cobar Interagency	Provide secretarial services to the Cobar Interagency	A Shepherd	100%	Due to a lack of participants, no interagency meetings were organised for this quarter. However, Council staff are participating in the Integrated Health Project being led by Medicare Local. They are also participating in the Cobar Public School's School Planning and Evaluation Reference Group that brings together key NGOs and community groups to input into the school planning process. Council also continues to participate in the Cobar Domestic Violence Action Group. These are all interagency groups.
Murrin Bridge and Lake Cargelligo Interagency	Represent Cobar Shire Council at the Interagency.	A Shepherd	100%	No meetings were attended this year, however a watching brief was maintained, and information provided to the Interagency for sharing between members. Through liaison with residents at Murrin Bridge, any identified issues were progressed by Council outside of the interagency (eg dog issues, advocacy for footpath upgrades etc).

COMMUNITY OUTCOME

1.2	Young people are able to reach their full potential, are encouraged to stay in the region and have a wide range of opportunities available to them locally
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COUNCIL STRATEGY

1.2.1 Implement the actions outlined in the Youth Development Plan

DP Action	Action	Responsibility	Progress	Comment
Engage the services of a Youth Development Officer	Employ a Youth Development Officer.	N Kriz	0%	No funding opportunities have been identified.

COUNCIL STRATEGY

1.2.2 A greater range of youth activities are organised and coordinated

DP Action	Action	Responsibility	Progress	Comment
To provide youth services and a facility that provide recreational, sporting and cultural activities and support services for the youth and the community of Cobar.	Hold regular youth activities at the centre and enter and maintain partnerships to aid and enhance the provision of Youth Services.	N Kriz	100%	Over all our attendance has increased and continues to be a place for the youth of Cobar to hang out. We have experienced an overall increase in usage with parents enjoying the Centre with their children.

COMMUNITY

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COUNCIL STRATEGY				
1.2.2 A greater range of youth activities are organised and coordinated				
DP Action	Action	Responsibility	Progress	Comment
To provide youth services and a facility that provide recreational, sporting and cultural activities and support services for the youth and the community of Cobar.	Undertake activities under Family and Community Services grant.	N Kriz	100%	With continued support from Family and Community Services Grants we can increase activities. Further events could be held with further funding.
Organise Youth Week Activities	Co-ordinate and consult with the youth of Cobar and Cobar Youth Council on the proposed activities for Youth Week and seek grant funding.	N Kriz	100%	Cobar Youth Week 2015 was a great success .The Cobar Youth Council, Cobar youth and Cobar Shire staff helped plan events. Youth were keen to help with all of our events from running pool comps, setting up and being supervisor at disco and movie night. Our skate night was washed out. Next year's youth week planning will commence soon. This event is a great opportunity for the Youth of Cobar to get involved in their community.

COUNCIL STRATEGY				
1.2.2 A greater range of youth activities are organised and coordinated				
DP Action	Action	Responsibility	Progress	Comment
Provide school holiday activities for children aged 5-14 years at Cobar Shire & TAFE Library	Library staff, community members and/or volunteers plan and provide craft and other fun activities for small groups of children with a charge applied to recover cost of materials.	J Siermans	100%	School holiday craft sessions were offered throughout the year. 187 attendances were counted for drawing workshops as well paper, bead and other craft activities.



Left: Council's Parks and Garden Crews after completing the landscape at the Peak Skate Park.

Middle: Anzac Day Services in Drummond Park.

Right: Council Staff completing safety training.

COUNCIL STRATEGY

1.2.3 Increased educational opportunities provided locally

DP Action	Action	Responsibility	Progress	Comment
Work with organisations to increase the quality and diversity of educational opportunities available locally	To be involved in the Cobar Interagency and Schools Business Community Partnership Governing Committee to increase educational diversification and opportunities.	G Woodman	0%	No action taken in 2014/2015.
Provide educational opportunities at Cobar Shire & TAFE Library	Library staff provide basic instruction in the use of computers and the internet to small groups of adults.	J Siermans	100%	Basic computer instruction was offered regularly. 20 attendances were counted.

COMMUNITY OUTCOME

1.3 Families are supported, social inclusion is valued and families who relocate to Cobar stay in Cobar

COUNCIL STRATEGY

1.3.2 Increase the supply of childcare and preschool places and options

DP Action	Action	Responsibility	Progress	Comment
Administer and coordinate Children Services (FDC, COOSH, IHC)	Administration of CCB & CCR for all eligible families in accordance with Federal Legislation.	K Lennon	100%	Over one million dollars was administered for CCB and CCR on behalf of the Federal Government.
Administer and coordinate Children Services (FDC, COOSH, IHC)	Enrol and support families and children for Children Services.	K Lennon	100%	30 new Families enrolled and supported throughout the year.
Administer and coordinate Children Services (FDC, COOSH, IHC)	Maintain and update policies, procedures, quality improvement plans and family information packages for FDC and COOSH to comply with changes to National Regulations and Quality Framework concepts and new information.	K Lennon	100%	Thankfully this year has been a quiet year for changes and handled easily as they arose.
Administer and coordinate Children Services (FDC, COOSH, IHC)	Monitor Implementation of National In Home Care Standards.	K Lennon	100%	80,000km's travelled to monitor IHC in Far West NSW. Overall excellent care being provided.

COUNCIL STRATEGY

1.3.2 Increase the supply of childcare and preschool places and options

DP Action	Action	Responsibility	Progress	Comment
Administer and coordinate Children Services (FDC, COOSH, IHC)	Provide craft and activity packs to In Home Care Educators four (4) times per year.	K Lennon	100%	4 separate craft packs designed and sent to all In Home Educators.
Administer and coordinate Children Services (FDC, COOSH, IHC)	Provide interesting and stimulating excursions and events for children and educators with Far West FDC and COOSH.	K Lennon	100%	With the program development work we have been doing lots of great activities have been completed for all children in care.
Administer and coordinate Children Services (FDC, COOSH, IHC)	Recruit and support Family Day Care Educators.	K Lennon	100%	Two new FDC Educators began this year and 15 IHC Educators.
Administer and coordinate Children Services (FDC, COOSH, IHC)	Support Implementation of "Early Years Learning Framework" and the "My Time Our Place" into educator curriculum.	K Lennon	100%	Much progress made in this area with a new template designed and implemented for use by FDC Educators.

COUNCIL STRATEGY				
1.3.2 Increase the supply of childcare and preschool places and options				
DP Action	Action	Responsibility	Progress	Comment
Administer and coordinate Children Services (FDC, COOSH, IHC)	Write and distribute quarterly newsletters to Families and Educators.	K Lennon	100%	A minimum of 1 newsletter per term was written and sent to all educators and families.
Investigate the provision of vacation care in Cobar	Investigate the options and implement if appropriate a Vacation Care Program.	K Lennon	100%	Vacation care began in June 2015 with 25 different children attending over the 2 weeks.
Facilitate the availability of child care and preschool places and options.	Lobby to have an increase in availability of child care and preschool places to meet demand in Cobar.	G Woodman	25%	This is ongoing. Further attempts undertaken to increase the number of educators across the region.

COUNCIL STRATEGY				
1.3.3 Increase the knowledge of the community on the range of services available in Cobar Shire and how to access them				
DP Action	Action	Responsibility	Progress	Comment
Have information readily available to the community and new residents	Have an easy to access and navigate Council website that is relevant and a useful resource for residents and visitors.	G Woodman	100%	Council website continually updated throughout 2014/2015.
Have a relevant and updated Community Services Directory readily available.	Update the Community Services Directory and have it easily available online and distribute it through New Resident Packs.	A Shepherd	100%	The Community Services Directory is regularly updated and provided both on line and as part of the New Resident Packs. An update was completed in Q3.

COUNCIL STRATEGY				
1.3.4	Have family orientated activities to encourage families to socialise in the community			
DP Action	Action	Responsibility	Progress	Comment
Plan, organise and promote festivals, celebrations and activities in the Shire	Manage the successful conduct of the Festival of the Miner's Ghost through the Festival of the Miner's Ghost Organising Committee.	J Martin	100%	The 2014 Festival of the Miner's Ghost experienced unusually hot weather for that time of the year. The heat affected some events but the Cobar community still attended the events in Drummond Park in great numbers and overall the event was deemed to be a success.
Plan, organise and promote festivals, celebrations and activities in the Shire	Organise Australia Day celebrations and Senior Citizen's Week events.	J Martin	100%	Australia Day 2015 celebrations were held at the Cobar Memorial Swimming Pool. Cobar's Australia Day Ambassador was media personality, Susie Eleman. Susie was a great ambassador who delivered a very moving Australia Day address which received great accolades from the Cobar community. Senior's Week 2015 events were well attended by Cobar's seniors and their families. Cobar Shire was unable to secure a grant for 2015 Senior's Week, so some events were left out of the program this year. With the assistance of the Cobar Bowling & Golf Club, the PP Club and Rhonda Hudson Catering the annual seniors dinner was able to be held and was really well attended by seniors and their families.

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COMMUNITY OUTCOME

1.4 A generous, engaged and participative community with a strong community spirit

COUNCIL STRATEGY

1.4.1 Support volunteer organisations by encouraging volunteerism across all age groups and supporting organisations with professional assistance, advice and services

DP Action	Action	Responsibility	Progress	Comment
Provision of information on grant availability and assistance in accessing grants to community groups	Distribute information on available grants to community organisations through the Community Services Database.	A Shepherd	100%	Information on grants that are open was distributed through the Community Services email lists in a timely fashion as it become available. Groups were also offered assistance in putting grant applications together. Assistance was provided to a number of groups including Nymagee Progress Association. Council continued to work with the Nymagee Progress Association to implement the grants they have been successful with and to identify their next set of priorities to use VPA funding for.
Facilitate capacity building of community groups	Seek grant funding to run workshops to build capacity of community organisations to improve governance.	A Shepherd	100%	No grant funding sourced. Worked with Outback Arts to bring a social media course to Cobar for community groups in Q1 of 2015/2016. Discussions with groups and potential trainers on undertaking a course for potential club Treasurers next year.

COUNCIL STRATEGY				
1.4.2	Business supports local events, organisations and activities			
DP Action	Action	Responsibility	Progress	Comment
Work with local organisations to build on current activities	Assist sporting, community and business groups to promote major events.	J Martin	100%	Cobar Council's Manager Tourism & Public Relations provided promotional support for a number of clubs and organisations during 2014/2015.

COUNCIL STRATEGY				
1.4.3	Develop initiatives to maximise the benefits and minimise the negative impact of shift work and FIFO/DIDO on the community			
DP Action	Action	Responsibility	Progress	Comment
Work with local business and government agencies to identify where changes can be made or initiatives developed to reduce the negative impacts	Liaise with local business and government agencies to help identify and initiate changes to reduce the negative impacts.	A Shepherd	100%	Council works with all mines in region across a range of issues and is keeping a watching brief on the impacts of changing mining rosters to 7-7.

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COUNCIL STRATEGY				
1.4.4	Support Aboriginal people and organisations to increase the broader community's awareness ad recognition of local Aboriginal cultural identity in Cobar and to assist in meeting the targets set out under the current government policy of 'Closing the Gap'.			
DP Action	Action	Responsibility	Progress	Comment
Undertake activities to increase awareness of Aboriginal culture in the Cobar Shire	Liaison with Aboriginal stakeholders to determine and undertake appropriate activities that increase awareness of Aboriginal culture.	G Woodman	100%	Throughout the first three (3) quarters no opportunities were identified. However in Q4, the Community of Cobar Shire have taken part in the Journey to Recognition in Cobar, which was an epic relay across our country campaigning for the recognition of Aboriginal and Torres Strait Islander peoples in the Australian Constitution and to ensure that there is no place for discrimination in our founding legal document.
Improved coordination of the activities and planning of Council, Cobar Community Working Party, Cobar and Murrin Bridge Local Aboriginal Lands Councils and Mount Grenfell Board	Liaison Group established at officer level to improve the coordination of activities and planning.	G Woodman	100%	No action has been taken throughout the 2014/2015 period. We will look to further coordinate activities and establish a liaison group in 2015/2016.

COUNCIL STRATEGY				
1.4.5 Support arts and cultural organisations, activities and facilities				
DP Action	Action	Responsibility	Progress	Comment
Support Outback Arts and cultural activities in the Shire	Provide annual funding to the Regional Arts Development Officer.	G Woodman	100%	Funding provided in Q1, numerous community programs have been run and supported by Council.
Facilitation of cultural workshops and activities	Arrange and update exhibitions and displays annually at the Great Cobar Heritage Centre and promote exhibitions.	J Martin	100%	In 2014 the Endeavor Mine updated their display in the Great Cobar Heritage Centre. Community personnel from the Peak Gold Mine and Glencore's CSA Mine have both had meetings with the Museum Curator and have committed to upgrading their displays this year.
Facilitation of cultural workshops and activities	Complete the cataloguing and conservation project for the collection at the Great Cobar Heritage Centre.	J Martin	100%	The Museum Curator is constantly checking the museum collection to ensure that the artefacts are in good care and the collection catalogue is up to date.
Facilitation of cultural workshops and activities	Receive objects at the Great Cobar Heritage Centre that are relevant to Cobar's history and are compliant with the Collections Policy.	J Martin	100%	The Great Cobar Heritage Centre has a Cobar Shire Council adopted collection policy which is managed by the Museum Curator and strictly adhered to.

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COUNCIL STRATEGY				
1.4.5 Support arts and cultural organisations, activities and facilities				
DP Action	Action	Responsibility	Progress	Comment
Investigation into the need for additional cultural facilities in the Shire	Identify possible grant funding sources to fund the development of a Cultural Plan for the Shire and undertake consultation with the community to identify the priority projects in developing an appropriate Cultural Plan.	A Shepherd	0%	This project was only going to take place if appropriate grant funding could be sourced to do so. There were no grant opportunities. This project has now been removed from next year's AOP.



Left: Santa appearing at the Senior Citizens Christmas Party 2014.

Middle: Main Street Works being undertaken in May 2015 out the front of the Great Western Hotel.

Right: The sun setting over the Cobar Miner's Heritage Park.

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COMMUNITY OUTCOME

1.5 A healthy and active community

COUNCIL STRATEGY

1.5.1 Provide appropriate health care options and services both within the Shire and the region

DP Action	Action	Responsibility	Progress	Comment
Lobby NSW Government and Federal Government to ensure high quality health care services, including those offered out of Cobar Hospital and aged care are available in Cobar Shire or are easily accessible where it is not possible to have them provided locally	Participation in the Cobar Hospital Services and Facilities Upgrade Committee.	G Woodman	100%	Relevant liaison with local health district in relation to MPHS proposal and attendance of Cobar Health Council. \$15 million dollar funding for progression of a new MPHS was announced before the NSW Government Election. A Councillor Workshop to discuss the implications particularly in relation to the Lilliane Brady Village undertaken in Q4.

COUNCIL STRATEGY				
1.5.2 Support for the Cobar Primary Health Care Centre model to ensure that it remains viable				
DP Action	Action	Responsibility	Progress	Comment
When appropriate, assist financially and lobby to support the CPHCC model to ensure good access to local medical practitioners and to increase the level of allied health care services provided locally	Coordination of financial support for the CPHCC.	G Woodman	100%	CPHCC now responsible for liaising with the mines for any required financial contribution - No action taken by Cobar Shire Council.
When appropriate, assist financially and lobby to support the CPHCC model to ensure good access to local medical practitioners and to increase the level of allied health care services provided locally	Participation in the Cobar Interagency to help identify and improve the level of allied health care services provided locally.	G Woodman	100%	No Cobar Shire Council Interagency Meetings held in 2014/2015.

COUNCIL STRATEGY				
1.5.3 Increase the use of Council owned and other sporting and recreational facilities across the community				
DP Action	Action	Responsibility	Progress	Comment
Increase the use of the Cobar Youth and Fitness Centre	Develop, implement and review Marketing and Action Plan for the Cobar Youth and Fitness Centre with the focus on new user groups.	N Kriz	100%	Marketing and Action Plan is still in draft form with Director of Corporate and Community Services but has not been reviewed with the Manager.
Increase the use of the Cobar Youth and Fitness Centre	Encourage more community groups to use the centre and increase the use of the centre by the community.	N Kriz	100%	Networking with other agencies is always an ongoing action. We are working in with Community Health. We have a new fitness class for Seniors starting after the holidays. We also have a mums and bubs class and a light exercising group.
Increase the use of the Cobar Youth and Fitness Centre	Maintain and upgrade gym equipment and seek ways to add additional demand led services where space permits.	N Kriz	100%	The equipment has been maintained to a high standard.

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COUNCIL STRATEGY				
1.5.3	Increase the use of Council owned and other sporting and recreational facilities across the community			
DP Action	Action	Responsibility	Progress	Comment
Increase the use of the Cobar Youth and Fitness Centre	Run local sporting competitions at the Centre.	N Kriz	100%	In the past 12 months the Centre has organised 2 Mixed Soccer competitions (120 players), 1 Women's Basketball (32 players) 2 Mixed Squalleyball competitions (110 players) and 1 Mixed netball Competition (51 players).
Contract management of the Cobar Memorial Swimming Pool	Supervise the correct operation and maintenance of all pool infrastructure along with promoting the facility also facilitate the learn to swim campaign.	W Mills	100%	The correct operation and maintenance of all pool infrastructure and promoting the facility undertaken in accordance with contractual requirements.
Increase the use of the Cobar Youth and Fitness Centre	Run local sporting competitions at the Centre and the Skate Park.	N Kriz	100%	Cobar Youth and Fitness Centre sporting activities have continued to operate throughout the year. We are working on running competitions in squash, netball, soccer, squalleyball, basketball and other one off events like a wheel chair basketball 4 on 4 knock out. The Youth Council will be running a Skate Competition in 2015/2016 and hoping to be successful in a grant to run a Skate Workshop like the one on Opening Day.

COUNCIL STRATEGY				
1.5.3 Increase the use of Council owned and other sporting and recreational facilities across the community				
DP Action	Action	Responsibility	Progress	Comment
Contract management of the Cobar Memorial Swimming Pool	Supervise the correct operation and maintenance of all pool infrastructure along with promoting the facility also facilitate the learn to swim campaign.	W Mills	100%	Ensure the correct operation and maintenance of all pool infrastructure.
Contract management of the Cobar Memorial Swimming Pool	Supervision of pool operations ensuring safety and convenience for all patrons is paramount.	W Mills	100%	Supervision of the pool contractor to ensure safety and convenience.
Construction of a new Skate Park	Facilitate the construction of a new Skate Park with appropriate community consultation through the Skate Park Facility Steering Committee.	W Mills	100%	Works completed and the park was officially opened by Mark Coulton MP. Continuation of site inspections is ongoing for warranty purposes. The Park has been greatly utilised by the community.
Maintain all Council parks and reserves, including plants, trees and public facilities	Appropriate signage erected to indicate prohibited activities in parks and reserves.	W Mills	75%	We have installed some signs, with a review of remaining parks and reserves to be carried out.

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COUNCIL STRATEGY				
1.5.3	Increase the use of Council owned and other sporting and recreational facilities across the community			
DP Action	Action	Responsibility	Progress	Comment
Maintain all Council parks and reserves, including plants, trees and public facilities	Carry out regular patrols of parks & reserves.	W Mills	100%	Regular patrols on parks and reserves carried out.
Maintain all Council parks and reserves, including plants, trees and public facilities	Inspect and rectify defects of physical assets such as irrigation systems within 3 working days.	W Mills	100%	Repairs carried out as soon as practical after notification.
Maintain all Council parks and reserves, including plants, trees and public facilities	Maintenance of sporting ground and associated facilities.	W Mills	100%	Sports grounds are regularly maintained.
Maintain all Council parks and reserves, including plants, trees and public facilities	Provision of a regular gardening and turf maintenance service.	W Mills	100%	Parks and reserves are regularly maintained to meet Council's expectations.

COUNCIL STRATEGY				
1.5.3 Increase the use of Council owned and other sporting and recreational facilities across the community				
DP Action	Action	Responsibility	Progress	Comment
Maintain all Council parks and reserves, including plants, trees and public facilities	Tree pruning and husbandry of trees.	W Mills	75%	Tree pruning and husbandry of trees has been carried out within the reserves and parks.
Maintain all Council parks and reserves, including plants, trees and public facilities	Purchase and install a mobile ablutions block as per the Sport and Recreation Grant.	W Mills	100%	Mobile Ablutions Block installed, plumbing still to be connected.

