



ANNUAL REPORT

2015-2016



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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Council has had another busy year in our constant strive to seek additional capital funding to improve our infrastructure and to undertake capital works. Council continued to work with NSW Public Works to implement the large projects awarded under the Resources for Regions program in terms of preliminary works for the new Water Treatment Plant and sewer network upgrades. Council also supported the Cobar Water Board to implement the pipeline replacement project awarded under this program.

Council has focused efforts on gaining much needed additional funding for the road network. Thanks to additional grant funds, we undertook a very large works program this year and despite the rain towards the end of the year, we completed most of the works.

Work has commenced on the new Multipurpose Health Service for Cobar, where a new hospital will be built adjacent to a revamped Lilliane Brady Village. This is an exciting project that will result in improved health outcomes for our elderly and those requiring hospital services. I hope it will attract new services to our hospital. Community consultation and design work will continue on this project next year.

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.

Council participated in the NSW Government's Far West Initiative and many legislative reviews and studies that have been undertaken this year. This all places additional pressure on our staff and resources and I sometimes question what we get in return.

Our staff are a key asset and I thank them for their efforts throughout the year to provide quality services to the community. I welcome our new General Manager and look forward to some exciting changes in the coming year. 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". The ink is dark and the signature is fluid and legible.

**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**

- 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
- Airport Advisory Committee
- Local Traffic Committee
- Economic Taskforce
- Ward Oval Sports Advisory Committee
- Cobar Water Board



**Councillor
John Harrison –
Resigned May 2016**

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

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**Councillor
Marsha Isbester –
Resigned February
2016**

- 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
Tracey Kings**

- Finance & Policy Committee
- Works Committee
- Western Division Councils of NSW
- Mungindi/Menindee Water Users Group
- Rural Roads Advisory Committee
- Australia Day Awards Committee



**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
- 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
- Western Regional Weeds Committee (Alternate)



**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



**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 Roads 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)	14	14
Peter Abbott (Deputy Mayor)	14	14
John Harrison	13	4
Marsha Isbester	9	7
Tracey Kings	14	10
Jarrod Marsden	14	12
Greg Martin	14	11
Peter Maxwell	14	13
Bob Sinclair	14	12
Harley Toomey	14	12
Ray Wilson	14	6
Peter Yench	14	10

COUNCILLOR FEES – SECTION 428 (2) (F)

Total Councillor Fees for 2015/2016	Amount
Election expenses	\$0
Mayor	\$23,444.00*
Councillors (12)	\$123,471.00

* Excludes Councillor Fee

COUNCILLOR ALLOWANCES – SECTION 428 (2) (F)

Total Councillor Allowances for 2015/2016	Amount
Councillors travelling and accommodation	\$17,589.00
Councillors meals etc	\$3,809.00
Provision of dedicated office equipment allocated to Councillors	\$0
Telephone calls made by Councillors	\$0
Attendance of Councillors at conferences and seminars	\$6,182.55
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

Annual Report 2015-2016

The Annual Report is an important document that allows Council to provide a Report Card to the Community on how we have performed.

The structure of the Annual Report is in accordance with the requirements placed on Council's and should allow the community to understand how this Council delivered what it said it would.

The Community Strategic Plan performance is detailed in the Annual Report and guides the Council and Staff in the activities required to meet the actions within each objective (Community, Economy, Governance and Infrastructure). While this plan is a living document a full review will be required to be undertaken with our communication in 2016/2017.

Our financial position is also included within this Report until the Audited Financial Statements 2015/2016 has provided:

Some of the key issues that Council undertook in 2015/2016 are as follows:

- Signing Memorandum of Understanding to progress the Multi-Purpose Health Service;
- Introduction of Vacation Care;
- Successful roll out of the Services NSW Agency;
- Two ALGA Heart Foundation Awards for the Skate Park were received;
- Well attended Festival of the Miners Ghost which was augmented by our Youth Council Peaks of Colour Fun Run;
- Inspected on average 39 food premises including cafes, restaurants, school canteens, service stations, pubs and clubs;
- Collected close to 6,000 tonnes of domestic waste (just from Cobar);
- Council works with a local dog re-homing organisation and other re-homing organisations across Australia, Queensland and New South Wales;
- We commenced an environmental education program with two of the three schools in Cobar and are working with these schools to develop future programs.

Council continues to seek additional funds from Grants to support our road and infrastructures in order to ensure they meet current and future demands.

In relation to our future Cobar Shire is part of the 8 Councils that State Government plans to help improve services in the Far West through the Far West Initiative. The process to date has involved the Mayor and General Manager of the 8 Councils in order to assist in the State Government producing a Public Consultation Paper for the community input. The timing of the consultation was to occur in August/September 2016 prior to the Council Elections in September 2016.

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I would like to thank the Councillors and Staff for their commitment and passion for the Shire and its communities. I look forward to helping improve and strengthen our future services and opportunities.

A handwritten signature in blue ink, appearing to read 'P. Vlatko'.

Peter Vlatko
GENERAL MANAGER

ORGANISATIONAL STRUCTURE

Annual Report 2015-2016

COUNCIL

MAYOR



GENERAL MANAGER
Peter Vlatko – commenced
May 2016

- 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



GENERAL MANAGER
Gary Woodman – vacated
January 2016



DIRECTOR OF PLANNING & ENVIRONMENTAL SERVICES
Garry Ryman

- 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
Stephen Taylor

- 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
- Skate Park

SENIOR STAFF REMUNERATION

Annual Report 2015-2016

SECTION 428 (2) (G)

During the period 1 July 2015 to 30 June 2016, the total salary package paid for the two (2) Senior Staff Positions (General Manager) totalled:

Peter Vlatko

REMUNERATION PACKAGE RANGE – 2015/2016	AMOUNT
Total value of salary component of package	\$185,000
Total amount of any bonus payments, performance or other payments that do not form part of salary component	\$0
Total SGC contribution to superannuation	\$15,575
Total value non-cash benefits	\$7,250
Total fringe benefits tax for non-cash benefits	\$0
TOTAL REMUNERATION	\$209,825

Gary Woodman

REMUNERATION PACKAGE RANGE – 2015/2016	AMOUNT
Total value of salary component of package	\$185,000
Total amount of any bonus payments, performance or other payments that do not form part of salary component	\$0
Total SGC contribution to superannuation	\$15,575
Total value non-cash benefits	\$7,250
Total fringe benefits tax for non-cash benefits	\$6,800
TOTAL REMUNERATION	\$216,625

CONTRACTS AWARDED

Annual Report 2015-2016

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 2016.

CONTRACTOR NAME AND ADDRESS	DESCRIPTION OF CONTRACT	AMOUNT PAID IN 2015/2016
Cadia Plumbing GPO Box 2220 SYDNEY NSW 2001	Supply of Pipes and Assoc. Fixtures to Cobar Shire Council	\$205,270.00
Bruce's Contracting Services Pty Ltd 3 Lewis Street COBAR NSW 2835	Supply of plant and services to Cobar Shire Council.	\$321,650.00
Clarke Concreting and Excavation Pty Ltd PO Box 53 COBAR NSW 2835	Supply of Concreting and Construction Services to Cobar Shire Council.	\$405,233.00
Webturn Pty Ltd (Sainsbury Automotive) 1-5 Bourke Street DUBBO NSW 2830	Supply of Vehicles to Cobar Shire Council	\$552,572.00
Tracserv 19 Purvis Lane DUBBO NSW 2830	Supply of Vehicles to Cobar Shire Council	\$242,441.00
Rollers Australia Pty Ltd PO Box 323 Double Bay NSW 1360	Supply of Plant and Equipment to Cobar Shire Council.	\$446,266.00
Fulton Hogan Industries Pty Ltd PO Box 682 Campbelltown NSW 2560	Road spray sealing within Cobar Shire.	\$2,220,351.00
Westrac 16 Thirteenth Street COBAR NSW 2835	Supply of Trades and Miscellaneous Services to Cobar Shire Council.	\$371,581.00
Stabilised Pavements of Australia Pty Ltd 234 Wisemans Ferry Road Somersby NSW 2250	Pavement stabilisation and modification within Cobar Shire Council.	\$486,525.00

CONTRACTS AWARDED

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CONTRACTOR NAME AND ADDRESS	DESCRIPTION OF CONTRACT	AMOUNT PAID IN 2015/2016
Origin Energy Electricity Pty Ltd Level 45, Australia Square 264-278 George Street SYDNEY NSW 2000	Supply of electricity to Cobar Shire Council.	\$173,837.00
Leisure and Recreation Group 22 North Street WEST WYALONG NSW 2671	Management of the Cobar Memorial Swimming Pool.	\$200,200.00
Castlyn Pty Ltd T/A Inland Petroleum 109 Erskine Street DUBBO NSW 2830	Supply of fuel to Cobar Shire Council.	\$456,249.00
Mcrowe 49-53 Cornish Street COBAR NSW 2835	Supply of plant and services to Cobar Shire Council.	\$196,550.00
J Prisk Contractors 9 Old Bourke Road COBAR NSW 2835	Supply of plant and services to Cobar Shire Council.	\$477,711.00
Statewide Mutual	Insurance	\$480,196.00
Statecover Mutual	Workers Compensation	\$673,098.00
Milbrae Quarries	Gravel Crushing Contract	\$1,046,587.00
Paveline International	Purchase of Paveline Truck	\$380,315.00
Look No Further	Labour Hire	\$158,423.00
MinStaff	Surveyor Services	\$156,203.00
TA Booth Transport	Supply of Plant & Services	\$285,736.00
Castlereagh Construction Group	Construction of RFS Shed	\$403,175.00
Momentum Energy	Supply of Electricity	\$183,768.00
THE Mining	Supply of Plant & Services	\$178,539.00

COMMUNITY

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	Determine effectiveness and appropriateness of Cobar Interagency and undertake secretarial services as required.	A Shepherd	100%	The Cobar Interagency has not met this year as there are several sub groups that are effectively operating. These include the Cobar Mental Health network, the Cobar Domestic Violence Action Group (which Council sits on) and the Cobar Community Services Forum (as part of the Integrated Care Project) which Council actively participates in. During the year Council also participated in the Cobar Public School's SPERG interagency which has since wound up due to a lack of involvement of participants.
Murrin Bridge and Lake Cargelligo Interagency	Represent Cobar Shire Council at the Interagency.	A Shepherd	100%	A watching brief was maintained for this interagency. Council was successful in working with the RMS to get grant funding for two much needed road projects in Murrin Bridge village. These works will be undertaken in 2016/2017.

COMMUNITY

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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

COUNCIL STRATEGY

1.2.1 Implement the actions outlined in the Youth Development Plan

DP Action	Action	Responsibility	Progress	Comment
Undertake School Holiday Activities through the Cobar Youth and Fitness Centre	Seek funding to undertake school holiday activities.	N Kriz	100%	School holiday program has been running for every school holidays this year. We charge for our cooking and craft days. All other activities run with equipment we already have. No grants 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%	We have had a number of competitions running with good numbers, activities like school holidays activities, youth week, Halloween discos, colour run and family fun day.

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%	Games night s and Play groups are all going well - games night has increased in popularity especially in Summer months after pool hours.
Organise Youth Week Activities	Youth Week activities to be organised in conjunction with Cobar Youth Council.	N Kriz	100%	Working well have organised Colour run, family fun day Discos and looking at running other event yet to be advertised.
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%	Craft activities & drawing workshops were offered during each school holiday break. 257 attendances recorded.

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.	P Vlatko	0%	The Schools Business Community Partnership Governing Committee did not meet.
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 & Mobile technology skill sessions were offered. 29 attendances recorded.

