



ANNUAL REPORT

2016-2017



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. We have reviewed our Strategic Planning documents this year. Thank you to those who participated in forums and surveys to help us with this.

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

A handwritten signature in cursive script, reading "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
- Western Division Councils of NSW
- Wool Track Development Advisory Committee
- Liquor Accord Committee
- General Manager 's Review Committee
- Rural Fire District Agreement
- Lower Macquarie Water Utilities Alliance
- Rural Roads Advisory Committee
- Australia Day Awards Panel
- Association of Mine Related Councils
- Cobar Water Board
- Cobar Shire Bush Fire Management
- Ward Oval Sports Advisory



**Deputy Mayor
Cllr Peter Abbott**

- Finance and Policy Committee
- Works Committee
- Western Division Councils of NSW
- Orana Regional Organisations of Councils
- Kidman Way Promotional Committee
- Rural Roads Advisory Committee
- Cobar Water Board
- Internal Audit Committee
- Airport Advisory Committee
- General Manager's Review Committee



**Councillor
Tracey Kings**

- Finance & Policy Committee
- Works Committee
- Western Division Councils of NSW
- Liquor Accord Committee
- Rural Roads Advisory Committee
- Airport Advisory Committee
- Australia Day Awards Panel

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**Councillor
Janine Lea-Barrett**

- Finance & Policy Committee
- Works Committee
- Western Division Councils of NSW (Alternate)
- Murray Darling Association
- Rural Roads Advisory Committee
- Western Regional Joint Planning Panel (Alternative)
- Economic Taskforce



**Councillor
Christopher Lehmann**

- Finance & Policy Committee
- Works Committee
- Tourism Advisory Committee
- Murray Darling Association
- Rural Roads Advisory Committee



**Councillor
Jarrod Marsden**

- Finance & Policy Committee
- Works Committee
- Western Division Councils of NSW (Alternate)
- Barwon Darling Water Inc (formerly Mungindi/Menindee Water Users Group)
- Rural Roads Advisory Committee
- Association of Mines Related Councils (alternate)
- Airport Advisory Committee
- Cobar War Hostel Committee

ELECTED MEMBERS

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**Councillor
Greg Martin**

- Finance & Policy Committee
- Works Committee
- Local Traffic Committee
- Wool Track Development Advisory Committee
- Kidman Way Promotional Committee
- Tourism Advisory Committee
- Rural Roads Advisory Committee
- Airport Advisory Committee
- General Managers Review Committee
- Cobar Shire Rural Fire District Service Agreement Liaison Committee



**Councillor
Peter Maxwell**

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



**Councillor
Julie Payne**

- Finance & Policy Committee
- Works Committee
- Outback Arts (Alternate)
- Cobar Youth Council
- Rural Roads Advisory

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**Councillor
Bob Sinclair**

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



**Councillor
Harley Toomey**

- Finance & Policy Committee
- Works Committee
- Kidman Way Promotional Committee
- Tourism Advisory Committee
- Mount Grenfell Board of Management
- Rural Roads Advisory Committee
- Ward Oval Sports Advisory Board



**Councillor
Ray Wilson
Resigned September
2016**

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

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**Councillor
Peter Yench**

- Finance & Policy Committee
- Works Committee
- Barwon Darling Water Inc (formerly Mungindi/ Menindee Water Users Group)
- Wool Track Development Advisory
- Kidman Way Promotion Committee
- Tourism Advisory Committee
- Mount Grenfell Board of Management (Alternate)
- Regional Development Australia – Orana Board
- Rural Roads Advisory Committee
- Cobar Water Board

GENERAL MANAGERS REPORT

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

Councillors - July 2016 to June 2017	Number of Meetings	No of Meetings Attended
Lilliane Brady OAM (Mayor)	14	14
Peter Abbott (Deputy Mayor)	14	12
Tracey Kings	14	12
Janine Lea-Barrett	12	12
Christopher Lehmann	12	11
Jarrold Marsden	14	7
Greg Martin	14	10
Peter Maxwell	14	10
Julie Payne	12	11
Bob Sinclair	14	13
Harley Toomey	14	14
Ray Wilson	2	0
Peter Yench	14	10

COUNCILLOR FEES – SECTION 428 (2) (F)

Total Councillor Fees for 2016/2017	Amount
Election expenses	\$30,775
Mayor	\$23,398.45*
Councillors (12)	\$123,733.90

* Excludes Councillor Fee

COUNCILLOR ALLOWANCES – SECTION 428 (2) (F)

Total Councillor Allowances for 2016/2017	Amount
Councillors travelling and accommodation	\$10,493.54
Councillors meals etc	\$4,043.57
Provision of dedicated office equipment allocated to Councillors	\$0
Telephone calls made by Councillors	\$0
Attendance of Councillors at conferences and seminars	\$4,235.06
Training of Councillors and provision of skill development	\$0
Interstate visits by Councillors, including transport, accommodation and other out of pocket travelling expenses	\$0
Overseas visits by Councillors, including transport, accommodation and other out of pocket travelling expenses	\$0
Expenses of any spouse, partner or other person who accompanied a Councillor	\$0
Expenses involved in the provision of care for a child or an immediate family member of a Councillor.	\$0

GENERAL MANAGERS REPORT

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Cobar Shire Council is not just roads, rubbish and rates, but an organisation where the Councillors and Staff work together to provide a range of services from playgrounds through to ensuring there is drinking water.

Yes we know the "discolored water" in Cobar has been an ongoing problem but I am happy to confirm that the Council has agreed to ensure that this issue is resolved once and for all before the new Water Treatment Plant is operating.

I can ensure all residents of the Cobar Shire that your Council is working hard with the aim to make our Shire a better place to live, work and play.

This Annual Report provides the community with our Report Card on how we have performed and what we said we would deliver.

The Community Strategic Plan performance is also detailed in the Annual Report and guides both Council and the Staff in what is required to achieve each objective (Community, Economy, Governance and Infrastructure). This is a living document and must represent the communities and Councils vision and expectation.

Our financial position is somewhat healthy, however it must be appreciated and understood that the Council is a \$34.2 million revenue and \$33.1 million expenditure operation with only \$5.2 million from rates.

Our focus on attracting grants and RMS Work is a high priority to ensure that current services provided are continued and funded.

To this end Council has also committed to review all our service levels in 2017/2018 in order to understand the implications of Rate Pegging and the potential operating deficits for the next 9 years. This position as detailed in Councils 10 Year Long Term Financial Plan must be addressed and put to our community.

There is no doubt that Council will continue to investigate the potential for improvement and utilisation of its resources more efficiently and effectively in our delivery of services to our community.

I would encourage residents to view the Annual Report as ours Shareholders and continue to provide input and comments on how we can improve and together make the Shire a great place to live.



Peter Vlatko
GENERAL MANAGER

ORGANISATIONAL STRUCTURE

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COUNCIL

MAYOR



GENERAL MANAGER
Peter Vlatko

- Cobar Water Board (Secretary)
- Governance
- Management
 - Human Resources
 - Executive Assistant



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 FINANCE & COMMUNITY SERVICES
Kym Miller

- Administration including:
 - Finance & Purchasing
 - Rating
 - Insurances
 - Customer Services
 - RMS Services
 - Corporate Support
- Lilliane Brady Village
- Youth & Fitness Facilities
- Cemeteries/Administration
- Public Libraries
- Aerodromes
- Cobar Memorial Pool



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
- Parks & Gardens
- Quarries & Gravel Pits
- Urban Roads, Shire Roads, Regional Roads
- RMS State Roads
- Skate Park



DIRECTOR OF CORPORATE * ECONOMIC DEVELOPMENT
Angela Shepherd

- Administration including:
 - Records
- Grants
- IT Services
- Family Day Care, In Home Care & After School Care
- Museum/Tourism/Public Relations

SENIOR STAFF REMUNERATION

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SECTION 428 (2) (G)

During the period 1 July 2016 to 30 June 2017, the total salary package paid for the Senior Staff Position (General Manager) totalled:

REMUNERATION PACKAGE RANGE – 2016/2017	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	\$17,575
Total value non-cash benefits	\$7,250
Total fringe benefits tax for non-cash benefits	\$0
TOTAL REMUNERATION	\$211,825

CONTRACTS AWARDED

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SECTION 428 (2) (H)

Contracts for the supply or provision of goods and services in excess of \$150,000 entered into during the year ended 30 June 2017.

CONTRACTOR NAME AND ADDRESS	DESCRIPTION OF CONTRACT	AMOUNT PAID IN 2016/2017
Cadia Plumbing GPO Box 2220 SYDNEY NSW 2001	Supply of Pipes and Assoc. Fixtures to Cobar Shire Council.	\$216,558.00
Bruce's Contracting Services Pty Ltd 3 Lewis Street COBAR NSW 2835	Supply of plant and services to Cobar Shire Council.	\$447,039.00
Clarke Concreting and Excavation Pty Ltd PO Box 53 COBAR NSW 2835	Supply of Concreting and Construction Services to Cobar Shire Council.	\$280,067.00
Webturn Pty Ltd (Sainsbury Automotive) 1-5 Bourke Street DUBBO NSW 2830	Supply of Vehicles to Cobar Shire Council.	\$277,336.00
Rollers Australia Pty Ltd PO Box 323 Double Bay NSW 1360	Supply of Plant and Equipment to Cobar Shire Council.	\$572,278.00
Fulton Hogan Industries Pty Ltd PO Box 682 Campbelltown NSW 2560	Road spray sealing within Cobar Shire.	\$2,893,518.00
Westrac 16 Thirteenth Street COBAR NSW 2835	Supply of Trades and Miscellaneous Services to Cobar Shire Council.	\$387,220.00
Stabilised Pavements of Australia Pty Ltd 234 Wisemans Ferry Road Somersby NSW 2250	Pavement stabilisation and modification within Cobar Shire Council.	\$995,743.00
Origin Energy Electricity Pty Ltd Level 45, Australia Square 264-278 George Street SYDNEY NSW 2000	Supply of electricity to Cobar Shire Council.	\$175,454.00

CONTRACTS AWARDED

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CONTRACTOR NAME AND ADDRESS	DESCRIPTION OF CONTRACT	AMOUNT PAID IN 2016/2017
Leisure and Recreation Group 22 North Street WEST WYALONG NSW 2671	Management of the Cobar Memorial Swimming Pool.	\$206,766.00
Castlyn Pty Ltd T/A Inland Petroleum 109 Erskine Street DUBBO NSW 2830	Supply of fuel to Cobar Shire Council.	\$482,687.00
J Prisk Contractors 9 Old Bourke Road COBAR NSW 2835	Supply of plant and services to Cobar Shire Council.	\$479,311.00
Statecover Mutual	Workers Compensation.	\$728,206.00
Milbrae Quarries PO Box 225 LEETON NSW 2705	Gravel Crushing Contract.	\$274,840.00
TA Booth Transport 16 Mouramba Street HERMIDALE NSW	Supply of plant and services to Cobar Shire Council.	\$208,508.00
Momentum Energy PO Box 353 FLINDERS LANE VICTORIA 3000	Supply of Electricity.	\$201,651.00
THE Mining PO Box 984 NOOSA HEADS QLD	Supply of plant and services to Cobar Shire Council.	\$178,539.00
Telstra	Supply of phone and internet services to Cobar Shire Council.	\$165,432.00
JR May Earthmoving 3 Old Bourke Road COBAR NSW 2835	Supply of plant and services to Cobar Shire Council.	\$156,156.00

