



ANNUAL REPORT

2017-2018



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. With infrastructure funding available from the NSW Government, Council has been busy developing funding applications and business cases to access these funds. We have also been busy striving to get the government to understand our unique position in remote NSW and how funding guidelines do not always have a 'one size fits all'. Provision of high quality water to residents has been the theme of 2017/2018, with the commencement of works on the new Water Treatment Plant, continued investigation into our water network and the constant search for funds for the replacement of the cast iron pipe network in the water distribution system. This is still unfunded, and as such despite the \$15m investment in the new water treatment plant, on commissioning in December 2018, it is likely that Cobar residents will still be receiving discoloured water. Council will continue to seek grant funding to get this project underway. Council continues to investigate new options for providing improved water to our villages and supports the Cobar Water Board to extend the pipeline replacement project.

During the year Council completed the extension to the Cobar Primary Health Care Centre to ensure allow more room for visiting specialists to service our community, completed the construction of two new library rooms which have been well used by the community for meetings and craft, been successful in accessing grant funding to undertake major upgrades to the playgrounds at Drummond Park, Dalton Park and Apex Park, as well as improvements in the grounds of the Cobar Memorial Swimming Pool. Council has also received funding to undertake weather protection works to the museum, design and construct a truckwash in Cobar and many other smaller projects.

Council has maintained a focus on gaining funding for the roads network. Works were somewhat hampered by the lack of rain and the inability to access water to undertake works for the second half of the year. Council has provided a focus on improving the footpath network however, with improvements undertaken in key high traffic areas to improve accessibility and safety of users.

The design of the new Multipurpose Health Service for Cobar has been finalised, with the DA being sent to the JRPP. Under the project, a new hospital will be built adjacent to a revamped Lilliane Brady Village. Unfortunately, the NSW Government was unable to attract a provider to take on the running of the Lilliane Brady Village, so it will remain a Council run facility, however agreement has been reached to undertake much needed upgrades so remove the four bed rooms and upgrade priority bathrooms.

MAYOR'S MESSAGE



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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. However, Council was successful in gaining a much improved financial outlook, as provided by TCorp, acknowledging the hard work already undertaken by Council in the area of financial management.

Council has agreed to become a member of the North West Joint Organisation of Councils and an affiliate member of the OROC Joint Organisation. We have signed an MOU for the cross order tourism promotion initiative, a draft Regional Economic Development Strategy is being developed which will increase the workload, and opportunities for Council in the future and Council continues to navigate our way through the myriad of legislative changes made at a state and federal level. Often the impacts of these changes are not well thought out or acknowledged and Councils such as ours have an increased administrative burden without the associated increased income. This all places additional pressure on our staff and resources and I sometimes question what we get in return.

As always, I thank those that have contributed to our surveys, questionnaires and decision making. We value your input and encourage you to continue to provide it. After all, Council is representative of the community, so we need to hear your views.

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 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

- 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

- 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

- Liquor Accord Committee
- Rural Roads Advisory Committee
- Airport Advisory Committee
- Australia Day Awards Panel

ELECTED MEMBERS

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**Councillor
Janine Lea-Barrett**

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



**Councillor
Christopher Lehmann**

- Tourism Advisory Committee
- Murray Darling Association
- Rural Roads Advisory Committee
- 2020 Celebration Committee



**Councillor
Jarrod Marsden**

- 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**

- 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**

- 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**

- Outback Arts (Alternate)
- Cobar Youth Council
- Rural Roads Advisory Committee

ELECTED MEMBERS

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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
Peter Yench**

- 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 2017 to June 2018	Number of Meetings	No of Meetings Attended
Lilliane Brady OAM (Mayor)	13	9
Peter Abbott (Deputy Mayor)	13	11
Tracey Kings	13	10
Janine Lea-Barrett	13	13
Christopher Lehmann	13	7
Jarrold Marsden	13	9
Greg Martin	13	10
Peter Maxwell	13	13
Julie Payne	13	12
Bob Sinclair	13	13
Harley Toomey	13	13
Peter Yench	13	10

COUNCILLOR FEES – SECTION 428 (2) (F)

Total Councillor Fees for 2017/2018	Amount
Election expenses	\$0
Mayor	\$25,250.00*
Councillors (12)	\$138,840.00

* Excludes Councillor Fee

COUNCILLOR ALLOWANCES – SECTION 428 (2) (F)

Total Councillor Allowances for 2017/2018	Amount
Councillors travelling and accommodation	\$12,946.00
Councillors meals etc	\$3,050.00
Provision of dedicated office equipment allocated to Councillors	\$0
Telephone calls made by Councillors	\$0
Attendance of Councillors at conferences and seminars	\$0
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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This Annual Report provides the community and ratepayers a clear understanding of what has occurred over the past 12 months and identifies how your Council has delivered the services that we provide to you.