COMMUNITY OUTCOME

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

COMMUNITY

Annual Report 2015-2016

COUNCIL STRATEGY

1.3.2 Parents are supported in their role to raise their children and services are available to assist them build their parenting skills

DP Action	Action	Responsibility	Progress	Comment
Cobar Shire and TAFE library staff support parents via library services and outreach	Hold story time sessions, Library staff provide activities for children aged 6 months to 5 years and model early literacy for parents.	J Siermans	100%	Pre-school story time, rhyme and craft sessions were offered every Wednesday. 649 attendances were recorded for the year.

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 \$1 million in CCB and CCR was correctly administered over the past 12 months.
Administer and coordinate Children Services (FDC, COOSH, IHC)	Enrol and support families and children for Children Services.	K Lennon	100%	59 new families have joined our service in the past 12 months.
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%	This is an ongoing project as the Educators grow and change and the children grow and change.

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%	The craft packs are very well received with many positive and grateful feedback comments being received at the office.
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%	The children within our service enjoy an educational and varied program throughout the year.
Administer and coordinate Children Services (FDC, COOSH, IHC)	Recruit and support Family Day Care Educators.	K Lennon	100%	Steady numbers of Educators have been maintained which is good news especially with things in other areas quieter with the slowdown in mining.
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%	As we learn more about this there is more to learn so a constant area of work and improvement.

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%	Newsletters written and sent out as needed.
Investigate the provision of vacation care in Cobar	Investigate the options and implement if appropriate a Vacation Care Program.	K Lennon	100%	The vacation care program is a continuing success and will only become bigger and better. We operated vacation care in the January school holidays with 30 children attending over the 4 weeks. We operated again for the April school holidays with 41 children attending.
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.	P Vlatko	25%	This is ongoing. Further attempts to increase the number of educators across the region will be pursued.

COMMUNITY

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COUNCIL STRATEGY				
1.3.3 Increase the knowledge of the community on the range of services available in Cobarr 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.	P Vlatko	100%	Council website is continually updated and monitored. The Business Directory was updated in Q3.
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%	Staff actively updates the Community Services Directory. Held discussion with the Integrated Care team to combine their directory with ours - there directory will be uploaded to Council's website in Q1 of 2016/2017.

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 Festival of the Miner's Ghost was successful held in Q2 and was considered successful. The 2016 Festival of the Miner's Ghost is currently being organised. With two Committee Meetings held in Q4. The Festival is scheduled to be held in Q2 2016/2017 and the Committee are thinking up new ways to attract more visitors to Cobar.
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 2016 celebrations were held at the Cobar Memorial Swimming Pool in Q1. The Ambassador this year was Mr. Andrew Heslop. Andrew is a social Entrepreneur, commentator and community advocate. Cobar's Citizen of the Year was Mr. John DeBruin, Young Citizen, Ms Annie Mugugia, Sports Person, Ms Kailia Wharton, Services to Sport award, Mr Scott Griffiths, Community Event, The ANZAC Ball, Services to the Community Award, Mrs Kay Stingemore and the Kerrigundi Sports Award, Mr Ben Griffith. The event was attended by about 500 people. Senior's Week 2016 commenced in Q3 with the Rotary Club providing a BBQ in Drummond Park. The event was attended by about 60 locals and 10 visitors from the Hunter Valley. The dinner held on in Q3 at the Cobar Bowling and Golf Club. It was the event of the week and was attended by 100 people.

COMMUNITY

Annual Report 2015-2016

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%	Council regularly sends out grant information to community and sporting groups, schools, progress associations and other groups as information becomes available. Council actively encourages groups to apply for grants and willingly sits down with groups to develop their grant proposals.
Facilitate capacity building of community groups	Seek grant funding to run workshops to build capacity of community organisations to improve governance.	A Shepherd	100%	Council ran a workshop with MGH Associates in Q1 to assist Treasurers to increase their knowledge of their roles and the reporting requirements they must satisfy. 27 people attended. In Q2 Sport and Rec ran a workshop on grant writing. There were 20 participants. In Q4 the Bathurst Neighbourhood Centre (Volunteering NSW) presented workshops on how to increase the volunteer base and risk management. There were 18 participants.

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%	Promotional support for a number of clubs and organisations was given during 2015/2016.

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 continues to monitor the effects of changing rosters, employment in the mining industry and residential living within the Cobar mining community. The main impact for the year was a change from 4 and 4 rosters to 7 and 7, which has resulted in more people basing themselves out of the Shire and driving in and out for rosters. There was also a significant reduction in production (and therefore employment) at Endeavor Mine, resulting in people leaving town and a loss of confidence in the mining industry during Q3.

COUNCIL STRATEGY				
1.4.4 Support Aboriginal people and organisations to increase the broader community's awareness and 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.	P Vlatko	100%	No activities undertaken in 2015/2016.
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.	P Vlatko	100%	No action to date. Council continues to work with government agencies and other groups to build and promote the Indigenous Nursery Project at Fort Bourke.

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 and support to Outback Arts, Regional Arts Development Officer and the Local Arts Council.	P Vlatko	100%	Funding provided in Q1, numerous community programs have been run and supported by Council.
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 documents and store objects at the Great Cobar Heritage Centre that are relevant to Cobar's history and are compliant with the Collections Policy.	J Martin	100%	Collection continues to grow and is appropriately catalogued.

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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.	P Vlatko	100%	Participation undertaken as required.
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.	P Vlatko	25%	Relevant liaison with local health district in relation to MPHS proposal and attendance of Cobar Health Council. Department Representatives and Community consultation held in December to progress the MPS Proposal. Agreement reached to co-locate the Hospital and Aged Care Services to the Lilliane Brady Village site. Planning and design work now underway.

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	Participation in the Cobar Integration Project, CHAMP and other health initiatives to help identify and improve the level of allied health care services provided locally.	P Vlatko	100%	Council are constantly looking to improve Allied Health Service provisions. The CPHCC Project to convert the garage at 24 Harcourt Street into consulting rooms commenced in Q3 and is currently being reviewed to incorporate a master plan for the extension of the Medical Centre.

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	Increase utilisation of the Cobar Youth and Fitness Centre.	N Kriz	100%	Community activities like the Halloween Disco, community health exercise classes, Carewest and school groups have been held. We have built a good network of agencies. Approximately 8,000 drop in users and approximately 21,000 users of the Skate Park.

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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	Maintain and upgrade gym equipment and seek ways to secure additional services to deal with the demand (where space permits).	N Kriz	100%	Over all the Cobar Youth and Fitness centre gym has been maintain to a good standard. The Gym will need to start looking at replacing some equipment
Increase the use of the Cobar Youth and Fitness Centre	Run local sporting competitions at the Centre and the Skate Park.	N Kriz	100%	This year the skate park has become the place to be. We have had over 14,400 users in the skate park, two awards had several skate competitions and had BMX unchained for our family fun fair day.
Increase the use of the Cobar Youth and Fitness Centre	Strengthen community partnerships with a view to offering more structured after school youth activities.	N Kriz	100%	This year we have been working with community group to increase usage of the Centre. Barnardos, high school, care west community health to run structured activities.

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%	Contractor has operated the pool in accordance with the contract and submits monthly reports including detail of promotional activities.
Contract management of the Cobar Memorial Swimming Pool	Supervision of pool operations ensuring safety and convenience for all patrons is paramount and Pool Contract Management undertaken.	W Mills	100%	Contractor has operated the pool in accordance with the contract and submits monthly reports including detail of promotional activities.
Maintain all Council parks and reserves, including plants, trees and public facilities, the Skate Park and the Miners Memorial	Appropriate signage erected to indicate prohibited activities in parks and reserves.	W Mills	100%	Necessary signage review ongoing with the replacement of damaged and missing signage as required. Attender meetings that were held by sporting and other associated organisations within Cobar when available.

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, the Skate Park and the Miners Memorial.	Carry out regular patrols of parks and reserves.	W Mills	100%	Inspection of Council parks and reserves carried out daily and/or weekly by Urban Staff and are subject to location and usage of area.
Maintain all Council parks and reserves, including plants, trees and public facilities, the Skate Park and the Miners Memorial.	Complete the design and undertake the installation of the Miners Memorial in the Heritage Park.	A Shepherd	100%	Through a joint project with CQU, Peak Gold Mines and Cobar Shire Council, two CQU students came to Cobar to look at the site, speak with stakeholders and develop structural and architectural designs for the memorial. This design work has continued throughout the year, with designs nearing completion. This will allow a significant fundraising drive to commence early in 2016/2017. Local members have been approached to seek grant funding.
Maintain all Council parks and reserves, including plants, trees and public facilities, the Skate Park and the Miners Memorial.	Inspect and rectify defects of physical assets.	W Mills	100%	The ongoing repair and maintenance of Council's assets is carried out on an ongoing basis with maintenance and emergency works carried out as required and subject to available resources.

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, the Skate Park and the Miners Memorial.	Maintenance of sporting ground and associated facilities.	W Mills	100%	Regularly inspections carried out on all sporting grounds with necessary maintenance and repairs carried out as soon as practical following notification with work being subject to the availability of resources.
Maintain all Council parks and reserves, including plants, trees and public facilities, the Skate Park and the Miners Memorial.	Provision of a regular gardening and turf maintenance service.	W Mills	100%	The ongoing attention to gardens and turf maintenance service is provided for each of the Council's park and reserve within the Shire is carried out on a continual basis.
Maintain all Council parks and reserves, including plants, trees and public facilities	Tree pruning and husbandry of trees.	W Mills	100%	Tree pruning and husbandry of trees completed as required, and review of future requirements. Pruning and inspection of trees carried out on a continual basis.

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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	Purchase and install a mobile ablutions block as per the Sport and Recreation Grant.	W Mills	100%	Mobile Ablutions Block installed, project completed and in operation.

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%	Overall budget maintained 105% of budget expended & 106% of budgeted income received. Occupancy rate down for the year with Commonwealth Funding targeting home care packages thus people staying at home longer. There are currently 5 vacancies - 4 in Hostel and 1 Nursing Home. Several respite bookings to top up income. Engagement of ACFI funding specialists- Allied Care Group to assist with reviewing & assessing all current residents to ensure maximum funding is obtained. Eight current residents re submitted to Medicare for increased funding.
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%	Schedule audits completed as per schedule with all identified gaps managed as per facility policy and procedures to ensure quality service provided.

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%	Staff turnover is high due to the transit nature of the Cobar population associated with the mining industry. Positions are filled as vacancies occur to ensure staffing levels are maintained in line with the master roster as quickly as possible.
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 are fully accredited until August 2018 with the most recent audit by the Australian Aged Care Quality Agency occurred in late Q4. Resident care needs are regularly reviewed as per policy Residents have a choice of GP and these GPs have visited the facility regularly to review clinical management. Allied health services such as dietician, podiatry, speech pathology and hearing services were provided to those residents that required them.

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	Monitoring levels of aged care services provided at the Lilliane Brady Village.	S Huon	100%	Services provided in line with Aged Care Act and Principles and monitored by The Australian Aged Care Quality Agency. Infrastructure managed by Cobar Shire Council with regular maintenance as per maintenance program within budgetary allowances.
Provide appropriate services for residents at the Lilliane Brady Village	Promote community awareness and encourage ongoing resident involvement in community events.	S Huon	100%	Cobar community is very supportive of the facility both financially and socially. Community awareness and ongoing resident involvement in community events is proactively encouraged with residents attending many annual events such as Cobar Show, Seniors Week Programs and many advertised events as desired with support from staff. Many community groups regularly attend the facility and provide ongoing relationships and links between residents and community. This helps to minimise isolation and maintain a sense of belong to the wider community.
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%	The facility maintains a register for all complaints. Investigation & resolutions including any actions required such as staff training, resources etc. are recorded family member s, residents or staff. This process provides a transparent mechanism for concerns and complaints management from all stakeholders.