CONTRACTS AWARDED

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CONTRACTOR NAME AND ADDRESS	DESCRIPTION OF CONTRACT	AMOUNT PAID IN 2016/2017
Bruno Altin & Co	Supply and Delivery of Concrete Pipes	\$188,075.00
Downer EDI Works 39 Delhi Road NORTH RYDE NSW 2113	Supply and delivery of bulk cationic rapid setting grade bitumen emulsion.	\$169,840.00
NSW Public Works Level 17, 2-14 Rawson Place SYDNEY NSW 2000	Project Management services for Resource for Regions projects.	\$519,111.00
Marsdens Law Group 154 Elizabeth St SYDNEY NSW 2000	Provision of Legal Services	\$263,599.00
Macquarie Survey	Surveying services.	\$177,219.00
Queensland Plumbing & Civil PO Box 233 TEWANTIN QLD 4565	Ward Oval Sewer Pump Station upgrade.	\$364,424.00

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 and forums

DP Action	Action	Responsibility	Progress	Comment
Cobar Interagency, Community Services Forum and other groups such as the Cobar Domestic Violence Action Group	Actively participate in Interagency groups including the Community Services Forum and the Cobar Domestic Violence Action Group or Cobar Interagency (if running).	A Shepherd	100%	<p>Council participated in the Community Services Forum, designed to promote the medical services available in Cobar, identify gaps and develop strategies to fill them and encourage uptake of underutilised services.</p> <p>Council has also established a Children's Services group that meets regularly to identify strategies and share information to promote literacy and numeracy in children, look at issues affecting the sector and capacity building staff, services and management committees. We have successfully received funding to run the first three units in a Diploma of Children's Services through TAFE, identified courses for management committees, looking at ways to increase childcare placements and changes in government policy and potential impacts on funding of services and parents.</p>

COMMUNITY

COUNCIL STRATEGY

1.1.1 Strong and participative interagencies and forums

DP Action	Action	Responsibility	Progress	Comment
Murrin Bridge and Lake Cargelligo Interagency	Represent Cobar Shire Council at the Interagency Meetings when required and keep a watching brief through monitoring the minutes.	A Shepherd	100%	A watching brief was maintained on the interagency agenda and meetings and email input provided as needed. Works were undertaken in Murrin Bridge on the roads - funded through the RMS. Council has agreed to the request from Lachlan to move a motion to have Murrin Bridge moved into the Lachlan Shire. Lachlan Shire will now progress this with the state government.

COUNCIL STRATEGY

1.1.2 Work with Government Departments and NGO's to improve service delivery, such as that proposed through initiatives like the reforms of local government (including the Far West Initiative)

DP Action	Action	Responsibility	Progress	Comment
Actively participate in the Far West Initiative and other government or Council lead groups aimed at sharing information, services and improving efficiencies of service delivery	Actively participate in the Far West Initiative and other government or Council led groups aimed at sharing information, services and improving efficiency of service delivery.	P Vlatko	100%	The Far West Initiative is now with the State Government for their decision given Cobar Shire Council has actively been involved and contributed through our submission.

COMMUNITY OUTCOME

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

1.2.1 Implement the actions outlined in the Youth Development Plan

DP Action	Action	Responsibility	Progress	Comment
Update the Youth Development Plan	Youth Development Plan updated.	N Kriz	100%	CYFC have been working hard to increase the usage of the Centre and its facilities contrary to local belief that there are no activities being provided.
Undertake School Holiday Activities through the Cobar Youth and Fitness Centre	Seek funding to undertake school holiday activities.	N Kriz	100%	This year has seen many activities from Totem Skateboarding, Youth Week, Craft Cooking activities, StormCo, Sporting Events and YC Family Fun day events. With the Monetary assistance CYFC has seen an increase in the interest of the local community through bookings and Expressions of Interest.

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.	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.
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%	30 craft sessions and 4 art workshops were offered. 228 children attended.
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%	CYFC have met FACS grant conditions. With increasing interests and numbers we will need to re-evaluate the monetary assistance for 2018.
Organise Youth Week Activities	Youth Week activities to be organised in conjunction with Cobar Youth Council.	N Kriz	100%	Cobar Youth Week was run successfully and all money acquitted.

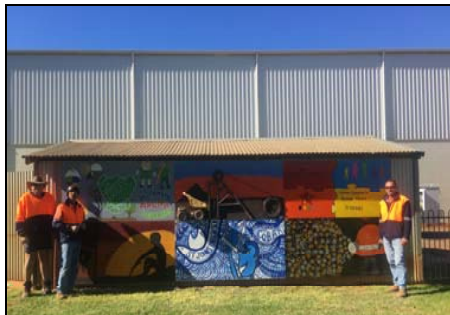
COUNCIL STRATEGY

1.2.3 Increased educational opportunities provided locally

DP Action	Action	Responsibility	Progress	Comment
Work with early childhood organisations, schools and TAFE to increase the quality and diversity of educational opportunities available locally and promote them	<p>Hold story time sessions, Library staff provide activities for children aged 6 months to 5 years, and model early literacy for parents.</p> <p>Technology sessions held for interested members of the community.</p>	J Siermans	100%	Basic mobile technology instruction was offered on Thursday mornings. 11 adults attended.

COMMUNITY OUTCOME

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



Left: Council Staff with the new shed mural at Drummond Park.

Middle: New Access and Wheelchair Storage at the Cobar Youth and Fitness Centre.

Right: The finished paint job of the Cobar Youth and Fitness Centre

COMMUNITY

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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. 589 attendances were recorded for the year. This is a slight reduction on last year's figures.
Information is provided to the community on the range of services available in Cobar Shire and how to access them	Maintain and update the community services directory and other activities that provide information on services available and how to access them, including Facebook and website updates.	K Miller	100%	The Community Services directory is regularly updated and used to inform the community, as are Facebook and Council's website.

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%	CCB & CCR administered for all services as per legislation.
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%	This is a constantly evolving environment with new theories and developments arising all the time. The paperwork changes regularly to keep abreast.
Administer and coordinate Children Services (FDC, COOSH, IHC)	Monitor Implementation of National In Home Care Standards.	K Lennon	100%	With new Educators starting regularly this is another ongoing area to ensure everyone is up to speed.

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%	Over 2016/2017, 50 father's day packs were created and sent to Educators, 54 Christmas packs were created and sent to Educators and 55 Easter/ mother's day packs were created and sent to Educators.
Administer and coordinate Children Services (FDC, COOSH, IHC)	Support Implementation of "Early Years Learning Framework" and the "My Time Our Place" into educator curriculum.	K Lennon	100%	With many Educators taking up the Diploma course the implementation of this can only improve and increase.
Administer and coordinate Children Services (FDC, COOSH, IHC)	Recruit train and support Early Childhood Services in Cobar.	K Lennon	100%	With supply and demand not at an even level with are actively looking for new Educators to meet the current demand. COOSH is still slowly growing with new children each vacation session.

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 2016 Festival of the Miner's Ghost was deemed a great success by the Cobar community. The Arts Council annual exhibition was well attended and attracted a reasonable amount of entries, the Youthie disco was well attended by about 80 children, the "Night to Dismember" was enjoyed by all those who attended, but the turnout of people was poor, the Youthie "Peaks of Colour Run" a huge success with about 600 people participating, the Peak Mine Tours were booked out, the markets in the park and the local musicians put on a great evening's entertainment. The Glencore, CSA mine fireworks didn't disappoint, the community talking about them for weeks after the event. Kay Stingemore's cemetery tours were very popular and 110 people teed off in the police charity golf day.
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 celebrations were held at the Cobar Swimming Pool. Approximately 500 people attended the event. Senior's Week which was held in March 2017 was well attended by the Cobar community.

COMMUNITY

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COMMUNITY OUTCOME

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

COUNCIL STRATEGY

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

DP Action	Action	Responsibility	Progress	Comment
Provision of information on grant availability and assistance in accessing grants to community groups	Distribute information on available grants to community organisations through the Community Services Database.	A Shepherd	100%	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%	NSW Sport and Recreation held a workshop for community groups. Community groups were offered assistance in putting grants together.

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 2016/2017.

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 and encourage residential living of employees	Liaise with local business and government organisations to reduce the potential negative impacts of shift changes to mining rosters, absentee workers and mining closures to reduce the community impact and encourage residential living.	A Shepherd	100%	The face to face meeting with all the Mine Managers with the Councils General Manager has made sure the issue is well understood and to seek what changes may be able to be made in the future. The Councils Economic Taskforce role is to work with the local business to provide opportunities and challenges.

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	0%	No activities undertaken in 2016/2017.
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%	Council has applied for grants to involve local Aboriginal groups in developing cultural art works with the town of Cobar in order to encourage understanding.

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.	A Shepherd	100%	Funding provided. Cobar community member, Kylie Harvey is President of the Outback Arts board. Cobar Shire was successful in obtaining a \$5,000 grant to undertake Crafternoons a series of art and craft workshops to encourage all members of the community to get involved in artistic endeavours. Outback Arts delivered a number of workshops in both Cobar and Nymagee, including the ever popular hat making workshops.
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.

COMMUNITY

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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
Continue to work with the NSW Government to progress the construction and fit out of the MPS, including upgrades to the LBV	Complete the legal framework for MPS model for Cobar in conjunction with the Local Health District.	K Miller	50%	Legal Framework adopted by Council. It is expected that the EOI process will begin in early 2018.
Continue to work with the NSW Government to progress the construction and fit out of the MPS, including upgrades to the LBV	Participate in the selection panel for the new provider for the LBV.	K Miller	25%	Verbal dialogue has occurred in relation to input into the design and fit out of the MPS and upgrades to the LBV. Further progression to occur in Q2 2017/2018.

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 the Federal Government to increase and improve health care provision within the Shire	Lobby NSW Government and the Federal Government to ensure high quality health care services are available in Cobar Shire or are easily accessible where it is not possible to have them provided locally.	K Miller	10%	Only passive lobbying has occurred. Councillor Peter Yench is driving representation to the State Government.
Lobby NSW Government and the Federal Government to increase and improve health care provision within the Shire	Seek funding and undertake works to extend the CPHCC.	A Shepherd	10%	Outback Division of General Practice awarded a federal government grant with Council's support to extend the CPHCC. Funding agreement to be signed Q1 2017/2018.

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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 working with ODGP to provide space for more allied health workers and to train staff. Regular attendance at Community Services Forum.

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%	<p>Over 2016/2017 the Centre has been very busy with a number of competitions run which included: netball, soccer (mixed), squalleyball and a number of junior sports. With around 30,000 users the centre did not have a lot of room for other activities. Monday, Tuesday and Wednesday night the Stadium is used. Games nights were held every second week. Other community groups like Barnardos ran a "Feed them up Program" to cook meals under \$10 for the family. Community health and Care west have been using the CYFC for exercise programs; Cobar High School did school sport. We also have a venue user that does Yoga up stairs.</p> <p>Copper City Dance have utilised our space as their building is still not ready. This has helped to boost kiosk sales.</p>

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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	Strengthen community partnerships with a view to offering more structured after school youth activities.	N Kriz	100%	Over the year we have seen numerous sporting competitions run and completed. We have advertised for new Junior Sporting Competitions with none too little Expressions of Interest. We have seen a dramatic increase in Drop Ins. IE LiverBetter, Barnados dropping in for extra usage of the Centre over and above their normal visits.
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%	Undertake a safety inspection and arrange for the inspection and repair to the chlorine systems on both the main pool and the multi-function pool. Work with the staff responsible for the maintenance and operation of the facility and assist when required. Monthly report provided by Managers. Major maintenance has been undertaken. Shade sails replaced in Q3.
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%	Generally inspections of signage undertaken regularly. Weekly inspection of main street. There has been a high level of vandalism to street signs, which has required constant inspections and replacement in Q3 and Q4. This has been the worst vandalism/ theft in a number of years.