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COUNCIL STRATEGY				
1.5.4 Provide adequate infrastructure to care for older residents locally				
DP Action	Action	Responsibility	Progress	Comment
Provide appropriate services for residents at the Lilliane Brady Village	Develop annual budget to ensure adequate resources to enable appropriate services are maintained.	S Huon	100%	<p>Quarter 1 running on budget with 23% of budget expended & 26% of income received. Occupancy rate for Quarter 1 was 94% for Hostel and 98.60% for Nursing Home. There is one vacancy in both Hostel and Nursing home with no applications currently waiting placement.</p> <ul style="list-style-type: none"> • Comprehensive assessments and documentation of residents care needs were completed as per facility protocol on the 3 new residents entering facility in quarter 1 to enable ACFI claims to be maximised. <p>Quarter 2 running on budget with 49% of budget expended & 55% of income received. Occupancy rate for Quarter 2 was 95% for Hostel and 92.7% for Nursing Home. There are three vacancies – one in the hostel and two in the nursing home. There are no applications currently wanting permanent placement at this time.</p> <ul style="list-style-type: none"> • Comprehensive assessment and documentation of residents care needs were completed as per facility protocol on the 2 new residents entering facility in quarter 2 to enable ACFI claims to be maximised. <p>Quarter 3 budget running at a deficit due to loss of income as a result of ongoing vacancies. 75% of budget expended is as forecast however only 68% of forecast income received. Occupancy rate for Quarter 3 was 96% for Hostel and 87.8% for Nursing Home. There are two vacancies in the nursing home. There are no applications currently wanting permanent placement at this time.</p> <ul style="list-style-type: none"> • Comprehensive assessments and documentation of residents care needs were completed as per facility protocol on the 2 new residents entering facility in quarter 3 to enable ACFI claims to be maximised. <p>Quarter 4 running on budget with 98.5% of budget expended and 106% of budgeted income received.</p> <ul style="list-style-type: none"> • Occupancy rate for Quarter 4 was 100% for Hostel and 94.5% for Nursing Home. Occupancy is currently at 88%. • Comprehensive assessments and documentation of residents care needs were completed as per facility protocol on the 2 new residents entering facility in quarter 4 to enable ACFI claims to be maximised. Ongoing reviewing & assessing current residents to ensure maximum funding is obtained.

COUNCIL STRATEGY				
1.5.4 Provide adequate infrastructure to care for older residents locally				
DP Action	Action	Responsibility	Progress	Comment
Provide appropriate services for residents at the Lilliane Brady Village	Develop, implement and review systems to ensure services are provided according to the needs of residents.	S Huon	100%	<p>Schedule audits completed in Quarter 1 include infection control, housekeeping & laundry services. Infection rates remain low and cleaning and laundry is delivered to a high standard in line with policy and procedures</p> <ul style="list-style-type: none"> • 1 Post admission survey was distributed and returned with no issues raised. • Annual surveys were sent out to all residents and persons responsible to enable feedback on services and care. 10 of 18 residents completed surveys from Nursing Home (10 unable to complete). 100% of surveys were returned by Hostel residents. 17 surveys were sent out to Person Responsible and returned with positive feedback provided. Several issues raised by residents and are being followed up and addressed within resources and staffing capacity. All processes are documented and filed as per facility protocol. <p>Schedule audits completed in Quarter 2 include infection control – infection rates remain low, environmental safety – no hazards were identified, equipment maintenance –all scheduled and preventative maintenance completed as per schedules, medication management –incidents identified managed as per facility policy, employee accident incidents – 6 incident recorded in quarter – 3 resulted in workers compensation claims and lost time that was managed as per policy and with complete RTW following suitable duties. There is one additional ongoing claim being managed by a rehabilitation specialist.</p> <ul style="list-style-type: none"> • 1 Post admission survey was distributed and returned with no issues raised. <p>Schedule audits completed in Quarter 3 include infection control – infection rates remain low, environmental safety – no hazards were identified, medication management –incidents identified managed as per facility policy, document control, clinical management, medication administration, resident accident/incidents, housekeeping, meal satisfaction, food safety program, food monitoring verification and external services. Minor issues identified were addressed and managed as per facility policy and procedures.</p> <p>Schedule audits completed in Quarter 4 include:</p> <p>Infection Control – infection rates remain low, potential gastroenteritis identified & management protocol instigated with no progression to outbreak. Medication Administration, & Medication Management –incidents identified managed as per facility policy. Environmental Safety – no hazards were identified. Clinical Management, Medication Administration, & Medication Management – incidents identified managed as per facility policy. Resident Accident/ Incidents, Equipment Maintenance and Scheduled / Preventative Maintenance, Resident Post Admission and Food Monitoring Verification. Minor issues identified were addressed and managed as per facility policy and procedures.</p>

COUNCIL STRATEGY				
1.5.4 Provide adequate infrastructure to care for older residents locally				
DP Action	Action	Responsibility	Progress	Comment
Provide appropriate services for residents at the Lilliane Brady Village	Ensure adequate and appropriately skilled and qualified staffs to ensure all services are delivered in line with facility mission statement and policies.	S Huon	100%	Staffing levels have been maintained in line with the master roster.

COUNCIL STRATEGY				
1.5.4 Provide adequate infrastructure to care for older residents locally				
DP Action	Action	Responsibility	Progress	Comment
Provide appropriate services for residents at the Lilliane Brady Village	Maintain health and personal care of all residents according to their needs and maintain resident lifestyle, rights and choices.	S Huon	100%	Both Hostel and Nursing Home section undertook a re-accreditation audit against the 44 expected outcomes of the Accreditation Standards from 2 June 2015 to 4 June 2015. Both facilities met all expected outcomes with only minor issues identified and these were addressed at time of audit. Both Hostel and Nursing are accredited until August 2018. Comprehensive assessments were completed as per facility protocol on new residents to enable appropriate care. Resident care needs were regularly reviewed as per policy (monthly for high care residents and 3 monthly for low care residents). Residents have a choice of GP and these GPs have visited the facility on a weekly basis (additionally if requested by nursing staff) to review resident medical management. Allied health services such as dietician, podiatry, speech pathology and hearing services were provided to those residents that required them.

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COUNCIL STRATEGY				
1.5.4 Provide adequate infrastructure to care for older residents locally				
DP Action	Action	Responsibility	Progress	Comment
Provide appropriate services for residents at the Lilliane Brady Village	Promote community awareness and encourage ongoing resident involvement in community events.	S Huon	100%	<p>Community involvement included: Visitation by clergy, weekly exercise run by community volunteers, student visits from St John's Catholic School, Cobar Public School and performance by the 'Dallas Live' Comedy Show. Outings in the community attended by residents included Cobar Show, Cobar Preschool and Cobar Library. The Lilliane Brady Village bus was used for transport.</p> <p>The in-house recreational activity program continues to be well attended with residents having input into the program. The men's group led by the pastoral care worker has continued to be well attended and enjoyed by the male residents of the facility.</p> <p>Publication of the quarterly newsletter for residents, family & friends in May 2015 publicises upcoming events and shares activities with the wider community.</p>

COUNCIL STRATEGY				
1.5.4 Provide adequate infrastructure to care for older residents locally				
DP Action	Action	Responsibility	Progress	Comment
Provide appropriate services for residents at the Lilliane Brady Village	Provide a transparent mechanism for concerns and complaints management from all stakeholders.	S Huon	100%	POL/GM2 Comments, Suggestions & Complaints covers the protocol & procedures for complaint resolution & escalation process for Lilliane Brady Village. The facility maintains a register for all complaints. Investigation and resolutions including any actions required such as staff training, resources etc. are recorded. There were 14 complaints received for the year from volunteer, residents or staff.
Undertake Lounge Extension Project	Complete Lounge Extension Project at LBV.	K Miller	100%	Extension works to the Lilliane Brady Village completed in June 2015. Official opening currently being planned, due to open in Q1 2015/2016.

COMMUNITY OUTCOME	
1.6	A safe and clean community

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COUNCIL STRATEGY				
1.6.1 A more visible and engaged police presence				
DP Action	Action	Responsibility	Progress	Comment
Work with police and licensed premises to promote a safe community	Attendance and commitment to the Cobar Police Community Precinct Committee.	G Woodman	100%	There have been no Police Precinct Committee Meetings held in the period. Mayor and General Manager meet with Police on an ongoing basis throughout the year on matters arising and concerns raised.
Work with police and licensed premises to promote a safe community	Provide secretariat services for the Cobar Liquor Accord.	G Woodman	100%	Positive attendance of Members achieved over the quarter with improved attendance numbers. The Liquor Accord Rules were redeveloped and the Cobar Liquor Accord online registration process was completed.

COUNCIL STRATEGY				
1.6.1 A more visible and engaged police presence				
DP Action	Action	Responsibility	Progress	Comment
Work with Police, Cobar Business Association And the Crime Prevention Committee to undertake a Community Safety Audit.	Provide secretariat services for the Cobar Crime Prevention Committee.	G Woodman	100%	It is expected that a new Safety Audit will be undertaken in 2015/2016.

COUNCIL STRATEGY				
1.6.2 Implementation of the Cobar Crime Prevention Plan and Strategy				
DP Action	Action	Responsibility	Progress	Comment
Removal of graffiti and recording of graffiti incidents	Supervise and liaise with Urban Supervisor the removal of graffiti and ensure all evidence is taken and recorded appropriately.	W Mills	100%	We aim to remove graffiti within 48 hours.
Implementation of actions outlined in the Cobar Crime Prevention Plan and Strategy	Undertake a Community Safety Audit.	A Shepherd	0%	This is scheduled for 2015/2016.

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COUNCIL STRATEGY				
1.6.2 Implementation of the Cobar Crime Prevention Plan and Strategy				
DP Action	Action	Responsibility	Progress	Comment
Implementation of actions outlined in the Cobar Crime Prevention Plan and Strategy	Update the action list for the Crime Prevention Plan.	A Shepherd	100%	The action list was implemented as required.
Lobby for a full-time domestic violence case worker based in Cobar	Approach all agency and grant sources with a robust business case.	A Shepherd	0%	No funding sources have been identified. The Cobar Domestic Violence Action Group has undertaken an investigation on funding sources and keeps a watching brief. Council, as the lead agency, secured a grant to undertake activities around Reclaim the night, with a public march and family evening held at the Museum on 31 October 2014.

COUNCIL STRATEGY				
1.6.3	Encourage safe and sustainable development			
DP Action	Action	Responsibility	Progress	Comment
Undertake regulatory obligations in relation to building and development	Assess and determine all relevant applications as outlined under Section 68 of the Local Government Act 1993.	S Poulter	100%	All applications determined as required under Section 68 of the Local Government Act.
Undertake regulatory obligations in relation to building and development	Carry out critical stage and other progress inspections required to ensure completed projects complies.	S Poulter	100%	Mandatory critical stage inspections were undertaken as requested.
Undertake regulatory obligations in relation to building and development	Complying Development applications assessed and approved in accordance with statutory standards requirements and Council Codes.	S Poulter	100%	No Complying Development applications were received during this reporting period
Undertake regulatory obligations in relation to building and development	Develop an On-site Sewage Management Register for existing systems in priority areas.	S Poulter	100%	Database of properties within priority areas completed. Register complete for new systems and recent approvals relating to existing systems.

COUNCIL STRATEGY				
1.6.3 Encourage safe and sustainable development				
DP Action	Action	Responsibility	Progress	Comment
Undertake regulatory obligations in relation to building and development	Development Applications assessed and approved in accordance with statutory standards and requirements and Council Codes.	S Poulter	100%	All Development Applications have been assessed and approved in accordance with statutory standards and requirements and Council Codes.
Undertake regulatory obligations in relation to building and development	Inspect all development when required by approval so as to ensure compliance.	S Poulter	100%	Mandatory critical stage inspections were undertaken as requested.
Undertake regulatory obligations in relation to building and development	Process applications for Section 149 Certificates.	S Poulter	100%	Certificates processed as received within 3 business days throughout the year.
Undertake regulatory obligations in relation to building and development	Provide approval and inspection services for the installation of sewage and drainage services.	S Poulter	100%	Inspections were carried out as required.

COUNCIL STRATEGY				
1.6.3 Encourage safe and sustainable development				
DP Action	Action	Responsibility	Progress	Comment
Undertake regulatory obligations in relation to building and development	Provide registration, approval and inspection for applications to install and operate On-Site Sewage Management Systems.	S Poulter	100%	All applications for installation and operation of On-Site Sewerage Management Systems were processed.
Implement the Cobar LEP and development control plans	Identify required Development Control Plans to support Cobar LEP 2012.	S Poulter	0%	Development Control Plans are generally not warranted to control most types of development within the Cobar LGA. However in order to approve advertising signage along highways, a DCP will be developed when resources are available which will allow the determination of Development Applications for these structures.
Implement and maintain an appropriate register for leases, licences and land	Maintain the Lease, Licence & Land Register.	H Holder	100%	All leases, licence, insurance and land registers were maintained during 2014/2015.

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COUNCIL STRATEGY				
1.6.4	Provide and maintain safe and serviceable public facilities and infrastructure			
DP Action	Action	Responsibility	Progress	Comment
To provide the community with an aesthetically pleasing and clean urban environment	Manually street sweep the CBD to supplement the mechanical operations to ensure a clean and aesthetically pleasing environment.	W Mills	100%	Carried out daily.
To provide the community with an aesthetically pleasing and clean urban environment	Mechanically clean the streets in the urban area to provide suitable environment for the community.	W Mills	100%	Carried out regularly program to be finalised.
To provide the community with an aesthetically pleasing and clean urban environment	Regularly clean and maintain amenities building in accordance with frequency of use.	W Mills	100%	We regularly clean and maintain amenities building in accordance with frequency of use.

COUNCIL STRATEGY				
1.6.4 Provide and maintain safe and serviceable public facilities and infrastructure				
DP Action	Action	Responsibility	Progress	Comment
To provide the community with an aesthetically pleasing and clean urban environment	Review the Street Sweeping Program and implement an improvement action plan.	W Mills	75%	The Street Sweeping program is being reviewed as the program moves along, the map and program will be further reviewed in 2015/2016.
To have systems in place for Cobar and village communities to maintain and control their public halls and the Nymagee Old School Community Centre	Development of Cobar Town Hall Cinema Improvement and Operational Action Plan.	S Poulter	0%	No funding opportunities were available during this reporting year.
To have systems in place for Cobar and village communities to maintain and control their public halls and the Nymagee Old School Community Centre	Maintenance and repair in consultation with the local Management Committee for Euabalong Library and community hall.	S Poulter	100%	Upgrades to Euabalong Library and Community Hall have been costed and will be undertaken in 2015/2016.

COUNCIL STRATEGY				
1.6.4 Provide and maintain safe and serviceable public facilities and infrastructure				
DP Action	Action	Responsibility	Progress	Comment
To have systems in place for Cobar and village communities to maintain and control their public halls and the Nymagee Old School Community Centre	Maintenance and repair in consultation with the local Management Committee for Mount Hope Hall.	S Poulter	100%	Maintenance works are being undertaken when funds and resources become available. Works are still outstanding and will continue through to 2015/2016.
To have systems in place for Cobar and village communities to maintain and control their public halls and the Nymagee Old School Community Centre	Maintenance and Repair in consultation with the local Management Committee for Nymagee Hall.	S Poulter	100%	Maintenance and repair works have been undertaken to Nymagee Hall. Some minor works remain outstanding and will be completed early in 2015/2016.
To have systems in place for Cobar and village communities to maintain and control their public halls and the Nymagee Old School Community Centre	Supply electricity to the Nymagee Old School Community Centre.	S Poulter	100%	Upgrade works due to be completed in early 2015/2016.

COUNCIL STRATEGY				
1.6.4 Provide and maintain safe and serviceable public facilities and infrastructure				
DP Action	Action	Responsibility	Progress	Comment
Improve disability access to Council buildings and facilities to improve their accessibility by older people and people with a disability	Install disability access to Council buildings as funding becomes available.	S Poulter	100%	No funding opportunities were available during this reporting year.
Improve disability access to Council buildings and facilities to improve their accessibility by older people and people with a disability	Prepare a Disability Action Plan.	A Shepherd	0%	Due to low disability levels and few other Councils having recently updated their plans, this project has been put on hold until 2015/2016.

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COUNCIL STRATEGY				
1.6.5	Provide protection from fire, natural disasters, public health and other threats to the community			
DP Action	Action	Responsibility	Progress	Comment
Have systems in place to allow a rapid response to a fire emergency within the Rural Fire District	Development, reporting and implementation of Rural Fire Service (RFS) facilities asset management plan and a minimum five (5) year rolling works program.	O Johns	50%	Tender has been let for the replacement of Cobar Rural Fire Services Brigade Station.

COUNCIL STRATEGY				
1.6.5	Provide protection from fire, natural disasters, public health and other threats to the community			
DP Action	Action	Responsibility	Progress	Comment
Have systems in place to allow a rapid response to a fire emergency within the Rural Fire District	Development, reporting and implementation of Rural Fire Service plant and equipment replacement program.	O Johns	100%	RFS plant and equipment replacement program ongoing.

COUNCIL STRATEGY				
1.6.5	Provide protection from fire, natural disasters, public health and other threats to the community			
DP Action	Action	Responsibility	Progress	Comment
Have systems in place to allow a rapid response to a fire emergency within the Rural Fire District	Have a response system, which will allow a response to an emergency within a reasonable timeframe.	O Johns	100%	Response system in place.
Have systems in place to allow a rapid response to a fire emergency within the Rural Fire District	To have a rural community develop an approach to hazard management to minimise the threats of uncontrolled fire.	O Johns	100%	Appropriate organisation and resources in place.
Have systems in place to allow a rapid response to a fire emergency within the Rural Fire District	To maintain an organisation to provide the human and physical resources to assist with the control of rural fire threats.	O Johns	100%	Appropriate organisation and resources in place.

COUNCIL STRATEGY				
1.6.5	Provide protection from fire, natural disasters, public health and other threats to the community			
DP Action	Action	Responsibility	Progress	Comment
Have contingency plans in place to minimise the damage from threats from natural disasters	Develop Rural Addressing Program.	O Johns	90%	Rural addressing progressing with the property numbering system 90% complete. Pamphlet has been drafted and implementation of numbering in the field to be undertaken in 2015/2016.
Have contingency plans in place to minimise the damage from threats from natural disasters	To ensure reasonable strategic planning is made to establish local disaster management plans which consider the risks to local communities and have in place relevant disaster management plans which cover the reasonably foreseeable risks within the community.	O Johns	95%	Risk assessment has been undertaken. Required actions in cases of emergencies being developed.
Have contingency plans in place to minimise the damage from threats from natural disasters	To establish an effective and relevant Local Emergency Management Committee to co-ordinate Emergency services with the community.	O Johns	100%	Completed.

COUNCIL STRATEGY				
1.6.5	Provide protection from fire, natural disasters, public health and other threats to the community			
DP Action	Action	Responsibility	Progress	Comment
Preserve and enhance public health by regulating and inspecting all relevant premises	All food shops and licensed premises inspected.	N Davis	100%	Inspections of food shops ongoing. Obligations under the partnership with the Food Authority on target. All food service premises, including hotels, motels, retail food shops, cafes and restaurants will be inspected. Improvement Notices are issued to food service premises that do not comply with the Food Act.
Preserve and enhance public health by regulating and inspecting all relevant premises	Appropriate Public Health Education Campaign conducted.	N Davis	0%	Inspections are undertaken re-actively when required.
Preserve and enhance public health by regulating and inspecting all relevant premises	Investigation of public health incidents.	N Davis	100%	All public health incidents reported were investigated and actioned as appropriate.
Preserve and enhance public health by regulating and inspecting all relevant premises	Prepare and provide appropriate reports and information for administration and budget.	N Davis	0%	Reports for administration and budget were provided upon request.

COMMUNITY

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COUNCIL STRATEGY				
1.6.5	Provide protection from fire, natural disasters, public health and other threats to the community			
DP Action	Action	Responsibility	Progress	Comment
Preserve and enhance public health by regulating and inspecting all relevant premises	Public swimming pools inspected and water samples taken.	N Davis	0%	Inspections are currently taking place re-actively.
Preserve and enhance public health by regulating and inspecting all relevant premises	Swimming pool safety barriers inspected.	N Davis	100%	Swimming Pool Inspections Programme has commenced and inspections are undertaken when requested by pool owners. Limited resources are available to enact proactive inspection component of programme

COMMUNITY OUTCOME

2.1 A vibrant shire that promotes and supports business growth and retention, development and investment

COUNCIL STRATEGY

2.1.1 Provision of business services locally

DP Action	Action	Responsibility	Progress	Comment
Facilitate business development in the Shire	Facilitate business opportunities within Cobar and promote the region.	G Woodman	100%	Throughout the 2014/2015 period relevant Economic Taskforce matters completed including investigation and obtaining of knowledge in relation to Carbon Farming Initiatives and other Emissions Reduction Fund processes. Commenced investigations into Aged Care proposals. An Economic Prospectus has been completed and Council has been actively seeking new Members.



Left: Council's Water Tanker getting ready to leave the Depot to complete road patching works.

Middle: Council's Noxious Weeds Officer at the Cobar Show with Woody the Weed, as part of the Weeds Awareness Campaign.

Right: The crowd at the Official Opening of the Peak Skate Park.

COUNCIL STRATEGY				
2.1.2	Skills attraction initiatives			
DP Action	Action	Responsibility	Progress	Comment
Work with relevant government organisations, including Regional Development Australia – Orana, and NSW Industry and Investment to attract skilled people to Cobar to work.	Work with Regional Development Australia – Orana Inc and Industry and Investment (I&I) on economic development issues within Cobar Shire.	A Shepherd	100%	Continued to work with RDA Orana and neighbouring Councils on economic issues. This included funding of and participation in the RDA Infrastructure Plans for RDA Orana and the Far West.

COUNCIL STRATEGY				
2.1.3	Develop and implement an Economic Development Strategy			
DP Action	Action	Responsibility	Progress	Comment
Implement the action plan outlined in the Economic Development Strategy.	Employ apprentices and trainees as vacancies arise on Council's staff organisational structure.	M Maidens	100%	The two apprentices employed by Cobar Shire Council finalised their four year apprenticeships in February 2015. The Apprentice Boilermaker moved to Canberra to pursue his career. The apprentice Plant Mechanic was retained by Council as a casual employee until 30 June 2015 and is now working at a local company. The Apprenticeship program was highly successful and gave the youth of Cobar an opportunity to gain a qualification along with on the job work experience.