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COUNCIL STRATEGY				
1.5.4 Provide adequate infrastructure to care for older residents locally				
DP Action	Action	Responsibility	Progress	Comment
Undertake Lounge Extension Project	Complete Lounge Extension Project at LBV.	K Miller	100%	Extensions on the lounge at the Lilliane Brady Village were completed in Q4 2014/2015. The Lounge was getting a lot of use in the warmer months and has been greatly received by the Residents and visitors to the Village. The Residents have also started planting vegetation around the area.

COMMUNITY OUTCOME	
1.6 A safe and clean community	

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.	P Vlatko	100%	Meetings held in August 2015 and April 2016 with Councillors and senior staff attended and contributed. next meeting to be held in early Q1 2016/2017.

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	Provide secretariat services for the Cobar Liquor Accord.	P Vlatko	100%	Secretariat services have been provided for the Cobar Liquor Accord.
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.	P Vlatko	0%	It is expected that a new Safety Audit will be undertaken in 2016/2017. No further progression or meetings have occurred in 2015/16.

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%	Work carried out immediately on covering up and/or removal of graffiti when it occurs.

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	Undertake a Community Safety Audit.	P Vlatko	0%	Community Safety Audit scheduled for 2016/2017.
Implementation of actions outlined in the Cobar Crime Prevention Plan and Strategy	Update the action list for the Crime Prevention Plan.	A Shepherd	0%	Plan and Strategy implemented. New documents to be prepared in 2016/2017.
Work with the Cobar Domestic Violence Action Group to undertake local initiatives to reduce domestic violence in Cobar.	Input to monthly Domestic Violence Action Group Meetings and actively participate in local initiatives.	A Shepherd	0%	With changes in the funding of NGOs in Cobar and the changing focus of the government from domestic violence to homelessness, there were no meetings after Q1.

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 Section 68 Local Government Act applications were assessed and determined pursuant to Legislative provisions.
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%	All requests to undertake mandatory critical stage inspections during this reporting year were undertaken.
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	0%	No Complying Development Certificate 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%	All approved on-site sewage management systems are included in an electronic register.

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 were assessed and determined during this reporting year in accordance with statutory standards, 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%	Where requested, mandatory critical stage inspections were undertaken by council staff during this reporting year. Where mandatory inspections were not sought by the customer, council staff assisted the customer in line with Legislative restrictions.
Undertake regulatory obligations in relation to building and development	Process applications for Section 149 Certificates.	S Poulter	100%	All Section 149 applications were processed within 3 days.
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%	Where requested, inspection of sewage and drainage lines was undertaken during this reporting year.

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%	The management of on-site sewage management systems has been undertaken completely in accordance with Legislative provisions.
Implement the Cobar LEP and development control plans	Identify if Development Control Plans will be required to support Cobar LEP 2012 once the current NSW Planning Reforms are finalised.	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%	The lease, licence and land registers have been maintained.

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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%	The manual washing, scrubbing and cleaning of the CBD is carried out at selection periods of the year and this work is performed early in the morning prior to the normal operating hours of the businesses within the CBD.
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%	Street sweeping carried out within the area of the CBD daily with additional hand sweeping/water jetting carried as required.as required.
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%	Inspections and cleaning of the public amenities are carried out daily with maintenance and repairs carried out on an as need basis with emergency maintenance and cleaning being performed as required.

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 continual review of street sweeping program ongoing, with review of programme and carrying out the necessary inspection of work performed on a regular basis. Several delays within the street sweeping program due to mechanical repairs and break down of unit.
Maintain Council Buildings to an appropriate standard to ensure that buildings are occupiable	Maintenance and repair of Council buildings undertaken with available resources.	S Poulter	100%	All requested maintenance works were undertaken during this reporting year. Condition assessments of building assets have begun to identify maintenance needs, which will be factored into future works schedules.
Improve disability access to Council buildings and facilities to improve their accessibility by older people and people with a disability	Implement Disability Action Plan.	A Shepherd	100%	This was not undertaken due to a lack of resourcing. It is an action in the 2016/2017 AOP.

COMMUNITY

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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
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%	During this reporting capital funds were allocated to upgrade the principal access point to the Euabalong Library. This project was completed. Further access upgrade projects will be identified and undertaken during this next reporting year.

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.	S Taylor	90%	The completion of the Cobar Rural Fire shed has been delayed due to construction errors by the contractor.

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.	S Taylor	100%	RFS plant and equipment replacement program was completed for 2015-2016
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.	S Taylor	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.	S Taylor	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 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.	S Taylor	100%	Appropriate organisation and resources in place.
Have contingency plans in place to minimise the damage from threats from natural disasters	Assist RFS with Project Management for construction and commissioning of new RFS Headquarters in Cobar.	D Sechtig	90%	Construction of the new RFS shed is nearing completion. It has to be noted that the Builder has a large number of defaults that has to be addressed.
Have contingency plans in place to minimise the damage from threats from natural disasters	Develop Rural Addressing Program.	S Taylor	90%	Rural addressing markers will be installed in early 2016/2017.

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	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.	S Taylor	95%	The Local Emergency Management Plan was being updated during 2015-2016. The final draft plan is programmed to be considered for adoption by the Local Emergency Management Committee in Q1 2016-2017.
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.	S Taylor	100%	The Local Emergency Management Committee meets quarterly and has plans in place to effectively coordinate emergency services with Cobar Shire.

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.	S Poulter	100%	The majority of food inspections were completed during this reporting year. Completing 100% of the inspections was unable to be achieved due to a higher than expected level of non-compliance. 80% of the premises inspected were found to be breaching the Food Act during the inspection, which subsequently lead to the need for regulatory action. The remaining food premises will be inspected during the coming weeks.
Preserve and enhance public health by regulating and inspecting all relevant premises	Appropriate Public Health Education Campaign conducted.	S Poulter	0%	Resources available during this reporting year negated the ability to commence this public health campaign.
Preserve and enhance public health by regulating and inspecting all relevant premises	Investigation of public health incidents.	S Poulter	100%	Where complaints were received by Council during this reporting year, they were thoroughly investigated and appropriately actioned.
Preserve and enhance public health by regulating and inspecting all relevant premises	Prepare and provide appropriate reports and information for administration and budget.	S Poulter	100%	Information and reports are prepared and provided for administration and budget when sought.

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.	S Poulter	0%	During this reporting year, no inspections of public swimming pools were undertaken with respect to compliance with the Public Health Act. Currently there is a lack of sufficient staff resources and water quality testing equipment to enable this project to occur. This inability to test public swimming pools has been advised to NSW Health.
Preserve and enhance public health by regulating and inspecting all relevant premises	Swimming pool safety barriers inspected.	S Poulter	100%	Swimming pool barriers have been inspected during this reporting year in line with the swimming pool barrier inspection program. Where defects were identified, relevant regulatory action was taken.

ECONOMY

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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.	P Vlatko	100%	Discussions and ideas developed by the Economic Taskforce. Funding received and consultant engaged to undertake an economic study for the Shire which commenced in June 2016. Economic Taskforce committee to review its terms of reference and its future in Q1 2016.



Left: Canterbury's visit to Cobar for our Sister City Challenge.

Middle: Council's Outdoor Staff undergoing confined spaces training under Linsley Street.

Right: Council Staff in attendance at the Annual Induction Day.

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%	RDA Orana attended a meeting of the Cobar Business Association to talk about their projects. Representatives of the Economic Taskforce were also invited. MPREC also presented their plans for developing businesses in Cobar. Worked with DPI on the Economic Study. Held a meeting of government agencies for businesses to attend following the mining downturn. Agencies included TAFE, Training NSW and DPI.

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.	S Patterson	100%	There is definitely the possibility for additional trainee positions throughout the Organisation. In conjunction with the General Manager, the entire structure is currently being reviewed.

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%	Meetings of the Economic Taskforce were undertaken quarterly with a wide range of topics discussed. In particular, the Taskforce grappled with how to grow the business base of the Shire and ideas for new industries to attract and how to do it. This culminated in sourcing funding to undertake an Economic Study of the Shire in Q4. This study will be undertaken in Q1 of 2016/2017. A Steering Committee has been established and their first meeting has been held to guide the consultant's communication and engagement strategy.
Promote economic development within Cobarr Shire	Work with neighbouring councils to promote economic development across the region.	A Shepherd	100%	Seed Business Solutions engaged to undertake a new Economic Development Strategy with funding from the Energise Enterprise Fund and Council. First Steering Committee meeting held. Project to be completed Q1 of 2016/2017.

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%	Council acts as the "bank" on behalf of the Cobar Business Association to issue and receive Cobar Quids. They are reconciled daily.
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%	A workshop on Excel for business owners was held in Q1 with 12 attendees. Most business owners have Excel on their computer and did not fully understand how it could be used to improve analysis of the business. Worked with Cobar TAFE to hold free excel (intermediate and advanced) in December - extra workshops had to be held. Successfully sought grant funding to hold workshops to increase the customer base (visual merchandising, social media and problem solving). These will be held in Q1 2016/2017.

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%	Monthly meetings were held. In addition, a workshop on the Great Cobar Business Awards - categories, judging and presentations - was held with strong participation. In Q1 a planning workshop was held to look at the activities the business community would like their association to progress. Around 12 people attended and the resulting action plan informed the Associations priority areas.
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%	2016 Great Cobar Business Award categories revamped and awards launched in Q4. 2015 Christmas Street parade and shopping extravaganza very successful and a shop local competition run. 140 attended the 2015 business awards. Organised for the BEC to come to Cobar to meet businesses and offer their services.

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%	Cobar Enterprise Facilitation (CEF) was wound up in December 2015. Mainly as a result of a lack of co-founders and outcomes. The Committee still felt that there was a need for such a project, however given current resourcing levels the project was shut down.
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%	There is currently no interest from the community for a new industrial area in Cobar.

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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
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 at this stage.

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	Assist the mining industry with development proposals.	S Poulter	100%	Council officers have met and assisted with mining company staff on a number of occasions during this reporting year to discuss future proposals, and where relevant, assist in the lodgement process of Applications.
Facilitate provision of additional funding to improve the road network	Seek Regional Road funding at levels comparable to neighbouring shires.	S Taylor	0%	Representations were made to the Minister for Roads for improved Regional Road funding during 2015/2016.

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	100%	Three applications to the Fixing Country Roads program for seal extension projects were submitted during 2015/2016. Advice has been received that \$600,000 funding was approved for 5km of seal extension on Wilga Downs Road for 2016/2017.

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 Caravan, Camping & Holiday Expo which was held on the 11th to 13th September 2015. The expo was attended by 50,000 people and 1,200 Kidman Way Brochures were distributed. Kidman Way Promotional Committee held a display stand at the Victorian Caravan, Camping & Holiday expo in February 2016 and the New South Wales Caravan, Camping & Holiday expo which was in April 2016. MTPR will spend a number of days working on the stand at each of the expos.
Market Cobar as an attractive tourist destination	Direct mailing campaigns.	J Martin	100%	Throughout 2015/2016 there have been a total of 6,700 Cobar Information packs sent out. In Q1 the Kidman Way promotional brochure was completed and 18,000 brochures were distributed to visitor centres in Queensland, Victoria and New South Wales.