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.	Complete the design and undertake the installation of the Miners Memorial in the Heritage Park.	A Shepherd	100%	Council continued to provide the 'bank' services for the Miners Memorial fundraising committee. In particular, administering paver sales. In addition, two grant applications were submitted seeking \$200,000 towards construction costs. A DA was submitted; Council approved the waiving of the DA fees and approved the DA. One of the conditions of consent was to undertake a contamination study of the site. Work on this should be undertaken prior to grant approval so the project is ready to commence.
Maintain all Council parks and reserves, including plants, trees and public facilities	Tree pruning and husbandry of trees.	P Sullivan	100%	The tree pruning and planting system for 2016/2017 has been very productive with a number of problem trees removed. Continuous clean-up of fallen trees and branches has been occurring throughout Cobar due to heavy winds and storms that have occurred in late Q2. The new planting program has seen Drummond Park has been completed. Planting of street trees planned for Marshall Street, to the East has also been completed.

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.	Inspect and rectify defects of physical assets.	P Sullivan	100%	Inspections undertaken weekly. Constantly picking up rubbish in Drummond Park and Main Street. Security cameras have been installed near Youth and Fitness Centre to protect Drummond Park Playground upgrade.
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.	P Sullivan	100%	Daily inspections undertaken to ensure that no maintenance is required or any glass that is lying around is cleaned up. Irrigation maintenance has occurred as the irrigation system is failing at Ward Oval as it has come to the end of its lifecycle, repairs will be ongoing until the funds are identified to complete the upgrade.

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 grounds and associated facilities.	P Sullivan	100%	Regular 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.	P Sullivan	100%	The ongoing attention to gardens and turf maintenance service is provided for each of the Council's parks and reserves within the Shire.

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. Engagement of ACFI funding specialists- Allied Care Group to assist with reviewing & assessing all current residents to ensure maximum funding is obtained. Resulted in increased funding for Village.
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%	Scheduled 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 transient 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 occurring 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.

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COUNCIL STRATEGY				
1.5.4 Provide adequate infrastructure to care for older residents locally				
DP Action	Action	Responsibility	Progress	Comment
Provide appropriate services for residents at the Lilliane Brady Village	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 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 belonging 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. This process provides a transparent mechanism for concerns and complaints management from all stakeholders.

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%	The sharing of information with the Local Area Command provides a close working relationship in addressing any problems within our communities
Work with police and licensed premises to promote a safe community	Provide secretariat services for the Cobar Liquor Accord.	P Vlatko	100%	Council staff provide complete secretarial service and support.
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%	The safety audit was not a priority this year, however the Crime Prevention Plan was updated and adopted by Council.

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.	P Sullivan	100%	Any graffiti identified has been recorded and removed as quickly as possible.
Implementation of actions outlined in the Cobar Crime Prevention Plan and Strategy	Undertake a Community Safety Audit.	P Vlatko	100%	Not a priority this year.
Implementation of actions outlined in the Cobar Crime Prevention Plan and Strategy	Update the action list for the Crime Prevention Plan.	A Shepherd	100%	The Crime Prevention Plan was updated following community consultation and was adopted by Council in Q4.

COUNCIL STRATEGY				
1.6.3 Encourage safe and sustainable development				
DP Action	Action	Responsibility	Progress	Comment
Undertake regulatory obligations in relation to building and development	Assess and determine all relevant applications as outlined under Section 68 of the Local Government Act 1993.	S Poulter	100%	All applications lodged pursuant to Section 68 of the Local Government Act have been assessed efficiently and in accordance with the relevant Regulations.
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 mandatory critical stage inspections and other required inspections have been undertaken when requested.
Undertake regulatory obligations in relation to building and development	Complying Development applications assessed and approved in accordance with statutory standards requirements and Council Codes.	S Poulter	0%	No Complying Development Certificates were lodged during this reporting year.
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 by customers, development sites are inspected to evaluate compliance.
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%	Sewage and drainage systems have been approved and inspected during this reporting period.

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%	On-site sewage management systems are registered, approved and inspected.
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%	It is currently unwarranted to develop DCP's to accompany the Cobar LEP due to low levels of development activity.
Implement and maintain an appropriate register for leases, licences and land	Maintain the Lease, Licence & Land Register.	G Ryman	100%	A review of the lease and license register is currently underway and shall identify improvements needed for this register.

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.	P Sullivan	100%	Street sweeping is undertaken on a daily basis, Toolbox meetings occur daily on priority areas.
To provide the community with an aesthetically pleasing and clean urban environment	Regularly clean and maintain amenities building in accordance with frequency of use.	P Sullivan	100%	Daily inspections and cleaning of amenities buildings undertaken, fortnightly programming for cleaning and a rotational roster prepared to ensure appropriate service levels. Upgraded the urinal in Drummond Park, replaced the cisterns at the Newey with stainless steel ones.

COUNCIL STRATEGY				
1.6.4 Provide and maintain safe and serviceable public facilities and infrastructure				
DP Action	Action	Responsibility	Progress	Comment
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%	Reactive and proactive maintenance/repair works are undertaken to Councils building assets. Condition assessments are currently being undertaken to Councils housing assets, which are identifying works needed to improve their condition.
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%	The Cobarr Disability Inclusion Action Plan has been adopted by Council and \$20,000 has been allocated in the 2017/2018 budget to implement priority actions.
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%	Where development projects require accessibility measures to be installed, they are installed.

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%	Regular liaison with the Rural Fire Service has occurred throughout 2016/2017.
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	100%	Cobar's Local Emergency Management Plan has been updated and adopted by the Local and Regional Emergency Management Committees.
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 has met four times during 2016/2017. A table-top exercise was undertaken consider a mines rescue scenario.

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 as per Food Authority Partnership.	S Poulter	100%	All high and medium risk rated food businesses were inspected during this year in line with the Food Authority Partnership.
Preserve and enhance public health by regulating and inspecting all relevant premises	Complete Rural Addressing Project, by installing remaining signage.	A DeSilva	100%	Council worked with Rotary to make significant progress in installing new numbers.
Preserve and enhance public health by regulating and inspecting all relevant premises	Investigation of public health incidents.	G Ryman	100%	Measures are determined and deployed where necessary to control, mitigate or remove hazards and risks related to fire, health or other threats.
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%	Where requested, premises are inspected to evaluate compliance with the Public Health Act.

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COUNCIL STRATEGY				
1.6.5	Provide protection from fire, natural disasters, public health and other threats to the community			
DP Action	Action	Responsibility	Progress	Comment
Preserve and enhance public health by regulating and inspecting all relevant premises	Public swimming pools inspected and water samples taken.	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 regularly inspected during this year. Where defects are identified, rectification works are required.

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%	Council continues to offer support and assistance to business opportunity in Cobar through assistance with grant applications and political support.
To encourage the development and utilisation of the Cobar Caravan Park	Oversee the lease and assist the lessee as required.	G Ryman	100%	A number of meetings have occurred with the Manager of the Cobar Caravan Park.

ECONOMY

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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%	Have met with the new Executive Officer of RDAO who has also met with Council to outline what the organisation is doing and their current focus. Have provided letters of support for grant applications and discussed projects.



Left: Connection of Raw Water to Dalton Park.

Middle: Cobar Shire Councils winning Christmas Float.

Right: Cobar Shire Council Staff raising awareness for R U OK Day.

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 and facilitate the Economic Taskforce.	A Shepherd	100%	<p>Monthly meetings of the Economic Taskforce were held, with recommendations going to each Council meeting for adoption. Key initiatives were to undertake a masterplan of the main street, to progress tourism funding through the relevant minister, to support alternative power generation projects for the Shire, expand the FOMG activities and establish a 150 Committee and update the Tourism section of the website.</p> <p>Much community consultation was undertaken in developing a new Economic Action which was adopted in Q4.</p>
Promote economic development within Cobar Shire	Work with neighbouring councils to promote economic development across the region.	A Shepherd	100%	Participated in Economic Development Officer meetings, worked on joint projects and initiatives.

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 free Back to Business Workshop was held on 1 March, using the \$5000 grant Council was awarded. 90 people attended to listen to the four mines managers and Council's General Manager present their outlook for the year ahead. It was designed to be a positive night and was very well received. In addition, Carol Bagaric from AusVM presented her ideas for community events, pop up shops and town promotions. This generated enthusiasm and the following morning 20 people came together to brainstorm ideas to improve the FOMG and town promotional ideas. Visual merchandising and social media workshops held for businesses.

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	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%	Council is again supporting the organisation through provision of Secretary position. Worked hard to promote the quids program. Undertook town promotions for the year and events. Ran the business awards and Christmas promotion, including the community night. Council won the float competition.

ECONOMY

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COUNCIL STRATEGY				
2.1.5	Diversify the business base of the Shire and strengthen local businesses			
DP Action	Action	Responsibility	Progress	Comment
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.

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%	Political representations have been made to attempt to improve funding for regional roads.

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%	Fixing Country Roads applications successful.

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 to be finalised.

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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%	<p>In 2016 - 2017 there 5,100 people visited the museum and 20,500 people sought information. In 2015 - 2016 there were 4,500 people who visited the museum and 20,500 who sought information.</p> <p>2016 - 2017 museum entry cash receipts were \$48,100.00 and the shop receipts were \$77,300.00. 2015- 2016 museum cash receipts were \$42,100.00 and the shop receipts were \$73,300.00. The museum entry increased by \$6,000 and the shop revenue increased by \$4,000.00.</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	Direct mailing campaigns.	J Martin	100%	Brochures were emailed out as required.
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%	The Kidman Way Website was updated. Cobar Shire and the Great Cobar Heritage Centre featured in the Caravanning Australia Magazine winter edition. Channel 7s Grainger's Outback Adventures spent two days in Cobar shooting a five minute segment which will go to air in early Q1 2017/2018. Commenced selling advertising opportunities to businesses for the reprint of the Kidman Way Brochure. 83 comments were made on Trip Advisor in regards to the Great Cobar Heritage Centre and the attraction was rated four and a half stars. These comments and recommendations are viewed worldwide.

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 2016/2017 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%	Council has a very active role in the Kidman Way Promotional Committee. Cobar attended five caravan and camping expos. The Kidman Way Brochure will be updated in early 2017/2018. There are many new people involved in the KWPC with a number of positive changes foreshadowed.

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%	Regular media reports are prepared to advertise events in the Shire and the benefits of tourism.
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%	A number of media releases have been issued regarding the visitor activity in Cobar Shire. Advertising and media releases for Australia Day 2017 activities and 2017 Senior's Week activities were produced.

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 held their bi-annual conference in Cobar in Q2.

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%	Council is currently working with the operators of the Cobar Caravan Park to identify ways that can enhance this facility, in order to encourage more visitors.
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%	Council's Curator has installed five new exhibits in 2016/2017.

COUNCIL STRATEGY

2.2.4 Increase the range and degree of accommodation in the Shire

DP Action	Action	Responsibility	Progress	Comment
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%	Lack of current need for residential land in Cobar. Existing vacant properties are not selling.