The Council has continued to put pressure on the State Government to provide funding to remove our "discoloured water" issue for the residents of Cobar. Even though we have been unsuccessful in our two applications, the ongoing commitment to have this matter resolved is still Council's priority. We will have to manage this issue given that our new Water Treatment Plant will be up and running by the beginning of 2019.

In the meantime Council has been successful in obtaining a number grants that help our budget in delivery much needed infrastructure or services. These grants include:

- Stronger Country Community Fund (Round 1):
 - Drummond Park - \$345,000;
 - Pool Facilities (BBQ and Shade Replacement) - \$144,000;
- Upgrade Medical Centre - \$200,000;
- Service Reviews - \$80,000;
- Dalton Park - Playground - \$50,000;
- Apex Park - Playground - \$35,000;
- Library Arcade Improvement - \$15,000;
- Truck Wash Construction - \$375,000;
- Worked with Cobar Netball Association to secure \$80,000 – court resurfacing.

Council have also continued to receive funding for the Water Treatment Plant replacement project, with the total value of the grant approved from the previous year being \$15 million.

The Community Strategic Plan performance is included in this Annual Report and it sets the direction and expectation for both the Council and the Staff in what is required to be achieved. I would encourage the community to have input and comment on its ongoing development in order to reflect the views of the majority and reflect our future needs.

The focus on Council to improve the image and feel of our town has been centered around more trees being planted and the footpaths are being installed and upgraded.

I would like to publicly thank my staff for their commitment to making Cobar Shire a better place to work, live and play and to ensure that we are continually improving on how we provide the services our community expects and need.

I again would encourage residents as our shareholders to view and provide input on our Annual Report for the financial year 2017/2018 and provide us with ways in which we can improve.



Peter Vlatko
GENERAL MANAGER

ORGANISATIONAL STRUCTURE

Annual Report 2017-2018

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 2017 to 30 June 2018, 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	\$198,757
Total amount of any bonus payments, performance or other payments that do not form part of salary component	\$0
Total SGC contribution to superannuation	\$18,882
Total value non-cash benefits	\$7,280
Total fringe benefits tax for non-cash benefits	\$0
TOTAL REMUNERATION	\$224,919

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 2018.

CONTRACTOR NAME AND ADDRESS	DESCRIPTION OF CONTRACT	AMOUNT PAID IN 2017/2018
Bruce's Contracting Services Pty Ltd 3 Lewis Street COBAR NSW 2835	Supply of plant and services to Cobar Shire Council.	\$239,052.00
Clarke Concreting and Excavation Pty Ltd PO Box 53 COBAR NSW 2835	Supply of Concreting and Construction Services to Cobar Shire Council.	\$353,171.00
Webturn Pty Ltd (Sainsbury Automotive) 1-5 Bourke Street DUBBO NSW 2830	Supply of Vehicles to Cobar Shire Council.	\$571,019.00
Rollers Australia Pty Ltd PO Box 323 Double Bay NSW 1360	Supply of Plant and Equipment to Cobar Shire Council.	\$364,972.00
Fulton Hogan Industries Pty Ltd PO Box 682 Campbelltown NSW 2560	Road spray sealing within Cobar Shire.	\$3,003,516.00
Westrac 16 Thirteenth Street COBAR NSW 2835	Supply of Trades and Miscellaneous Services to Cobar Shire Council.	\$170,112.00
Stabilised Pavements of Australia Pty Ltd 234 Wisemans Ferry Road Somersby NSW 2250	Pavement stabilisation and modification within Cobar Shire Council.	\$803,897.00
Origin Energy Electricity Pty Ltd Level 45, Australia Square 264-278 George Street SYDNEY NSW 2000	Supply of electricity to Cobar Shire Council.	\$259,897.00
Leisure and Recreation Group 22 North Street WEST WYALONG NSW 2671	Management of the Cobar Memorial Swimming Pool.	\$212,392.00