COUNCIL STRATEGY				
2.1.3	Develop and implement an Economic Development Strategy			
DP Action	Action	Responsibility	Progress	Comment
Implement the action plan outlined in the Economic Development Strategy.	Report on the implementation of the Economic Development Strategy.	A Shepherd	100%	The implementation of the Economic Development Strategy is reported as required.
Promote economic development within Cobar Shire	Work with neighbouring councils to promote economic development across the region.	A Shepherd	100%	Council continued to actively participate in the Economic Development Officers Network through OROC. Council promoted the Workforce Capability Study workshops to be held in early Q2 as part of an RDA Orana workforce study and subsequent feedback provided on the report. Issues progressed by the group include the Orana Relocation Project aiming to bring people to our towns with a coordinated marketing campaign, the Workforce Planning and Development Strategy, training in REMPLAN, Destination Management Plan updates and updates from each of the towns and RDA Orana. Through RDA Orana, Council also provide input into the OROC Infrastructure Masterplan Study.

ECONOMY

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COUNCIL STRATEGY				
2.1.4	Encourage people to shop locally			
DP Action	Action	Responsibility	Progress	Comment
Administer the Cobar Quids program	Monitor, dispense and reconcile Cobar Quids on a daily basis.	J Brown	100%	Cobar Quids are dispensed and collected on behalf of the Cobar Business Association. They are reconciled at the close of business every day.
Be an active member of the Cobar Business Association	Strive to bring affordable, quality training and workshop opportunities to Cobar business operators through the activities of the Association.	A Shepherd	100%	No training initiatives were brought to Cobar this year due to a lack of funding. However Council supported the WorkCover bus when it came (in conjunction with NSW Farmers who were promoting grants and initiatives for farming businesses) and the Small Business Bus when it visited Cobar. Officers from the Fair Work Ombudsman Office also presented to the Association, highlighting the need for good record keeping, issues around the awards and other fair work issues.

COUNCIL STRATEGY				
2.1.4 Encourage people to shop locally				
DP Action	Action	Responsibility	Progress	Comment
Be an active member of the Cobar Business Association	Undertake the secretarial role for the Association.	A Shepherd	100%	All meetings attended for the year, minutes taken and distributed. Newsletters produced and distributed as required. The AGM was held in August, where Council's representative was again voted in as the Secretary for the Association. A workshop on the business awards was organised and facilitated in May. Organisation for a workshop on activities to be undertaken by the Association undertaken with the workshop planned for July.
Be an active member of the Cobar Business Association	Work with the Cobar Business Association to support local business initiatives such as the Great Cobar Business Awards, shop local promotions and other activities.	A Shepherd	100%	Assistance was provided to hold the 2014 Great Cobar Business Awards and planning is well underway for the 2015Awards, which included a workshop to develop new categories and judging criteria for categories. The 2014 Gala Christmas parade was held and was again a great success both as a promotion for shopping locally and as a community event. This event won an Australia Day Award. It is hoped to make the parade even bigger in 2015.

ECONOMY

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COUNCIL STRATEGY				
2.1.5 Diversify the business base of the Shire and strengthen local businesses				
DP Action	Action	Responsibility	Progress	Comment
Continued support for the Cobar Enterprise Facilitation project	Work with the Cobar Enterprise Facilitation group to progress the CEF project by sitting on the Board of Management and assisting with fundraising activities, particularly by working with government agencies and attracting government funding.	A Shepherd	100%	Monthly meeting held with the Enterprise Facilitator on how the project is tracking and any issues arising from it. Ad hoc meetings with the Executive held as required. Serious consideration on the future of the project currently being undertaken.
Investigate the availability of industrial land in Cobar and investigate options for the development of a new industrial estate in Cobar	Investigate suitable locations and zoning issues.	S Poulter	0%	Currently there is no demand for additional industrial land.

COUNCIL STRATEGY				
2.1.5	Diversify the business base of the Shire and strengthen local businesses			
DP Action	Action	Responsibility	Progress	Comment
Investigate the availability of industrial land in Cobar and investigate options for the development of a new industrial estate in Cobar	Undertake assessment of need for industrial land.	S Poulter	0%	No demand was expressed for this project from the Community.

COUNCIL STRATEGY				
2.1.6	Support mining and agricultural industries to keep them strong			
DP Action	Action	Responsibility	Progress	Comment
Undertake regulatory requirements in regards to the mining industry	Assess and process Part 4 Development Applications.	S Poulter	100%	Applications received were determined in the statutory time frames.
Facilitate provision of additional funding to improve the road network	Seek Regional Road funding at levels comparable to neighbouring shires.	O Johns	0%	Ongoing, awaiting funding review.

ECONOMY

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COUNCIL STRATEGY				
2.1.6 Support mining and agricultural industries to keep them strong				
DP Action	Action	Responsibility	Progress	Comment
Facilitate provision of additional funding to improve the road network	Submit applications for road improvements for appropriate funding providers.	M Bell	75%	Fixing Country Roads Funding was approved for 2 projects (Acres Billabong Tilpa and Whitbarrow WAY). The projects will be completed in 2015/2016.

COMMUNITY OUTCOME	
2.2 A strong and diverse tourist industry with a focus on customer service	

COUNCIL STRATEGY				
2.2.1 Develop and implement a Tourism Attraction and Development Strategy				
DP Action	Action	Responsibility	Progress	Comment
Develop and implement the Tourism Attraction and Development Strategy	Development of an appropriate Tourism Strategy through consultation with the Tourism Advisory Committee, Business and the community.	J Martin	25%	The local Tourism Management Plan is a draft document that is still being investigated.

COUNCIL STRATEGY				
2.2.2	Develop a diverse range of interesting annual events and promote the activities that are on and the cultural experiences that are available in Cobar to locals and tourists			
DP Action	Action	Responsibility	Progress	Comment
Market Cobar as an attractive tourist destination	Attend consumer shows, travel and holiday expos in the identified target market areas of Australia and disseminate information on Cobar's heritage, natural features, cultural events and tourist attractions and facilities.	J Martin	100%	Council's Manager Tourism and Public Relations working with the Kidman Way Promotional Committee attended the Penrith, Melbourne, Adelaide, Sydney and Brisbane Caravan, Camping and Holiday Expos. The Kidman Way was also represented at the Canberra and Perth expos. Approximately 15,000 Kidman Way brochures were distributed at these expos.
Market Cobar as an attractive tourist destination	Direct mailing campaigns.	J Martin	100%	Cobar Council's Manager Tourism and Public Relations authorised approximately 4,000 information packs to be mailed out in 2014/2015. The Kidman Way Promotional Committee distributed 10,000 Kidman Way information brochures at caravan, camping & holiday expos in 2014/2015. The Kidman Way Promotional Brochure is sent to 190 visitor information centres in Eastern Australia.

COUNCIL STRATEGY				
2.2.2 Develop a diverse range of interesting annual events and promote the activities that are on and the cultural experiences that are available in Cobar to locals and tourists				
DP Action	Action	Responsibility	Progress	Comment
Market Cobar as an attractive tourist destination	Manage the Visitor Information Centre, visitor numbers and revenue to the museum and souvenir shop at the Great Cobar Heritage Centre.	J Martin	100%	In 2014/2015 4,550 people visited the Museum at the Great Cobar Heritage Centre and 19,000 people were seeking local information. There were approximately 730 phone inquiries and approximately 1,200 electronic requests for information. The 2014/2015 revenue at the Great Cobar Heritage Centre was \$113,000.
Market Cobar as an attractive tourist destination	Meetings with tour and coach operators.	J Martin	100%	In 2014/2015 the Great Cobar Heritage Centre hosted 45 coach groups.

COUNCIL STRATEGY				
2.2.2 Develop a diverse range of interesting annual events and promote the activities that are on and the cultural experiences that are available in Cobar to locals and tourists				
DP Action	Action	Responsibility	Progress	Comment
Market Cobar as an attractive tourist destination	Participate in tourism based organisations, eg Kidman Way Promotional Committee, Outback NSW Tourism and Tourism NSW.	J Martin	100%	Cobar Shire handed over the Kidman Way Promotional Committee Secretariat to Carrathool Shire at the Annual General Meeting which was held in Cobar on 2nd December 2014. Council's Manager of Tourism and Public Relations has participated in three Kidman Way Meetings in 2015.
Market Cobar as an attractive tourist destination	Provide education packages to schools and universities.	J Martin	100%	The Museum Curator at the Great Cobar Heritage Centre has a number of educational packages which are aimed at all age groups. The Museum Curator has developed an educational display on Cobar Shire's people and their involvement in WW1 and the ANZAC Centenary. In 2014/2015 Cobar High School had five groups visit the Great Cobar Heritage Centre, Cobar Primary School had three groups visit the Great Cobar Heritage Centre, St. Johns School had three group visit the Great Cobar Heritage Centre and Nyngan, Bourke and Brewarrina had their schools visit the Great Cobar Heritage Centre.

COUNCIL STRATEGY				
2.2.2 Develop a diverse range of interesting annual events and promote the activities that are on and the cultural experiences that are available in Cobar to locals and tourists				
DP Action	Action	Responsibility	Progress	Comment
Market Cobar as an attractive tourist destination	Provide the Secretariat for the Kidman Way Promotional Committee.	J Martin	100%	Cobar Shire was the acting Kidman Way Promotional Committee Secretariat 2013 and 2014. Cobar Shire handed the Secretariat to Carrathool Shire at the Annual General Meeting which was held in Cobar 2nd December 2014. Carrathool will hold the position for two years.
Market Cobar as an attractive tourist destination	Regular media releases and exposure through national, state, regional and local radio, television and print media.	J Martin	100%	In 2014/2015 Cobar featured at six different states capital city's Caravan, Camping & Holiday Expos. Locally, Cobar was promoted on ABC Radio, 2WEB, 2DU. Zoo FM and 2RG Griffith and on a regular basis in the Cobar Weekly. Cobar was featured on the What's Up Down Under TV special and there was a four page expose in the autumn edition of Caravanning Australia. The Great Cobar Heritage Centre and the Fort Bourke Lookout received 4 1/2 stars from trip advisor.
Develop and implement new ideas to bring people to Cobar	Advertise the advantages of the area in conjunction with private sector operators.	J Martin	100%	Cobar Council's Manager Tourism and Public Relations provides opportunities for business operators to advertise their businesses in a number of media formats which promote Cobar Shire. Cobar business operators were offered the opportunity to advertise in the 2015/2016 Kidman Way brochure and the Caravanning Australia autumn edition.

COUNCIL STRATEGY				
2.2.2	Develop a diverse range of interesting annual events and promote the activities that are on and the cultural experiences that are available in Cobar to locals and tourists			
DP Action	Action	Responsibility	Progress	Comment
Develop and implement new ideas to bring people to Cobar	Prepare bids to host relevant conferences.	J Martin	100%	The Australian Mining History Association have confirmed that they will hold their bi-annual conference in Cobar in October 2016.

COUNCIL STRATEGY				
2.2.3	Diversify tourism activities and increase the utilisation of current attractions			
DP Action	Action	Responsibility	Progress	Comment
Identify, encourage and assist the development of existing and new tourist attractions and facilities	Cobar Caravan Park - provide appropriate financial advice and reports.	S Poulter	100%	Annual review of income and expenditure undertaken.
Identify, encourage and assist the development of existing and new tourist attractions and facilities	Regular review of lease agreement and performance with Caravan Park manager.	S Poulter	100%	Meetings held with Caravan Park Managers to discuss lease and lease conditions were held if and when required.

COUNCIL STRATEGY				
2.2.3	Diversify tourism activities and increase the utilisation of current attractions			
DP Action	Action	Responsibility	Progress	Comment
Work with existing operators and businesses to promote the benefits of tourism and expand the tourism business	Form a formal committee rather than the present ad hoc committee which focuses on strategic tourism development (eventually events management will be recognised as a separate function).	J Martin	100%	The 2014 Festival of the Miner's Ghost was deemed by the Cobar community to be a resounding success. The endeavour is to build on the success and make the 2015 festival bigger and better.
Continually enhance and upgrade the exhibition space at the Great Cobar Heritage and Mining Centre and maximise available space	Continually enhance and upgrade the exhibition space at the Great Cobar Heritage and Mining Centre and maximise available space.	J Martin	100%	In 2014/2015 period the Endeavor Mine updated their organisation's display in the Great Cobar Heritage Centre. The Museum Curator and Council's Manager Tourism and Public Relations have had a number of meetings with community relations staff from the Peak Gold Mine and Glencore's CSA Mine regarding both companies updating their displays in the Great Cobar Heritage Centre. The plan is to have both displays upgraded in the second half of 2015. The Museum Curator has organised a number of displays in the Great Cobar Heritage Centre commemorating local people and their rolls in WW1. There is an emphasis on the ANZAC Centenary.

COUNCIL STRATEGY				
2.2.4	Increase the range and degree of accommodation in the Shire			
DP Action	Action	Responsibility	Progress	Comment
Assist to identify potential new sites and facilitate the development of accommodation providers	Provide statutory planning advice to Councillors, developers, staff and the public.	S Poulter	100%	Advice provided on request.
Investigate the need to the develop the next stage of Pioneer Estate and undertake development if required	Estimate market and land availability for future Residential Land Development.	S Poulter	100%	Modifications to the approved design will be presented to the Councillors in Q1 2015/2016.

COMMUNITY OUTCOME	
2.3	A strong business hub operating out of the Cobar airport

ECONOMY

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COUNCIL STRATEGY

2.3.1 Develop a business case to attract businesses to Cobar Airport

DP Action	Action	Responsibility	Progress	Comment
Actively seek out business opportunities to enhance the operations at Cobar Airport	Promote the airport to interested parties to establish business enterprise.	A De Silva	75%	Continued discussions undertaken with air carriers, Air Services to resume in early 2015/2016.



Left: Council's Road Shoulder – West after rain (Musheroo).

Middle: St Florians Day Awards in Sydney when RFS Staff and Volunteers were recognised for their assistance with Occidental Hotel fire last August.

Right: Cobar Netball Association games played at the Ward Oval Netball Courts.

GOVERNANCE

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COMMUNITY OUTCOME

3.1 A well funded Council that is well managed and well governed

COUNCIL STRATEGY

3.1.1 Increase Council's income stream

DP Action	Action	Responsibility	Progress	Comment
Reassess all rates, fees and charges	Sound revenue management plan in place including rate recovery, debt recovery, economic development/business opportunities and grant funding initiatives.	G Woodman	100%	Debt recovery program in place with action planning for any additional available funding. Concern in relation to the Pensioners Rebate funding for 2015/2016 has been negated by the NSW State Government. Concern was realised about recovery of the March 2012 Flood Works for Murrin Bridge Debt and this debt was written off. Rate Recovery for the Wonawinta Silver Mine is also problematic and the liquidators for Brindabella Airlines wish to recover monies paid to Council for RPT Fees and services provided.

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COUNCIL STRATEGY				
3.1.1	Increase Council's income stream			
DP Action	Action	Responsibility	Progress	Comment
Undertake private works	Undertaken private works for property owners, contractors and RMS.	O Johns	100%	Private works undertaken (in particular for the RMS).
Undertake private works	Undertaken private works for property owners, contractors and RMS.	O Johns	100%	2014/15 works completed.
Increase grant funding received	Apply for grants to assist Council to undertake activities outlined in the Annual Operational Plan.	G Woodman	100%	Application for Grants undertaken as required and as outlined in the Annual Operational Plan. Successful in receiving grants for mobile toilet block (\$25,000), Fixing Country Roads - Whitbarrow Way Kangaroo Springs Curve and Causeway Reconstruction (\$700,000), Fixing Country Roads Acres Billabong Culvert/ Causeway Reconstruction (\$319,900), Morelli Park Improvements (\$14,500), Nymagee Tennis Courts (\$30,000), Country Arts Support Program for Cobar Little Big Day Out (\$1,500), Indent Partnership for Cobar Little Big Day Out (\$2,500), Sport Disability Grant (\$6,000) and Cobar Youth Week (\$1,000).

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COUNCIL STRATEGY				
3.1.1 Increase Council's income stream				
DP Action	Action	Responsibility	Progress	Comment
Regular monitoring and reporting of expenditure	Appropriate process in place to report to and consult Council on significant proposed variations of the Budget/Management Plan or Delivery Plan/Operational Plan.	G Woodman	100%	Regulation 202 matters and financial details reporting are provided to Council. Concerns with income from airport operations and Parks and Gardens Expenditure came to fruition and required Q3 adjustments.
Regular monitoring and reporting of expenditure	Major elements of the Budget or Delivery Plan/Operational Plan are achieved.	G Woodman	95%	Works Program completed for services and roads and being implemented. Programs for Resources for Regions projects developed. Resources for Regions Projects slowed until appointment of a new Project Manager. In Q4 the Engineering Services Department concentrated on Capital Road Works funded by the Roads to Recovery Program and Special Rate Variation Funding and scoping for the Fixing Country Roads Program Works at Acres Billabong and Whittbarrow Way. A lot of work was also undertaken on the State Highway Network and these projects diverted Council Grader Crews from works on Regional Roads. These works will be undertaken in Q1 2015/2016.

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COUNCIL STRATEGY				
3.1.1	Increase Council's income stream			
DP Action	Action	Responsibility	Progress	Comment
Undertake rating functions of Council	Levy and issue rates.	J Brown	100%	Rates for the 2014/2015 financial year were levied and issued on the 3 July 2014.
Undertake rating functions of Council	Process Pension Rebate Claims.	J Brown	100%	Pension rebates have been processed and the claim submitted on the 30 September 2014. Council received the 55% subsidy on the 19 December 2014.
Undertake rating functions of Council	Recovery of outstanding rates.	J Brown	100%	The outstanding rates at the 30 June 2015 are \$431,345.93 (5.11%). Outstanding water usage charges at the 30 June 2015 are \$474,833.87 (18.49%) due to June water accounts being due on the 17 July 2015. Council will continue to actively recover rate arrears. A sale of land for unpaid rates will be scheduled for the 2015/2016 financial year.

COUNCIL STRATEGY				
3.1.1	Increase Council's income stream			
DP Action	Action	Responsibility	Progress	Comment
Effectively manage Council investments	Optimum investment of Council's surplus funds in accordance with Council's Investment Policy.	N Mitchell	100%	The 2014/2015 financial year has been one of declining return on interest due to two falls of 25 basis points announced by the Reserve Bank of Australia during the year. Despite the declining interest rates available on cash investments, Council's interest revenue return in real terms was high when compared with the previous year. This is a reflection of increased cash holdings over the same period, which is due to a number of issues and include concentration of works where funding has been successful, increased efficiencies in expenditure from revenue-related sources and continued efforts to find efficiencies throughout the various functions provided by Council.
Seek efficiency through shared services	Investigate in conjunction with neighbouring Councils, LMWUA, OROC and Western Division of Councils of NSW areas of improved efficiencies due to resource sharing.	G Woodman	100%	Shared services investigation has been put on hold by OROC. Waiting for determination of the final model of Joint Organisations. Council continues to use contracts set up through OROC, Regional Procurement, Local Government Procurement, State Government Contracts and Lower Macquarie Water Utilities Alliance.

GOVERNANCE

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COUNCIL STRATEGY				
3.1.2	Implement a modern Section 94 Plan and Section 64 Plan to fund future infrastructure through developer contributions			
DP Action	Action	Responsibility	Progress	Comment
Manage income received from the Section 94 Plan and the Section 64 Plan	Appropriately report on contributions received and works programming required for project contained within the contributions plan and Council's Community Enhancement Program.	S Poulter	100%	All contributions received by Council are reported in accordance with Legislative provisions detailed in the Environmental Planning and Assessment Regulation 2000.

COUNCIL STRATEGY				
3.1.3	Investigate how to reduce the cost of Council's community facilities through partnerships with other organisations			
DP Action	Action	Responsibility	Progress	Comment
Investigate partnership options, and enact if advantageous for the Cobar Youth and Fitness Centre	Seek and initiate discussions with potential appropriate partners.	K Miller	0%	No opportunities for formal partnerships available or identified, however the Cobar Youth and Fitness Centre continues to work with other Organisations.

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COUNCIL STRATEGY				
3.1.3 Investigate how to reduce the cost of Council's community facilities through partnerships with other organisations				
DP Action	Action	Responsibility	Progress	Comment
Investigate partnership options, and enact if advantageous for the Lilliane Brady Village	Undertake a Business and Management Review to determine most suitable way to manage & operate the facility.	K Miller	25%	Funding for a Multi-Purpose Health Service has been announced in 2014/2015. No further action will be taken on this matter until the issue of functionality is resolved.

COUNCIL STRATEGY				
3.1.4 Minimise risk for Council and the community				
DP Action	Action	Responsibility	Progress	Comment
Develop and implement a risk management strategy suitable for Council operations	Co-ordinate the development of Council's Business Continuity Plan and Disaster Recovery Plan.	M Maidens	100%	A Business Continuity Plan needs to be developed by the Management Executive team to determine how Council would operate in the event of an emergency situation or natural disaster. Research and investigations have commenced into a template to use as a starting document with assistance from State Wide Mutual.