COMMUNITY OUTCOME

2.3 A strong business hub operating out of the Cobar airport



Left: Footpath Upgrades in Barton Street.

Middle: Drummond Park Tree Planting Upgrades.

Right: Tree Planting works.

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%	This will flow on from the Airport Master Plan process.
Actively seek out business opportunities to enhance the operations at Cobar Airport	Providing Secretariat to the Airport Advisory Committee to the Cobar Regional Airport.	A De Silva	0%	The Airport Advisory Committee has met twice. Main initiative was to progress the airport masterplan.

GOVERNANCE

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COMMUNITY OUTCOME

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

COUNCIL STRATEGY

3.1.1 Increase Council's income stream

DP Action	Action	Responsibility	Progress	Comment
Undertake private works	Undertaken private works for property owners, contractors and RMS.	S Taylor	100%	During 2016/2017 only a minor quantity of private works has been undertaken for property owners, mines and contractors as Council works staff were engaged in a large quantity of Ordered Works for RMS.
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%	Council applied for a range of grant opportunities to undertake much needed capital works. Funded projects include a Truck Wash, roads upgrade projects, arts workshops and business activities. Council has also worked with community groups to seek funding for their projects such as the Nymagee Progress Association and Cobarr Arts Council. Without grant funds, Council cannot undertake many of the infrastructure projects outlined in the LTFP.

GOVERNANCE

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COUNCIL STRATEGY				
3.1.1	Increase Council's income stream			
DP Action	Action	Responsibility	Progress	Comment
Undertake rating functions of Council	Recovery of outstanding rates.	J Brown	100%	The total outstanding in rates and charges as at the 30 June 2017 is \$1,190,225.65, which includes \$472,439.20 in User Pay Water (due 15 July 2017) and \$251,073.20 by unknown owners. Council will continue to follow up arrears as stated in our Rates Recovery Policy.
Undertake rating functions of Council	Undertake sale of land under Section 713.	J Brown	100%	A sale of land for unpaid rates has been scheduled for 2017/2018.
Effectively manage Council investments	Optimum investment of Council's surplus funds in accordance with Council's Investment Policy.	N Mitchell	100%	Investments were made at terms to facilitate cash flows and at the best rates available to meet Council's needs.
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%	The Far West Initiative has focussed Councils on understanding its implication to our Shire instead of resource sharing opportunities; however the Water Alliance has created opportunities for Cobar that we could not have undertaken by ourselves.

GOVERNANCE

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COUNCIL STRATEGY				
3.1.1	Increase Council's income stream			
DP Action	Action	Responsibility	Progress	Comment
Undertake the requirements as per Services NSW Contract.	Undertake the requirements as per Services NSW Contract.	K Miller	100%	All Contract requirements have been completed successfully. We have extended our hours of service from 4:00pm to 4:30pm, Monday - Friday.

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%	No developer contributions were payable in this reporting year (except for payments made under the VPA between CSC and Hera Resources).

GOVERNANCE

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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 Cobar Youth and Fitness Centre	Seek and initiate discussions with potential appropriate partners.	K Miller	0%	No partnership options have been identified for the Cobar Youth and Fitness Centre. Numerous grant funding applications have been submitted for the refurbishment and upgrade but have so far been unsuccessful.
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 and operate the facility.	K Miller	25%	Council has resolved for the Lilliane Brady Village to become part of the government formed MPS.

GOVERNANCE

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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	Co-ordinate the development of Council's Business Continuity Plan and Disaster Recovery Plan.	S Patterson	100%	Council participated in a Business Continuity exercise undertaken by State Wide to assist identifying areas to be included in the Business Continuity Plan. A report from the exercise has been received. A group has been established with surrounding Councils to tackle Risk Management issues, coordinated by State Wide.
Develop and implement a risk management strategy suitable for Council operations	Develop and implement a Corporate Risk Management Strategy.	S Patterson	25%	Development of a Corporate Risk Management Strategy has not commenced as planned, due to a number of contributing factors including extended leave and conflicting priorities within the department. A stronger focus on delivery will be in place in the coming financial year which will require significant input from across the organisation, specifically at Manex level.
Develop and implement suitable internal audit processes for Council operations	Carry out Internal Audits.	K Miller	100%	Two Members were appointed to the Internal Audit Committee. The Committees charter is now being established. A Report has been presented to Council requesting that an additional Independent Member be invited to join the committee.

GOVERNANCE

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COUNCIL STRATEGY				
3.1.4	Minimise risk for Council and the community			
DP Action	Action	Responsibility	Progress	Comment
WHS obligations are met and safe work practices are promoted and undertaken	Consult with WHS Committee to take a proactive stance in promoting a healthy and safe work environment.	P Vlatko	90%	The WHS Management system to be reviewed.
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%	At each WHS Committee meeting a member of the committee is issued two site inspections/audits to complete prior to the next meeting to catch up on the backlog. Once this is completed a schedule will be developed for ongoing inspections. Council's WHS Officer has established a regular 'safety tip' email in an effort to build a stronger safety culture here at Council.

GOVERNANCE

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COUNCIL STRATEGY				
3.1.4	Minimise risk for Council and the community			
DP Action	Action	Responsibility	Progress	Comment
WHS obligations are met and safe work practices are promoted and undertaken	Reduce workplace incidents by providing return to work services, supporting the Health and Safety Committee, providing adequate training and appropriate procedures.	S Patterson	100%	Return to Work services are provided to all areas of Council by the Human Resources team. WH&S training is provided as required to staff. Council will be introducing an electronic Risk and Injury Management system, with the anticipated roll out to all employees by end of Q1 2017/2018.
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%	A significant improvement in our lost time injuries due to our focus on our reporting systems and education with our staff.
Ensure that documentation and records management provide a framework for easy retrieval and reference	Compliance with Records Management obligations.	K Miller	100%	Records are compliant to required standards. Additional staff have been employed to help with the backlog of Records Management and the influx of additional information that is being received from the implementation of further Records Management Rules.

GOVERNANCE

Annual Report 2016-2017

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	Effective records administration systems and protocols in place	K Miller	100%	Systems and protocols are effective. Staff have developed business rules to improve records management processes across the organisation. This has created a large influx of information being sent to Records. Additional staff members have been put on to help with the backlog and additional information being received.
Ensure that documentation and records management provide a framework for easy retrieval and reference	Investigate the feasibility of acquiring and implementing an Electronic Document Management System (EDMS)	K Miller	10%	Investigations undertaken to utilising CivicView for this purpose. This will continue.
Reduce workplace accidents and incidents	Coordinate development and train staff in Safe Work Method Statements (SWMS).	P Vlatko	75%	Safe Work Method Statements (SWMS) training undertaken as part of the Corporate Induction Day which was undertaken in early Q3 with all Contractors and Council Outdoor Staff. There are six (6) major SWMS methods reviewed as part of the Induction Day.

GOVERNANCE

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COUNCIL STRATEGY				
3.1.4 Minimise risk for Council and the community				
DP Action	Action	Responsibility	Progress	Comment
Reduce workplace accidents and incidents	Facilitate/coordinate regular WHS audits of the workplace and monitor implementation of audit recommendations.	S Patterson	75%	A WHS audit schedule has been finalised to ensure regular audits do occur. Any recommendations that arise as part of the audit process are taken to the WH&S Committee and delegated to the relevant person for follow up and completion. Regular WHS Committee meetings are now being held.
Reduce workplace accidents and incidents	Train all workers for their tasks and induct all workers into the workplace or job site.	S Patterson	75%	All new staff receive an induction during their first week of employment from their supervisor. Staff are inducted onto the relevant worksites they will be working at and they are provided with a copy of their job description which is discussed with their supervisor. Council's WHS Officer is developing eLearning inductions for all staff, both for on-boarding and annual review of certain processes/policies. The introduction of an Learning Management System (LMS) will also improve the ability to request training and then our ability to schedule required training based on the needs (and hopefully wants) of our staff, we are hopeful that both of these new processes will be introduced by the end of 2017.

GOVERNANCE

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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%	Council are provided with the details of training opportunities through the OLG and NSWLG, a Councillor Workshop was held on meeting procedures. Asset Management Training was undertaken in early Q3.
Strategic policy setting undertaken by the elected representatives	Feedback to Councillors on progress with resolutions and Councillor requests.	P Vlatko	100%	Council is kept fully informed of the business of Council and the policies that it operates under. Councillor Workshops have also provided the Councillors with information and training relevant to the business of the Council. An open door policy allows Councillors to discuss any issues that they may have and email requests are responded to promptly.
Improve Dashboard Reporting Systems	Improved Dashboard Reporting to be compliant for the OLG (Fit for the Future).	K Miller	0%	No progression has occurred in relation to being complaint for Fit for the Future; this has been due to the restructure of the OLG.

COUNCIL STRATEGY					
3.1.6		Fit for the Future			
DP Action	Action	Responsibility	Progress	Comment	
Fit for the Future	Maintain community engagement regarding Council's Fit for the Future obligations.	P Vlatko	100%	The communities of Cobar were encouraged to attend or provide submission in how this would influence the Council and the services it provides	
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%	Council has provided and contributed to the discussion on the Far West Initiative and is still waiting for a decision.	

COMMUNITY OUTCOME	
3.2	An engaged community that participates in decision making

GOVERNANCE

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%	Regular liaison with local media. Weekly Mayoral Report disseminated to the local paper and on Council's Website. Council has been addressing water quality issues through online presences and in the local paper, all community events are posted on our Facebook Page.



Left: Stage one of Drummond Park Playground.

Middle: Historical Aboriginal rock art at Mount Grenfell.

Right: MR461 Priority Tank Road bogged vehicle after wet weather.

GOVERNANCE

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COUNCIL STRATEGY				
3.2.2	Encourage more direct participation and interaction between Council and the community			
DP Action	Action	Responsibility	Progress	Comment
Provide up-to-date and relevant information to the public on Council's activities	Prepare a Council newsletter and prepare electronic updates.	A Shepherd	100%	Two newsletters were prepared over the year and Council took the opportunity to place full page adverts in the paper to keep the community informed on activities being undertaken to improve the town's water quality. The website and Facebook were used regularly to keep the public informed.
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 Rural Roads Advisory Committee met four times during 2016/2017. The main issues discussed were road closures and conditions and flood damage. Grids were another item of concern. The Traffic Committee met four times during 2016/2017.
Maintain partnerships with community organisations, such as Business Groups, Council Committees and Council Alliances	Participation in Lower Macquarie Water Utilities Alliance LMWUA	S Taylor	100%	Lower Macquarie Water Utilities Alliance meetings have been regularly attended by Council staff.

GOVERNANCE

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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%	Youth Council continue to organise and provide community activities such as Movie Nights and Cobar Walking Warriors (which is an event mirroring Cancer Council's Sleep Over Event). CYFC staff and management support these activities by networking with other local Councils and mirroring their management strategies. Manager and YC members attended a meeting in Moree to further solidify these networks with other local bodies. Manager also organises and arranges frequent YC meetings to encourage pro-activeness with the YC.

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	Qualitative measures on response and processing times in relation to queries face to face, by phone, letter or email.	K Miller	100%	Customer Service Management System is in place. A Customer Service Charter will be developed in 2017/2018. First qualitative report considered by Council for year ended 2016/2017.