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%	<p>In Q1 - 1,550 people paid to enter the Great Cobar Heritage Centre 8,000 people were seeking assistance and information. In this quarter the GCHC receipts were \$15,200 and the shop receipts were \$24,000.</p> <p>In Q2 - 700 people paid to enter the Great Cobar Heritage Centre and 2,855 people were seeking assistance and information. In this quarter the GCHC receipts were \$6,500 and the shop receipts were \$15,500. Total Revenue was \$22,000 which was about a 3% increase on the same period in 2014.</p> <p>In Q3 - 620 people paid to enter the Great Cobar Heritage Centre, which was 80 people up on the same period in 2015. 2,710 visitors were looking for assistance which is 280 people up on the same period in 2015. Total increase is 12%. In this quarter the GCHC receipts were \$5,475 which is 13% up on the same period in 2015. Shop receipts for this quarter \$15,650 which is an increase of 12% up on the same period in 2015.</p> <p>In Q4: Museum entry - 1,660 people, Visitors looking for information - 6,500 people, Museum revenue - \$16,000 and Shop revenue - \$21,000.</p>

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	Meetings with tour and coach operators.	J Martin	100%	The Great Cobar Heritage Centre is a member of a number of coach tour specific websites that are used by tour operators when planning their itineraries. Throughout 2015/2016 the GCHC and Cobar hosted twenty six coach tours.
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%	<p>The Kidman Way promotional brochure was completed. 18,000 Kidman Way brochures have been distributed to visitor information centres in Queensland, New South Wales and Victoria. Council's Manager Tourism and Public Relations working with the Kidman Way Promotional Committee attended the Penrith Caravan, Camping and Holiday Expo which was held Q2 and 1,200 Kidman Way brochures were distributed.</p> <p>On behalf of the Kidman Way Promotional Committee held a display stand at the Victorian Caravan, Camping & Holiday expo which is in February 2016 and the New South Wales Caravan, Camping & Holiday expo which was in April 2016.</p> <p>The expo was attended by 60,000 people and 1,500 Kidman Way brochures were distributed. MTPR worked at the NSW Caravan, Camping & Holiday Expo. The expo was attended by 72,000 people and 2,100 Kidman Way brochures were distributed. In the past few weeks Inland Tourism Organisation was placed under administration. Their debts approximately \$2 million. Members of Outback NSW are organising a meeting to discuss future marketing opportunities.</p>

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 education packages to schools and universities.	J Martin	100%	The curator at the Great Cobar Heritage Centre has a number of education packages which are aimed at all age groups.
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%	Media reports to the Cobar Weekly, radio stations 2DU, ZOOFM, 2WEB, & local ABC radio, re the increase of visitors to Cobar Shire in the months of May, June, July and August. The reports stated that visitation to Cobar Shire was up 20% on the past three years. Local businesses reported similar increases in their operations. Extensive advertising of the 2015 Festival of the Miner's Ghost program of events has occurred. Advertising and media releases were produced through Prime TV in their central west and southern broadcast areas, 2DU, ZOOFM, 2WEB, local ABC radio and the Cobar Weekly. The FOMG program and advertising for the Australia Day Awards was on face book, council's website and a number of other websites that Cobar tourism subscribes too.
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%	Council's Manager Tourism & Public Relations provides opportunities for business owners and operators to advertise their businesses in a number of media forms which promote Cobar Shire. The most recent publication, website and face book page release is the 2015/2016 Kidman Way brochure.

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
To encourage the development and utilisation of the Cobar Caravan Park.	Oversee the lease and assist the lease as required.	S Poulter	100%	During this reporting year, discussions were held with the lease holders of the Cobar Caravan Park regarding compliance with the lease conditions.
Identify, encourage and assist the development of existing and new tourist attractions and facilities	Continually enhance and upgrade the exhibition space at the Great Cobar Heritage and Mining Centre and maximise available space.	J Martin	100%	The Curator at the Great Cobar Heritage Centre has organised a number of new displays with objects and materials sourced from the museum collection which relate to WW1 and the ANZAC centenary commemoration.

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%	Planning advice compliant with planning Legislation was given to Councillors, developers, staff and the public during this reporting term.
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%	During this reporting year, it was identified that there is a lack of demand for new residential sites. The impending closure of Endeavor Mine has relaxed the residential sales market. The current number of available and potential residential sites is considered appropriate to the level of demand that is being experienced.

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

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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%	Discussions were held with interested parties to establish business using airport facilities. Communicated with several entities with intention of promoting and attracting business to Cobar Airport. Some are under consideration some have been unsuccessful.
Actively seek out business opportunities to enhance the operations at Cobar Airport	Providing Secretariat to the Airport Advisory Committee to the Cobar Regional Airport.	S Taylor	0%	The Airport Advisory Committee did not meet in 2015/2016.



Left: Lilliane Brady Village Extension.

Middle: Sealing work and linemarking on The Wool Track.

Right: Grant writing workshop held in Q2.

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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.	P Vlatko	100%	Debt recovery program in place with action planning for additional available funding.

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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.	S Taylor	100%	Private works were undertaken as required.
Increase grant funding received	Apply for grants to assist Council to undertake activities outlined in the Annual Operational Plan and to access additional grant opportunities as they become available.	P Vlatko	100%	Applications for grants undertaken throughout the year, are as follows: National Stronger Regions Fund - Replacement of the Water Treatment Plant; Building Resilience to Climate Change - Constructing three (3) water bores along the Wool Track; National Stronger Regions Fund - Expansion and Upgrade of the Youth and Fitness Centre; Water Security for Regions Regional Water and Waste Backlog - Replacement of the Water Treatment Plant; Community Building Partnership Grant - Construction of a new steel shade structure in Drummond Park to replace the existing shade sail; Seniors Week Grant - To undertake activities during Seniors Week; Youth Opportunities Grant - Various Youth Activities; RMS funding for Aboriginal Communities - To reconstruct and seal three roads within the community and to undertake potholing on the rest of the network; Liveable Communities Grant (FACS) - Establish a Wellness Centre in Cobar, Boxthorn removal, New Heavy Vehicle Wash Bay.

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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.	P Vlatko	100%	All Major variations have been reported to council in a timely and appropriate manner.
Regular monitoring and reporting of expenditure	Major elements of the Budget or Delivery Plan/Operational Plan are achieved.	P Vlatko	95%	Major elements of the Budget and Delivery Plan/ Annual Operational plan have been achieved throughout the year. Water Filtration Project was stalled.
Undertake rating functions of Council	Recovery of outstanding rates.	J Brown	100%	The total balance of rates and charges as at 30 June 2016 is \$979,781.57. This includes \$446,807.89 in water usage charges which are not payable until 20 July 2016 and \$207,113.73 for unknown owners. Council will continue to follow up arrears as per our Rates Recovery Policy.
Undertake rating functions of Council	Undertake sale of land under Section 713.	J Brown	100%	Sale of land for unpaid rates is scheduled to be completed in 2016/2017.

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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%	Policy and legislation adhered to, with a good average yield of approximately 3%. Surplus funds were invested within Council's policy.
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.	P Vlatko	100%	No investigation undertaken at this stage due to Far West Opportunities to be introduced in a formal manner.
Undertake the new requirements as per Services NSW Contract.	Undertake the new requirements as per Services NSW Contract.	K Miller	100%	All administration and financial services undertaken as per the agreement. The service is compliant, with no significant error rate. With a great success since the introduction in Q1.

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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%	Contributions made in response to Councils Contributions Plan were reported this year in accordance with Legislative provisions as well as any projects undertaken as specified in the Contributions Plan.
Manage income received from the Section 94 Plan and the Section 64 Plan	Develop a Section 64 Plan	S Taylor	100%	The Section 64 plan reviewed and adopted in 2013/2014 and is not due for renewal until 2018/2019.

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 "equity partners" identified in 2015/2016. Further investigations will be undertaken in 2016/2017.

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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%	No further partnership options will be investigated while the MPS model is progressing.

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.	S Patterson	100%	Council is currently trialling a new structure within Human Resources; we are looking at a more targeted approach to Risk Management with the possible appointment of a designated Safety/WHs/Risk Officer to focus on developing this area of the Organisation. Further work needs to be undertaken on the Council's Business Continuity (CBC) and Disaster Recovery Plan (DRP).

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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.	S Patterson	25%	Corporate Risk Management Register has been developed, however needs reviewing/updating. With the potential of a designated permanent Safety/WHS/Risk Officer, we may have the resources to update/re-develop the register and the Corporate strategy and to develop some more specialised knowledge in this area.
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.	P Vlatko	10%	Further discussions and analysis on the very high risk matters will be ongoing.
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%	Event Management Plans were created for the 2015 festival of the miner's ghost and the 2016 Australia Day event.
Develop and implement a risk management strategy suitable for Council operations	Staff report hazards and risks to their immediate supervisor as soon as possible.	P Vlatko	100%	Hazards and risks reported as Staff become aware, hazards and risks repaired/ removed in a timely 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%	No Internal Audits have been conducted in the 2015/2016 year. The Internal Audit Committee will need to be reformed and audit is scheduled for 2016/2017.
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.	P Vlatko	90%	Appropriate support provided to the WHS Committee with Toolbox talks and WHS statistical analysis undertaken.
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.	S Patterson	100%	With the potential of a designated permanent Safety/WHS/Risk Officer, we will be able to focus on continually improving the safety culture and implementing a workplace audit schedule.
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.	S Patterson	100%	With the potential of a designated permanent Safety/WHS/Risk Officer, this will see training requirements for staff more closely monitored, return to work plans regularly reviewed and procedures and process maps developed and/or updated as required.

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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	Refinement and implementation of Councils' WHS Management System in conjunction with WHS Committee and employees.	P Vlatko	75%	Project Team has commenced consultation with Staff on draft Management Plan.
WHS obligations are met and safe work practices are promoted and undertaken	WHS Policy Development and Maintenance.	P Vlatko	75%	Further work to be commenced Q4 by the Committee and Engineering Support Manager, completion expected in Q1 2015/2016.
WHS obligations are met and safe work practices are promoted and undertaken	WHS reviews regularly conducted and recommendations acted upon.	S Poulter	100%	All WH&S audit/inspection requests made by staff were investigated and actioned where warranted during this reporting year.

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COUNCIL STRATEGY				
3.1.4 Minimise risk for Council and the community				
DP Action	Action	Responsibility	Progress	Comment
Ensure that documentation and records management provide a framework for easy retrieval and reference	Compliance with Records Management obligations.	K Miller	100%	On balance retrieval is easy, in some areas non-compliance exists, records are generally maintained to a high standard, the Records Team have been working tirelessly to get all of the Minute books up to date - this will be continually ongoing. Discussions have been held in relation to an electronic management system, with further investigations to occur in 2016/2017.
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%	Systems and Protocols are in place to support retrieval. However the workload to achieve that is not allowing Records to be kept up to date. With limited time being a key factor.
Reduce workplace accidents and incidents	Coordinate development and train staff in Safe Work Method Statements (SWMS).	P Vlatko	100%	Site specific inductions undertaken for all new staff.

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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	Facilitate/coordinate regular WHS audits of the workplace and monitor implementation of audit recommendations.	S Patterson	100%	With the potential of a designated permanent Safety/WHS/Risk Officer, we will be able to focus more on scheduled WHS Audits, as well as reinvigorating the WHS Committee responsibilities and processes.
Reduce workplace accidents and incidents	Train all workers for their tasks and induct all workers into the workplace or job site.	S Patterson	100%	In order to evolve technologically with induction processes, we need to develop an e-learning system that allows online induction processes, both on commencement and annualised (or as required) refresher modules. The current commencement induction process is not conclusive enough. We are exploring e-learning options, with the hope to develop content and roll out the process later in 2017. This software will also provide an option to more effectively develop of an annualised training plan for all staff.

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COUNCIL STRATEGY				
3.1.5	Strong governance measures in place			
DP Action	Action	Responsibility	Progress	Comment
Councillors are well trained and informed on their roles and responsibilities	Training provided to Councillors.	P Vlatko	100%	No training identified.
Strategic policy setting undertaken by the elected representatives	Assistance in the administrative management of Council Meetings.	P Vlatko	100%	Code of Meeting Practice advice provided as required. All administrative assistance provided to ensure meetings are undertaken appropriately. Reports are clearly delivered and supported by all relevant staff.
Strategic policy setting undertaken by the elected representatives	Feedback to Councillors on progress with resolutions and Councillor requests.	P Vlatko	100%	Appropriate follow up undertaken of monthly status reports through MANEX and relevant Managers/ Supervisors and presented to Council.
Strategic policy setting undertaken by the elected representatives	Mayor and Councillor requests are met within Council Policy.	P Vlatko	100%	All Mayoral and Councillor requests have been answered in a timely manner.