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COUNCIL STRATEGY				
3.1.4	Minimise risk for Council and the community			
DP Action	Action	Responsibility	Progress	Comment
Develop and implement a risk management strategy suitable for Council operations	Develop and implement a Corporate Risk Management Strategy.	M Maidens	25%	A Corporate Risk Register developed. This will continue to be implemented in 2015/2016 and an appropriate Strategy developed.
Develop and implement a risk management strategy suitable for Council operations	Manex will direct the attention and the resources of the organisation towards managing significant risks and hazards.	G Woodman	10%	Council's Risk Register has been completed with an action plan developed for the reduction in risk levels for the identified very high risk matters. Further analysis of the very high risk matters will be undertaken in Q1 2015/2016.
Develop and implement a risk management strategy suitable for Council operations	Refine the Event Management Plan that will identify any risk or hazard to Council whilst planning any activities or events.	J Martin	25%	Cobar council's manager tourism and public relations prepared a risk assessment for the 2014 festival of the miner's ghost and the 2015 Australia Day event which was held at the Cobar swimming pool.
Develop and implement a risk management strategy suitable for Council operations	Staff report hazards and risks to their immediate supervisor as soon as possible.	G Woodman	100%	Risk Register completed and Action Plan developed and implemented to reduce High Risk Areas. No major risks or hazards reported in 2014/2015. All reported risks and hazards dealt with in a prompt and efficient manner.

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COUNCIL STRATEGY				
3.1.4 Minimise risk for Council and the community				
DP Action	Action	Responsibility	Progress	Comment
Develop and implement suitable internal audit processes for Council operations	Carry out Internal Audits.	K Miller	100%	Internal Audit function and indirect taxes and reconciliations undertaken.
WHS obligations are met and safe work practices are promoted and undertaken	Consult with WHS Committee to take a proactive stance in promoting a healthy and safe work environment.	G Woodman	90%	Updated workplace health and safety policy has been finalised and adopted by Manex. The updated Policy will go the August WHS Committee Meeting. It will then be rolled out as part of the Annual Outdoor Induction and an education plan will form part of Corporate Induction.
WHS obligations are met and safe work practices are promoted and undertaken	Provide a safe working environment through advice, safety programs, audits and staff involvement.	M Maidens	100%	Advice regarding safety issues is provided to all staff through training, management supervision, actions from the Work, Health and Safety Committee. All appropriate Personal Protective Equipment is provided to relevant staff. An annual self-audit of Work, Health and Safety systems is undertaken through State Cover. Regular site audits are conducted by supervisors or Work, Health and Safety Committee representatives.

GOVERNANCE

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COUNCIL STRATEGY				
3.1.4 Minimise risk for Council and the community				
DP Action	Action	Responsibility	Progress	Comment
WHS obligations are met and safe work practices are promoted and undertaken	Re-development of Councils' WHS Management System in conjunction with WHS Committee and employees.	G Woodman	75%	Throughout the year we have created a WHS Project Team to develop an Action Plan to meet the obligations of WHS and to promote safe work practices. It is expected that the Action Plan will be complete in late 2016.
WHS obligations are met and safe work practices are promoted and undertaken	Reduce workplace incidents by providing return to work services, supporting the Health and Safety Committee, providing adequate training and appropriate procedures.	M Maidens	100%	Workplace incidents and workers compensation claims have reduced over the past 12 months. Return to work services are provided to all employees of Council in a timely and professional manner. The Work, Health and Safety committee meets quarterly and is supported by senior management. Employees are provided with relevant safety training to safely undertake their day to day duties.
WHS obligations are met and safe work practices are promoted and undertaken	WHS Policy Development and Maintenance.	G Woodman	75%	Further work to be commenced Q4 by the Committee and Engineering Support Manager, completion expected in Q1 2015/2016.

GOVERNANCE

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COUNCIL STRATEGY				
3.1.4	Minimise risk for Council and the community			
DP Action	Action	Responsibility	Progress	Comment
WHS obligations are met and safe work practices are promoted and undertaken	WHS reviews regularly conducted and recommendations acted upon.	G Woodman	75%	WHS committee undertaken audit of relevant areas in accordance with schedule. No major issues addressed in the period, minor repairs and maintenance undertaken as required.
Ensure that documentation and records management provide a framework for easy retrieval and reference	Compliance with Records Management obligations.	K Miller	100%	Compliance with Records Management obligations ongoing and being successfully delivered.
Ensure that documentation and records management provide a framework for easy retrieval and reference	Effective records administration systems and protocols in place	K Miller	100%	Effective protocol and actions are in place on a day to day to basis.

GOVERNANCE

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COUNCIL STRATEGY				
3.1.4	Minimise risk for Council and the community			
DP Action	Action	Responsibility	Progress	Comment
Reduce workplace accidents and incidents	Coordinate development and train staff in Safe Work Method Statements (SWMS).	G Woodman	100%	Site specific inductions undertaken for new staff. Corporate Inductions programed as required - 1 held in 2014/2015.
Reduce workplace accidents and incidents	Facilitate/coordinate regular WHS audits of the workplace and monitor implementation of audit recommendations.	M Maidens	100%	The StateCover WHS self-audit was completed this year. The results have been received with room for improvement in a number of areas. An action plan was developed and actions delegated to the relevant areas. The action plan is reviewed and monitored by the Management Executive team and WH&S Committee. Safety inspections of work areas are carried out by the Work, Health and Safety representative for that area and results are reported back to the Committee.
Reduce workplace accidents and incidents	Train all workers for their tasks and induct all workers into the workplace or job site.	M Maidens	100%	Inductions for new staff are completed on their first day of employment and ongoing support is provided by their department managers and HR.

GOVERNANCE

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COUNCIL STRATEGY				
3.1.5	Fit for the Future			
DP Action	Action	Responsibility	Progress	Comment
Fit for the Future	Submit application for Fit for the Future proposal.	G Woodman	100%	After continual liaison with fellow Far West Initiative Councils Council has resolved not to submit a Fit for the Future Submission. Council will continue to liaise with Far West Initiative Councils in an attempt to find a model that improves the provision of Government and Non-Government services to Cobar Shire.

COMMUNITY OUTCOME	
3.2	An engaged community that participates in decision making

GOVERNANCE

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COUNCIL STRATEGY				
3.2.1	Implementation of Council's Community Engagement Strategy			
DP Action	Action	Responsibility	Progress	Comment
Engage with the various sectors of the community as required and to a level that adequately addresses the complexity of the issues.	Appropriate attendance of General Manager at Community groups and external committees, as appropriate.	G Woodman	100%	Attendance and liaison undertaken as required.
Engage with the various sectors of the community as required and to a level that adequately addresses the complexity of the issues.	Appropriate information in relation to Council resolutions and deliberations provided to Directors and relevant staff.	G Woodman	100%	Council meeting resolutions staff meeting for Administration Centre and Community Services Managers held monthly, communication of Council resolutions via status report undertaken monthly and follow up and Manex meetings. Status Reports of Advisory Committees being monitored and followed up by relevant Directors as required.

GOVERNANCE

Annual Report 2014-2015

COUNCIL STRATEGY				
3.2.1	Implementation of Council's Community Engagement Strategy			
DP Action	Action	Responsibility	Progress	Comment
Engage with the various sectors of the community as required and to a level that adequately addresses the complexity of the issues.	Council's media presence.	G Woodman	100%	Positive media releases undertaken as required and media contacts rapports built. Creation of a Cobar Shire Council Facebook Page has allowed us to send Facebook notifications which is issued for wider community engagement.
Engage with the various sectors of the community as required and to a level that adequately addresses the complexity of the issues.	Dissemination of information in the media.	G Woodman	100%	Communication to the community arranged as required. Cobar Shire Council Facebook page was created and implemented in Q3, positive feedback has been received in relation to dissemination of information.

GOVERNANCE

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COUNCIL STRATEGY				
3.2.2 Encourage more direct participation and interaction between Council and the community				
DP Action	Action	Responsibility	Progress	Comment
Provide up-to-date and relevant information to the public on Council's activities	Management oversight provided in relation to all information from appropriate staff to Council and the Community.	G Woodman	100%	Appropriate checks undertaken of public notices, media releases, Facebook posts and community newsletters.
Provide up-to-date and relevant information to the public on Council's activities	Prepare a quarterly Council newsletter to go out with the rates notices.	G Woodman	100%	There was only one Cobar Shire Council Newsletter sent in 2014/2015. A Cobar Shire Council Facebook Page was created which is regularly monitored and updated.
Maintain partnerships with community organisations, such as Arts Council, Business Association, Cancer Council, sporting groups etc	Appropriate networking with the local government industry and professional organisations.	G Woodman	100%	Partnerships maintained through participation at regional and state level for LGEA, IPWEA, LGMA, OROC (including GMAC and professional teams), Western Division Councils of NSW.

GOVERNANCE

Annual Report 2014-2015

COUNCIL STRATEGY				
3.2.2	Increase participation of youth in community leadership			
DP Action	Action	Responsibility	Progress	Comment
Provide administration and support to the Cobar Youth Council.	Provide administration and support the Cobar Youth Council and maintain contact with similar organisations in other local government areas so as to provide interaction.	N Kriz	100%	Cobar Youth Council has run a very successful Little Big Day Out, Duck Race and now planning for the Peaks of Gold colour run. A Strong Committee has shown to be very committed to the community. Three of the Youth Council will be attending the NSW Youth Council annual Conference. It is hoped that the Youth will return with new skills to give back to the Council. Looking forward to working with this group in 2015/2016.

COMMUNITY OUTCOME	
3.3	A well functioning Council that focuses on strategic planning, provides good customer service and secures value-for-money goods and services

GOVERNANCE

Annual Report 2014-2015

COUNCIL STRATEGY				
3.3.1 Good customer service provided by all Council Officers				
DP Action	Action	Responsibility	Progress	Comment
Focus on the provision of good customer service by all Council staff	Development, reporting and implementation of a Customer Services Policy & Standard.	K Miller	70%	Customer Service Policy adopted and reporting within CivicView now being investigated.

GOVERNANCE

Annual Report 2014-2015

COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comment
Human Resources	Develop Staff and promote their inclusion in decision making through consultation.	M Maidens	95%	The Consultative Committee of Cobar Shire Council meets quarterly with representatives from all sections of the organisation, with delegated union representatives and management representatives. Any changes, updates or issues affecting the workforce are taken to the Consultative Committee for discussion and explanation.
Human Resources	Development of Cobar Shire Council Confidentiality Agreement.	M Maidens	100%	A confidentiality clause is included in all letters of offer signed by new employees. Confidential information includes (but is not limited to) trade secrets of the Council; the Council's policies, systems and protocols; information about the business and affairs of the Council such as pricing information, marketing or strategic plans, commercial and business plans, financial information and data, and operational information and methods. Information about rate payers of Council, such as their specific requirements, arrangements and past dealings with Council. Employee diaries, calendars or schedulers; and all other information obtained from Council or obtained in the course of employment with Council, is confidential.

GOVERNANCE

Annual Report 2014-2015

COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comment
Human Resources	Employees paid appropriately.	M Maidens	100%	All employees are paid in accordance with State Industrial Awards. The annual performance review process was conducted with all eligible employees. A skills gap analysis was undertaken by managers and supervisors, which identified the areas for training. A number of employees progressed through the levels of their skills matrix and all new pay rates will be paid on 30 July 2015.
Human Resources	General Manager demonstrated strong and effective leadership and management behaviours which transcend the organisation and are consistent with the "positive" culture being promoted and actively sought by the Council.	G Woodman	100%	Staff Attitude Survey Results Action Plan finalised and implemented to improve the culture and both internal and external customer provision. Employee Recognition Barbeques have been held to show Staff appreciation for jobs well done, jobs completed and Employee of the Month Awards have been implemented.

GOVERNANCE

Annual Report 2014-2015

COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comment
Human Resources	Human Resources Management Strategies, objectives, protocols and outcomes aligned with Council strategic initiatives, objectives and applicable legislation.	M Maidens	100%	Human Resources Management strategies are aligned with Council's strategic initiatives and objectives. Strategies, objectives, protocols and outcomes are contained in the workforce plan which is aligned with the resourcing strategy. All human resource activities are undertaken in accordance with Council's values and objectives.
Implementation of the Employee Expectation Statement	Implementation of the Employee Expectation Action Plan.	M Maidens	100%	The action plan that was developed for the implementation of the Employee Expectation Statement has been finalised with good results and outcomes.
Human Resources	Increase the level of personal interaction and information dissemination within Council	G Woodman	100%	Communication strategy instigated. Monthly Administration Centre Staff and Community Services Managers held to disseminate Council Meeting resolution details. Instigation of the finalised Staff Attitude Survey Results Action Plan commenced to improve the culture and customer service internally and externally at Council. This will be an ongoing action to ensure the continued improvement and growth of Cobar Shire Council.

GOVERNANCE

Annual Report 2014-2015

COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comment
Human Resources	Issues and concerns are able to be brought to the General Manager individually or in small groups in accordance with Council's grievance procedure.	G Woodman	100%	Reasonable open door policy instigated. Plan finalised and now being implemented for the Staff Attitude Survey Results Action Plan.
Human Resources	Staff consultation by a continuing process through the Consultative Committee.	M Maidens	100%	Cobar Shire Council have an active Consultation Committee that meets quarterly to discuss all issues affecting the workforce to gain input from all areas of the organisation and Unions.
Human Resources	To be an employer of choice including the development of an attraction and Retention Strategy, training plans, succession plans and traineeships.	M Maidens	10%	The Attraction and Retention Strategy has not been finalised. This will occur in 2016/2016.

GOVERNANCE

Annual Report 2014-2015

COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comment
Human Resources	To build productivity, maintain industrial harmony and increase employee satisfaction.	M Maidens	100%	<p>The Reward and Recognition Policy was adopted by Council and includes:</p> <p>Employee of the Month Award and an Annual awards Ceremony.</p> <p>The program has been well received by the majority of employees. Nominations have been received for the Employee of the Month award by Managers/Supervisors and work colleagues to recognise exceptional job performance. Employees feel that their efforts are being recognised which increases productivity and job satisfaction.</p> <p>Industrial harmony has been maintained with no matters being taken to Union bodies.</p> <p>The communication between employees and Managers has improved along with the level of confidence in the Executive Management Team.</p>

GOVERNANCE

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COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comment
Human Resources	Undertake recruitment and assist successful on boarding of new employees, including attraction, Engagement and Retention Strategy to improve recruitment practices, Salary Administration and Performance Management Systems and corporate inductions.	M Maidens	100%	<p>Recruitment services are provided to all Departments of Cobar Shire Council in an effective and timely manner.</p> <p>The best candidates are identified for interviewing with a thorough and professional interviewing process undertaken; including reference checking and a pre-employment medical for the preferred candidate.</p> <p>New recruits are paid in accordance with their skill set within the salary structure set by Cobar Shire Council.</p> <p>Employees are entitled to range of other benefits to improve and maintain health and wellbeing.</p> <p>Eligible employees are provided with an annual review of their performance to provide feedback and develop a training plan for the following year.</p> <p>All new employees attend a corporate induction to familiarise them with Council expectations, values, policies and procedures.</p>

GOVERNANCE

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COUNCIL STRATEGY				
3.3.2 Staff are valued, well trained and able to undertake their roles and functions				
DP Action	Action	Responsibility	Progress	Comment
Good recruitment and selection processes that promote the philosophy of 'recruit for attitude, train for skills'	Ensure the organisational structure is appropriate to achieving the Budget or Delivery Program/Annual Operational Plan.	M Maidens	75%	The current Organisational Structure is appropriately resourced to meet the objectives set out in the Annual Operational Plan and project delivery. Peaks in workload due to project funding received by Cobar Shire Council sometimes required the employment of casual and contract labour to meet deadlines and achieve outcomes. Vacant positions were filled in a timely manner with minimal disruption to Council activities.
Good recruitment and selection processes that promote the philosophy of 'recruit for attitude, train for skills'	Provide appropriate accommodation for key positions.	S Poulter	100%	All Council positions that required housing have been provided appropriate housing.

GOVERNANCE

Annual Report 2014-2015

COUNCIL STRATEGY				
3.3.2 Staff are valued, well trained and able to undertake their roles and functions				
DP Action	Action	Responsibility	Progress	Comment
Implement and manage an Employee Assistance Program for Council staff	Manage Council's Employee Assistance Programme.	M Maidens	100%	<p>The Employee Assistance Program has been very well received and utilised by a broad section of the workforce. Employees feel comfortable and confident in using this service and the professional and confidential advice they receive.</p> <p>The monthly use of the service has been consistent and after hours consultations have been utilised.</p> <p>The professional advice and counselling service provided enables employees to discuss work and personal issues and have them resolved with assistance from a professional psychologist.</p> <p>Information regarding the service is provided to all employees of Council and is discussed at Corporate induction days.</p>

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COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comment
Learning and development	Educate staff with clear messages about Council's operations, culture and values, vision and strategic direction.	M Maidens	100%	<p>All employees are educated with clear messages about Council's operations, culture and values, vision and strategic direction. This is done through a Corporate Induction for all new employees, with appropriate policies and procedures explained clearly.</p> <p>Regular site meetings are conducted at the depot with outdoor workers, presented by the General Manager, to provide an update on projects being undertaken by Council, funding received to assist with projects, outcomes from recent Council meetings and general discussion.</p> <p>The General Manager also provides a monthly update to all Administration Centre Staff and Community Service Managers on Council: resolutions, operations, projects and financial situation.</p> <p>Any changes in policies and procedures are communicated to all employees.</p>

GOVERNANCE

Annual Report 2014-2015

COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comment
Maintain and actively use the City of Canterbury relationship	Identify opportunities for Council and community partnerships.	A Shepherd	100%	Cobar Shire Council has continued to use resources provided by the City of Canterbury where appropriate. The Mayor, General Manager and staff from the City of Canterbury visited Cobar to further promote the partnership and to work on new projects. These were further progressed during meetings at the Corporate Leadership Cup in November.
Maintain and actively use the City of Canterbury relationship	Prepare a Council team to attend the annual Corporate Leadership Cup.	A Shepherd	100%	A team of five consisting of Stephen Poulter (Acting Director of Environment and Planning Services), Michelle Maidens (Human Resource Manager), Sam Smith (Customer Service Officer at the Museum), Sam McBride (apprentice mechanic workshop) and Adrienne Pierini (Trainee Civil Engineer) successfully competed in the competition in November, achieving a third place. This was an excellent effort from our young team who were assisted by mentor Angela Shepherd. The General Manager also attended and liaised with the other General Managers. It is unclear if this event will be held in 2015/2016 given the reforms of local government and what it may mean for participating Councils and the workload it has created.

GOVERNANCE

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COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comment
Maintain and actively use the City of Canterbury relationship	Prepare for and undertake staff exchanges.	A Shepherd	100%	City of Canterbury staff and Mayor Robson attended Cobar on 30 October to 1 November. Those in attendance were: Brian Robson; GM - Jim Montague; Janelle McIntosh - Strategic Adviser, two Corporate Leadership Cup Mentors - Paul Choueiri, Environmental Health Officer and Colleen Barclay, Road Safety Officer. In addition, two Corporate Leadership Cup participants - Stephen Johnston, Landscape Horticulturalist and David Amos, Engineering Assistant were in attendance. This provided an opportunity to undertake leadership training with the Corporate Leadership Cup team, for the Mayors and General Managers to discuss issues of importance, including the Fit for the Future initiative and the way forward. A ceremonial tree was planted in Drummond Park.
Staff are provided with up-to-date and relevant tools to undertake their roles	Computer system support – Training of Users in New Software Products.	K Miller	25%	In 2014/2015 no new products have been rolled out across the Organisation, and IT Committee has been formed to manage any IT related issues and to train staff on new programs and champions for programs are being initiated.

GOVERNANCE

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COUNCIL STRATEGY				
3.3.2 Staff are valued, well trained and able to undertake their roles and functions				
DP Action	Action	Responsibility	Progress	Comment
Staff are provided with up-to-date and relevant tools to undertake their roles	Effective Information Technology administration systems and protocols in place.	K Miller	100%	"Leading Edge" have been renewed as our IT Contractor. New performance based Support Contract including Gap Analysis will assist with effective information technologies and administration systems. IT Committee formed.
Staff are provided with up-to-date and relevant tools to undertake their roles	Implement action plan for Plant and Equipment Utilisation Review Report.	O Johns	75%	Action plan ongoing. Engineering Services Manager to complete.
Staff are provided with up-to-date and relevant tools to undertake their roles	Implementation of Computer Support Strategic Plan.	O Johns	75%	Engineering provides advice to the Computer Support Strategic Plan.

GOVERNANCE

Annual Report 2014-2015

COUNCIL STRATEGY				
3.3.2 Staff are valued, well trained and able to undertake their roles and functions				
DP Action	Action	Responsibility	Progress	Comment
Staff are provided with up-to-date and relevant tools to undertake their roles	Provide coaching and encouragement through the probation period and ongoing support.	M Maidens	100%	Managers and Supervisors have regular catch up's with new team members to assess how they are progressing in their role. They identify any areas for formal or on the job training, promote team work, working safely and promote the culture and values of Cobar Shire Council. Positive reinforcement is given for good performance and any areas for improvement are addressed.
Staff are provided with up-to-date and relevant tools to undertake their roles	Review and update 15 Year Plant Rolling Replacement Program.	A De Silva	100%	15 Year Plant Rolling Replacement Program was reviewed and updated in Q4.
Staff are provided with up-to-date and relevant tools to undertake their roles	Review plant requirements; undertake asset management and maintenance of plant fleet.	A De Silva	75%	Plant requirements were reviewed and plant fleet was maintained.

GOVERNANCE

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COUNCIL STRATEGY				
3.3.2 Staff are valued, well trained and able to undertake their roles and functions				
DP Action	Action	Responsibility	Progress	Comment
Maintain and actively use the Public Libraries NSW Membership	Identify opportunities for information share and services development.	J Siermans	100%	Information was shared between all NSW libraries via e-mail, face-to-face meetings, and conferences. Library staff attended reader advisory training in Bourke and staff knowledge was updated via attendance of the annual library conference.