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	100%	Some areas of Council have regular team meetings but this could be improved and Manex site visits could be implemented. The staff suggestion program needs to be promoted to encourage more feedback from staff, we haven't had any suggestions for quite some time. Consultative Committee meetings schedule has been re-established.

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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 Recognition and Reward Program.	S Patterson	100%	We have been utilising training budgets better than in past years to try and not only ensure compliance but provide opportunities for professional development for staff, but this process does rely heavily on employees and their Managers raising requests for appropriate training. Annual recognition of long service awards at Council's Christmas party commenced this year.
Human Resources	Employees paid appropriately.	S Taylor	100%	All employees are paid on time and accurately in accordance with the relevant Awards. All raised payroll queries are addressed and rectified (if required) in the next available pay run.

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	Implementation of an electronic performance appraisal system, with updated skills matrices and position descriptions.	S Patterson	100%	PULSE Employee Performance Management module was successfully rolled out to all Council staff (excluding LBV). Review of the skills matrices needs to be undertaken, however this is a rather large task to undertake and consideration needs to be given to Consultants' assistance. Consideration is also being given to purchasing of software that can provide a library of skill descriptors to use during this review.
Human Resources	Staff consultation by a continuing process through Consultative Committee.	S Patterson	100%	Consultative Committee Meetings are held quarterly (or more regularly if required) to discuss any proposed changes to employment conditions and policies. All members of staff are able to raise employment related issues with a member of the Consultative Committee. The constitution was updated to include 'general staff' representatives allowing for both Union members and non-members to nominate for those roles.

COUNCIL STRATEGY

3.3.2		Staff are valued, well trained and able to undertake their roles and functions		
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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	100%	More robust training plans do need to be developed - this needs to be driven by the Managers. The Workforce Plan has been renewed for the coming four years, has been publically displayed for comment and was adopted by Council. The development of an Attraction and Retention Strategy is the goal - how to go about that and achieve deliverables is rather challenging and something that is being considered at OROC level as it is a challenge faced by all regional Councils.
Human Resources	To build productivity, maintain industrial harmony and increase employee satisfaction.	S Patterson	100%	We have had no founded industrial issues this year. Council were taken to the Industrial Commission over the restructure of the Urban Services team and the introduction of Drug and Alcohol testing because we did a blanket first test. All issues raised in the Commission were overturned and the Commissioner endorsed the blanket DnA testing as the fairest approach for all staff, expressing their disappointment that the Union were not supportive of such safety initiatives.
Human Resources	Undertake biennial Staff Attitude Survey.	S Patterson	100%	Staff Attitude Survey is undertaken biennially, the last survey was completed in 2015, therefore not required until Q1 2017/2018 (or perhaps Q4 2016/2017). Development of the next survey has commenced.

GOVERNANCE

3.3.2		Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comment	
Good recruitment and selection processes that promote the philosophy of 'recruit for attitude, train for skills'	Ensure the organisational structure is appropriate to achieving the Budget or Delivery Program/Annual Operational Plan.	S Patterson	100%	The current organisational structure is in line with budget availability. FTE is lower than the same period last year.	
Implement and manage an Employee Assistance Program for Council staff	Oversee and promote Council's Employee Assistance Programme	S Patterson	100%	Use of Council's EAP is higher than in previous years, showing staff are well aware of their entitlement to access the service. Changes to the arrangements between Outback Division and Western NSW Primary Health Network will result in access to additional psychological services become challenging and may directly impact on the health and wellbeing of our staff.	
Staff are provided with up-to-date and relevant tools to undertake their roles	Effective Information Technology administration systems and protocols in place.	A Shepherd	100%	No IT Committee Meetings were held in 2016/2017. Councillors and Manex have been given Tablets to help Council move towards a paperless reporting system. So far, positive feedback has been received.	

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	100%	Plant and Equipment Utilisation Review Report has been implemented.	
Staff are provided with up-to-date and relevant tools to undertake their roles	Implementation of Computer Support Strategic Plan.	S Taylor	100%	A Computer Support Strategic Plan is run through the IT Committee and implemented when required. No action has been undertaken in 2016/2017.	
Staff are provided with up-to-date and relevant tools to undertake their roles	Review and update 15 Year Plant Rolling Replacement Program.	A Shepherd	100%	The plant replacement program has been reviewed and updated. The program is continually reviewed to ensure that the plant fleet meets the current work requirements.	
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.	S Taylor	100%	The plant replacements are reviewed with the operators to ensure that the replacement plant meets the current work requirements.	

GOVERNANCE

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 and implement an Intranet for Cobar Shire Council.	A Shepherd	0%	No action was undertaken throughout 2016/2017. 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%	Customer Management System (Complaints System) has been implemented. Staff have undergone initial training and the system is currently in use.
Staff are provided with up-to-date and relevant tools to undertake their roles	Roll out version 9 of CivicView.	K Miller	0%	CivicView version 9 roll out completed in Q4. A consultant conversant in CivicView was engaged to assist with this process.
Maintain and actively use the Public Libraries NSW Membership	Identify opportunities for information share and services development.	J Siermans	100%	Participated in information sharing activities via e-mail, teleconference and Blue Jeans. Attended Central West Zone meetings in person and via teleconference.

COUNCIL STRATEGY				
3.3.4 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	Development and implementation of a minimum 10 Year Financial Plan for	K Miller	100%	Draft 10 Year Financial Plan developed and adopted. This plan will have a more detailed strategy for asset

documents as required	inclusion in the Resourcing Strategy to support the Cobar Shire 2025 Community Strategic Plan.			replacement and upgrade.
Council updates the Integrated Planning and Reporting framework documents as required	Implementation of Council's Community Engagement Strategy.	A Shepherd	100%	The reviewed Community Engagement Strategy was adopted by Council at the October council meeting. This plan has been used in developing the new suite of IP&R documents. A survey of residents was undertaken during February and 303 online submissions were received. This will inform the development of the CSP.
Council updates the Integrated Planning and Reporting framework documents as required	Workforce Management Strategy as part of the Resource Strategy is developed and maintained.	S Patterson	100%	Council's Workforce Plan has been renewed for the coming four years.

GOVERNANCE

COUNCIL STRATEGY				
3.3.4	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	Works Program developed for Shire and Regional roads, drainage, signs and traffic facilities.	M Bell	100%	A works program for road maintenance and construction was developed and implemented during the year.
Service level provision planning undertaken as required	Review and amend the Corporate Asset Register including CivicView	K Miller	100%	The Corporate Asset Register is still being reviewed. Significant work has been undertaken in relation to recreational assets. The register will be the focus of asset

	integration.			management activities. There are still some issues to be resolved.
Undertake legislative reporting requirements	Implementation of OLG Best Practice Improvement Action Plan.	P Vlatko	100%	Council continues to develop and progress the BPIA Plan.

GOVERNANCE

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COUNCIL STRATEGY				
3.3.5 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. Appropriate purchasing system and authority levels document continually updated with staff changes and communicated to all staff.
Leases and management agreements monitored, implemented and adhered to	Airport agreements monitored and implemented.	A DeSilva	100%	Undertaken as required.
Leases and management agreements monitored, implemented and adhered to	Cinema Building, Dentist and doctors surgeries and commercial building agreements monitored and implemented.	M Gunn	100%	Building agreements (licences/leases) were monitored for compliance during this reporting period.

GOVERNANCE

COUNCIL STRATEGY

3.3.4 Good procurement processes in place to ensure the most advantageous provision of goods and services to Council

DP Action	Action	Responsibility	Progress	Comment
Leases and management agreements monitored, implemented and adhered to	Swimming pool agreements monitored and implemented.	K Miller	100%	Regular discussions held with contractor, agreement being adhered to. Monthly reports received and acted upon.
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%	Administration and financial services for the Cobar Water Board have been undertaken as per the agreement. Arrangement adopted by Cobar Water Board.



Left: Storytime at the Library.

Middle: Frontier Services undertaking the painting of the Cobar Youth and Fitness Centre.

Right: Tree Planting works undertaken on Marshall Street.

INFRASTRUCTURE

Annual Report 2016-2017

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
Seek funding for improvements to the provision of water through the Albert Priest Channel Pipeline Augmentation Project	Seek funding for improvements to the provision of water through 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.

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.	D Sechtig	100%	Council has engaged a consultant through the LMWUA to address the water licencing levels and obtain detailed information for a submission to the state government for an increase in Council's allocations.

INFRASTRUCTURE

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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.	D Sechtig	0%	No progress was on this action during 2016/2017 due to staff changes.

INFRASTRUCTURE

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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.	D Sechtig	100%	The valve replacement program has continued during 2016/2017.
Maintenance and repairs of water mains	Implement the Works Program, determined by the Water Main, Valve and Hydrant Audit.	D Sechtig	100%	Public Works Advisory has been engaged to undertake a full network survey and analysis to determine future replacement and upgrades required on Cobar's water reticulation network.
Undertake Resources for Regions Water Filtration Plant Project	Undertake the actions outlined in the Project Management Plan for the Cobar Filtration Plant Replacement Program.	S Taylor	100%	Additional funding of \$7.75 million was obtained for the replacement of Cobar's Water Treatment Plant brings total funds available for the project of \$15.75 million. The contract for the construction of the Treatment Plant has been let to Laurie Curran Water and detailed design and construction will commence in 2017/2018.
Expand the raw water network	Extend the Raw Water Network to Dalton Park and other priority areas.	D Sechtig	100%	Raw water line has been extended to Dalton Park. Irrigation at this park is now undertaken with raw water which will reduce the operational cost of this park.

INFRASTRUCTURE

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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%	Cobar Water Board Asset Management Plan, Financial and Strategic Business Plan were adopted in 2015/2016 financial year.

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%	The contract for the replacement of 30 km of pipeline from Nyngan pump station was let in Q1. The contractor has completed the majority of the installation of the new pipe and is currently installing the required connections and valves.

INFRASTRUCTURE

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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.	D Sectig	100%	Radio base stations have been maintained during 2016/2017. Council staff have submitted the relevant applications for licence renewal in early Q3, the application process can take 8-12 weeks.
Lobby the government and business to increase the reliability of energy provision within the Shire	Work with NBN to provide information and disseminate information to achieve optimal broadband coverage within Cobar Shire.	G Ryman	100%	Council officers have been working the NBN Co. and its relevant sub-controllers to ensure that the rollout of NBN in Cobar is undertaken with limited impact to residents.

INFRASTRUCTURE

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COMMUNITY OUTCOME

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

COUNCIL STRATEGY

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

DP Action	Action	Responsibility	Progress	Comment
Road works undertaken according to priority, weather conditions and availability of resources	Complete the Fixing Country Roads Project to install culverts at Acres Billabong floodway on RR7518.	S Taylor	75%	Access to the site was significantly delayed as the billabong had water present. This prevented the construction of the side track for the road diversion until late in the financial year. Work will commence early in the new financial year installing the new box culverts.
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%	Maintenance program on Shire and Regional roads was completed during 2016/2017. Construction program was not completed during the year due to a number of factors including lack of water for gravel re-sheeting program and unavailability of contractors to complete the resealing programme.