COUNCIL STRATEGY				
3.1.5	Strong governance measures in place			
DP Action	Action	Responsibility	Progress	Comment
Strategic policy setting undertaken by the elected representatives	Necessary advice and policy recommendations provided to Council.	P Vlatko	100%	Staff provide professional recommendations to Councils. Policy and Code of Meeting Practice advice and recommendations provided to Council as required. Code of Meeting Practice reviewed and amended by Office of Local Government in early Q2. Councils Policy to was adopted amended and distributed in early Q3. Council's Credit Card Policy was reviewed and adopted by Council in Q4.
Improve Dashboard Reporting Systems	Improved Dashboard Reporting to be compliant for the OLG (Fit for the Future).	K Miller	100%	Dashboard Reporting improvements to be compliant for OLG (Fit for the Future) are currently progressing, but have not yet been completed.

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COUNCIL STRATEGY				
3.1.6	Fit for the Future			
DP Action	Action	Responsibility	Progress	Comment
Fit for the Future	Continuing to liaise with Office of Local Government (OLG) to have Cobar's Fit for the Future Proposal approved and being implemented.	P Vlatko	100%	All relevant Fit for the Future information has been provided to Councillors and Manex. Project Team consisting of Mayor, Deputy Mayor, Director of Corporate and Community Services, Special Projects Officer and the General Manager analysing any requirements on Councils behalf. Participation of the Mayor and GM in the Far West Initiative Advisory Committee and Far West Initiative Eight Council Sub Committee Meetings. Public consultation by the State Government on the proposal for the Far West to be undertaken early in Q1 2016.
Fit for the Future	Maintain community engagement regarding Council's Fit for the Future obligations.	P Vlatko	100%	Community engagement has been put forward to Q1 in 2016 in relation to the Far West. Fit For The Future consultation was undertaken in December 2015.
Continue to formulate the Far West Initiative in conjunction with other Councils and governments	Formulate and progress ideas in conjunction with other participants in the Far West Initiative to improve service delivery and coordination in Cobar Shire.	P Vlatko	100%	Potential model for Local Government Reform in the Far West has been developed through the consultation with Mayors and General Managers from each Council in the Far West. This will be made available to all Councillors and the Public in early Q1 2016.

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COMMUNITY OUTCOME	
3.2	An engaged community that participates in decision making

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.	P Vlatko	100%	Attendance at Community groups and external committees 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.	P Vlatko	100%	Council resolution discussion meetings are held with all Administration Centre Staff and Managing Staff from the Lilliane Brady Village, Library, Museum, Far West Family Day Care and Cobar Youth and Fitness Centre on the Tuesday preceding the Ordinary Council Meeting. Staff are actively encouraged to participate at these meetings.

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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.	Dissemination of information in the media.	P Vlatko	100%	Communication to the community arranged as required. Monthly Mayoral Report completed. Cobar Shire Council's Facebook page is regularly updated along with Council's Website. Positive feedback has been received in relation to dissemination of information. Public notices featured Weekly in the Local Newspaper and on Councils website.



Left: One of the Christmas Trees displayed throughout the Main Street, created by Cobar Men's Shed and decorated by the Primary Students.

Middle: Local riders participating in the Annual Christmas Gala Parade.

Right: Mayor Lilliane Brady OAM blasting the horn to start of the first ever Peaks of Colour Fun Run.

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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.	P Vlatko	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.	A Shepherd	100%	Only one newsletter was produced - in Q4 - with other means of communication favoured, particularly Facebook and articles in the Cobar Weekly.
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.	P Vlatko	100%	Throughout the year participation at regional and state level for LGEA, IPWEA, LGP, OROC (including GMAC and professional teams), Western Division Councils of NSW, and the new Far West Initiative group meetings.
Maintain partnerships with community organisations, such as Business Groups, Council Committees and Council Alliances	Coordinate and support the Traffic Committee and Rural Roads Advisory Committee.	S Taylor	100%	The Traffic Committee met three times during 2015-2016 and the Rural Roads Advisory Committee met four times.

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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
Maintain partnerships with community organisations, such as Business Groups, Council Committees and Council Alliances	Participation in Lower Macquarie Water Utilities Alliance LMWUA	W Mills	100%	The participation in Lower Macquarie Water Utilities Alliance (LMWUA) technical committee meetings ongoing with the implementation of group programmes continuing throughout the year.

COUNCIL STRATEGY				
3.2.3 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 and Fitness Centre Manager has been providing Cobar Youth Council with support and has assisted with the planning of the Peaks of Colour Fun Run. The CYFC Manager also attended the State Youth Conference in Eurobodalla Shire with 3 Youth Council Members. Youth Council has been meeting every month. The Little Big Day was held in Q2.

COUNCIL STRATEGY				
3.2.3 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 to the Cobar Youth Council and maintain contact with similar organisations in other Local Government areas so as to provide interaction.	N Kriz	100%	This year the Youth Council has been very active with organising the Colour Run, family fun days, disco, market days, the Little Big Day Out - Family Fun Day. The Family Fun Day with approximately 600 to 1,000 people attending. This event was funded by the Youth Council and Heart foundation prize money. The Youth Council are working well together and have some great plans for 2016/2017.

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

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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	Continually improve the customer service ethos of all Council Staff.	K Miller	90%	Customer Service Module to be rolled out in early Q1 2016/2017.
Focus on the provision of good customer service by all Council staff	Qualitative measures on response and processing times in relation to queries face to face, by phone, letter or email.	K Miller	100%	A Customer Relationship Management (CRM) system is being created in Spiceworks to enable staff to record and report on customer requests. Roll out and reporting will commence in Q1 2016/2017.



Left: Council's Special Projects Officer and Manager of Youth & Fitness Centre, holding the Heart Foundation Award that Cobar Shire Council won for the Peak Cobar Skate Park.

Middle: Council's Human Resources Manager and November Employee of the Month, Bruce Shuttle.

Right: Cobar Shire Council's Footy Tipping Winners.

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	Develop Staff and promote their inclusion in decision making through consultation and through measures such as the Staff Suggestion Program, regular team meetings and site visits by Manex.	S Patterson	95%	With Peter Vlatko commencing as GM in early May, he has conducted team meetings with ALL Outdoor Staff and individual meetings with ALL Indoor Staff and Outdoor Supervisors, to provide them an opportunity to tell him what is 'good, bad and ugly' in an attempt to gather as much information as possible, and allow them to participate in the process of making positive changes throughout the organisation. We have seen some immediate results as well as some longer term plans put into place to improve efficiencies and the culture at Cobar Shire Council.
Human Resources	Develop Staff Recognition and Reward Program.	S Patterson	100%	Consideration to be given to performance based remuneration benefits - currently only skills based recognition. Difficult to provide incentives for top performers who are already at the top of their respective salary bands.

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	Employees paid appropriately.	S Taylor	100%	With temporary structure changes in Human Resources, we are in the process of training a new Payroll Officer. To date this process has been reasonably seamless and will provide an additional resource to cover the Payroll function.
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.	P Vlatko	100%	Staff Attitude Survey Results provided to council with little comment. The new General Manager has been appointed with a clear message of improving the Culture and Professionalism of Council with an open door policy to demonstrate and to listen for continual improvement opportunity.

GOVERNANCE

Annual Report 2015-2016

COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comment
Implementation of the Employee Expectation Statement	Implementation of the Employee Expectation Action Plan.	S Patterson	100%	With a budget having been created for improved IT systems, this is one of the systems we will be pushing to implement for the 2016-17 reviews (March/April 2017). There are very few Councils in our region that have an electronic performance review process. LG Software have a module that is currently being utilised by WPRC. Utilising a system that is already set up with metrics and skills by other regional Councils, will save a lot of work, should LGS meet our needs and budget restraints.
Human Resources	Implementation of the Employee Expectation Statement Action Plan.	S Patterson	100%	Staff are provided with relevant training and coaching to successfully undertake their roles within budget constraints. Managers and supervisors are supportive of the training needs of their teams.
Human Resources	Increase the level of personal interaction and information dissemination within Council	P Vlatko	100%	Communication Strategy instigated. Monthly Administration Centre and Community Services Managers Meeting held to disseminate Council Meeting resolution details. New General Manager has commenced improved communication by meeting all staff and identifying issues that need actions.

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	Issues and concerns are able to be brought to the General Manager individually or in small groups in accordance with Council's grievance procedure.	P Vlatko	100%	Open door policy is made available to all staff and encouraged.
Human Resources	Staff consultation by a continuing process through the Consultative Committee.	S Patterson	100%	With the current review of the Organisational structure, all staff were engaged for their view prior to any changes being made. Should any of the temporary arrangements that have been put in place until December 2016 be determined as the permanent structure beyond that time period, any such changes will go through the appropriate and formal consultation/recruitment process.

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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	To be an employer of choice including the development of an attraction and Retention Strategy, training plans, succession plans and traineeships.	S Patterson	10%	We do not have an effective Retention Strategy, this is something that does need to be looked at more closely and analysed against benefits of other large employers in town as well as other Councils in our region. With Council undergoing a review of the Organisational Structure, succession planning is one of the key considerations as well as trainee/apprentice opportunities. We don't have an annual training plan or professional development opportunities to foster continued improvement for our "talented" staff.
Human Resources	To build productivity, maintain industrial harmony and increase employee satisfaction.	S Patterson	100%	Overall the industrial harmony is sound. There have been minor issues, which have been dealt with in a professional and efficient manner. Employee satisfaction is slowly increasing with the implementation of a reward and recognition program and increased communication from management to staff.

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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 biennial Staff Attitude Survey.	S Patterson	100%	<p>There were a number of discussions with staff for feedback on the Survey results and to gather concerns from individual areas of the organisation (specifically Indoors) and an "8 point strategy" was developed to implement the agreed improvements, however the momentum of the roll out of that strategy is no longer as strong.</p> <p>Consideration should be given for two completely separate budgets for training, one for WHS/job specific training (ie traffic control) and one for professional development to enable staff to progress - combined with a succession plan.</p> <p>We also need to stop recruiting round pegs for square holes simply because we have limited applicants to choose from. Rather, leave the position vacant until we find the right person rather than having to mould the job around their abilities.</p> <p>We need to encourage strong leadership, develop (and recruit) role models within the organisation that new employees and junior employees can emulate.</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.	S Patterson	100%	Looking at possible performance management software options in the coming twelve months for use in the 2017 reviews, by researching what other Councils are using, what does and doesn't work for them with LG's Pulse Software.
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.	S Patterson	75%	The General Manager is currently undertaking a review of Council's Organisational Structure. There are several temporary arrangements that have been put in place through until December 2016. They are effectively trials to determine the "best" structure to move forward most efficiently and effectively. We will continue to recruit for attitude and train for skill, continuing to evolve our culture.

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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'	Provide appropriate accommodation for key positions.	S Poulter	100%	Accommodation was provided in line with the housing policy and award conditions during this reporting year.
Implement and manage an Employee Assistance Program for Council staff	Oversee and promote Council's Employee Assistance Programme	S Patterson	100%	The Employee Assistance Programme (EAP) program has been utilised in 15-16 by more staff than prior years. The message about the availability of the benefit appears to be widely known, with utilisation the highest at the Lilliane Brady Village.
Learning and development	Educate staff with clear messages about Council's operations, culture and values, vision and strategic direction.	S Patterson	100%	Our new General Manager has been very clear in his communication to staff that they will now be more involved. They will understand their budgets and have a voice in key decisions that affect their respective areas of work. The culture at Cobarr Shire Council is slowly evolving into a more corporate organisation, which is important in order to deliver results for our Community. Employee participation in that process is imperative, so regular information sessions (State of the Nations) need to be put into place to keep employees informed and engaged.