COUNCIL STRATEGY				
3.3.3 Council undertakes adequate strategic planning activities and meets all legislative reporting requirements				
DP Action	Action	Responsibility	Progress	Comment
Council updates the Integrated Planning and Reporting framework documents as required	Completion of Annual Financial Statements.	K Miller	100%	Annual Financial Statements completed in Q2 and Q4 and were distributed to relevant government bodies and are compliant.
Council updates the Integrated Planning and Reporting framework documents as required	Compliance with Integrated Planning and Reporting Requirements (IPRR) as outlined by the DLG.	G Woodman	100%	Reporting for Delivery Program and Annual Operational Plan completed for 2014/2015 reporting period. On time and in compliance with the IP&R Reporting guidelines.

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COUNCIL STRATEGY				
3.3.3	Council undertakes adequate strategic planning activities and meets all legislative reporting requirements			
DP Action	Action	Responsibility	Progress	Comment
Council updates the Integrated Planning and Reporting framework documents as required	Develop and implement annual Works Programs, for capital and maintenance projects.	A De Silva	95%	2015/2016 Program developed including some carry over projects from 2014/2015.
Council updates the Integrated Planning and Reporting framework documents as required	Develop and implement annual Works Programs, for capital and maintenance projects.	A De Silva	95%	Works program was developed and implemented. Some items were not completed and will be carried over to 2015/2016.
Council updates the Integrated Planning and Reporting framework documents as required	Development and implementation of a minimum 10 Year Financial Plan for inclusion in the Resourcing Strategy to support the Cobarr Shire 2025 Community Strategic Plan.	K Miller	100%	Alternate scenarios to be developed. Expenditure Plan adopted.
Council updates the Integrated Planning and Reporting framework documents as required	Implement and monitor the Action Plan for Council in the Cobarr Shire Social Plan 2011-2016.	A Shepherd	100%	Action plan implemented as required.

GOVERNANCE

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COUNCIL STRATEGY

3.3.3 Council undertakes adequate strategic planning activities and meets all legislative reporting requirements

DP Action	Action	Responsibility	Progress	Comment
Council updates the Integrated Planning and Reporting framework documents as required	Implementation of Council's Community Engagement Strategy.	A Shepherd	100%	The Community Engagement Strategy was implemented as required.
Council updates the Integrated Planning and Reporting framework documents as required	Produce Quarterly Budget Reviews for Council.	K Miller	100%	All quarterly budgets completed to appropriate deadlines and distributed.
Council updates the Integrated Planning and Reporting framework documents as required	Provision of information to Council on progress of the IP&R.	G Woodman	100%	All reporting of the Delivery Program and quarterly reporting of the Annual Operational Plan and Budget was done to schedule.
Council updates the Integrated Planning and Reporting framework documents as required	Renew the Revenue Policy 2015/2016.	K Miller	100%	Revenue Policy redeveloped and adopted by Council.

GOVERNANCE

Annual Report 2014-2015

COUNCIL STRATEGY				
3.3.3 Council undertakes adequate strategic planning activities and meets all legislative reporting requirements				
DP Action	Action	Responsibility	Progress	Comment
Council updates the Integrated Planning and Reporting framework documents as required	Workforce Management Strategy, as part of Resourcing Strategy, developed and maintained.	M Maidens	100%	New HRM has commenced. Investigations into research is being undertaken to develop a Workforce Management Strategy and Resourcing Strategy in Q1.
Council updates the Integrated Planning and Reporting framework documents as required	Review and amendment of the Corporate Asset Register including CivicView integration.	K Miller	75%	Ongoing, the program has been loaded, full quality checking has been completed, staff still require training.
Undertake legislative reporting requirements	Commencement of development of Cobar Shire Council Compliance Register.	S Poulter	0%	Not progressing at this point in time.
Undertake legislative reporting requirements	Implementation of Best Practice Improvement Action Plan.	G Woodman	75%	Action Plan was reassessed and reported to Council and Manex are now progressing a refined Action Plan.

GOVERNANCE

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COUNCIL STRATEGY				
3.3.4 Good procurement processes in place to ensure the most advantageous provision of goods and services to Council				
DP Action	Action	Responsibility	Progress	Comment
Good contract management and procurement practices are employed	Contracts Register updated.	O Johns	100%	Contracts Register continually updated. Plant and Equipment Hire and Trade and Miscellaneous Services Plant Register continually updated. Contracts Register managed to ensure either extension as required or renewal of Contracts. Staff reminded of the Local Preference Buying Policy Requirements within Council's Procurement Policy. Appropriate purchasing system and authority levels document continually updated with staff changes and communicated to all staff.
Good contract management and procurement practices are employed	Manage Engineering tenders and contracts in accordance with Councils policy.	O Johns	100%	All tenders managed in accordance with Council Policy.
Leases and management agreements monitored, implemented and adhered to	Cinema Building, Dentist and doctors surgeries and commercial building agreements monitored and implemented.	H Holder	100%	Throughout the year all agreements have been monitored and implemented.

COUNCIL STRATEGY				
3.3.4 Good procurement processes in place to ensure the most advantageous provision of goods and services to Council				
DP Action	Action	Responsibility	Progress	Comment
Leases and management agreements monitored, implemented and adhered to	Swimming pool, dentist and doctor surgeries, caravan park and airport agreements monitored and implemented.	H Holder	100%	Throughout 2014/2015 all agreements were monitored and implemented.
Provision of Cobar Water Board Administration and Financial Services	Undertake administration and financial services for the Cobar Water Board as per the Agreement.	K Miller	100%	This has been an ongoing task throughout the year and we will endeavour to produce the same quality services in 2015/2016.

INFRASTRUCTURE

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COMMUNITY OUTCOME

4.1 A clean and reliable water supply

COUNCIL STRATEGY

4.1.1 Pipe the Albert Priest Channel

DP Action	Action	Responsibility	Progress	Comment
Facilitate the construction of the Albert Priest Channel Pipeline Augmentation Project	Facilitate the construction of the Albert Priest Channel Pipeline Augmentation Project.	G Woodman	100%	Stage 1 - Water Security for Regions Program - Storage Facility at Nyngan progressing with drought modelling, site investigation including geotechnical and environmental considerations and initial design works completed in Q4. Location determination is near finalised with Bogan Shire Council requiring further investigation works to be undertaken by NSW Public Works in regard to negating ecological concerns. It is expected that the \$10 million will provide storage of between 700ML - 1,000ML and a Stage 2 will be applied for under the same program to ensure that final storage is between 1,000ML - 2,000ML. Construction works for Stage 1 are expected to commence in July 2016.

INFRASTRUCTURE

Annual Report 2014-2015

COUNCIL STRATEGY				
4.1.2 Increase Cobar's water allocation				
DP Action	Action	Responsibility	Progress	Comment
Lobby the NSW Government to have Cobar's town water supply increased	Attend meetings with relevant Government personnel demonstrating the need for the town water licence to be increased.	W Mills	100%	Required meetings attended.

COUNCIL STRATEGY				
4.1.3 Improved water treatment systems for the provision of potable water to the villages				
DP Action	Action	Responsibility	Progress	Comment
Investigate options to improve the water quality and consistency of water supply in the villages of the Shire	Investigate and prepare report on upgrading non-potable water in the villages.	W Mills	25%	Ongoing investigation of villages being undertaken.

INFRASTRUCTURE

Annual Report 2014-2015

COUNCIL STRATEGY				
4.1.4	Improved water infrastructure across the Shire			
DP Action	Action	Responsibility	Progress	Comment
Maintenance and repairs of water mains	Annual Maintenance schedule prepared.	W Mills	100%	Maintenance schedule being prepared.
Maintenance and repairs of water mains	Implement the Water Supplies Asset Management Plan with 5 year rolling works program.	W Mills	100%	Ongoing.
Maintenance and repairs of water mains	Repairs carried out promptly on water reticulation system.	W Mills	100%	Water main valve and hydrant audit works ongoing.
Water filtration system adequate and well maintained	Staff record meter readings daily.	W Mills	100%	Staff record meter readings daily for data entry purposes.
Water filtration system adequate and well maintained	Water tested and treated daily.	W Mills	100%	Potable water from the Filtration Plant is tested and correctly treated each day. Performance reports are forwarded to the Department of Health.

INFRASTRUCTURE

Annual Report 2014-2015

COUNCIL STRATEGY				
4.1.4 Improved water infrastructure across the Shire				
DP Action	Action	Responsibility	Progress	Comment
Undertake Resources for Regions Water Filtration Plant Project	Undertake the actions outlined in the Project Management Plan for the Cobar Filtration Plant Replacement Program.	D Schetig	85%	Preliminary design is 85% completed. Project budget reviewed and applications for additional funding will be made.



Left: Cobar Shire Council's Social Club Tent at the Cobar Miners Race Meet in May 2015.

Middle: Kapooka Army Band performing in Drummond Park.

Right: Cobar Auto Club one of Council's Donation recipients holding a Flat Track Event.

INFRASTRUCTURE

Annual Report 2014-2015

COMMUNITY OUTCOME

4.2 **Good communications networks with services equal to the metropolitan areas**

COUNCIL STRATEGY

4.2.1 **Improved access to telecommunications, radio, TV and broadband services**

DP Action	Action	Responsibility	Progress	Comment
Lobby the government for improved communications networks	Maintenance of radio base stations and licences.	W Mills	100%	Radio base stations and licences maintained.
Lobby the government and business to increase the reliability of energy provision within the Shire	Monitor opportunities for increased reliability and other energies within the shire.	G Woodman	100%	Support to SEXI proposal undertaken and liaison with solar energy providers undertaken as required.

INFRASTRUCTURE

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COMMUNITY OUTCOME

4.3 Good transport networks that increase the accessibility of Cobar and markets

COUNCIL STRATEGY

4.3.1 Seek ways to expand the sealed road network and improve and maintain the unsealed road network

DP Action	Action	Responsibility	Progress	Comment
Road works undertaken according to priority, weather conditions and availability of resources	Complete the Fixing Country Roads Project to install culverts at Acres Billabong floodway on RR7518.	M Bell	5%	Concept design completed. Construction expected to commence in early 2016.
Road works undertaken according to priority, weather conditions and availability of resources	Construction and maintenance works carried out on Regional and Shire Road Network in accordance with approved programs and standards.	M Bell	100%	Construction and maintenance work carried out in accordance with approved program.

INFRASTRUCTURE

Annual Report 2014-2015

COUNCIL STRATEGY				
4.3.1	Seek ways to expand the sealed road network and improve and maintain the unsealed road network			
DP Action	Action	Responsibility	Progress	Comment
Road works undertaken according to priority, weather conditions and availability of resources	Inspections by Council staff on a monthly basis to identify maintenance works and report any urgent works to minimise public liability risk to Council.	M Bell	75%	Regular inspections are being undertaken by DES with a view to implement a competent maintenance management system.
Road works undertaken according to priority, weather conditions and availability of resources	Street maintenance and sign maintenance.	M Bell	100%	Street and sign maintenance ongoing.

COUNCIL STRATEGY				
4.3.1	Seek ways to expand the sealed road network and improve and maintain the unsealed road network			
DP Action	Action	Responsibility	Progress	Comment
Road works undertaken according to priority, weather conditions and availability of resources	Undertake ordered works on behalf of RMS within the agreed budget.	M Bell	100%	Ordered works on behalf of RMS being undertaken.

INFRASTRUCTURE

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COUNCIL STRATEGY				
4.3.1	Seek ways to expand the sealed road network and improve and maintain the unsealed road network			
DP Action	Action	Responsibility	Progress	Comment
Road works undertaken according to priority, weather conditions and availability of resources	Undertake routine and supplementary works on State Roads in accordance with the RMS Contract.	M Bell	100%	Works undertaken in accordance with RMS contract.
Road works undertaken according to priority, weather conditions and availability of resources	Undertake the Street Sign Audit and implement the Action Plan.	M Bell	80%	Ongoing inspection of Urban streets underway, as are inspections of rural roads.
Road works undertaken according to priority, weather conditions and availability of resources	Complete the Fixing Country Roads Project to realign the Kangaroo Springs bend and upgrade the pavement floodway.	M Bell	5%	Design completed. Construction expected to commence in September 2015.

INFRASTRUCTURE

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COUNCIL STRATEGY				
4.3.1 Seek ways to expand the sealed road network and improve and maintain the unsealed road network				
DP Action	Action	Responsibility	Progress	Comment
Undertake fair valuation of footpaths, roads, bridges, drainage and bulk earth works	In conjunction with Council's Asset Management Team and Auditor undertake revaluation of Council's major transport asset.	O Johns	85%	To be completed by the end of July 2015.
Oversee quarrying activities and ensure an adequate supply of good quality gravel for use on the road network	Establishment and use of reserve for the rehabilitation and restoration of disused gravel pits and quarries.	A De Silva	75%	Ongoing. Reserve in place and funds will be used beyond Q4.
Oversee quarrying activities and ensure an adequate supply of good quality gravel for use on the road network	Review and update the Quarry Safety Management Plan.	M Bell	25%	Minimal work done.
Oversee quarrying activities and ensure an adequate supply of good quality gravel for use on the road network	Use consent for all existing and new quarries progressively obtained.	M Bell	25%	Ongoing.

INFRASTRUCTURE

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COUNCIL STRATEGY				
4.3.2	Provide and maintain safe and serviceable transport infrastructure including roads, footpaths, bike paths and airport			
DP Action	Action	Responsibility	Progress	Comment
Provide and maintain a safe and adequate footpath and bike path network	Develop and implement a Footpath and Bike Path Maintenance Works Program.	A De Silva	100%	Footpaths and bike paths were maintained.
Provide and maintain a safe and adequate footpath and bike path network	Implement the Pedestrian Access Mobility Plan (PAMP) and Bike Plan for Cobar.	M Bell	75%	PAMP being implemented on an ongoing basis.
Provide and maintain a safe and adequate footpath and bike path network	Kerb & Gutter maintenance.	A De Silva	100%	Kerbs and gutters were maintained.

INFRASTRUCTURE

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COUNCIL STRATEGY				
4.3.2	Provide and maintain safe and serviceable transport infrastructure including roads, footpaths, bike paths and airport			
DP Action	Action	Responsibility	Progress	Comment
Provide and maintain a safe and adequate footpath and bike path network	Obtain grant funding to install lighting in the Linsley St taxi rank.	W Mills	0%	No funding identified.
Cobar airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Airport infrastructure meets the requirements of CASA and Air Services Australia.	A De Silva	Progressing	Airport upgrade was undertaken and works completed. We are currently awaiting certification of works which are to be completed by CASA in Q1 2015.
Cobar airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Conduct regular and statutory maintenance program in accordance with adopted plan at the Cobar Airport.	A De Silva	Progressing	Maintenance was carried out as required.

INFRASTRUCTURE

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COUNCIL STRATEGY				
4.3.2 Provide and maintain safe and serviceable transport infrastructure including roads, footpaths, bike paths and airport				
DP Action	Action	Responsibility	Progress	Comment
Cobar airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Develop and implement the Action Plan for the Cobar Aerodrome Strategic Plan.	A De Silva	100%	Action plan developed and being implemented.
Cobar airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Implement Resources for Regions Cobar Regional Airport Upgrade Project.	D Schetig	95%	Airport upgrade project was completed with construction and sealing of taxiways and apron instillation of new landing lights, upgrading of airport fencing as commenced and will be completed in 2015/2016.
Cobar airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Provision of services to key stakeholders such as airlines and Charters.	A De Silva	100%	Provision of services were maintained during the Airport Upgrade Project to all key Stakeholders.

INFRASTRUCTURE

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COUNCIL STRATEGY				
4.3.2 Provide and maintain safe and serviceable transport infrastructure including roads, footpaths, bike paths and airport				
DP Action	Action	Responsibility	Progress	Comment
Cobar airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Review of the Airport Management and Strategic Plans.	A De Silva	100%	Airport Management and Strategic Plans were reviewed.
Cobar airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	To have an operational plan to ensure that the airport is maintained to the standards set by the CASA and the associated regulations.	A De Silva	100%	Operational plan in place to meet CASA Standards.
Cobar airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Undertake regular maintenance program at the Cobar Airport, according to the adopted budget.	A De Silva	100%	Maintenance program undertaken.

INFRASTRUCTURE

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COUNCIL STRATEGY				
4.3.2 Provide and maintain safe and serviceable transport infrastructure including roads, footpaths, bike paths and airport				
DP Action	Action	Responsibility	Progress	Comment
Landing strips at Nymagee, Euabalong and Mt hope adequately maintained	To maintain runways in a state that is acceptable for dry weather operation. To ensure that the airstrips comply with the minimum standards for operation.	A De Silva	100%	Landing strips at Nymagee, Euabalong and Mt Hope maintained for dry weather conditions.

COUNCIL STRATEGY				
4.3.3 Maintain the rail network in the Shire to maximise the benefits to the community and to provide an alternative to road freight.				
DP Action	Action	Responsibility	Progress	Comment
Lobby the NSW Government to ensure that the rail network in well maintained, safe, affordable and well used, particularly for freight movements to reduce the impact of road movements on the community.	Continually lobby NSW Government to maintain rail network.	O Johns	100%	Ongoing.

INFRASTRUCTURE

Annual Report 2014-2015

COMMUNITY OUTCOME

4.4 Good quality and affordable community facilities and infrastructure

COUNCIL STRATEGY

4.4.1 Develop well designed and expanded playgrounds catering for all age groups

DP Action	Action	Responsibility	Progress	Comment
Provide and maintain safe and adequate playground facilities	Aim for gradual upgrade of playground equipment to meet Australian Standards.	W Mills	100%	Regular inspections are carried out to ensure the playground equipment is satisfactorily maintained with a view to upgrade as funds available. Every reasonable attempt is being made to ensure that equipment in place is maintained to meet the standards applicable at the time it was installed.
Provide and maintain safe and adequate playground facilities	Inspection of playground facilities ensuring safety and convenience for all users.	W Mills	100%	Ongoing inspections of playground facilities undertaken.

INFRASTRUCTURE

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COUNCIL STRATEGY				
4.4.2	Increase the range of community facilities and maintain those that we have to an appropriate standard			
DP Action	Action	Responsibility	Progress	Comment
Implement the Ward Oval Masterplan	Work with government agencies to attract funding for the project.	A Shepherd	100%	The main activity undertaken in relation to this item was to gain grant funding to purchase a new mobile toilet facility which has been installed at Ward Oval but can be moved to other locations.
Undertake Council's cemetery operations in an appropriate and dignified manner	Develop appropriate Improvement Action Plan and Financial Plan that will increase the Improvements to the Cemetery and to increase Fees as required on a regular basis.	W Mills	45%	Cemetery Security lighting in progress. Quotations obtained for solar lighting.
Undertake Council's cemetery operations in an appropriate and dignified manner	Enquiries dealt with in a sympathetic manner.	W Mills	100%	All enquiries are being handled in a caring and sympathetic manner.

INFRASTRUCTURE

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COUNCIL STRATEGY				
4.4.2	Increase the range of community facilities and maintain those that we have to an appropriate standard			
DP Action	Action	Responsibility	Progress	Comment
Undertake Council's cemetery operations in an appropriate and dignified manner	Internment of deceased persons	W Mills	100%	Interment carried out with dignity and respect.
Undertake Council's cemetery operations in an appropriate and dignified manner	Keep stock of pre-dug graves in reserve.	W Mills	95%	Stock of pre dug graves maintained within limits of staffing availability.
Undertake Council's cemetery operations in an appropriate and dignified manner	Provide assistance and supervision and materials etc to the Cemetery Works.	W Mills	100%	
Undertake Council's cemetery operations in an appropriate and dignified manner	Provide strategic direction and management, through the Cobar Cemetery Management Plan in consultation with the Cobar Cemetery Committee and interested persons.	W Mills	100%	Information and direction provided to management.

INFRASTRUCTURE

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COUNCIL STRATEGY				
4.4.2 Increase the range of community facilities and maintain those that we have to an appropriate standard				
DP Action	Action	Responsibility	Progress	Comment
To provide quality and readily accessible library services to Cobar and villages	Offer high quality and relevant library services for five hours per week at both Nymagee and Euabalong.	J Siermans	100%	Nymagee and Euabalong library services operated for five hours per week.
To provide quality and readily accessible library services to Cobar and villages	Participate in State and National events that promote literacy.	J Siermans	100%	Library staff promoted and participated in Paint The Town Read (a local literacy event), as well as facilitated local participation in the national literacy programme Summer Reading Club.
To provide quality and readily accessible library services to Cobar and villages	The Library acquires, processes, maintains, and lends library materials that are up to date and appropriate.	J Siermans	100%	3,372 physical items and 758 eBooks were added to the collection. 26,664 items were loaned and this total includes 180 eBook loans. IPad and eReaders are now available for loan from the Library.

INFRASTRUCTURE

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COUNCIL STRATEGY				
4.4.2	Increase the range of community facilities and maintain those that we have to an appropriate standard			
DP Action	Action	Responsibility	Progress	Comment
To provide quality and readily accessible library services to Cobar and villages	The Library provides public access to the internet service where possible.	J Siermans	100%	There were 6,126.5 hours of computer use and 1,348 hours of wireless bookings.
To provide quality and readily accessible library services to Cobar and villages	To ensure that the Library service is utilised by Cobar residents of all ages and community groups.	J Siermans	100%	Events calendar and information on library events were e-mailed to press and community groups. Library Facebook has been utilised to promote Library events and activities. 251 new members joined the library and 31,799 visits were counted.
To provide quality and readily accessible library services to Cobar and villages	To ensure that well trained, professional and highly motivated staff are responsive to serving the needs of the community.	J Siermans	100%	Library staff attended reader advisory training in Bourke in Q3. The training opportunity was provided by State Library of NSW.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Arrange contracts and construction work for capital works.	S Poulter	85%	All capital projects completed in line with capital budget. New Capital Works Projects have been appropriately budgeted for 2015/2016.