CONTRACTS AWARDED

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CONTRACTOR NAME AND ADDRESS	DESCRIPTION OF CONTRACT	AMOUNT PAID IN 2017/2018
Castlyn Pty Ltd T/A Inland Petroleum 109 Erskine Street DUBBO NSW 2830	Supply of fuel to Cobar Shire Council.	\$458,459.00
J Prisk Contractors 9 Old Bourke Road COBAR NSW 2835	Supply of plant and services to Cobar Shire Council.	\$216,530.00
Statecover Mutual 215-217 Clarence Street SYDNEY NSW 2000	Workers Compensation.	\$722,525.00
Milbrae Quarries PO Box 225 LEETON NSW 2705	Gravel Crushing Contract.	\$215,448.00
Momentum Energy PO Box 353 FLINDERS LANE VICTORIA 3000	Supply of Electricity.	\$184,467.00
Telstra GPO Box 9901 MELBOURNE VIC 3001	Supply of phone and internet services to Cobar Shire Council.	\$189,613.00
NSW Public Works Level 17, 2-14 Rawson Place SYDNEY NSW 2000	Project Management services for Resource for Regions projects.	\$425,620.00
Cobar Water Board PO Box 8 COBAR NSW 2835	Supply of Raw Water.	\$1,551,324.00

CONTRACTS AWARDED

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CONTRACTOR NAME AND ADDRESS	DESCRIPTION OF CONTRACT	AMOUNT PAID IN 2017/2018
Roads and Maritime Services PO Box 576 Grafton NSW 2460	Fleet Registration.	\$180,409.00
McRowe Pty Ltd PO Box 201 COBAR NSW 2835	Supply of plant and services to Cobar Shire Council.	\$190,406.00
Killeen Plant Hire Pty Ltd 41 Monaghan Street COBAR NSW 2835	Acres Billabong Culvert Replacement.	\$284,157.00
Laurie Curran Water Pty Ltd PO Box 209 North Geelong VIC 3215	Water Treatment Plant Construction.	\$3,708,561.00
Look No Further PO Box 66 COBAR NSW 2835	Supply of labour to Cobar Shire Council.	\$199,406

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%	Council is an active member of both the Community Services Forum and the CDVAG. These groups identify health services gaps, issues and solutions.
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%	Whilst no meetings have been attended, a watching brief is maintained, with regular updates provided via email and when materials are distributed through the interagency, Information updates are forwarded to the Euabalong depot for distribution via message boards in the southern villages.

COMMUNITY

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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%	Far West Initiative has been removed as an option for Council to consider. Council has resolved to join the Far North West Joint Organisation and to apply to be an associate member of the OROC JO. The first meeting is scheduled for 25 July with the Mayor and General Manager to attend. The GM will be the returning officer for the election of the Chair of the Joint Organisation.



Left – The Cobar Sign was turned orange to celebrate and honor the hard work that the SES Volunteers do.

Middle – Australia Day Award recipient Barry Knight (Cobar Miners Memorial), Mayor Lilliane Brady and our 2018 Australia Day Ambassador John Kundereri Moriarty AM.

Right – Council Staff celebrating 25 Years of Service for Tim Lee.

COMMUNITY

Annual Report 2017-2018

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%	The major items of this plan already implemented, minor ones undertaken as resources become available. Plan needs to be updated.
Engage the services of a Youth Development Officer	Seek grant funding to engage a Youth Development Officer.	N Kriz	100%	No funding available to engage a Youth Development Officer
Undertake School Holiday Activities through the Cobar Youth and Fitness Centre	Seek funding to undertake School holiday activities to implement a varied school holiday activities program.	N Kriz	100%	This year we have had a number of school holiday programs running. We have found that the children tend to want drop in style activities. Stormco will be attending Youthie in the second part of the July holidays - 20th Anniversary of coming to Cobar. Other holidays have seen good attendances and targets met.

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%	This year we have had introduced a new activity with Spin bikes, which has been very popular. Competition numbers have been down a little. General usage and gym usage have increased. Partnership have been maintained with community organisations using the centre in particular LiveBetter, schools, community health, Cobar Mobile Children's Services to name a few.
Provide school holiday activities for children aged 5-14 years at Cobar Shire & TAFE Library	Library staff, community members and/or volunteers plan and provide craft and other fun activities for small groups of children with a charge applied to recover cost of materials.	J Siermans	100%	Craft sessions were offered in each school holiday period. 199 children attended, which is down from the 228 attendees in 2016/2017. New craft room has made offering craft activities much easier and more attractive to those attending.
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 playgroup continues to run each week and Friday night games night is held every second week, outside of school holidays. These activities are still funded by FACS. The Outback Science Engineering Challenge was run again this year with over 250 people attending. CYFC is applying for funding to run a number of programs like girls night in, boys nights, training etc. If successful, these will be run in conjunction with the high school and local NGOs.

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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
Organise Youth Week Activities	Youth Week activities to be organised in conjunction with Cobar Youth Council.	N Kriz	100%	Cobar Youth Council run a great Youth Week 2018. We had a number of activities like BBQs, skate night, trivia night, movie night and a disco. Two Youth Council members attended the State Youth Week conference in Sydney.