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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 a Council team to attend the annual Corporate Leadership Cup.	A Shepherd	0%	City of Canterbury Staff came to Cobar for 3 days in November and we ran an internal Challenge for Staff. The General Manager and Cobar's Deputy Mayor were also actively involved. The Challenges asked participants to address four real life challenges including planning Drummond Park and website development to attract new residents to Cobar. The traditional Corporate Leadership Cup was cancelled due to the pressure of amalgamations.
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	100%	No new computer systems/ products have been rolled out in 2015/2016. A gap analysis was undertaken in Q1. A stock take of Council's products and equipment has been carried out. A paperless Meeting Workshop will be held in 2016/2017 upon the appointment of the new Council.
Staff are provided with up-to-date and relevant tools to undertake their roles	Create operating procedures and guidelines for all user functions in all user suites.	K Miller	25%	Operating procedures and guidelines have been created for the Rates Portfolio and the Administration Suite is still being completed. This project will be ongoing in 2016/2017.

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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%	Regular IT Committee Meetings are held and a gap analysis has been undertaken by an Independent Consultant. This will provide a pathway for further substantial improvement. Council has applied and been unsuccessful for a technology grant to improve IT infrastructure.
Staff are provided with up-to-date and relevant tools to undertake their roles	Enhance all employees IT skills by making champions, in programs/ applications such as CivicView, Power Budget, MS Project, MS Office etc.	K Miller	100%	Budget champion has been appointed, but not completely rolled out. 18 Employees attended an Intermediate Excel Course run through TAFE and 12 Employees attended and Advanced Excel Course in Q2.
Staff are provided with up-to-date and relevant tools to undertake their roles	Finalise the feasibility study for an electronic document management system.	K Miller	100%	An application seeking \$150,000 through the NSW Government Innovation Fund was made in Q3. Unfortunately, Council was not successful in obtaining this funding. Council will need to reconsider their options in 2016/2017.

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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	Implement action plan for Plant and Equipment Utilisation Review Report.	S Taylor	75%	Action Plan implementation is ongoing.
Staff are provided with up-to-date and relevant tools to undertake their roles	Implement the new IT Service Provider Contract.	K Miller	100%	Contract has been awarded to Leading Edge Futureshop after Council consideration and adoption.
Staff are provided with up-to-date and relevant tools to undertake their roles	Implementation of Computer Support Strategic Plan.	K Miller	100%	In relation to the Computer Support Strategic Plan background data was gathered in Q1. Further development and review occurred in Q2 with most urgent items being rolled out. The Computer Support Strategic Plan is run through the IT Committee and implemented when required.

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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	Review and update 15 Year Plant Rolling Replacement Program.	A De Silva	100%	Reviewed and updated the 15 Year Plant Rolling Replacement Program. Implementation is in progress. Fleet asset data integrity is being established to make enlightened decisions for annual 10 year replacement program. Successfully Implemented the replacement program.
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.	W Mills	100%	Plant requirements were reviewed and plant fleet was maintained.
Staff are provided with up-to-date and relevant tools to undertake their roles	Roll out and implement an Intranet for Cobar Shire Council.	K Miller	0%	No action was undertaken throughout 2015/2016. An Intranet for Cobar Shire Council is currently on hold as it is a low priority.
Staff are provided with up-to-date and relevant tools to undertake their roles	Roll out Customer Management System (Complaints System).	K Miller	0%	A Customer Relationship Management (CRM) system is being created in Spiceworks as a platform. A system roll out was scheduled for Q4 2015/2016 but it is more likely to come into effect in Q2 2016/2017 at the earliest.

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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	Roll out version 9 of CivicView.	K Miller	0%	Roll out of Version 9 of CivicView is on hold until further analysis is completed regarding sustainability and if there is any function improvements that could be achieved.
Maintain and actively use the Public Libraries NSW Membership	Identify opportunities for information share and services development.	J Siemans	100%	Participated in information sharing activities via e-mail, and attended the Public Libraries Conference and PLNSW Central West zone meetings.

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 have been completed, on time and with a positive review on Council's position, which has been advised by Council's Auditors.

GOVERNANCE

Annual Report 2015-2016

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	Compliance with Integrated Planning and Reporting Requirements (IPRR) as outlined by the DLG.	P Vlatko	100%	All requirements for IPRR have been produced and published for 2015/2016 and 2016/2017.
Council updates the Integrated Planning and Reporting framework documents as required	Develop and implement annual Works Programs, for capital and maintenance projects.	S Taylor	95%	During 2015/2016 38 of the 49 identified Road Capital Works projects were completed. Two further projects were deferred to 2016/2017. Nine other projects were delayed due to wet weather in June 2016. The total value of work completed was \$4,699,187. The annual maintenance program for roads was completed, however as a result of wet weather in June 2016 the condition of many roads deteriorated significantly during this period.
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 Cobar Shire 2025 Community Strategic Plan.	K Miller	100%	10 Year Financial Plan adopted with the Budget suite of documents in early Q1.

GOVERNANCE

Annual Report 2015-2016

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	Implement and monitor the Action Plan for Council in the Cobar Shire Social Plan 2011-2016.	A Shepherd	100%	All relevant actions in this plan were included in the AOP as separate actions. The Social Plan will not be updated in 2016/2017.
Council updates the Integrated Planning and Reporting framework documents as required	Implementation of Council's Community Engagement Strategy.	A Shepherd	100%	The Engagement Strategy continues to be implemented. It was used as the basis for developing an engagement strategy for the Sewer Extension project. The Engagement Strategy will be updated in 2016/2017 as the suite of IP&R documents are reviewed.
Council updates the Integrated Planning and Reporting framework documents as required	Produce Quarterly Budget Reviews for Council.	K Miller	100%	Quarterly Budgets completed and adopted by Council.
Council updates the Integrated Planning and Reporting framework documents as required	Provision of information to Council on progress of the IP&R.	P Vlatko	100%	Delivery Program reporting and Annual Operational Plan and Budget quarterly reporting undertaken in accordance with the IP&R framework.

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	Renew the Revenue Policy 2015/2016.	K Miller	100%	The Revenue Policy 2016/2017 was adopted and placed on public exhibition in Q4.
Council updates the Integrated Planning and Reporting framework documents as required	Workforce Management Strategy, as part of Resourcing Strategy, developed and maintained.	S Patterson	100%	Council's workforce plan is compliant, however is underutilised, this area needs improving and some specialised guidance.
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%	Still some minor points that need to be sorted out before the integration of the Asset Management Plan into Civicview. We are still having some balancing issues with amendments still to be checked. This will be scheduled for early Q1.
Undertake legislative reporting requirements	Commencement of development of Cobar Shire Council Compliance Register.	S Poulter	0%	Due to staff resource issues, this action has not commenced. This particular task, although important, would require dedicated staff resources to analyse all of its roles undertaken by the Planning and Environment Department, in order to identify levels of compliance.

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
Undertake legislative reporting requirements	Implementation of OLG Best Practice Improvement Action Plan.	P Vlatko	75%	Renewed Action Plan being progressed. Council's Code of Meeting Practice was reviewed and updated in Q3.

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.	S Taylor	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.

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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	Manage Engineering tenders and contracts in accordance with Councils policy.	S Taylor	100%	Council's Contracts Register, Plant and equipment Hire Register and Trade and Miscellaneous Services Register were continually updated to ensure all extension or renewal of contracts was completed as required.
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%	All lease and management agreements are being monitored, implemented and adhered to.
Leases and management agreements monitored, implemented and adhered to	Swimming pool and airport agreements monitored and implemented.	W MILLS	100%	Cobar Aerodrome Operations Manual (AOM) - which is the guide for management and strategic actions was updated. Overall strategic plan encompassing airport facilities, business and services are to be developed in next financial year. Identified the expertise/ funds required for the project. New version of AOM was issued. Areas need to be updated in those manuals have being noted.

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
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%	All administration and financial services undertaken as per the agreement.



Left: Council's new Paveliner.

Middle: Cobar High School Students participating in a Grant Funded Environmental Field Day at the Newey Reservoir.

Right: Nymagee Water Tank when it was at low capacity due to severe drought.

INFRASTRUCTURE

Annual Report 2015-2016

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.	P Vlatko	100%	Council is currently working with the Bogan Shire Council in undertaking the feasibility Study for the Project. Continued to promote the project through RDA Orana Infrastructure Master Plan and in discussions with Politicians and relevant Departments.

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%	Discussions with DPI Water on Council's current volume allocation and the possibility on increase in allocation addressed.

INFRASTRUCTURE

Annual Report 2015-2016

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%	Data, condition and location of existing raw water infrastructure is collected during repair and maintenance to be included in and assist with the upgrading of non-potable report and is subject to the availability of staff and resources.
Maintenance and repairs of water mains	Annual Maintenance schedule prepared.	W Mills	100%	Repair and replacement work on mains and valves are progressing with the installation of replacement valves providing greater control over the reticulation network. The area north of Marshall street has had approximately 95% of the valves replaced giving greater control over main isolation during times of repair.

INFRASTRUCTURE

Annual Report 2015-2016

COUNCIL STRATEGY				
4.1.4 Improved water infrastructure across the Shire				
DP Action	Action	Responsibility	Progress	Comment
Maintenance and repairs of water mains	Implement the Water Supplies Asset Management Plan with 5 year rolling works program.	W Mills	100%	The review of the Water Supplies Asset Management Plan carried out on an ongoing basis and subject to stall availability and resources.
Maintenance and repairs of water mains	Implement the Works Program, determined by the Water Main, Valve and Hydrant Audit.	W Mills	100%	The implementation of an ongoing water main, valve and hydrant review is carried out during necessary general maintenance and repairs and upgrade and/or replacement of existing components of the Council's existing reticulation network.
Maintenance and repairs of water mains	Repairs carried out promptly on water reticulation system.	W Mills	100%	Continual maintenance and repairs to water supply reticulation on going and as required and conditional inspection of both the external and internal inspection carried out on repaired mains.

INFRASTRUCTURE

Annual Report 2015-2016

COUNCIL STRATEGY				
4.1.4 Improved water infrastructure across the Shire				
DP Action	Action	Responsibility	Progress	Comment
Water filtration system adequate and well maintained	Staff record meter readings daily.	W Mills	100%	Water meters read as required in accordance with the required time frame.
Water filtration system adequate and well maintained	Water tested and treated daily.	W Mills	100%	Ongoing inspections and quality testing carried out as required in accordance with testing requirements for the supply of potable supply by a water utility.
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 Sechtig	85%	Awaiting funding to undertake the project, it is expected to release the tender documents in Q1 2016/2017.

INFRASTRUCTURE

Annual Report 2015-2016

COUNCIL STRATEGY				
4.1.4 Provide contract services to Cobar Water Board				
DP Action	Action	Responsibility	Progress	Comment
Provide contract services to Cobar Water Board	Provide technical advice and maintenance activities to the Cobar Water Board.	S Taylor	100%	Technical advice was provided to Cobar Water Board as required and all required maintenance on Cobar Water Board assets was completed.
Provide contract services to Cobar Water Board	Develop Cobar Water Board Asset Management Plan, Financial Plan and Strategic Business Plan.	S Taylor	100%	Updated Asset Management Plan, Financial Plan and Strategic Business Plan were adopted by Cobar Water Board.

COUNCIL STRATEGY				
4.1.5 Undertake Resources for Regions Program for twin pipeline replacement				
DP Action	Action	Responsibility	Progress	Comment
Undertake Resources for Regions program for pipeline replacement	Investigate design and construct the replacement of the Pipeline as per the project plan.	D Sechtig	20%	Investigation and design has been completed, the project has gone to Tender and construction of the project due to commence in Q1 2016/2017.