INFRASTRUCTURE

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COUNCIL STRATEGY				
4.4.2	Increase the range of community facilities and maintain those that we have to an appropriate standard			
DP Action	Action	Responsibility	Progress	Comment
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Commercial building and surgery maintenance.	G Harbison	100%	All building structures were maintained and Air conditioners serviced.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Development of Buildings Asbestos Register.	S Poulter	50%	Register has been developed. Assets will now be reviewed to input asbestos details into the register.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Development of Cobar Shire Council Staff Housing Strategic Plan.	S Poulter	10%	Development of Strategy has commenced, currently researching Plan contents.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Prepare Plans of Management for Council's controlled Land.	H Holder	25%	One plan of management has been completed.

INFRASTRUCTURE

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COUNCIL STRATEGY				
4.4.2	Increase the range of community facilities and maintain those that we have to an appropriate standard			
DP Action	Action	Responsibility	Progress	Comment
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Provide staff and tradesmen to carry out approved maintenance in accordance with Council's policy and current lease arrangements	G Harbison	100%	Maintenance was carried out as required.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Provide staff and tradesmen to carry out house maintenance.	G Harbison	100%	Maintenance carried out as required on Council's buildings.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Refurbishment and preventative maintenance of the Cobar Youth and Fitness Centre and the Great Cobar Heritage Centre.	S Poulter	100%	Heritage Centre repair works to front balcony needs urgent work and is currently being investigated to develop a scope of remedial works. Funding for this has been allocated in the 2015/16 capital budget. Youthie upgrade works can only be undertaken with grant funding. The last three grant applications for this works has been unsuccessful.

INFRASTRUCTURE

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COUNCIL STRATEGY				
4.4.2 Increase the range of community facilities and maintain those that we have to an appropriate standard				
DP Action	Action	Responsibility	Progress	Comment
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Review Buildings Asset Management Plan.	S Poulter	25%	A review is continuing.



INFRASTRUCTURE

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COUNCIL STRATEGY				
4.4.3 Improve recreational facilities at the water reserves				
DP Action	Action	Responsibility	Progress	Comment
Maintain and improve recreational facilities that are available at the Newey and Old Res reserves	Ensure a high standard is maintained at the Newey and Old Res reserves.	W Mills	100%	Standard has been maintained.

COUNCIL STRATEGY				
4.4.4 Maintain and expand where necessary, the stormwater and sewer networks				
DP Action	Action	Responsibility	Progress	Comment
Maintain suitable stormwater network including kerb and guttering	Maintenance of CBD and older areas of town, where overland flow is the only means of runoff, annually.	W Mills	100%	Council has completed all maintenance works on the CBD and older areas of town. This ensured that when there were overflow events, damage and clean up works required were minimal.

INFRASTRUCTURE

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COUNCIL STRATEGY				
4.4.4	Maintain and expand where necessary, the stormwater and sewer networks			
DP Action	Action	Responsibility	Progress	Comment
Provide, maintain and operate a sewer network and disposal system and treatment works	Annual Maintenance schedule prepared.	W Mills	100%	An annual maintenance schedule has been prepared. This should ensure Council continues to provide, maintain and operate the sewer network, disposal system and treatment works effectively and efficiently.
Provide, maintain and operate a sewer network and disposal system and treatment works	Ensure EPA licence completed annually and at minimal cost.	W Mills	100%	Testing and required sampling carried out on a monthly basis.
Provide, maintain and operate a sewer network and disposal system and treatment works	Implement a detection program for illegal Stormwater connections into Sewerage Scheme.	W Mills	100%	Council has an ongoing detection program for illegal stormwater connections into the Sewerage Scheme which has dramatically reduced the stormwater infiltration rate.
Provide, maintain and operate a sewer network and disposal system and treatment works	Implement Liquid Trade Waste policy and program.	W Mills	25%	Under review in conjunction with overall waste management policy.

INFRASTRUCTURE

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COUNCIL STRATEGY				
4.4.4	Maintain and expand where necessary, the stormwater and sewer networks			
DP Action	Action	Responsibility	Progress	Comment
Provide, maintain and operate a sewer network and disposal system and treatment works	Implement the Sewerage Services Asset Management Plan with 5 year rolling works program.	W Mills	50%	Work progressing on the 5 year rolling works program.
Provide, maintain and operate a sewer network and disposal system and treatment works	Implement the Works Program, determined by the Sewer System Audit.	A De Silva	100%	Ongoing.
Provide, maintain and operate a sewer network and disposal system and treatment works	Repairs carried out on the sewerage reticulation network within (6) hours.	D Schetig	100%	Council has provided, maintained and operated the sewer network, disposal system and treatment works. All required repairs were completed as reported.
Provide, maintain and operate a sewer network and disposal system and treatment works	Subject to funding implement the Resources for Regions Sewer Upgrade and expansion project.	O Johns	25%	Funding available. Scope of work being established.
Provide, maintain and operate a sewer network and disposal system	Undertake monthly EPA effluent sampling.	W Mills	100%	Council has undertaken all monthly EPA effluent sampling to satisfy all requirements within relevant EPA

and treatment works

licences on a monthly basis.

INFRASTRUCTURE

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COUNCIL STRATEGY

4.4.5 Maintain and service villages

DP Action	Action	Responsibility	Progress	Comment
Maintain and improve village facilities and services	Regularly maintain parks, streets and footpaths in all villages.	W Mills	100%	Council has maintained all parks, streets and footpaths within the shire to an appropriate hierarchy standard.



Left: Lilliane Brady Village Lounge Extensions works under construction.

Right: Killala Gravel carting works being undertaken.

COMMUNITY OUTCOME

5.1 Ability to adapt to climate change and benefit from climate change initiatives

COUNCIL STRATEGY

5.1.1 Develop an alternative energy industry in Cobar

DP Action	Action	Responsibility	Progress	Comment
Lobby business and government to encourage the development of an alternative energy industry in Cobar	Monitor opportunities for development of an alternative energy industry in Cobar.	G Woodman	100%	Support for SEXI program provided. Liaison undertaken as required with any solar energy providers.
Encourage solar energy use and the efficient use of energy by residents and businesses	Apply for funding to undertake energy efficiency programs within Council buildings.	H Holder	100%	Throughout 2014/2015 there was no funding available.



Left: Mother of Millions this is a serious problem in many rural areas.

Middle: African Boxthorn is widely distributed as it was introduced to Australia for a hedge plant.

Right: Devil Rope – Located near the walking track.

COUNCIL STRATEGY				
5.1.2 Develop community leadership on becoming leaders in resource use, reuse and recycling				
DP Action	Action	Responsibility	Progress	Comment
Undertake kerbside garbage collection and recycling in Cobar and kerbside garbage collection in the relevant villages	Prepare Waste Services Strategy that includes Cobar Recycling, Euabalong, Euabalong West & Murrin Bridge for Consultation.	N Davis	0%	Waste strategy is currently under development.
Undertake kerbside garbage collection and recycling in Cobar and kerbside garbage collection in the relevant villages	Provide a once weekly domestic waste collection and transportation service for residents located within the waste collection area of Cobar.	N Davis	100%	Domestic waste collected weekly and transported to Waste Depot from Cobar

COUNCIL STRATEGY				
5.1.2 Develop community leadership on becoming leaders in resource use, reuse and recycling				
DP Action	Action	Responsibility	Progress	Comment
Undertake kerbside garbage collection and recycling in Cobar and kerbside garbage collection in the relevant villages	Provide a trade waste collection service to all customers on a fee for service.	N Davis	100%	Trade waste collection service is provided and utilised. Waste Management Strategy currently under development.
Undertake kerbside garbage collection and recycling in Cobar and kerbside garbage collection in the relevant villages	Provide service to empty street bins in central business district twice weekly and other street bins and parks once weekly.	N Davis	100%	All street and park bins were emptied regularly.
Maintain the town and village tips to a high standard	Carry out surveillance of waste depot and access roads to minimise the spread of waste from vehicles and surrounding areas so as to detect unauthorised waste disposal and undertake appropriate enforcement action.	N Davis	100%	Carry out surveillance of waste depot and access roads to minimise the spread of waste from vehicles and surrounding areas so as to detect unauthorised waste disposal and undertake appropriate enforcement action. Littering/Cover Your Load Campaign currently being organised and actioned for 2015/2016

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COUNCIL STRATEGY				
5.1.2 Develop community leadership on becoming leaders in resource use, reuse and recycling				
DP Action	Action	Responsibility	Progress	Comment
Maintain the town and village tips to an acceptable standard	Provide for the management of the Cobar Waste Disposal Depot so as to comply with statutory obligations.	N Davis	100%	Depot being maintained in accordance with legislation.
Maintain the town and village tips to an acceptable standard	Provide waste disposal facilities for Nymagee & Canbelego and depots at Euabalong & Euabalong West.	N Davis	100%	Ongoing service provided.
Encourage efficient water use by Shire residents	Promote efficient water use by Shire residents.	A De Silva	100%	Ongoing promotion of efficient water throughout the year.

COMMUNITY OUTCOME

5.2 Well managed public and private land

COUNCIL STRATEGY

5.2.1 Develop a grazing industry that is based on managed, not feral, stock to improve pasture management

DP Action	Action	Responsibility	Progress	Comment
Provide support to industry bodies for improved grazing management practices	Maintain an awareness of government land management incentives and programs.	H Holder	0%	During 2014/2015 there were no known government land management incentives or programs.

COUNCIL STRATEGY

5.2.2 Have a planting program for Cobar and villages and encourage the schools and businesses to participate

DP Action	Action	Responsibility	Progress	Comment
Develop and instigate a planting program	Apply for funding to undertake planting activities.	S Poulter	85%	Greenhouse established. Plant propagation under way.

COUNCIL STRATEGY				
5.2.2	Have a planting program for Cobar and villages and encourage the schools and businesses to participate			
DP Action	Action	Responsibility	Progress	Comment
Develop and instigate a planting program	Develop and implement a Street Tree Policy.	W Mills	25%	Currently being reviewed.
Develop and instigate a planting program	Prepare a program for planting in the whole Shire utilising correct plant material for the correct application/location.	W Mills	25%	Some planting in the Cobar reserves.

COUNCIL STRATEGY				
5.2.3	Manage the crown land and commons			
DP Action	Action	Responsibility	Progress	Comment
Provide ranger services to control animals in public places and to manage the common areas and crown land	Carry out monthly patrols of the Common.	G Harbison	100%	Regular patrols of the Common were undertaken.

ENVIRONMENT

COUNCIL STRATEGY

5.2.3 Manage the crown land and commons

DP Action	Action	Responsibility	Progress	Comment
Provide ranger services to control animals in public places and to manage the common areas and crown land	Implement provisions of the Companion Animals Act and promote community awareness and responsibilities of dog and cat ownership.	G Harbison	100%	Dog and cat database has been kept up-to-date. Promotion of responsible dog and cat ownership was undertaken. Signs on noticeboards promoting the need to have all puppies microchipped prior to sale and registered over 6 months of age.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Impound dogs and cats found on a public place & surrendered animals and undertake appropriate enforcement action.	G Harbison	100%	Dogs and cats were impounded with appropriate enforcement action undertaken.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Impound straying stock.	G Harbison	100%	There was no stock impounded during this reporting period.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Maintain pound yards.	G Harbison	100%	Pound yards were maintained and utilised.

ENVIRONMENT

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COUNCIL STRATEGY				
5.2.3	Manage the crown land and commons			
DP Action	Action	Responsibility	Progress	Comment
Provide ranger services to control animals in public places and to manage the common areas and crown land	Operate and maintain a pound for the keeping of seized dogs and cats.	G Harbison	100%	Council maintains the pound and dogs and other animals regularly seized and impounded.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Provide services for the euthanasia of dogs and cats that have been seized or surrendered.	G Harbison	100%	Companion Animals were either re-homed where applicable or euthanased in accordance with the Companion Animals Act.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Provide services for the registration and micro-chipping of dogs and cats.	G Harbison	100%	Services provided and regular micro-chipping of cats and dogs were undertaken.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Register all stock on Common.	G Harbison	100%	All stock over six months of age that are on the Common was registered.

COUNCIL STRATEGY				
5.2.4	Long term management of noxious weeds			
DP Action	Action	Responsibility	Progress	Comment
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	An increase in the number of weed awareness program run (eg weed warriors).	H Holder	100%	Throughout 2014/2015 contact has been maintained with the three schools in Cobar. A funding application has been made, which if successful will see an education program which includes noxious weeds education run with the schools in 2015/2016.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Attend toolbox meetings and provide education material.	H Holder	100%	When required and the Noxious Weeds Officer will attend formal and informal meetings to provide education materials and information to fellow colleagues.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Develop a centralised data set of weed distribution and abundance information.	H Holder	100%	All required data was collected and maintained in a centralised data set.

COUNCIL STRATEGY				
5.2.4	Long term management of noxious weeds			
DP Action	Action	Responsibility	Progress	Comment
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Develop an introductory weeds information pack for new property owners.	H Holder	100%	The Introductory Weeds Information pack has been developed and was distributed to 12 new properties owners through 2014/2015.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Implement a regional communications strategy.	H Holder	100%	There were no media opportunities during 2014/2015.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Implementation of the Mapping, Photo Point and Re-inspection Program.	H Holder	100%	Re-inspection program is ongoing and all mapping and photo points are undertaken when required.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Improve/Update knowledge of Weeds Inspector.	H Holder	100%	The Noxious Weeds Officer undertook training as required and as available, continuing to keep the knowledge of Council's Noxious Weeds Officer current.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Increased participation of community groups.	H Holder	100%	Contact with community groups has been maintained through 2014/2015.

COUNCIL STRATEGY				
5.2.4	Long term management of noxious weeds			
DP Action	Action	Responsibility	Progress	Comment
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	On Ground Spraying Programs prioritised to give the greatest benefit.	H Holder	100%	On ground weed spraying is an important component of the noxious weeds program, and the works undertaken through the year have been prioritise to give the maximum benefit to the local government area. Two crown land grants were successfully applied for which allowed more works to be undertaken.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Private property inspections to manage invasive weeds effectively.	H Holder	100%	A total of 108 private properties were inspected during 2014/2015.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete	Prompt containment or eradication and ongoing monitoring of new incursions of invasive weeds.	H Holder	100%	Monitoring of sites continued throughout the year. No new weed incursions were found.

appropriate reports

COUNCIL STRATEGY

5.2.4 Long term management of noxious weeds

DP Action	Action	Responsibility	Progress	Comment
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Public property inspections to manage Invasive Weeds effectively.	H Holder	100%	A number of public properties were inspected as required by the funding target.

COUNCIL STRATEGY

5.2.5 Vibrant and well run national parks that are accessible and well used

DP Action	Action	Responsibility	Progress	Comment
Lobby the NSW government to ensure the local national parks are vibrant and well	Monitoring of services provided for local national parks.	G Woodman	0%	No action taken in 2014/2015 to Lobby the NSW Government to ensure local national parks are vibrant and services monitored.

maintained

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COMMUNITY OUTCOME

5.3 Clean air in the community

COUNCIL STRATEGY

5.3.1 Manage the externalities of mining and other industries operating close to towns and villages to minimise air pollution

DP Action	Action	Responsibility	Progress	Comment
Monitoring and regulation of activities to minimise air pollution	Respond to mining related air pollution complaints.	S Poulter	100%	No complaints received during the reporting period.



Left: Official Opening of the Cobar Airport Runway reseal (featuring Hon. Kevin Humphries MP, the Mayor and Council's Senior Staff)

Middle: Cobar Business Associations Gala Street Parade (photo courtesy the Cobar Weekly).

Right: The Statue from the Residents of Cobar Shire Council that was presented through Kate Winders at the Gallipoli Centenary Celebrations in Gallipoli, Turkey.



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COUNCIL MEETINGS AND MINUTES

Ordinary meetings of Council are held on the fourth Thursday of each month unless otherwise advertised. Unconfirmed minutes are available for inspection no later than ten days after each meeting and copies of confirmed minutes are available for purchase at applicable photocopying charges or alternatively can be downloaded from Council's Website.

COUNCIL REGISTERS

The following registers are available for inspection at the Council Office:

- Register of Roads in Cobar Shire (and map);
- Register of Delegations;
- Register of Local Law Policies;
- Register of General Charges;
- Register of Gifts Received;
- Register of Pecuniary Interests;
- Removal of Graffiti Register;
- Register of Contracts;
- Register of Council Land.

COUNCIL RATE REBATES & CONCESSIONS

PENSIONERS

The Council grants a Council Pensioner Remission up to a maximum rebate on the General Rate including Domestic Waste of \$250.00 per annum and \$87.50 per annum for each of the Sewerage and Water Rates to all approved pensioners who reside in their own premises within the Shire.

The Council applies each year to the State Government for their contribution towards the welfare of Pensioners. The State Government's contribution is a rebate to the Council of up to 55% of the maximum rebate.

CHURCHES

The Council levies only the water, garbage, and sewerage charges on premises used solely for the purpose of religious activities within the Shire.

REVENUE POLICY

TREATMENT OF RATES & CHARGES

Rates and charges will be determined with reference to the cost of maintaining Shire services and assets to an appropriate standard, but within the limits of rate pegging legislation.

Water, Sewerage, and Cleansing Charges were determined with reference to retaining assets and providing an appropriate service to the community. The determination of review generally reflects a user pays principle.

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REBATES AND CONCESSION ON RATES AND CHARGES

Rebates and concessions are determined with the adoption of each budget and will reflect Council's desire to:

- Assist pensioners on an ongoing basis.
- Offer rebates/concessions as appropriate in consideration of adverse economic, seasonal, and other extraordinary circumstances. All such offers would be dependant upon Council's ability to finance them.

LIMITATION ON INCREASES IN RATES AND CHARGES

Limitations will be considered within the context of the Local Government Act and Regulations and with reference to the following:

- Movements in the cost of living index for the preceding year.
- Adverse seasonal / economic conditions.
- Changes in valuation relativities within the Shire.

Also, balanced against Council's financial position.

BORROWINGS POLICY

CURRENT LEVEL OF DEBT

Cobar Shire Council had term borrowings of \$1,746,565.30 and a flexible term loan of \$500,000 as at 30 June 2015.

FUTURE BORROWINGS

The 2015/2016 Budget Cash Flow includes an amount to finance the acquisition of a parcel of Crown Land near the Caravan Park (this is carried forward from 2014/2015).

CONDITION OF INFRASTRUCTURE - SECTION 428

Refer to Report on the Condition of Public Works.

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ENVIRONMENTAL STRATEGIES - SECTION 428

LOBBY BUSINESS AND GOVERNMENT TO ENCOURAGE THE DEVELOPMENT OF AN ALTERNATIVE ENERGY INDUSTRY IN COBAR AND ENCOURAGE SOLAR ENERGY USE AND EFFICIENT USE OF ENERGY BY RESIDENTS AND BUSINESSES

Cobar Shire Council has continued its prominent support of the Solar Energy Exchange Initiative seeking to install photovoltaic panels at Councils facilities and to construct five medium scale concentrating solar power plants in inland NSW.

UNDERTAKE KERBSIDE GARBAGE COLLECTION AND RECYCLING IN COBAR AND KERBSIDE GARBAGE COLLECTION IN RELEVANT VILLAGES

Council collected 1,361.60 tonnes of domestic waste from kerbs in the Cobar Local Government Area.

Council is currently investigating ways to commence recycling in Cobar.

MAINTAIN THE TOWN AND VILLAGE TIPS TO A HIGHER STANDARD

Council currently operates five landfills and one waste transfer station in the local government area. Each of these facilities are well managed given the limited resources available.

The Cobar Waste facility, being the largest and busiest facility, is progressively being upgraded to provide more waste management options to increase waste recovery and reuse and minimise landfill use.

ENCOURAGE EFFICIENT WATER USE BY SHIRE RESIDENTS

Council has promoted the efficient use of water within the local government area using water restrictions and staging water usage rates to encourage responsible water usage.

Newspaper notices and website information has provided awareness of water restrictions and to encourage responsible use of water.

PROVIDE SUPPORT TO INDUSTRY BODIES FOR IMPROVED GRAZING MANAGEMENT PRACTICES

Council has not been contacted by grazing industry bodies in this reporting year, however continues to be available to assist in discussions about strengthening the local grazing industry through improved grazing management practices.

DEVELOP AND INSTIGATE A PLANTING PROGRAM

Discussions have been taking place in relation to the proposed planting program. The includes preferable planting locations, species of plants to be planted, ways of including the community and associated costs, including applying for State Government Grants to assist in the funding of this program.

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PROVIDE RANGER SERVICES TO CONTROL ANIMALS IN PUBLIC SPACES AND TO MANAGE THE COMMON AREAS AND CROWN LAND

During this reporting year, Council has met its Legislative obligations by operating a proactive and reactive Ranger service in the Cobar Local Government Area.

These services have included:

- Managing stray companion animals;
- Assisting with the management of livestock and native animals in public areas;
- Providing assistance regarding registration, microchipping and desexing of companion animals;
- Patrolling of Common Areas and Crown Land.

MONITOR NOXIOUS WEED INFESTATIONS, PROVIDE ADVICE, UNDERTAKE SPRAYING ON PUBLIC AREAS AND COMPLETE APPROPRIATE REPORTS

During this reporting year, Council has continued its proactive services regarding noxious weed management and education.