INFRASTRUCTURE

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COUNCIL STRATEGY				
4.3.1 Seek ways to expand the sealed road network and improve and maintain the unsealed road network				
DP Action	Action	Responsibility	Progress	Comment
Road works undertaken according to priority, weather conditions and availability of resources	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%	Local roads and regional roads are being inspected to set work priorities. Reflect is now operational and inspections will commence in 2017/2018.
Road works undertaken according to priority, weather conditions and availability of resources	Street maintenance and sign maintenance.	M Bell	100%	Town streets and signs have been regularly maintained. Additional street pothole patching repairs were undertaken during early 2017 as a result of wet weather in Q1 and Q2 which caused significant road damage. Town streets resealing has been completed. Replacement line marking is yet to be completed.
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 undertaken on behalf of RMS within the agreed budget. Part C on Nymagee Shoulder widening project is progressing satisfactorily. There have been delays caused by rain. The construction phase of the project will be finished by end July, leaving only tidying up for completion.

INFRASTRUCTURE

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COUNCIL STRATEGY				
4.3.1 Seek ways to expand the sealed road network and improve and maintain the unsealed road network				
DP Action	Action	Responsibility	Progress	Comment
Road works undertaken according to priority, weather conditions and availability of resources	Undertake routine and supplementary works on State Roads in accordance with the RMS Contract.	M Bell	100%	Routine and supplementary works undertaken on State Roads in accordance with the RMS Contract. Some additional funding was given for vegetation slashing.
Road works undertaken according to priority, weather conditions and availability of resources	Complete the Fixing Country Roads Project to form up and seal sections of Wilga Downs Road.	M Bell	100%	The proposed sealing of 4 km on Wilga Downs Road was completed. As the work was under budget a further 0.6 km of road was sealed. Further work will be discussed with Infrastructure NSW as the full budget has not been expended.
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 revaluation of Council's water and sewer assets was completed by 30 June 2017.

INFRASTRUCTURE

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COUNCIL STRATEGY				
4.3.1	Seek ways to expand the sealed road network and improve and maintain the unsealed road network			
DP Action	Action	Responsibility	Progress	Comment
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%	Gravel winning has been undertaken on three pit areas. Crushing of the gravel has been completed at one pit and the crushing contractor is due to commence work at the other two pits. No pit has been selected for restoration at this stage.
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%	A contractor has been engaged and is progressing to obtain licences for existing quarries.
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%	Quarry Safety Management has been incorporated into Councils quality system document - CSMP (Council System Management Plan) - still awaiting feedback from Mines Inspector regarding suitability.

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.	P Sullivan	100%	Working on the development of a Footpath and Bike Path Maintenance Works Program, need to tie information in with Reflex, implementation not expected until 2017/2018. Other options for work completion is being 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%	No funding has been received this financial year to undertake actions identified in the PAMP and Bike Plan.
Provide and maintain a safe and adequate footpath and bike path network	Kerb & Gutter maintenance.	P Sullivan	100%	Council's kerb and gutter has been maintained and repaired/replaced where required during 2016/2017.

INFRASTRUCTURE

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	Conduct regular and statutory maintenance program in accordance with Airport Operational Plan.	A De Silva	100%	Airport operational Manual to be overhauled as a priority and necessary clerical support need to be established.
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 will be completed in 2017-2018 with grant funding.

INFRASTRUCTURE

Annual Report 2016-2017

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	Provision of services to key stakeholders such as airlines and Charters.	A De Silva	100%	Business operations with risk awareness in this safety critical environment is being ensured.
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%	Nymagee air strip maintenance is becoming critical as it being used for more than just emergencies.

INFRASTRUCTURE

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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 is 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%	Rail contractors have replaced culverts and sleepers on the Cobar to Nyngan rail line.

COMMUNITY OUTCOME

4.4 Good quality and affordable community facilities and infrastructure

INFRASTRUCTURE

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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	Inspection of playground facilities ensuring safety and convenience for all users with the aim for gradual upgrade of playground equipment to meet Australian Standards.	P Sullivan	100%	Drummond Park playground Stage 1 upgrade finished. Security cameras installed. Raw water upgrade completed to Dalton Park.
Provide and maintain safe and adequate playground facilities	Install new playground equipment in Drummond Park.	A Shepherd	100%	The 0-5 year old section was completed despite continuous rain interruptions and opened in late September. An official opening was held on 18 November. This was also an opportunity to consult with the community on the Stage 2 concept design for an Adventure Playground. An initial draft design was provided to the community for input and feedback. Consultations were also undertaken at the Festival of the Miners Ghost market stall. Further design ideas and feedback were collected during a visit from a group of Home School students and parents on 25 November. Costing and further design work has been undertaken. Additional shade is required for Stage 1, video surveillance has been installed and additional lighting is being investigated.

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	0%	This project has not been progressed and it is planned to review the masterplan in 2017/2018.
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.	P Sullivan	0%	No actions have been undertaken in 2016/2017. In Q1 2017/2018 a stakeholder meeting will be undertaken to see what direction they wish to take in relation to Cemetery improvements.
Undertake Council's cemetery operations in an appropriate and dignified manner	Keep stock of pre-dug graves in reserve.	P Sullivan	100%	Parks and Gardens aim to have 10 pre-dug graves in the new section, however this is dependent on where people choose to get buried.

INFRASTRUCTURE

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COUNCIL STRATEGY				
4.4.2	Increase the range of community facilities and maintain those that we have to an appropriate standard			
DP Action	Action	Responsibility	Progress	Comment
To provide quality and readily accessible library services to Cobar and villages	Offer high quality and relevant library services for five hours per week at both Nymagee and Euabalong.	J Siermans	100%	Nymagee and Euabalong library services operated for five hours per week.
To provide quality and readily accessible library services to Cobar and villages	Participate in State and National events that promote literacy.	J Siermans	100%	Local participation facilitated in the national events Summer Reading Club and the Library Lovers' Celebration.
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%	<p>3,123 items and 650 eBooks added to the collection. 3,718 items = value \$98,294 (at cost) removed. Total stock = 30,710 items and 3,871 eBooks. 25,350 items loaned (includes 326 eBook loans).</p> <p>Compared to last year's figures of:</p> <p>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).</p>

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 provided for public access. 4,702 hours of computer use and 1,830 hours of wireless bookings. Hours of computer use are down, however wireless bookings have increased compared to last year's figures of: 6,310 hours of computer use and 1,707 hours of wireless bookings were recorded for the year.

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	To ensure that the Library service is utilised by Cobar residents of all ages and community groups.	J Siermans	100%	<p>2016/2017 figures:</p> <p>256 new members joined in. Total membership = 1,870 members. 29,416 visits counted. Monthly new book list and events calendar e-mailed to stakeholders, press, and community groups. Library resources and services promoted via Facebook. Bookaholics meetings had 37 attendances, hosted 11 home care and LBV group visits, morning teas for Seniors Week and Cobar Library history, and the touring exhibition of the Outback Archies artworks and sculptures.</p> <p>2015/2016 figures:</p> <p>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.</p>

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	To ensure that well trained, professional and highly motivated staff are responsive to serving the needs of the community.	J Siermans	100%	Library Manager undertook TAFE study on Leadership and Management.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Commercial building and surgery maintenance.	G Harbison	100%	All commercial buildings were assessed during this reporting year to ascertain their level of condition, and to identify works necessary to ensure safety, legislative compliance and reasonable condition.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Development of Buildings Asbestos Register.	S Poulter	50%	As buildings are inspected for condition assessment, the relevant asbestos register is also amended identifying locations of asbestos in buildings, where relevant.

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.	Design and installation of an upgraded kitchen at the Cobar Youth and Fitness Centre.	G Ryman	0%	Works to make the building water tight are taking priority over this project. Installation of a unisex accessible toilet which includes an area for wheelchairs storage has been completed.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Prepare Plans of Management for Council's controlled Land.	M Gunn	25%	Draft Newey Master Plan Land Use was developed and waiting for decision.
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%	The balcony refurbishment works were completed in Q1. Works to the Youthie have been completed this reporting year which include the construction of a new unisex accessible sanitary facility, baby change room and wheelchair storage room.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Review Buildings Asset Management Plan.	S Poulter	25%	The building asset management plan is due for a review/amendment this financial year. Work has commenced on the format of the plan.

INFRASTRUCTURE

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COUNCIL STRATEGY				
4.4.3 Improve recreational facilities at the water reserves				
DP Action	Action	Responsibility	Progress	Comment
Maintain and improve recreational facilities that are available at the Newey and Old Res reserves	Continue to work with the Newey Improvement Committee and implement identified actions where appropriate.	P Sullivan	100%	A Newey Master Plan is currently being created by Council, once completed we will identify stakeholders concerned with the site and engage them in discussions to their requirements. Further development on identified actions will occur in Q1 2017/2018 dependent on the adoption of the Master Plan.

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.	P Sullivan	100%	Drains wiper sniped, some fencing barriers need to be upgraded. Works to be programmed for 2017/2018.

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	Ensure EPA licence completed annually and at minimal cost.	D Sechtig	100%	Testing required for EPA licence conformance has been undertaken as required. Licence reporting will be completed in July.
Provide, maintain and operate a sewer network and disposal system and treatment works	Implement Liquid Trade Waste Policy and program.	D Sechtig	100%	Dubbo Regional Council is currently recruiting for a trade Waste Officer who will provide trade waste inspections for all Councils in the LMWUA.
Provide, maintain and operate a sewer network and disposal system and treatment works	Implement the Resources for Regions Sewer Upgrade and Expansion Program.	S Taylor	80%	Ward Oval Pump Station upgrade was completed in Q2 and the sewer pond vegetation removal was completed in Q4. Council resolved to postpone the East Cobar Sewer Expansion project due to insufficient funding. Public Works Advisory have been engaged to prepare a proposal for upgrade Council's other three pump stations and for the installation of grit and rag removal screening prior to sewer effluent entering the treatment ponds.

INFRASTRUCTURE

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COUNCIL STRATEGY				
4.4.4	Maintain and expand where necessary, the stormwater and sewer networks			
DP Action	Action	Responsibility	Progress	Comment
Provide, maintain and operate a sewer network and disposal system and treatment works	Implement the Sewerage Services Asset Management Plan with 5 year rolling works program.	W Mills	50%	The contract for the refurbishment of Ward Oval Pump Station has been completed. Council staff are continuing work on the rehabilitation of the sewerage pond banks by removing vegetation.

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.	P Sullivan	100%	The regular maintenance carried out on Council's parks, footpaths, street, nature strips within Cobar and Villages of the Shire as needed.

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%	Meetings held to discuss opportunities to develop local solar energy initiative. Council has been supportive towards proposed developers in relation to alternative (Solar) energy schemes.



Left: Children enjoying the Drummond Park Playground Upgrade.

Middle: Lewis Street Resealing Works being undertaken.

Right: Completed Lewis Street Resealing Works.

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%	Work is currently being undertaken to develop a business case for a waste management 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%	Kerbside garbage collection services are provided in Cobar. Recycling services are not provided and kerbside collections are not provided in villages.
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%	Trade waste services have continued during this reporting period.

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 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%	Council officers have been undertaking proactive patrols of roadways and publicly accessible land to identify and investigate instances of illegal dumping. All instances have been logged on the EPA's RidOnline system. RidOnline signs installed near hotspots during this quarter.
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%	Cobar's waste management facility is being managed in accordance with Legislation and relevant landfill guidelines.

ENVIRONMENT

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 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.	P Sullivan	100%	Water restrictions have been reviewed regularly and amended where required to encourage efficient water use by Shire residents. Publicity material has been prepared and distributed to promote efficient use of water.

COMMUNITY OUTCOME

5.2 Well managed public and private land

COUNCIL STRATEGY				
5.2.1 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.
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.
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 are impounded and appropriate enforcement action is undertaken. Registration status is checked and enforced. All unclaimed and unwanted animals are being taken to ROAR (Rural Outback Animals Respite/Rescue) for rehoming.