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	Hold story time sessions, Library staff provide activities for children aged 6 months to 5 years, and model early literacy for parents. Technology sessions held for interested members of the community.	J Siermans	100%	Pre-school storytime, rhyme and craft sessions were offered weekly in 2017/2018. 463 children attended with parents/carers. Attendance at scheduled technology instruction sessions was extremely poor. Staff provide technical assistance and instruction on an ad hoc basis several times per week. A public webinar on e-safety was provided in the library arcade meeting room in Q4.

COMMUNITY

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COMMUNITY OUTCOME

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

COUNCIL STRATEGY

1.3.2 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
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.	A Shepherd	100%	Facebook used regularly to keep the public informed on services available and changes to services. New tourism website was launched and the new Destination Cobar Facebook page will be launched in Q1 2018-2019, most of the work has been completed. It will include a What's On section to encourage community participation in local events and activities. Community services directory updated regularly but it is always a challenge to get input from groups when contact details change. Council has developed an Instagram page with stories regularly scheduled and pictures sourced.

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 and CCR processed each week for all eligible families. All families encouraged to register for the new CCS prior to 2 July 2018 to ensure eligibility and payments received on time. New online reporting system implemented and being used.
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%	Most paperwork has been updated this year due to regulatory requirements, funding changes and CCB/CCR changing to CCS. This will continue into the next twelve months too.
Administer and coordinate Children Services (FDC, COOSH, IHC)	Monitor Implementation of National In Home Care Standards.	K Lennon	100%	Very challenging 12 months with much uncertainty and change. New guidelines and processing rules, new approvals to manage. Hopefully has settled into place for the new financial year. Much time spent lobbying to ensure our families remain eligible and the service remains viable.
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%	We receive lots of positive feedback about these packs and how much the Educators and families appreciate them.

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)	Support Implementation of "Early Years Learning Framework" and the "My Time Our Place" into educator curriculum.	K Lennon	100%	An ongoing cycle, the FDC educational leader is moving to follow up this further in the new financial year.
Administer and coordinate Children Services (FDC, COOSH, IHC)	Write and distribute newsletters to Families and Educators.	K Lennon	100%	Newsletters at least quarterly for all services, more when needed.
Improve the quality and availability of children's services in Cobar	Lobby for provision of subsidised Diploma qualification through TAFE Western – Cobar.	K Lennon	100%	The local Tafe continues to offer the Diploma in Children's Services but the student pays fees according to their circumstances.
Improve the quality and availability of children's services in Cobar	Recruit train and support Early Childhood Services in Cobar.	K Lennon	100%	As usual lots of Educators coming and going but overall we saw growth in all services.
Maintain adequate funding for Children's Services	Lobby for continued levels of funding to maintain children's services.	K Lennon	100%	Government funding will cease on 1st July 2018. We have worked hard to secure our future with parents now fully funding the services through fees as of 2 nd July 2018.

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	Establish a Committee and work towards the development of a full program of activities to celebrate the 150 year anniversary of Cobar.	J Martin	100%	The 2020 working group has now been formed and has had two successful meetings so far. Fantastic ideas for events and activities have been put on the table. Formal letters to each and every local organisation and group were distributed as well as a public campaign to ensure every opportunity is given for feedback, ideas, comments and involvement. Ideas that have been brought to the groups attention so far have been added to a table where they can then be investigated, and information sought on their costing and viability.
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 Tourism Advisory Committee and seek opportunities to seek its attraction to a broader community than Cobar. Organise and facilitate the successful management of the Festival of the Miner's Ghost in cooperation with the community and the FOMG organising committee.	J Martin	100%	We are working with the organisers of the Running on Empty Festival to ensure any of our activities compliment their very popular event. The Festival of the Miner's Ghost this year will be smaller, however more emphasis will be placed on the Miners Memorial Service and the official opening which will be hosted at the Museum.