Council's Noxious Weeds Officer has carried out inspections of properties in the local government area to assist in identifying noxious weeds and working with landholders, where relevant, in determining appropriate methods of controlling these weeds.

Activities, such as spraying and inspections, were reported in line with industry best practice.

MANAGE THE EXTERNALITIES OF MINING AND OTHER INDUSTRIES OPERATING CLOSE TO TOWNS AND VILLAGES TO MINIMISE AIR POLLUTION

Where Council is the appropriate regulatory authority, complaints and concerns lodged with Council have been investigated. Appropriate action has been taken with respect to instances of air pollution taking place.

HAZARD REDUCTION PROGRAMS

The Cobar District Bush Fire Management Committee has a significant role to play in the development of hazard reduction activities and funding priorities and holds regular meetings to discuss any issues or concerns. A review was also carried out on the Cobar District Bush Fire Risk Management Plan which was approved by the Bushfire Coordinating Committee in October 2012.

Hazard reduction work carried out in the Cobar Shire over the past year included mechanical works, such as grading and slashing, as well as a number of prescribed burns.

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HAZARD REDUCTION WORKS 2014-2015

NSW Rural Fire Service – Far West Team (Incorporating Cobar District)

- *Asset protection zones maintained around all townships and villages, including Cobar, Nymagee, Mount Hope, Canbelego, Euabalong West and Euabalong.*
- *Asset protection zones implemented around the Murrin Bridge discreet aboriginal community.*
- *Asset protection zones maintained around village waste management depots.*
- *Fire trail maintenance works within the Mallee Bush Fire Prevention Scheme area including fire trails.*

Funding has been sought to assist complete Hazard Reduction Programs with \$30,000 to be allocated through the 2015-2016 local government bid process.

Cobar Shire Council

- *Roadside slashing.*
- *Maintained asset protection zone around the Cobar District Waste Depots.*

National Parks

- *Reserve fire trail maintenance.*
- *Strip burning along strategic fire trails.*

Forests NSW

- *Fire fuel reduction through grazing activities across forest reserves.*

FIRE SAFETY AWARENESS

Community awareness activities are carried out as part of the NSW Rural Fire Service community education program, this is updated annually with community events, media activities and other activities carried out in accordance with Service protocols. Some examples include:

- *Use of social media to reach members of the community and keep them updated on any important issues via Facebook, Instagram and Far West News 24 available on YouTube;*
- *Stories of interest shared with local print media and regional radio stations;*
- *Display at the Cobar show with information available;*
- *School visits;*
- *Community groups visits;*
- *Display at Senior Citizens Week;*
- *Brigade Open Day activities.*

MULTICULTURAL SERVICES - SECTION 428 (2) (J)

There were no new programs undertaken during the year for people of non-English speaking background or for people of aboriginal descent.

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CONTRIBUTIONS AND DONATIONS - SECTION 428 (2) (L)

Section 356 of the Local Government Act, 1993 enables a Council to resolve to grant financial assistance to persons for the purpose of exercising its functions. In 2014/2015 Council made donations of this nature amounting to \$37,365.

This assistance was predominantly granted to community, sporting, cultural and recreation groups to assist them in their work and activities.

PRIVATE WORKS - SECTION 428 (2) (K)

Council carries out private works throughout the Shire, particularly the hire of earthmoving plant to property owners, companies and government departments. This work usually includes the construction and maintenance of access roads, fire trails, ground tanks and drains, the supplying of gravel and loam, removal of rubbish, construction of fencing and spraying of noxious weeds. The value of the work carried out in 2014/2015 was \$574,253.

Major plant hire rates adopted by Council for 2014/2015 were as follows:

Graders 140H or 12M & Volvo	\$205.00/hour	Heavy Truck and side Tipper
Cat 950G Loader	\$220.00/hour	\$228.00/hour
Cat 428 Backhoe	\$182.00/hour	Prime Mover & Low Loader
Cat 580D Backhoe	\$182.00/hour	\$228.00/hour or \$4.60 per/km
Truck, Tipper 5 Tonne	\$128.00/hour	Water Tanker - 24,000 Litre	\$228.00/hour
Truck, Tipper 8 Tonne	\$205.00/hour	Water Tanker - 35,000 Litre	\$228.00/hour

Note: All Prices include GST

HUMAN RESOURCES ACTIVITIES - SECTION 428 (2) (M)

HUMAN RESOURCES MANAGEMENT

Council's Human Resources (HR) function provides and coordinates advice and practical support to all employees regarding:

- Recruitment and Selection of staff;
- Administrative activities associated with Council's performance appraisal process;
- Learning and Development;
- Management of Workers Compensation claims;
- Co-ordinating the provision of an Employee Assistance Program;
- Promotion and Management of Work, Health and Safety;
- Industrial Relations advice and advocacy;
- Promotion of Equal Employment Opportunity principals and obligations.

RECRUITMENT AND SELECTION

All vacancies that were filled during the year were filled in accordance with Council's Recruitment Policy. The shortage of skilled workers and the continuing competitiveness of other local industries have resulted in some of Council's positions being difficult to fill. Cobarr Shire Council, like many other rural Council's, struggles to compete successfully for a range of professional staff.

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Our objective is to better enhance our attraction and retention strategies and a draft attraction and retention plan will be developed for consideration.

Traineeships/apprenticeships

Apprentices and trainees are an integral part of Council's structure, with Council offering employment for young people and an opportunity for Council to develop future managers and leaders. Council had two apprentices successfully complete their apprenticeships this year and currently employs a professional engineering trainee.

Work experience and volunteers placements

Council recognises and supports the ability for students to undertake work experience. These placements provide the students with opportunities to gain valuable career insights.

We have hosted several local students in Council's workshops at Cobar and Euabalong, and at the Cobar Shire and TAFE Library during the year.

LEARNING AND DEVELOPMENT

Council is committed to the learning and development needs of its employees. It is recognised that increasing the efficiency and productivity of Local Government requires ongoing commitment to education, training and skill maintenance, development and enhancement.

All training requirements are gathered through the annual performance appraisal process and entered into Council's training plan.

Employees at all levels are provided with, and encouraged to undertake, training relevant to suit their work requirements and career progression and the organisational goals of Council.

During 2014/2015 Council's main training programs undertaken were:

- Corporate Inductions;
- First Aid certification;
- Annual outdoor staff induction;
- Traffic Control;
- Confined Spaces;
- Supervisor Series;
- Procurement and Purchasing;
- Chainsaw Operations;
- Grant Writing;
- Local Government Award Interpretation and History;
- Training in aged care.

INDUSTRIAL RELATIONS

As Council strives for a harmonious industrial environment, the ongoing coaching and mentoring of managers and supervisors in effective employee relations and performance management continues to be a priority.

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Council continues to adopt a consultative approach with its staff to ensure a positive working environment. This has been achieved through participation in regular Consultative Committee meetings, staff newsletter and an HR open-door "policy" for all employees.

Council has a good industrial relations record with employees, relevant unions and associations, as well as a number of on-site visits by the local USU organiser. Council had no time lost to industrial disputes and no industrial relations issues were lodged with the Industrial Relations Commission during 2014/2015.

WORK, HEALTH AND SAFETY

Work is continuing on updating all Council's documentation to reflect the changes in Work Health and Safety legislation that was introduced in January 2012.

The annual WHS Audit has identified areas for Council's improvement including: asbestos management, working in confined spaces, heat stress management, remote area work procedure and development of safety management plans.

A new draft WHS Management Manual and associated documents have been developed and are under consideration.

A number of workplace inspections have been carried out and reported to Council's Health and Safety Committee. There is an expectation that inspections will be carried out quarterly to ensure that hazards are identified on an ongoing basis.

Council provides an efficient and effective injury management service to all employees, with no major incidents in the 2014/2015 year.

Health and Wellbeing Programme

Council's ongoing commitment to its health and wellbeing programme is assisting to positively promote and encourage employees to develop healthy lifestyle habits that achieve healthy living and work-life balance. It is expected that, over time, the improved health of the workforce will be a contributor to the enhanced performance and success of the Council.

During the year Council's employees participated in Hepatitis B clinics and, took advantage of free gym membership and season pool pass offers. Community nurses participated in Council's annual induction day and conducted basic health checks.

Council continued to promote its Employee Assistance Program (EAP) during the year, with a number of employees accessing the program throughout the year.

Work experience and volunteers placements

Council recognises and supports the ability for students to undertake work experience. These placements provide the students with opportunities to gain valuable career insights.

We have hosted several local students in Council's workshops at Cobar and Euabalong, and at the Cobar Shire and TAFE Library during the year.

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ACTIVITIES TO IMPLEMENT EEO MANAGEMENT PLAN - SECTION 428 (2) (N)

Councils Equal Employment Opportunity Policy states that Council will ensure that all employees of the Council are treated fairly and equitably, and provide an Equal Employment Opportunity Management Plan for all employees without discrimination, against race, age, gender, religion, sexual preference, marital status, disability of impairment. The Plan supports the Policy, and includes activities such as recruitment and selection, promotion, transfer, compensation, income earning opportunities, training, leave and termination.

The Management Plan refers to the National Framework for Women in Local government and includes strategies for people with disabilities and people from minor groups.

Strategy	Outcome
Communications and awareness raising	Council's EEO Policy adopted by Council and distributed to all employees. Policy is published on Council's website so all community of Cobarr is aware of Council's commitment to EEO. EEO Management Plan is currently under review.
Consultation	EEO Management Plan has been distributed to all employees.
Recruitment	No negative feedback received from employees and from discussions with Consultative Committee.
Recruitment – interview panel	Policies and procedures are subject to ongoing review for EEO commitment and non-discriminatory impact. Recruitment policies and procedures are in place ensuring interview panel complies with EEO principles.
Recruitment – accessibility	No modifications have been required to accommodate the needs of individual employees with a disability.
Questioning in interviews	Interview panels comply with EEO principles. Interview questions designed to determine if applicants can understand and apply EEO principles. Interview questions are approved by Human Resources Officer.
Appointment, promotion and transfer	All new policies and procedures comply with EEO commitments and non-discriminatory impact. All appointments, promotions, transfers and policies are recorded.
Appointment, promotion and transfer – higher grades	Guidelines on relief/acting in higher grade positions are followed, long-term positions are advertised. Acting/relief rosters need to be developed to ensure equitable access for all appropriate employees for short-term, acting/relief opportunities.
Appointment, promotion and transfer – disabilities	Opportunities for providing positions for people with disability have not been identified.

GENERAL INFORMATION

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Appointment, promotion and transfer - career paths	Barriers to employees gaining promotion and career path are identified during the annual review process with training programs developed.
Appointment, promotion and transfer - part-time	Occupations and levels where part-time positions are available have been identified.
Appointment, promotion and transfer - apprentices and traineeships	Limited opportunities for the employment of trainees and apprentices due to Council's budget restrictions.
Appointment, promotion and transfer - training and development	Formal training plans are developed and reviewed annually. Training and development courses, when available, are publicised, enabling staff to participate and reach their full potential.
Conditions of service	EEO programs and progress reported in Annual Report. All employees have access to Council's EEO Policy and EEO Management Plan.
Grievance resolution and procedures	No complaints received
Grievance resolution and procedures - harassment and discrimination	Council's Workplace Bullying Policy is accessible to all council employees.
Implementation	Staff responsibilities in relation to the implementation of EEO principles is documented in the EEO Policy.
Evaluation and review of EEO Management Plan	Reported in Council's Annual Report.

GENERAL INFORMATION

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ENVIRONMENTAL PLANNING AND ASSESSMENT ACT 1979

PLANNING AGREEMENTS

The Voluntary Planning Agreement established between Cobar Shire Council and the operators of Hera Mine occurred in the financial year of 2012-2013.

The obligations stated in this agreement have been satisfied with payment of contributions for the community funds.

During 2014/2015 an amount of \$11,342 from the Community Fund was spent on a project for upgrading works at the Nymagee Emergency Airstrip.

The uncommitted balances of the community fund as at 30 June 2014 was \$66,763 and \$63,700 in road contributions.

ACTIVITIES TO IMPLEMENT EEO MANAGEMENT PLAN - SECTION 428 (2) (N)

Council redeveloped and adopted its Equal Employment Opportunity Policy in November 2013 which states that Council will ensure that all employees of the Council are treated fairly and equitably, and provide an Equal Employment Opportunity Management Plan for all employees without discrimination, against race, age, gender, religion, sexual preference, marital status, disability or impairment. The Plan supports the Policy, and includes activities such as recruitment and selection, promotion, transfer, compensation, income earning opportunities, training, leave and termination.

The Management Plan refers to the National Framework for Women in Local government and includes strategies for people with disabilities and people from minor groups.

EXTERNAL BODIES EXERCISING COUNCIL FUNCTIONS - SECTION 428 (2) (O)

The only two external bodies that exercised functions delegated by the Council during the year were the Cobar Water Board and the NSW Rural Fire Service. The Cobar Water Board manages the supply of bulk raw water to Cobar Shire Council and three of the mining companies.

CONTROLLING INTEREST IN COMPANIES - SECTION 428 (2) (P)

There were no companies in which Cobar Shire Council (alone or in conjunction with other Councils) held a controlling interest during 2014/2015.

OVERSEAS VISITS BY COUNCILLORS - SECTION 428 (2) (R) CLAUSE 217 (1) (A1) (VI)

There were no overseas visits by Councillors and others representing the Council.

COMMUNITY AND CHILDREN'S SERVICES AND ACCESS AND EQUITY - SECTION 428 (2) (R) CLAUSE 217 (1) (C) CLAUSE 217 (1) (D) (I)

Activities to develop and promote services for residents and other uses of those services.

- **Community Services** – Residents and other uses can access a wide range of entertainment, leisure, information and health services including fitness programs and library facilities.

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- **Community information** – Council service areas adopted a wide range of promotional strategies during 2014/2015 to inform the public about activities, programs, events and other initiatives. Strategies included flyers, news releases, public exhibitions and advertisements.
- **Youth Centre** – Council provides activities to the community which provides an outlet for the youth of Cobar, this is achieved through participation in organized activities including youth week, StormCo Visits, Skate Park activities and active support for the Youth Council.
- **Library** – Council provides educational and developmental activities through the Library for all ages, through participation in organised activities including story-time, eBook learning, iPad classes and school holiday activity programs.
- **Far West Family Day Care, In Home Care Service and After School Care** – Provide physical, educational and emotional benefits for children by providing quality family day care and in home care services. After School and Vacation Care are also provided.

LOCAL GOVERNMENT RATES AND CHARGES – CLAUSE 132

Rates and Charges written off for 2013/2014 amounted to \$157,451.10.

Rates reduced or waived for pensioners amounted to \$98,367.00 in 2014/2015.

PRIVACY AND PERSONAL PROTECTION INFORMATION ACT 1998 – SECTION 33

During the 2014/2015 financial year, Council continued to implement its Model Policy – Privacy and Personal Information in accordance with the requirements of the Act.

NATIONAL COMPETITION POLICY - CLAUSE 217 (I) (D) (VI)

CATEGORY 1 BUSINESS ACTIVITY – SECTION 428 (2) (R) CLAUSE 217 (1) (D) (II)

Council does not have any Category 1 business activities.

CATEGORY 2 BUSINESS ACTIVITY - CLAUSE 217 (1) (D) (III)

- Water Supply;
- Sewerage Services;
- Lilliane Brady Village Aged Care Facility.

PROGRESS SUMMARY – IMPLEMENTING COMPETITIVE NEUTRALITY - CLAUSE 217 (1) (D) (V)

Council initially assessed its various functions during 1997 as to whether they should be classified as business activities in terms of competitive neutrality principles. These functions are reviewed on an annual basis as to whether the classifications should be amended.

COMPLAINTS HANDLING - CLAUSE 217 (1) (D) (VII)

Council has adopted a Complaints Management Policy outlining the process by which Council deals with complaints, including complaints with respect to competitive neutrality. The document is on public display at the public document display area located in the front foyer of the Council Administration Building, 36 Linsley Street Cobar. The availability of the document has been advertised via the local print media and the document is reproduced in full on Council's Web Site address: www.cobar.nsw.gov.au.

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COMPANION ANIMALS ACT

POUND DATA RETURNS

The annual pound data collection return has been submitted detailing Councils pound activities.

LODGEMENT OF DATA RELATED TO DOG ATTACKS WITH THE OFFICE OF LOCAL GOVERNMENT

As per Clause 33A (4) of the Companion Animal Regulation 2008, all dog attacks must be entered into Companion Animal Register within 72 hours. The Office of Local Government publishes quarterly reports on dog attack data reported by Council. Cobar Shire Council has confirmed all dog attack incidents known and have listed them on the Companion Animal Register for each quarter.

FINANCIAL EXPENDITURE

\$89,383 has been spent on companion animal management and related activities during this reporting period.

COMMUNITY EDUCATION AND DE-SEXING STRATEGIES

Council has developed an education program focusing on awareness of companion animal responsibilities and de-sexing of companion animals. This program has utilised a number of communication mediums such as notices in the local newspaper, face to face communication and use of community notice boards.

SECTION 64 (COMPANION ANIMALS ACT) STRATEGIES

Every attempt was made to re-home suitable unclaimed seized or surrendered animals as per Section 64 of the Companion Animals Act as an alternative to euthanasia for unclaimed animals.

OFFLEASH AREAS

The available off-leash areas are extensive and exceed the demand for these areas.

FUND FOR MANAGING AND CONTROLLING COMPANION ANIMALS

Registration Fees received for 2014/2015 totaled \$11,644 of which 80% (\$9,315) was retained by Council and 20% sent to the Office of Local Government.

The retained fees were spent on the following:

- Costs associated with running Councils pound such as cleaning, water, feed, veterinary costs and management costs;
- Printing costs for education material;
- Costs associated with managing leash free areas such as cleaning, patrols, replenishment of waste bags;
- Costs associated with collection of stray companion animals such as vehicle running costs, safety equipment, cleaning costs, maintenance and purchase of cat traps and staff resource costs;
- Costs associated with providing a micro-chipping service.

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PARTNERSHIPS, CO-OPERATIVES OR OTHER JOINT VENTURES – SECTION 428 (2) (O)

Council was not involved in any partnerships, co-operatives or joint ventures during 2014/2015.

PUBLIC INTEREST DISCLOSURES ACT 1994 (SECTION 31)

Nil applications were received during 2014/2015.

GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009 (SECTION 125)

A separate Annual Report has been provided under the Government Information (Public Access) ACT 2009 (Section 125).

One application was received in 2014/2015 with appropriate disclosure.

CONDITION OF PUBLIC WORKS

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CONDITION OF PUBLIC WORKS – SECTION 428(2) (D)

This is a report on the conditions of public works (including public roads, water and sewerage schemes, drainage works and public buildings) under the control of the Council as at the end of the year, together with;

- An estimate (at current value) of the amount of money required to bring the works up to satisfactory standard.
- An estimate (at current Values) of the annual expense of maintaining the works at that standard.
- The Council's program of maintenance for that year in respect of the works.

Special Schedule 7 provides details required. Additional information is provided below:

COUNCIL LOCAL AND REGIONAL ROADS

Council maintains of 40.5 km sealed urban local roads, 6.8 km unsealed urban local roads, 109.6 km sealed rural local roads, 1,515.8 km unsealed rural local roads, 284.9 km sealed regional roads, 335.1 km unsealed regional roads.

The sealed roads have a top sealed surface that varies in age from new to 15 plus years old.

Very little resealing has been undertaken in the last few years, which is leading to a backlog of resealing. Council has obtained additional funding as a result of a Special Rate Variation which enabled Council to implement a road resealing and gravel resheeting program in 2014/2015. This program has commenced in reducing the backlog of work.

If it is assumed the seal has a ten year life before requiring resealing so at least 44 km of resealing should be undertaken each year. It is likely the backlog is realistically closer to 100 km but as no reliable records for seal history are available there is a significant data gap. Based on 100 km backlog and \$32,000/km for resealing there is at least \$3-4 million of outstanding work on the sealed roads network. Failure to deal with this backlog may result in some sealed roads having to revert to an unsealed surface in the future.

Of the 1,857.7 km of unsealed roads very little has an adequate gravel surface. This leads to the situation where all unsealed roads are closed every time a rain event occurs. This leads to significant inconvenience to road users and in some cases totally ignoring road closures which in turns leads to damage due to roads being used during wet weather and additional maintenance cost to Council. If it is assumed that all regional unsealed roads and 20% of unsealed local roads should have good gravel surfaces so they can be used in most weather conditions, gravel is required on 370 km of road at a cost of approximately \$10,000 – \$40,000/km equates to \$4 – \$15 million. This is obviously unaffordable, however unless this issue is addressed ongoing road closures and road user dissatisfaction will continue.

UTILITIES

Council operates water systems in Cobar, Nymagee, Mt Hope, Euabalong and Euabalong West and a sewerage scheme in Cobar.

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COBAR WATER SUPPLY

The two existing potable water storage reservoirs are in good condition with internal cleaning and general maintenance being required.

The major repair that is required to be carried out is the replacement of the roof and associated roofing structure of the main reservoir located on the Fort Bourke water treatment plant site.

The water supply reticulation within the township of Cobar is a mixture of material and classes and consist of Cast Iron (CI), Ductile Iron Cement Lined (DACL), Un-plasticized Polyvinyl Chloride (PVC), Asbestos Cement (AC) and Polyethylene (PE) pipes. The main area of concern is where old cast iron main were decommissioned, and the process used was to leave them connected to the existing reticulation and only turn off the valves. As the valves within the system are in poor condition they continually to let water pass through into the decommissioned mains and this has added to the number of main breaks that occur.