INFRASTRUCTURE

Annual Report 2015-2016

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%	Investigation into the rebroadcast of 2WEB AM in FM for Cobar is ongoing. Council will consider options in February 2016. Report submitted to council. and Council approving the proposal. Council required to make application for radio license to allow for the rebroadcast of 2WEB AM by FM.
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.	P Vlatko	100%	Continue to put pressure on ensuring NBN being installed in Cobar.

INFRASTRUCTURE

Annual Report 2015-2016

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	75%	Wet weather has delayed delivery of concrete culverts. Construction will begin in Q1 2016/2017.
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 and to the appropriate standard.

INFRASTRUCTURE

Annual Report 2015-2016

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%	An inspection recording program has been implemented using REFLECT and a program for inspecting local and regional roads began in Q4.
Road works undertaken according to priority, weather conditions and availability of resources	Street maintenance and sign maintenance.	M Bell	100%	Town street signs have been maintained.
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 were undertaken on behalf of RMS.

INFRASTRUCTURE

Annual Report 2015-2016

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%	Routine and supplementary works were undertaken in accordance with RMCC.
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%	Maintenance of town street signs is being undertaken on a regular basis and damaged and missing signs replaced as required.
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	100%	The reconstruction of Kangaroo Springs and adjacent bend on Whitbarrow Way were completed within budget.

INFRASTRUCTURE

Annual Report 2015-2016

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.	S Taylor	100%	The road asset revaluation was completed in Q1 2015/2016.
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.	M Bell	75%	No pits have been selected for restoration at this stage. Process is in place to identify and register pits for future use after which pits for restoration may be identified.
Oversee quarrying activities and ensure an adequate supply of good quality gravel for use on the road network	Licences for all existing and new quarries progressively obtained.	S Taylor	25%	Licencing of all quarries is continuing.
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	75%	The Quarry Safety Management Plan has been reviewed and updated.

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%	Maintenance program for footpaths and bike path is being implemented and work is underway to replace damaged sections and to remove trip hazards when identified.
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%	Implementation of matters identified in the PAMP is a long term process. Identified works are undertaken as funds become available.
Provide and maintain a safe and adequate footpath and bike path network	Kerb & Gutter maintenance.	A De Silva	100%	Regular inspections are carried out on kerb, guttering, bike ways, kerb crossings and concrete footpaths within the urban area and maintenance and replacement works are ongoing with emergency works completed as soon as practical following notification.

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 Street taxi rank.	W Mills	0%	Grant applications for the upgrade of Water & Wastewater infrastructure is still required to aid Council in improving the water and water infrastructure within the Shire.
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	50%	CASA requirements are being met on an ongoing basis; this has been done by implementing the Aerodrome Operational Manual.
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	75%	Maintenance based on serviceability inspections are carried out. Maintenance requirements due to RPT operations are carried out on an ongoing basis.

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%	Airport Master plan is being considered. Lack of funds for a consultant retarded the progress. Major items which could be a part of Master plan such as self-servicing bowsters have been progressed.
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 Sechtig	95%	The Cobar Regional Airport upgrade project was completed within budget.
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%	A new regular passenger transport (RPT) service commenced operation between Sydney, Dubbo and Cobar in 2015/2016. Ground services were provided to this RPT at Cobar Regional Airport as required.

INFRASTRUCTURE

Annual Report 2015-2016

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%	Cobar Aerodrome Operations Manual (AOM) - which is the guide for management and strategic actions was updated. Overall strategic plan encompassing airport facilities, business and services are to be developed in next financial year. Identified the expertise/ funds required for the project. New version of AOM was issued. Areas need to be undated in those manuals have being noted.
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%	Airport Operational manual is being implemented. Manual was regularly discussed with ARO. Serviceability inspections carried out and recorded as per CASA requirements.
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%	Perimeter fence has been an issue and action was taken to secure the perimeter fence (unprotected areas at the front / adjacent to the terminal). Successfully canvassed for security upgrade budget and Airport Airside access security will be enhanced in 2016/2017 with new coding system.

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%	Due to lack of resources no action was undertaken on this action during 2015/2016.

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.	S Taylor	0%	No opportunities have arisen to lobby the NSW Government on the rail network.

INFRASTRUCTURE

Annual Report 2015-2016

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	Establish a Community Playground Committee.	A Shepherd	100%	A new 0-5 year old playground was designed for Drummond Park, based on community input. This was gathered through meetings of parents in Q1. Staff also worked with City of Canterbury staff to formulate a plan for the new playground. Equipment has been purchased, the shade structure was erected and organisation of new soft fall and other landscaping aspects arranged. The community was kept informed on progress through Facebook and newspaper articles.
Provide and maintain safe and adequate playground facilities	Inspection of playground facilities ensuring safety and convenience for all users with the aim for gradual upgrade of playground equipment to meet Australian Standards.	W Mills	100%	Inspections carried are carried out regularly basis by the Urban Supervisor, with all maintenance and repairs are carried out as required in a timely manner with the availability of resources.

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%	Worked with the Little A's Association to get funding to construct a new runway for the long jump area. Unfortunately it was unsuccessful. Will continue to try during 2016/2017. Applied for funding through the Public Reserves Management Fund for a new shed to replace the Main Pavilion at Ward Oval.
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%	Plan for continual improvements to the Cobar Cemetery as required.
Undertake Council's cemetery operations in an appropriate and dignified manner	Enquiries dealt with in a sympathetic manner.	W Mills	100%	Enquiries are dealt with over the counter, on site and or over the telephone without delay and in a sympathetic and courteous 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%	Keep a number of prior excavated graves in reserve at the Cobar Cemetery for times of emergency and/or a reduction of available staff to perform the work.
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%	Contractor is now a casual employee of Cobar Shire Council. Cemetery Caretaker Bruce Shuttle was the Employee of the Month for November. Materials are supplied as requested by employee staff. Lighting and security installation works 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
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%	The review of the operation and maintenance of the Cobar Cemetery is carried out on a continual basis throughout the year.
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 throughout the year. 504 visits to the library services for loans and community support.
To provide quality and readily accessible library services to Cobar and villages	Participate in State and National events that promote literacy.	J Siermans	100%	Facilitated local participation in 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%	3,197 items and 2,236 eBooks were added to the collection. 3,626 items = value \$98,164 (at cost) were removed. Total stock = 30,424 items and 3,221 eBooks. 27,372 items loaned (includes 202 eBook loans).

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%	10 computers were provided for public access. 6,310 hours of computer use and 1,707 hours of wireless bookings were recorded for the year.
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%	237 new members joined during the year. Total membership = 2,149 members. 31,584 visits counted for the year. Monthly new book list and events calendar e-mailed to stakeholders, press, and community groups. Library resources and services promoted via Facebook. Bookaholics meetings held monthly, and hosted home care group visits and Seniors Week events.
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 received training in Local Government Award, Complaints handling for frontline staff, State Library legal and drug information resources, and Books on Prescription and Mental Health training. Training variously funded by CSC, State Library and PLNSW Central West Zone.

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.	Arrange contracts and construction work for capital works.	S Poulter	85%	Capital works projects were undertaken as per developed works schedule and related budget.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Commercial building and surgery maintenance.	G Harbison	100%	Community facilities updated and maintained when funding is available.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Development of Buildings Asbestos Register.	S Poulter	50%	The staff housing strategic plan had commenced during this reporting year, however completion of this plan was not achieved due to the resignation of the HR Manager and the General Manager. This project will be reviewed next reporting year to determine its relevance to the organisation and subsequent completion/disposal of project.

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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.	Development of Cobar Shire Council Staff Housing Strategic Plan.	S Poulter	10%	The development of the Building Asbestos Register commenced this reporting year and is an on-going project.
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 (1) plan of management completed. Two (2) plans in draft.
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%	All maintenance to Council buildings are undertaken by qualified staff/tradesmen.
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%	Council assets are maintained as required in line with Council's budget.

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.	Refurbishment and preventative maintenance of the Cobar Youth and Fitness Centre and the Great Cobar Heritage Centre.	S Poulter	100%	During this reporting year, upgrade works have been undertaken to the Cobar Youth and Fitness Centre and the Great Cobar Heritage Centre..
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Review Buildings Asset Management Plan.	S Poulter	25%	Building asset management plan is in force.

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	Continue to work with the Newey Improvement Committee and implement identified actions were appropriate.	W Mills	100%	Maintenance carried out as required, with regular weekly inspections carried out on both Newey and Old Res areas. A bitumen strip has been laid at the Newey.

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
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%	Ongoing review of overland flow path, drains and associated works are inspected and all found obstructions removed as soon as practical and subject to the availability of resources.
Provide, maintain and operate a sewer network and disposal system and treatment works	Annual Maintenance schedule prepared.	W Mills	100%	Review of network has continued with necessary repairs being carried out and blockages cleared as required.
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%	All testing and/or licensing requirements relating to Council's EPA Licensing requirements are met and completed on time as required.
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%	A review and implementation of Council's sewer and inspections program is carried out on a regular basis and this work includes properties within the area of the Council's collection network.

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 Liquid Trade Waste policy and program.	W Mills	25%	Review of current policy to be carried out with necessary requirements and required plant discharge conditions and standards that are required to be complied with are noted in consultation with Council's EHO.
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%	The contract for the refurbishment of Ward Oval Pump Station has been let and the contractor is due to commence work in Q1 2016-2017. Council staff are continuing work on the rehabilitation of the sewerage pond banks by removing vegetation..
Provide, maintain and operate a sewer network and disposal system and treatment works	Implement the Works Program, determined by the Sewer System Audit.	S Taylor	100%	The ongoing review and implementation of services and asset management plan have been carried out throughout the year with a review of assets associated with Water & Wastewater infrastructure slowed due to resources.
Provide, maintain and operate a sewer network and disposal system and treatment works	Implement the Works Program, determined by the Sewer System Audit.	W Mills	90%	Ongoing inspections of sewer collection network is carried throughout the year with visual inspections carried out during the times of required maintenance and repairs and the installation of new connections.

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	Undertake monthly EPA effluent sampling.	W Mills	100%	Monthly EPA effluent sampling undertaken in accordance testing requirements carried out and data collected and recorded.
Provide, maintain and operate a sewer network and disposal system and treatment works	Repairs carried out on the sewerage reticulation network.	W Mills	100%	The continual ongoing maintenance carried out on sewer network, with all necessary repairs carried out as required with blockages cleared as quickly as possible following notification of problem.

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%	The regular maintenance carried out on Council's parks, footpaths, street, nature strips within Cobar and Villages of the Shire as required by urban staff.

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.	P Vlatko	0%	SEXI Program was unsuccessful in obtaining funding from the Federal Government. No new solar energy providers were identified.
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	0%	Throughout 2015/2016 there was no funding available.



Left: Parthenium Weed located on Mulya Road.

Middle: Emergency Services congregating during the 2016 Field Exercise at the Cobar Regional Airport.

Right: Restorations underway to the Cobar Heritage Museum.

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.	S Poulter	0%	The development of a comprehensive waste management strategy was commenced during this reporting year. However this project was halted during Q4 due to State Government advice of the impending introduction of a container deposit scheme in 2017. The CDS is likely to have detrimental impacts to any recycling service introduced/offered by councils as 2/3 of the recyclable waste stream will be taken out of the collection volume negating any potential benefits to residents in Cobar. A review of this strategy project will be undertaken to determine the content of a revised strategy.
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.	S Poulter	100%	Weekly routes were undertaken for the collection of domestic waste in Cobar.

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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
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.	S Poulter	100%	A trade waste collection service was made available to all customers on a fee for service during this reporting year.
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.	S Poulter	100%	Street bins in the Cobar CBD were collected at least twice weekly, while other street/park bins were collected at least once weekly. Additional collections were undertaken where needed.
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.	S Poulter	100%	Cobar Shire Council was successful with six other councils in obtaining grant funding during this reporting year to collect baseline data on illegal dumping activity. This funding has enabled Council staff to patrol known hot spots and other potential dumping spots to identify illegal dumping activity. Where possible, persons identified that have dumped waste illegally have been prosecuted. Waste deposited from vehicles remains to be an issue despite regular patrols.