ENVIRONMENT

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COUNCIL STRATEGY				
5.2.3 Manage the crown land and commons				
DP Action	Action	Responsibility	Progress	Comment
Provide ranger services to control animals in public places and to manage the common areas and crown land	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.
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%	Euthanasia services are offered for companion animals when and if required.

ENVIRONMENT

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COUNCIL STRATEGY				
5.2.3 Manage the crown land and commons				
DP Action	Action	Responsibility	Progress	Comment
Provide ranger services to control animals in public places and to manage the common areas and crown land	Provide services for the registration and micro-chipping of dogs and cats.	G Harbison	100%	Council provides micro-chipping for companion animals. Companion animals must 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 on Common land are registered.

COUNCIL STRATEGY				
5.2.4	Long term management of noxious weeds			
DP Action	Action	Responsibility	Progress	Comment
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Actively participate in the Western Regional Weeds Committee (RWC).	M Gunn	75%	Continual progression with Western Regional Weed Committee.
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%	Grant application submitted for PRMFP for the Euabalong Common and will apply with WLLS funding for the Old Reservoir. Still waiting to hear if Crown Land funding was successful.
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%	Informal toolbox meetings with outdoor staff occur throughout the year.
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%	Completed both last year and this year targets for roads. No water courses have been completed this 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	Develop a centralised data set of weed distribution and abundance information	M Gunn	100%	Has been the most time consuming target this year. With changes to the DPI requirements and the new Biosecurity Act 2015 the data program KONECT will have to be looked at again to conform to DPI requirements.
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%	Information pack is updated when new information and material is available. Information on the new Biosecurity Act 2015 was addressed in the ratepayers newsletter.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Implement a regional communications strategy.	M Gunn	100%	Waiting for the finalisation of this strategy.
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%	Was sending in monthly data but the DPI altered their requirements. Have a year load of data to send, just waiting for any new developments.

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%	Keeping contact with local schools to continue water quality and weed education. These field days have been a great successful. Will continue to look at opportunities to increase community group participation in noxious weeds and environmental issues.
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%	Been a good year as no parthenium weed found and or new incursions.

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%	All private property targets completed.
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%	The inspection program allows for new incursions of low and high priority weeds to be located and controlled. Approximately 25km of roads were controlled with noxious weeds and two reserves had mechanical control of African Boxthorn conducted.
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%	Targets have been met for the year for public property inspections and this will also assist for future grant application for weed control on these public properties.

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 monitoring has been conducted.

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 in relation to mines are raised with the mines, and where required, to other State Authorities (Office of Water, EPA, DRE). No complaints were received during this reporting period.

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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 Policies;
- Register of Fees and Charges;
- Register of Gifts Received;
- Register of Pecuniary Interests;
- 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, Garbage Waste and Cleaning 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 \$1,410,243.00 as at 30 June 2017.

FUTURE BORROWINGS

The 2017/2018 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 1464.2 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.

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. - Parks and Gardens to comment on.

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 de-sexing 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 2016/2017 Council made donations of this nature amounting to \$36,792.

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 2016/2017 was \$635,769.

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 much other rural Council's, struggles to compete successfully for a range of professional staff.

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 commencing in the Depot Workshop in January 2016. Budget permitting, we would like to offer apprenticeships every third year (ie commencing new

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apprentices with existing 3rd year apprentices). Traineeships and school based programs are also areas to focus on re-establishing in the coming years.

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 – which this year was rolled out as an electronic process for the first time.

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. The majority of training delivered at Council is compliance based training, mandatory to allow employees to fulfil the requirements of existing roles.

Re-establishing Council's quarterly Corporate Inductions and introducing electronic on-boarding inductions is a focus for the coming year to ensure that all employees are provided with the information they may need on commencement with Council.

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, post Council meeting staff meetings, yard meetings for the outdoor workforce and the GM and HR having an 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 as a result of industrial disputes and all industrial relations disputes that were lodged with the Industrial Relations Commission during 2016/2017 were ruled in Council's favour.

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 were developed and rolled out across Council in 2016.

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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 will be implementing an electronic Safety Management System (WHS Monitor) in 2017, with the hope of improving the accuracy of the information captured and enabling a reporting tool for Management and Council to make decisions in relation to Risk and Work Health and Safety in general at Cobar Shire Council.

Council provides an efficient and effective injury management service to all employees, with no major incidents in the 2016/2017 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.

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)

Council's EEO plan identifies key actions to be undertaken to address the organisations EEO responsibilities. The plan aims to eliminate and ensure the absence of discrimination in employment, promotion, training and transfers on the grounds of race, sex, age, pregnancy, sexual preference, disability, marital status, political opinion, social origin or religion, past convictions and carers' responsibility.

Council has continued to work towards ensuring its human resources policies and procedures conform to EEO principles and demonstrate fair practice.

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.

Following a variation to the 2013 planning agreement, the operators of Hera Mine now contribute each year \$32,000 (community fund) and \$64,000 (road repair and maintenance).

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 2016/2017.

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

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

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

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

- **Community Services** – Residents and other 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.
- **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.

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LOCAL GOVERNMENT RATES AND CHARGES – CLAUSE 132

Rates and Charges written off for 2016/2017 amounted to \$20, 177.47.

Rates reduced or waived for pensioners amounted to \$113, 140.45 in 2016/2017.

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

\$98,891 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 2016/2017 totaled \$11,965 of which 80% (\$9,572) 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 2016/2017.

PUBLIC INTEREST DISCLOSURES ACT 1994 (SECTION 31)

Nil applications were received during 2016/2017.

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 two formal GIPA access applications for 2016/17. The first application was put on hold at the request of the client. The second application was advised that the information requested was not held by Council.

Council also received four informal GIPA access applications for 2016/17. Of the four applications that were received; three applications were granted access in full. The fourth remaining access application information was provided in part as providing all of the requested information would have been a breach of employee privacy.

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, 148 km of sealed rural local roads, 1,483.9 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 was commenced in 2014/2015 and continued in the subsequent two years, 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 2016/ 2017 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 1,806.8 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 surface 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 average condition with re-roofing required. On the Fort Bourke Hill Reservoir recoating and some replacement required on internal structural elements.

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 (DICT), 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 recent years 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.

A network analysis of the water reticulation system is underway which will identify what mains need replacing.

NYMAGEE WATER SUPPLY

Rain in June through to November has resulted in the level of water in the tank to return to adequate levels, which has ensured adequate water for Nymagee.

MT HOPE WATER SUPPLY

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

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

CONDITION OF PUBLIC WORKS

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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.

During flooding in the Lachlan River in late 2016 several breaks occurred in the main supply lines that were in expansive soils that were inundated by flood water. Replacement of this main will need to be considered in the next 5 – 10 years.

COBAR SEWERAGE SCHEME

During the 2016/2017 financial year, the refurbishment of the Ward Oval Sewerage Pump Station was completed. 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 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 and 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. 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.

POLICY

PAYMENT OF EXPENSES & PROVISION OF FACILITIES TO MAYOR & COUNCILLORS

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2. Limited expenses of spouses, partners or accompanying persons associated with attendance at the Local Government NSW Annual Conference may be met by Council. 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 the 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 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 clauses 2 and 3 above.
5. The cost of spouses, partners or accompanying persons accompanying Councillors to seminars and conferences and the like, other than in clauses 2 and 3 above, is not to be met by Council.

PUBLICATION

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.

This Policy will be published on Council's Website.

PART 1 – PRELIMINARY

1. CITATION

This policy has been prepared in accordance with the *Local Government Act 1993 (the Act)* and *Local Government (General) Regulation 2005 (the Regulation)* and complies with the Office of Local Government's Guidelines for the payment of expenses and provision of facilities to Mayors and Councillors in NSW.

The Policy 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;

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- 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;
- This policy was revised by Council in September 2017.

3. PURPOSE OF THE POLICY

- 3.1 The provision of expenses and facilities enables Councillors to fulfil their civic duties as the elected representatives of Cobar Shire Council.
- 3.2 The community is entitled to know the extent of expenses paid to Councillors, as well as the facilities provided.
- 3.3 The purpose of this policy is to clearly state the facilities and support that are available to Councillors to assist them in fulfilling their civic duties.
- 3.4 Council staff are empowered to question or refuse a request for payment from a Councillor when it does not accord with this policy.
- 3.5 Expenses and facilities provided by this policy are in addition to fees paid to Councillors. The minimum and maximum fees a council may pay each Councillor are set by the Local Government Remuneration Tribunal as per Section 241 of the Act and reviewed annually. Council must adopt its annual fees within this set range.

4. POLICY OBJECTIVES

- 4.1 The objectives of this policy are to:
 - Enable the reasonable and appropriate reimbursement of expenses incurred by councillors while undertaking their civic duties;
 - Enable facilities of a reasonable and appropriate standard to be provided to councillors to support them in undertaking their civic duties;
 - Ensure accountability and transparency in reimbursement of expenses and provision of facilities to councillors;
 - Ensure facilities and expenses provided to councillors meet community expectations;
 - Support a diversity of representation;
 - Fulfil the council's statutory responsibilities.

5. PRINCIPLES

- 5.1 Council commits to the following principles:
 - **Proper conduct:** Councillors and staff acting lawfully and honestly, exercising care and diligence in carrying out their functions;

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- **Reasonable expenses:** providing for Councillors to be reimbursed for expenses reasonably incurred as part of their role as Councillor;
- **Participation and access:** enabling people from diverse backgrounds, underrepresented groups, those in carer roles and those with special needs to serve as a Councillor;
- **Equity:** there must be equitable access to expenses and facilities for all Councillors;
- **Appropriate use of resources:** providing clear direction on the appropriate use of Council resources in accordance with legal requirements and community expectations;
- **Accountability and transparency:** clearly stating and reporting on the expenses and facilities provided to Councillors.

6. PRIVATE OR POLITICAL BENEFIT

- 6.1 Councillors must not obtain private or political benefit from any expense or facility provided under this policy.
- 6.2 Private use of Council equipment and facilities by Councillors may occur from time to time. For example, telephoning home to advise that a Council meeting will run later than expected.
- 6.3 Such incidental private use does not require a compensatory payment back to Council.
- 6.4 Councillors should avoid obtaining any greater private benefit from Council than an incidental benefit. Where there are unavoidable circumstances and more substantial private use of council facilities does occur, councillors must reimburse the Council.
- 6.5 Campaigns for re-election are considered to be a political benefit. The following are examples of what is considered to be a political interest during a re-election campaign:
 - Production of election material;
 - Use of council resources and equipment for campaigning;
 - Use of official council letterhead, publications, websites or services for political benefit;
 - Fundraising activities of political parties or individuals, including political fundraising events.

PART 2 – CONFERENCES/SEMINARS & OFFICAL DELEGATE DUTIES

PART 2 APPLIES TO:

- (a) Councillors nominated to attend conferences, seminars and similar functions by:
 - the Council, through resolution duly taken;

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- 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.

7. GENERAL EXPENSES

- 7.1 All expenses provided under this policy will be for a purpose specific to the functions of holding civic office. Allowances for general expenses are not permitted under this policy.
- 7.2 Expenses not explicitly addressed in this policy will not be paid or reimbursed.