A program has been set in place for the replacement of faulty valves that will allow for isolation of mains and the total disconnection of decommissioned mains from the towns reticulation System.

NYMAGEE WATER SUPPLY

During the 2013/2014 financial year the installation of a shed, generator, pump and telemetry has allowed for a higher level of water supply security to the village of Nymagee than had previously been experienced.

MT HOPE WATER SUPPLY

During the 1960s the water supply to Mt Hope consist of a 10ML ground storage dam, a 3.6Kw submersible pump suspended from a pontoon and two 45KL Fiberglass tanks that are located on top of the Dam wall. The process involved in the preparation for delivery of water to the 45KL storage tank on top of Mt Hope is as follows:

- Water transferred from the ground tank to one of the two fiberglass tanks has alum added prior to the tank to aid in in the coagulation and to facilitate settlement of particles contained within the dam water.
- The water is transferred to a second tank from where a multi-stage 5Kw pump transfers the water by 5.0 km of 63mm polyethylene pipe (PE) to a third 45KL reinforced concrete tank located on top of Mt Hope. The water the water is then reticulated to the village on Mt Hope (population of 30 people) by 2.0 km of 100mm AC water main.

The raw water supply reticulation for the township of Mt Hope is in good condition with no immediate replacement work required.

CONDITION OF PUBLIC WORKS

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EUABALONG, EUABALONG WEST WATER SUPPLIES

The Raw Water supply for the two towns were first established in 1950 and 1960 by providing an extraction points on the Lachlan River for each town and each installation includes a multi stage 5.5kW pump.

The Euabalong supply is transferred to 4.0km of 100mm AC main to a 18.0m high by 6.0m diameter 0.25ML steel raw water storage reservoir from which the water is then reticulated throughout to 60 residents by 4.0km of 100mm AC water main.

The Euabalong West supply is similar to that of Euabalong whereas the raw water is transferred to 10.0km of 100mm AC main to an 18.0m high by 6.0m diameter 0.25ML steel raw water storage reservoir from which the water is then reticulated throughout to 50 residents by 3.0km of 100mm AC water main.

All the smaller townships' raw water supply reticulation is in good condition with no immediate replacement work required.

Recent test holes drilled within the Euabalong area with a view to supplementing the existing raw water supply failed to produce any worthwhile useable supply for the townships of Euabalong and Euabalong West.

COBAR SEWERAGE SCHEME

During the 2014/2015 financial year, the refurbishment of the sewerage pump station will be carried out. This work will involve the replacement of failing pipe and steel work, surface preparation, repair and coating of all internal concrete surfaces and the refurbishment of the existing pumps.

Other projects to be carried out include the installation of chlorination equipment for effluent reuse, Sewerage Treatment Plant lagoon wall stabilization and refurbishment and the installation of a pressure sewer scheme into the industrial area of Cobar removing the existing septic and waste systems that are failing and do not meet the existing standards and regulations.



PAYMENT OF EXPENSES & PROVISION OF FACILITIES TO MAYOR & COUNCILLORS POLICY (SECTION 428 (2) (F))



COBAR SHIRE COUNCIL

Annual Report 2014-2015

INTRODUCTION

This policy is made under the Local Government Act 1993 and directly relates to Sections 252 through to 253 of the Act, and the Guidelines for the Payment of Expenses and the Provision of Facilities for Mayors and Councillors in NSW. The Act requires Council to adopt a policy concerning the payment of expenses and the provision of facilities to the Mayor and Councillors.

In accordance with Clause 403 of the Local Government Regulation 2005, the Policy for Payment of Expenses and Provision of Facilities to Mayor and Councillors does not include provision for a general expense allowance. It is not appropriate or lawful for councils to pay general allowances unrelated to actual expenses incurred and which are designed to supplement Councillors' annual fees.

Clause 217 of the Local Government Regulation 2005 requires a Council to include in its Annual Report:

- total cost of expenses and the provision of facilities for the mayor and all Councillors, as well as:
 - Cost of the provision of dedicated office equipment allocated to Councillors on a personal basis such as laptop computers, mobile phones, telephones and facsimile machines, and Internet installed in the Councillors' homes (including line rental and internet access). This item does not include the costs of using this equipment (such as calls).
 - Cost of phone calls including mobiles, home located landlines, facsimile and internet service.
 - Spouse/partner/accompanying person expenses (limited to circumstances outlined below).
 - Conference and seminar expenses.
 - Training and skill development expenses.
 - Interstate and overseas travel expenses (including subsistence and out-of-pocket expenses).
 - Care and other related expenses (of dependant to enable a Councillor to undertake his/her civic functions).

Spouse/partner/accompanying person

There are limited instances where certain costs incurred by the Councillor on behalf of their spouse, partner or accompanying person are properly those of the Councillor in the performance of his or her functions. (An accompanying person is a person who has a close personal relationship with the Councillor and/or provides carer support to the Councillor).

1. Meeting the reasonable costs of spouses and partners or an accompanying person for attendance at official council functions that are of a formal and ceremonial nature is considered appropriate when accompanying Councillors within the local government area.

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2. Limited expenses of spouses, partners or accompanying persons associated with attendance at the Local Government and Shires Associations' annual conference could be met by Councils. Expenses are limited to cost of registration and official conference dinners – travel expenses, additional accommodation expenses, and cost of partner tours would be the personal responsibility of individual Councillors.
3. Consideration should be given to payment of expenses for spouse, partner or accompanying person of a mayor (or a Councillor when they are representing the mayor) when they are called on to attend an official function of Council or carry out an official ceremonial duty while accompanying the mayor (or a Councillor when they are representing the mayor) outside the council's area, but within the state.
4. Council shall not pay the costs and expenses of any spouses, partners or accompanying persons who accompany a Councillor at any event or function outside the council area, including interstate or overseas, other than in clause 2 above.
5. The cost of spouses, partners or accompanying persons accompanying Councillors to seminars and conferences and the like is not to be met by Council.

Schedule 1 of the *Government Information (Public Access) Act 2009*, provides for the public to be able to inspect, during office hours, at the council, and at no charge, the current version and the immediately preceding version of the council's expenses and facilities policy. The public is entitled to a copy of the policy, either free of charge or on payment of a reasonable copying charge.

PART 1 – PRELIMINARY

1. CITATION

This policy is in accordance with the requirements of the *Local Government Act, 1993*, and will be cited as the "Payment of Expenses and Provision of Facilities to Mayor and Councillors Policy".

2. COMMENCEMENT

- This policy was revised by Council on 25th November 1999;
- This policy was revised by Council on 24th August 2000;
- This policy was revised by Council on 26th June 2001;
- This policy was revised by Council on 15th April 2004;
- This policy was revised by Council on 27th January 2005;
- This policy was revised by Council on 22nd February 2007;
- This policy was revised by Council on 25th March 2010;
- This policy was revised by Council on 28th April 2011;
- This policy was revised by Council on 24th May 2012;
- This policy was revised by Council in September 2012;
- This policy was revised by Council in September 2013;
- This policy was revised by Council in September 2014.

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3. PURPOSE OF THE POLICY

The purpose of this policy is to ensure that Councillors receive adequate and reasonable expenses and facilities to enable them to carry out their civic duties. It ensures that these are provided in an accountable and transparent manner.

PART 2 – CONFERENCES/SEMINARS & OFFICIAL DELEGATE DUTIES

4. ATTENDANCE AT CONFERENCES/SEMINARS & OTHER MEETINGS

PART 2 APPLIES TO:

- (a) Councillors nominated to attend conferences, seminars and similar functions by:
- the Council, through resolution duly taken
 - the Mayor, acting within his/her delegated authorities and subject to due budget requirements being adhered to.

In addition, the Mayor may nominate a substitute attendee in his or her stead for functions within the Council area or the general regional area on those occasions where the Mayor is unable to be in attendance.

- (b) Councillors appointed as official Council delegates to attend meetings/functions of external organisations of which Council is a member.
- (c) Administrators of Councils, if appointed.

5. WHAT CONFERENCES AND SEMINARS MAY BE ATTENDED

The conferences, seminars, workshops, courses and similar to which this policy applies shall generally be confined to:

- Local Government NSW Annual Conference
- Western Division Group of Shires Annual Conference
- Special "One-Off" Conferences called by the Local Government Association on important issues.
- Local and Regional Conferences and Congresses of the various local, regional and state organisations of which this Council is a member, or has observer status or an application with.
- Suitable training courses and seminars considered appropriate by Council conducted by reputable and professional training organisations which further the training and development efforts of the Council with such attendance being within the budget framework.

Councillor expenses may not be used to support attendance by Councillors at political fundraising functions.

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6. REGISTRATION

The Council will pay all normal registration costs which are charged by the organisers, including the costs of related official luncheons, dinners and tours which are relevant to the interests of the Council or assist Councillors to discharge the functions of their Civic Office.

7. EXPENSES INCURRED

Payment or reimbursement of expenses incurred or to be incurred shall be subject to the requirements that:

- (a) Travel expenses relate to travel that is on Council business, including:
 - appointments and meetings involving Council business,
 - to and from the periodical conferences and seminars of Local Government related organisations (generally as listed in Clause 4 and Clause 5 of this Policy) at which attendance has been approved;
- (b) the travel is undertaken with all due expedition, and by the shortest practicable route;
- (c) only reasonable amounts are claimed or accepted towards necessary out-of-pocket expenses;
- (d) out-of-pocket expenses for which amount are claimed relate only to the verified costs of meals, travel, registration fees, accommodation, stationery and the like;
- (e) any time occupied or travel incurred in other than Council business is not included in the calculation of expenses to be paid; and
- (f) the claim is made not later than three (3) months after the expenses were incurred, and upon voucher form for payment.

8. PAYMENT IN ADVANCE

- The Council will normally pay registration fees, accommodation deposits and airline tickets direct in advance. Where this is not appropriate or possible, a cash allowance or cheque equivalent thereto will be paid to the attendee in advance.
- An allowance for estimated out-of-pocket expenses may be paid to an attendee in advance, subject to a reconciliation statement, verification of expenses and the refund of any unexpended amount being submitted within a reasonable period after the close of the conference, seminar or function.

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9. CATEGORIES OF PAYMENT OR REIMBURSEMENT

Subject to nomination in accordance with the provisions of Clause 4, the categories of payment or reimbursement are as follows:

(A) PROFESSIONAL DEVELOPMENT

- Councillor training and development must be provided for in a separate policy with a separate provision in council's budget for the payment of training and development expenses for Councillors.
- It is essential that the expenses incurred for training or education courses must directly relate to the Councillors civil functions and responsibilities.

(B) TRAVEL

- All reasonable travel costs will be met by the Council. Where appropriate, travel will be provided by air (economy class). Depending upon the circumstances, it may be more appropriate for travel to be undertaken by car.
- Travel by motor vehicle may be undertaken by Council vehicle (where available) or by private vehicle, subject to prior approval from the General Manager. Persons using private vehicles will be paid the mileage allowance at the then current rate set by the appropriate Local Government Industrial Award from time to time, but subject to any such payment not exceeding economy class air fares to and from the particular destination.
- Costs of vehicle hire and/or taxi fares which are reasonably incurred while attending Council business will be reimbursed by the Council.

(C) ACCOMMODATION

Reasonable accommodation costs (including meals) including the night before and/or after the Council business where this is necessary, will be met by the Council.

(D) OUT-OF-POCKET EXPENSES

Reasonable out-of-pocket expenses will be provided or reimbursed for costs associated with attending the conference, seminar, meeting or function including entertainment.

(E) SPOUSE/PARTNER

Where the attendee is accompanied by his or her spouse/partner, the attendee will be required to pay for any cost supplement involved in the accommodation (room only). All other costs for the spouse/partner (including travel and meals) are to be borne by the attendee.

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PART 3 – FACILITIES FOR MAYOR AND COUNCILLORS

10. MAYOR

The Mayor is entitled to receive the following benefits:

- Mayoral allowance *as determined by Council annually and* paid monthly in addition to the normal Councillors *allowance as determined by Council annually*, as per legislation;
- Transport being provided for use on appropriate occasions;
- Executive support services relating to the discharge of his/her civic functions, including use of official stationery and postage of official correspondence;
- Administrative assistance associated with civic functions, meetings and the like;
- Office refreshments;
- Facsimile machine and computer access;
- Supply of Name Badges, Business Cards, Diaries, Memo books and Attache case;
- Travelling expense reimbursement for attendance at Council meetings where travel is in excess of ten (10) km from Councillor's residence is involved;
- Reasonable accommodation costs before and/or after Council meetings, Committee meetings or other official duties;
- A mobile telephone, with the Mayor to reimburse Council for the cost of all private calls, to be itemised on the telephone account on a monthly basis;
- Provision of a motor vehicle for all uses, and to be made available for the use by Councillors and staff on Council business, approved by the General Manager. The Mayor is required to reimburse Council for all private fuel used, and to keep the vehicle in a clean condition.

NOTE: The residence is the ordinary place of residence determined by the Councillor and is not necessarily the residential address shown on the electoral roll.

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11. DEPUTY MAYOR AND COUNCILLORS

The Councillors, including the Deputy Mayor are to receive the following benefits *each year*:

- Payment of annual fees in accordance with Sections 248 and 249 of the Act, **as determined by Council annually and** paid monthly in arrears.
- Use of Council Chambers, telephone and limited hospitality facilities.
- Executive support Services relating to the discharge of his/her Civic function, including use of official stationery.
- Postage of official correspondence dealing with Council business.
- Access to facsimile and photocopying facilities.
- Transport to official functions (if needed) when deputising for the Mayor.
- Supply of Name Badges, Business Cards, Diaries and Memo Books.
- Travelling expense reimbursement for attendance at Council meetings where travel of in excess of ten (10) km from Councillor's residence is involved
- Reasonable accommodation costs before and/or after Council meetings, Committee meetings or other official duties.

NOTE: The residence is the ordinary place of residence determined by the Councillor and is not necessarily the residential address shown on the electoral roll.

12. INSURANCE

Councillors are to receive the benefit of insurance cover for:

PERSONAL INJURY

Whilst ever on Council business, worldwide, covering bodily injury caused by Accidental, violent, external and visible means up to a sub-limit for death and capital limits of \$200,000. Also covering permanent disablement, temporary total disability and temporary partial disability. The cover does not include medical expenses.

PROFESSIONAL INDEMNITY

For matters arising out of Councillors performance of civic duties or exercise of their functions as Councillors provided the performance or exercise of the relevant civic duty or function is in the opinion of Council bona fide and/or proper and is carried out in good faith, as required under 731 of the Local Government Act, BUT subject to any limitation or conditions set out in the policy of insurance, which is, at the direction of Council, taken out.

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PUBLIC LIABILITY

For matters arising out of Councillors performance of civic duties or exercise of their functions as Councillors, carried out in good faith BUT subject to any limitations or conditions set out in the policy of insurance which is, at the direction of Council, taken out.

12.2 LEGAL ASSISTANCE

In the event of:

- (a) An enquiry, investigation or hearing by any of:
 - The Independent Commission Against Corruption
 - The Office of the Ombudsman
 - Department of Local Government
 - The Police
 - The Director of Public Prosecutions
 - Council's Conduct Review Committee/Reviewer
 - The Local Government Pecuniary Interest Tribunal; or
 - Any other tribunal or authorised body into the conduct of a Councillor; or
- (b) Legal proceedings being taken by or against a Councillor, arising out of or in connection with the Councillor's performance of his or her civic duties or exercise of his or her functions as a Councillor, Council shall reimburse such councillor, after the conclusion of the enquiry, investigation, hearing or proceeding, for all legal expenses properly and reasonably incurred, given the nature of the enquiry, investigation, hearing or procedure, on a solicitor/client basis, PROVIDED THAT:
 - (i) The amount of such reimbursement shall be reduced by the amount of any monies that may be or are recouped by the Councillor on any basis.
 - (ii) The Councillor's performance or exercise of the civic duty or function was in the opinion of Council bona fide and/or proper, and the Councillor acted in good faith as required under Section 731 of the Local Government Act and the matter before the investigative or review body has proceeded past any initial assessment phase to a formal investigation or review. Legal costs must only be provided where the investigative or review body makes a finding that is not substantially unfavourable to the Councillor.
 - (ii) The amount of such reimbursement shall be limited to the extent that only fees charged at a rate equivalent to the hourly rate then being charged by Council's solicitors will be paid, i.e. any portion of the expenses representing any hourly charge rate higher than the hourly charge rate of Council's Solicitor will not be reimbursed; and
 - (iv) The Councillor is not the plaintiff in the action.

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- c) Provision of legal advice relating to a pecuniary interest, conflict of interest or matter governed by the code of conduct which in the opinion of the General Manager is necessary to clarify the particular Councillor's responsibilities in the performance of his/her duties as a Councillor.

14. ESTABLISHMENT OF MONETARY LIMITS AND STANDARDS

The following currently apply as monetary limits to expenses:

Expense	Mayor	Deputy Mayor	Individual Councillors
	Maximum Annual Expense Limits		
Agreed training	\$23,000 in total		
Mandatory Councillor Information session			
Conferences & Seminars			
Local travel	\$25,000 in total		
Interstate Travel	As per Council resolution	As per Council resolution	As per Council resolution
Overseas Travel	Not Applicable	Not Applicable	Not Applicable
Motor Vehicle	Reimbursement to Council for private travel	Council Vehicle for attending out of area functions	Reimbursement to Council for private travel
Mobile Phone	Reimbursement to Council for private calls	Not Applicable	Not Applicable
Internet Access	Not Applicable	Not Applicable	Not Applicable
Stationery	\$200	\$100	\$100
Business Cards, Name tags, etc	\$125	\$125	\$125
Corporate Uniform (50% contribution)	Not Applicable	Not Applicable	Not Applicable
Mayoral Office Refreshments	\$250	\$250	\$250

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15. PRIVATE BENEFIT

Councillors shall not obtain private benefit from the provision of equipment and facilities, nor from travel bonuses such as 'frequent flyer' schemes or any other such loyal programs while on council business

In situations where private use occurs, a payment shall be made to cover the level of that private use (refer S252(2) of the Local Government Act 1993).

16. APPROVAL RECONCILIATION AND REIMBURSEMENT

- Approval must be sought and gained prior to expenses being incurred, and where significant expenses and facilities occur, at a full meeting of the council. If that is not possible, joint approval by the mayor and general manager is required. If the mayor requires approval, it should be given jointly by the deputy mayor (or another Councillor) and the general manager.
- The approved Councillor Claim Form is to be used for all claims (see attached)
- Claims are to be submitted not later than three (3) months after the expenses were incurred.
- Refer to 7. Expenses Incurred on page 6 of this document.

17. RETURN OF EQUIPMENT AND FACILITIES

The Mayor and Councillors are required to return equipment and other facilities to the Council after the completion of their term of office, extended leave of absence or at the cessation of their civic duties.

18. DISPUTE RESOLUTION

Should dispute(s) arise about the provision of expenses and facilities the matter is to be resolved by determination of the General Manager, in compliance with Council's Policy, in the first instance. Should the Councillor consider the General Manager's determination to be incorrect then the matter shall be reported for determination by the full Council at the next available Council meeting.

19. RELEVANT DOCUMENTS

- Local Government Act 1993 (Local Government Amendment Act 2005)
- Local Government Regulation 2005
- DLG Circular 08/24 Misuse of council resources
- DLG Circular 08/37 Council decision making prior to ordinary elections
- DLG Guidelines for the payment of expenses and the provision of facilities for mayors and Councillors in NSW
- DLG Circular 11/27 Findings from Review of Councillor Expenses and Facilities Policies

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COUNCILLOR'S CLAIM FORM

NAME OF COUNCILLOR _____

CLAIM FOR THE MONTH OF: _____

1. CLAIM FOR PRIVATE CAR EXPENSES TO ATTEND COUNCIL MEETINGS & APPROVED FUNCTIONS

- Vehicles less than 2.5 litres are calculated at \$0.68¢ per kilometre
- Vehicles 2.5 litres or more are calculated at \$0.78¢ per kilometre

JOB NUMBER 10014

DATE	DESCRIPTION OF CLAIM	NO. OF KMS	RATE	AMOUNT (\$)
			SUB TOTAL	\$

2. CLAIM FOR REIMBURSEMENT OF EXPENSES INCURRED ON COUNCIL BUSINESS

JOB NUMBER 10015

DATE	DESCRIPTION OF CLAIM	AMOUNT (\$)	
		SUB TOTAL	\$

TOTAL CLAIM

1. Sub Total			
2. Sub Total			
		TOTAL CLAIM	\$

DECLARATION

COUNCILLOR SIGNATURE: _____

DATE OF SUBMISSION: _____

OFFICE USE

AUTHORISED BY: _____

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AMENDMENT LIST

POLICY PAYMENT OF EXPENSES & PROVISION OF FACILITIES TO MAYOR & COUNCILLORS

VERSION	DATE ADOPTED	MINUTE NUMBER	DATE COMMENCED	NOTIFIED IN LOCAL PAPER
1	26.02.2009	6.2.2009	27.02.2009	N/A
2	25.3.2010	19.3.2010	26.3.2010	N/A
3	28.4.2011	73.4.2011	29.4.2011	N/A
4	24.05.2012	106.5.2012	25.05.2012	YES
5	25 10 2012	275.10.2012	26.10.2012	YES
6	24 10 2013	244.10.2013	25.10.2013	YES
7	25.09.2014	183.9.2014	26.09.2014	N/A