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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.	S Poulter	100%	During this reporting year, the Cobar Waste Disposal Depot was upgraded in relation to site security and replacement of the waste oil drop off area. These infrastructure improvements have reduced security issues at the site and improved the sites environmental compliance level. All statutory reporting requirements have been complied with.
Maintain the town and village tips to an acceptable standard	Provide waste disposal facilities for Nymagee & Canbelego and depots at Euabalong & Euabalong West.	S Poulter	100%	Waste facilities are provided in Nymagee, Canbelego, Euabalong, Euabalong West and Mount Hope.
Encourage efficient water use by Shire residents	Promote efficient water use by Shire residents.	A De Silva	100%	The ongoing promotion of efficient use of water by the residents has shown results within Cobar with little improvement of water usage within the villages noticed as water meters within the villages are not read and residents having a flat water usage charge.

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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%	No known land management incentives and programs to raise awareness of.

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%	A review of large trees were carried out by Urban Supervisor to identifying large trees that require attention. Urban supervisor is continually reviewing large tree growth within Cobar and carrying our maintenance as required. Large trees located within the old School grounds at Nymagee were trimmed removing overhanging branched from power lines.

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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%	Urban Supervisor is continually reviewing the Council's Tree Preservation Policy, including updated and adopted policy requirements throughout the year.
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%	The ongoing procedures and selection of suitable shrubs and trees for use within the Shire by Urban Supervisor to be used within the Shire.

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 were undertaken on the Common with the majority of cattle being removed from the Common.

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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	Implement provisions of the Companion Animals Act and promote community awareness and responsibilities of dog and cat ownership.	G Harbison	100%	Promotional material and information are provided to companion animal owners as they become available.
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%	Roaming companion animals were impounded and appropriate enforcement action was 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%	Straying stock was impounded or removed for public safety on major roads/highways.
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 are maintained every day when pets are impounded.

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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%	Seized companion animals (dogs & cats) are kept in a fenced compound and are maintained daily.
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%	Council provides micro-chipping for companion animals. Companion animals should be registered over the age of 6 months.
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.

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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).	M Gunn	100%	The field day was an unprecedented project and highly praised by the local students involved. More of these field days working with the schools will develop better relations with the local schools.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Attend toolbox meetings and provide education material.	M Gunn	100%	Continue with these informal and formal tool box meeting when staff is seen out in the field.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Continue Implementation of Regional Inspection Plan to meet inspection targets of roadsides, TSR's, water courses etc.	M Gunn	95%	95% of roadsides where inspected, no water courses have been completed this year. All remaining targets will be carried over to next year. Due to the extreme dry, then wet weather remaining inspections were not carried out.

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 a centralised data set of weed distribution and abundance information	M Gunn	100%	This BIS program has taken much of the Noxious Weed Officers time in researching and developing the app to comply and remain in a feasible budget. This app program can be utilised for other Council reporting like asset management.
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.	M Gunn	100%	Pamphlets and booklets on local noxious weeds sent with a welcoming letter to new Landholders.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Implement a regional communications strategy.	M Gunn	100%	More funding has been received for the next financial year to continually assist in managing noxious weeds on public areas.
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.	M Gunn	100%	A new BIS requirement by DPI has been implemented and a GIS app has been researched and developed to fulfil Council's requirement for the WAP program.

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	Improve/Update knowledge of Weeds Inspector.	M Gunn	100%	The difficulty sourcing training for the Noxious Weed Officer is most training is located in the Sydney region. Trying to organise groups to see if training can be arranged for Weed Officers in the Western region.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Increased participation of community groups.	M Gunn	100%	Trying to source more funding to run further field days which are found to be useful ways to connect with community groups and local landholders. Future market stalls are planned for the Water Quality Program for the local students to engage with the community on the progress of the program.
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.	M Gunn	100%	355km of roadside has been sprayed for a variety of noxious and general weeds. Most work has been on the main highway the biggest thoroughfare of weeds. A spraying program has been developed for next financial year.

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	Private property inspections to manage invasive weeds effectively.	M Gunn	100%	Not all inspections were completed this financial year due to the extreme dry than wet conditions. The remaining inspections will be carried over to the next financial year.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Prompt containment or eradication and ongoing monitoring of new incursions of invasive weeds.	M Gunn	100%	With the re-emergence and new infestations of Parthenium weed found on Mulya Road signs are being developed for the community to be informed and assist in locating this weed.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Public property inspections to manage Invasive Weeds effectively.	M Gunn	100%	Continual inspections of state and Council properties ensures that no new weed emergence and assists in developing a spraying program and sourcing funding for public land.

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 maintained	Monitoring of services provided for local national parks.	P Vlatko	0%	No action taken in 2015/2016 to Lobby the NSW Government to ensure local national parks are vibrant and services monitored.

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
Communicate any complaints or concerns or air pollution to the mines and or relevant state regulatory authority	Communicate any complaints or concerns or air pollution to the mines and or relevant state regulatory authority.	S Poulter	100%	All complaints received during this reporting year were communicated to the relevant mining company.

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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 Cobarr 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 \$1,583,756.00 as at 30 June 2016.

FUTURE BORROWINGS

The 2016/2017 Budget Cash Flow has no additional borrowings.

CONDITION OF INFRASTRUCTURE - SECTION 428

Refer to Report on the Condition of Public Works.

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ENVIRONMENTAL STRATEGIES - SECTION 428

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

Council collected 1,323.10 tonnes of domestic waste from kerbs in the Cobar Local Government Area.

MAINTAIN THE TOWN AND VILLAGE TIPS TO A HIGHER STANDARD

Council currently operates six waste facilities 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, has been upgraded to provide more waste management options to increase waste recovery and reuse and minimise landfill use. Security at this facility has also been upgraded this year.

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.

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;

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- 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 2015-2016

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 \$31,000 to be allocated through the 2016-2017 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 2015/2016 Council made donations of this nature amounting to \$37,070.

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 2015/2016 was \$516,647.

Major plant hire rates adopted by Council for 2015/2016 were as follows:

Graders 140H or 12M & Volvo.....	\$212.00/hour	Heavy Truck and side Tipper.....	
Cat 950G Loader.....	\$227.00/hour	\$235.00/hour
Cat 428 Backhoe.....	\$188.00/hour	Prime Mover & Low Loader	
Cat 580D Backhoe.....	\$188.00/hour	\$235.00/hour
Truck, Tipper 5 Tonne.....	\$132.00/hour	Water Tanker - 24,000 Litre.....	\$235.00/hour
Truck, Tipper 8 Tonne.....	\$212.00/hour	Water Tanker - 35,000 Litre.....	\$235.00/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. Cobar 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 in early 2015 with another two apprentices commencing in January 2016. Council also currently employs a professional engineering trainee.

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 2015/2016 Council's main training programs undertaken were:

- Corporate Inductions;
- Annual outdoor staff induction;
- Confined Spaces;
- Chainsaw Operations;
- Grant Writing;
- 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.

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 representative. Council had no time lost to industrial disputes and no industrial relations issues were lodged with the Industrial Relations Commission during 2015/2016.

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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 are being developed by the Engineering Support Manager for consideration.

A number of workplace inspections have been carried out and 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 2015/2016 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 greater number of employees accessing the program throughout the year than in previous years.

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

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GENERAL INFORMATION

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ENVIRONMENTAL PLANNING AND ASSESSMENT ACT 1979

PLANNING AGREEMENTS

The Planning Agreement established in 2013 between Cobar Shire Council and the operators of Hera Mine. The obligations stated in the final processes of amendment to the original agreement have been satisfied with payment of contributions as per the agreement conditions.

The uncommitted balances of the community fund as at 30 June 2016 was \$50,882.52 and \$64,684.24 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 2015/2016.

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 users of those services.

- **Community Services** – Residents and other users can access a wide range of entertainment, leisure, information and health services including fitness programs and library facilities.
- **Community information** – Council service areas adopted a wide range of promotional strategies to inform the public about activities, programs, events and other initiatives. Strategies included flyers, news releases, public exhibitions and advertisements.

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- **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. Extended opening hours were maintained.
- **Library** – Council provides educational and developmental activities at the Library for all ages, through participation in organised activities including story-time, eBook learning, iPad classes and school holiday activity programs. A major internal refit of the Library occurred and further capital works will occur in 2016/2017.
- **Children's Services** – 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 2015/2016 amounted to \$129,468.60.

Rates reduced or waived for pensioners amounted to \$120,175.00 in 2015/2016.

PRIVACY AND PERSONAL PROTECTION INFORMATION ACT 1998 – SECTION 33

During the 2015/2016 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

\$84,812 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 2015/2016 totaled \$11,142 of which 80% (\$8,913) 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) (Q)

Council was not involved in any partnerships, co-operatives or joint ventures during 2015/2016.

PUBLIC INTEREST DISCLOSURES ACT 1994 (SECTION 31)

Nil applications were received during 2015/2016.

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).

Council received six (6) informal GIPA access applications for 2015/2016, noting that no formal GIPA access applications were received for this period. Of the six applications that were received; four applications were granted access in full.

The two remaining access applications were refused due to responsible and effective government; the other access application was refused due to business interests of agencies and other persons.

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 60.6 km of sealed urban road, 1.5 km of unsealed urban local roads, 143.4 km of sealed rural local roads, 1,488.5 km of unsealed rural local roads, 297.5 km of sealed regional roads and 322.9 km unsealed regional roads.

The sealed roads have a top sealed surface that varies in age from new to 15 plus years old. A program of resealing has commenced in 2014/2015 and continued in 2015/2016, following a number of years when very little resealing had been undertaken. This resealing which has been funded from Council's Special Rate Variation and additional funding from Roads to Recovery has enabled Council to reduce the backlog of resealing.

If it is assumed the sealed surface has a ten year life before requiring resealing a program of approximately 50 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 \$35,000/km for resealing there is at least \$3-4 million of outstanding work on the sealed road's network. The 2015/2016 program has reduced the local rural and urban road backlog but emphasis will need to change in future years to the backlog on regional roads. Lack of funding from the State Government for regional roads (previously State Government's responsibility) continues to create a problem on these roads.

Of the 1,812.9 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 in an attempt to maintain an adequate road surface. This leads to significant inconvenience to road users and in some cases the road users totally ignore road closures, which in turn leads to damage to the roads and increases maintenance costs to Council. The Special Rate Variation has allowed Council to commence a gravel re-sheeting program however this program is only making a minor difference to condition of the unsealed road network. If it is assumed that all regional roads and 20% of unsealed local roads should have a good gravel surfaces so they can be used in most weather conditions, gravel is required on approximately 380 km of road at a cost of \$10,000 to \$40,000/km which equates to \$4- \$15 million. This is obviously unaffordable, however unless this issue is addressed ongoing road closures and road user dissatisfaction will continue.

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UTILITIES

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

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 (DICTL), 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 over the last year has resulted in 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 2015/2016 financial year drought conditions have lowered the water stored at Nymagee for the water supply to reach critical levels. Water was carted from Cobar and the bore adjacent to the Town Tank was used to supplement the water in the tank. Rain in June and July 2016 has resulted in the level of water in the tank to return to adequate levels.

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

CONDITION OF PUBLIC WORKS

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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.

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 2015/2016 financial year, the refurbishment of the Ward Oval 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.

Sewerage Treatment Plant lagoon wall stabilization and refurbishment was commenced in 2015/2016 and will be completed in 2016/2017.



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



COBAR SHIRE COUNCIL

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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 dependent 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. These may include: 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;
- This policy was revised by Council in September 2015.

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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
- OROC Board Meetings
- 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.

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

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.
 - (iii) 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 loyalty 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