8. SPECIFIC EXPENSES/ EXPENSES INCURRED

GENERAL TRAVEL ARRANGEMENTS AND EXPENSES

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

- 8.1 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 and related organisations at which attendance has been approved.
- 8.2 Only reasonable amounts are claimed or accepted towards necessary out-of-pocket expenses;
- 8.3 Out-of-pocket expenses for which amounts are claimed relate only to the verified costs of meals, travel, registration fees, accommodation, stationery and the like;
- 8.4 All travel by councillors should be undertaken using the most direct route and the most practicable and economical mode of transport.
- 8.5 Allowances for the use of a private vehicle will be reimbursed by kilometre at the rate contained in the Local Government (State) Award.
- 8.6 Councillors seeking to be reimbursed for use of a private vehicle must keep a log recording the date, distance and purpose of travel being claimed. Copies of the relevant log contents must be provided with the claim;
- 8.7 Any time occupied or travel incurred in other than Council business is not included in the calculation of expenses to be paid; and
- 8.8 The claim is made not later than three (3) months after the expenses were incurred and upon a voucher form for payment.

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9. TRAVEL EXPENSES NOT PAID BY COUNCIL

Council will not pay any traffic or parking fines or administrative charges for road toll accounts.

ATTENDANCE AT CONFERENCES/ SEMINARS AND OTHER MEETINGS

10. WHAT CONFERENCES AND SEMINARS MAY BE ATTENDED

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

- Local Government NSW Annual Conference;
- Western Division Group of Shires Annual Conference;
- Special "One-Off" Conferences called by the Local Government NSW 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;
- ALGA Roads Conference.

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

10.1 Council is committed to ensuring its councillors are up to date with contemporary issues facing council and the community, and local government in NSW.

10.2 Council will set aside an annual budget to facilitate councillor attendance at conferences and seminars.

10.3 Approval to attend a conference or seminar is subject to a written request and approved by Council. In assessing a councillor request, the Council must consider factors including the:

- relevance of the topics and presenters to current council priorities and business and the exercise of the councillor's civic duties;
- cost of the conference or seminar in relation to the total remaining budget.

10.4 Council will meet the reasonable cost of registration fees, transportation and accommodation associated with attendance at conferences. Council will also meet the reasonable cost of meals when they are not included in the conference fees. Reimbursement for accommodation and meals not included in the conference fees will be subject to Clause 13.

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11. 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.

12. PAYMENT IN ADVANCE

- 12.1 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 equivalent thereto will be paid to the attendee in advance.
- 12.2 Council may pay a cash advance for Councillors attending approved conferences, seminars or professional development.
- 12.3 Requests for advance payment must be submitted to the General Manager for assessment against this policy using the prescribed form with sufficient information and time to allow for the claim to be assessed and processed.
- 12.4 Councillors must fully reconcile all expenses against the cost of the advance within one month of incurring the cost and/or returning home. This includes providing to Council:
- A full reconciliation of all expenses including appropriate receipts and/or tax invoices;
 - Reimbursement of any amount of the advance payment not spent in attending to official business or professional development.

13. 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

- 13.1 Council will set aside an annual budget to facilitate professional development of councillors through programs, training, education courses and membership of professional bodies.
- 13.2 In the first year of a new council term, Council will offer a comprehensive induction program for all councillors which considers any guidelines issued by the Office of Local Government (OLG). The cost of the induction program will be in addition to the ongoing professional development funding.
- 13.3 Annual membership of professional bodies will only be covered where the membership is relevant to the exercise of the councillor's civic duties, the

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councillor actively participates in the body and the cost of membership is likely to be fully offset by savings from attending events as a member.

- 13.4 Approval for professional development activities is subject to a prior written request to the Council for approval outlining the:
- details of the proposed professional development;
 - relevance to council priorities and business;
 - relevance to the exercise of the councillor's civic duties.
- 13.5 In assessing a councillor request for a professional development activity, the council must consider the factors set out in Clause 10, as well as the cost of the professional development in relation to the councillor's remaining budget.
- 13.6 It is essential that the expenses incurred for training or education courses must directly relate to the Councillor's civic 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. Allowances for the use of a private vehicle will be reimbursed by kilometre at the rate contained in the Local Government (State) Award (and as addressed on the attached reimbursement claim form), 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

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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.

REFRESHMENTS FOR COUNCIL RELATED MEETINGS

Appropriate refreshments will be available for council meetings, councillor briefings, approved meetings and engagements, and official council functions as approved by the General Manager.

As an indicative guide for the standard of refreshments to be provided at council related meetings, the general manager must be mindful of Part B Monetary Rates of the NSW Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009, as adjusted annually.

Councillors will not be reimbursed for alcoholic beverages.

PART 3 – FACILITIES FOR MAYOR AND COUNCILLORS

14. 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;
- Council will provide the mayor with a furnished office incorporating a computer configured to council's standard operating environment, telephone and meeting space;
- In performing his or her civic duties, the mayor will be assisted by a small number of staff providing administrative and secretarial support, as determined by the general manager;
- Samsung Tablet and computer access;
- Supply of name badges and business cards;
- 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;
- 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;

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- Provision of a motor vehicle for all Council related uses, and to be made available for the use by Councillors and staff undertaking 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;
- The mayoral allowance will be reduced to cover the cost of any private travel recorded in the log book, calculated on a per kilometre basis by the rate set by the Local Government (State) Award.

15. 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;
- Samsung Tablet;
- 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 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.*

16. FACILITIES

Councillors may book meeting rooms for official business in a specified council building at no cost. Rooms may be booked through a specified officer in the mayor's office or other specified staff member.

The provision of facilities will be of a standard deemed by the general manager as appropriate for the purpose.

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ADMINISTRATIVE SUPPORT

Council will provide administrative support to councillors to assist them with their civic duties only. Administrative support may be provided by staff in the mayor's office or by a member of council's administrative staff as arranged by the general manager or their delegate.

17. INSURANCE & LEGAL ASSISTANCE

17.1 INSURANCE

In accordance with Section 382 of the Local Government Act, Council is insured against public liability and professional indemnity claims. Councillors are included as a named insured on this Policy.

Insurance protection is only provided if a claim arises 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. All insurances are subject to any limitations or conditions set out in the policies of insurance.

Council shall pay the insurance policy excess in respect of any claim accepted by council's insurers, whether defended or not.

Councillors are to receive the benefit of insurance cover for:

(A) PERSONAL INJURY

If the Council delegates authority to one or more Councillors for the purpose of representing Council overseas, then the appropriate insurance will be negotiated. The type of insurance cover sought may include bodily injury caused by accidental, violent, external and visible means and may also cover permanent disablement, temporary total disability and temporary partial disability.

Appropriate travel insurances will be provided for any councillors travelling on approved interstate and overseas travel on council business.

(B) 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 1993*, 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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C) 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.

17.2 LEGAL ASSISTANCE

In the event of:

- a) An enquiry, investigation or hearing by any of the following:
 - The Independent Commission Against Corruption;
 - The Office of the Ombudsman;
 - Office of Local Government;
 - The Police;
 - The Director of Public Prosecutions;
 - Council's Conduct Review Committee/Reviewer;
 - The Local Government Pecuniary Interest and Disciplinary 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 1993* 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, that is 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.
- a) Council may, if requested, indemnify or reimburse the reasonable legal expenses of:
 - A councillor defending an action arising from the performance in good faith of a function under the Local Government Act provided that the outcome of the legal proceedings is favourable to the councillor;
 - A councillor defending an action in defamation, provided the statements complained of were made in good faith in the course of exercising a function under the Act and the outcome of the legal proceedings is favourable to the councillor;
 - A councillor for proceedings before an appropriate investigative or review body, provided the subject of the proceedings arises from the performance in good faith of a function under the Act and the matter has proceeded past any initial assessment phase to a formal investigation or review and the investigative or review body makes a finding substantially favourable to the councillor.

In the case of a code of conduct complaint made against a councillor, legal costs will only be made available where the matter has been referred by the general manager to a conduct reviewer and the conduct reviewer has commenced a formal investigation of the matter and makes a finding substantially favourable to the councillor.

Legal expenses incurred in relation to proceedings arising out of the performance by a councillor of his or her functions under the Act are distinguished from expenses incurred in relation to proceedings arising merely from something that a councillor has done during his or her term in office. For example, expenses arising from an investigation as to whether a councillor acted corruptly would not be covered by this section.

Council will not meet the legal costs:

- Of legal proceedings initiated by a councillor under any circumstances;
- Of a councillor seeking advice in respect of possible defamation, or in seeking a non-litigious remedy for possible defamation;
- For legal proceedings that do not involve a councillor performing their role as a councillor.

Reimbursement of expenses for reasonable legal expenses must have Council approval by way of a resolution at a council meeting prior to costs being incurred.

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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	As per Budget.		
Mandatory Councillor Information session			
Conferences & Seminars			
Local travel	As per Budget.		
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	Not Applicable	Not Applicable	Not Applicable
Business Cards, Name tags, etc	\$125	\$125	\$125
Corporate Uniform (50% contribution)	Not Applicable	Not Applicable	Not Applicable
Mayoral Office Refreshments	\$0	\$0	\$0

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19. 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).

20. 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.

21. 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.

22. 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.

23. RELEVANT DOCUMENTS

- Local Government Act 1993, Sections 252 and 253;
- Local Government (General) Regulation 2005, Clauses 217 and 403;
- Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors in NSW, 2009;
- Local Government Circular 09-36 Guidelines for Payment of Expenses and Facilities;
- Local Government Circular 05-08 legal assistance for Councillors and Council Employees;
- OLG Circular 17/17 Councillor Expenses and Facilities Policy – Better Practice Template.

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24. BREACHES

Suspected breaches of this policy are to be reported to the General Manager.

Alleged breaches of this policy shall be dealt with by following the processes outlined for breaches of the Code of Conduct, as detailed in the Code and in the Procedures for the Administration of the Code.

DEFINITIONS

The following definitions apply throughout this policy.

Term	Definition
accompanying person	Means a spouse, partner or de facto or other person who has a close personal relationship with or provides carer support to a councillor
appropriate refreshments	Means food and beverages, excluding alcohol, provided by council to support councillors undertaking official business
Act	Means the <i>Local Government Act 1993</i> (NSW)
clause	Unless stated otherwise, a reference to a clause is a reference to a clause of this policy
Code of Conduct	Means the Code of Conduct adopted by Council or the Model Code if none is adopted
Councillor	Means a person elected or appointed to civic office as a member of the governing body of council who is not suspended, including the mayor
General Manager	Means the General Manager of Council and includes their delegate or authorised representative
incidental personal use	Means use that is infrequent and brief and use that does not breach this policy or the Code of Conduct
NSW	New South Wales
official business	Means functions that the mayor or councillors are required or invited to attend to fulfil their legislated role and responsibilities for council or result in a direct benefit for council and/or for the local government area, and includes: <ul style="list-style-type: none">• meetings of council and committees of the whole• meetings of committees facilitated by council• civic receptions hosted or sponsored by council• meetings, functions, workshops and other events to which attendance by a councillor has been requested or approved by council

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professional development	Means a seminar, conference, training course or other development opportunity relevant to the role of a councillor or the mayor
Regulation	Means the Local Government (General) Regulation 2005 (NSW)
year	Means the financial year, that is the 12 month period commencing on 1 July each year

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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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 \$0.78¢ per kilometre
- Vehicles 2.5 litres or more are calculated at \$0.80¢ 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
8	22.10.2015	211.10.2015	23.10.2015	Yes
9	DRAFT			