COMMUNITY

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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	Organise community events such as Australia Day celebrations and Senior Citizen's Week events.	J Martin	100%	<p>Seniors Week was a success and included 2 new events. Feedback was positive and would like to continue the same events each year but have a theme or a twist added.</p> <p>We recently worked in collaboration with the Cobar Arts Council to develop a small exhibition at the Railway Station. The Odd Exhibition. This was comprised of artworks and objects which are normally unavailable to the general public. These artworks do not have a space within our existing exhibits and are therefore part of the behind the scenes collection. The museum curator created the proposal and provided all the reporting and logistics for moving the artworks and the placement for the exhibition. Visitors to the exhibition were provided with fun information and quizzes to enjoy while they viewed the pieces. Around 50 people came to the opening on June 15th. The exhibition was open for 3 consecutive Saturdays and a total of 95 people attended. Feedback from the community has been the desire to continue to have small scale events like Odd in the future.</p>

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COMMUNITY OUTCOME

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

COUNCIL STRATEGY

1.4.1 Encourage business and volunteer support for local events, organisations and activities

DP Action	Action	Responsibility	Progress	Comment
Council supports community groups by providing access to facilities	Library Community Meeting room available for community groups and local businesses.	J Siermans	100%	The library arcade rooms construction and fit-out was completed in December 2017. The rooms have been booked for use 88 times in the first six months of operation.
Work with local organisations to build on current activities	Work with local organisations to build on existing events and to help them to develop new ones and promote them.	J Martin	100%	Crafternoons project was with a series of art and craft workshops held, free of charge (grant funded) and were a huge success. The 2020 Yarn Bombing Project is well under way and is gaining very positive momentum. The Odd Exhibition was a great success. We were recently successful in an Armistice Day grant which will include a day out in November to visit all of our villages. We were also successful in our grant under Building Better Regions for a 'Grey Mardi Gras', a huge event and economic driver. Talks have commenced on the organising of this event which is a great economic opportunity for Cobarr and will provide opportunities for many local businesses to contribute to a sustainable event.

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COUNCIL STRATEGY				
1.4.2	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.	P Vlatko	100%	Discussions were initially held with Mine Managers in relation to the negative impacts of shift changes to mining rosters, absentee workers and mining closures to reduce the community impact and encourage residential living. No liaison occurred between Council and government organisations. A presentation was made to Council from the Chairperson of the Cobar Liquor Accord Committee in relation to the negative impacts of DIDO/ FIFO and the negative impacts that it has on the community. They have identified how it is affecting their businesses and suggested that we need a solution moving forward.

COUNCIL STRATEGY				
1.4.4	Support Aboriginal people and organisations to increase the broader community's awareness ad recognition of local Aboriginal cultural identity in Cobar and to assist in meeting the targets set out under the current government policy of 'Closing the Gap'.			
DP Action	Action	Responsibility	Progress	Comment
Undertake activities to increase awareness of Aboriginal culture in the Cobar Shire and improved coordination of Local Aboriginal Groups	Liaison with Aboriginal stakeholders to determine and undertake appropriate activities that increase awareness of Aboriginal culture.	P Vlatko	0%	An Aboriginal Flag pole was installed at the front of the Council Administration Building, with an official flag raising ceremony occurring in Q4. The ceremony was well attended and both flags are flown daily.

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 a range of art and culture exhibitions at the Library Gallery.	J Siermans	100%	The gallery space hosted 3 exhibitions: a display of crochet rugs by a local artisan, artworks and folk art by the Nymagee Community Art Group, and works by local artist Thelma Wade.
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%	Annual funding provided. Participated in the review of the constitution as part of the subcommittees work to develop a new constitution for the group. Draft prepared and presented to the April AGM where it was adopted. Attended April meeting at the new premises for Outback Arts and have contributed to policy development and programs. Promote Outback Arts where possible.
Provision of Curatorial services at the Great Cobar Heritage Centre.	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%	All objects which are housed in the Museum whether old or recently donated are looked after according to the Collections Policy. New IT upgrades include Mosaic collection management software and regular offsite backups to ensure Cobar's history remains as safe as possible.

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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%	The framework has been drafted and accepted and will be executed in 2018/2019.
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	100%	Tenders were called for interested organisations to take over the running of the LBV, however no complying tenders were received and further negotiations were unsuccessful.

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	Provide input into the design and fit out of the MPS and upgrades to the LBV.	K Miller	100%	LBV and CSC were included in design. Plans were also publicly displayed.
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%	This is ongoing.
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	75%	This project is progressing well and the extensions are expected to be completed in early Q1 2018/2019. This will allow more allied health professionals and medical students to operate out of Cobar. At present there are two visiting specialists who are temporarily using the old dental surgery as there is no more space in the allied health building. The additional rooms are very much needed.

COMMUNITY

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%	Cobar Youth and Fitness Centre continues to be the place to be for young people, drop in number have increased , seeing a larger number of children in winter - sitting around the heater, playing pool, table tennis or basketball. We have introduced a number of pop up Basketball comps which have seen some good numbers. We have met the contractual requirements for our funding, running a number of Friday night games nights and play group sessions. Cobar Cares morning tea has been moved to the Youthisie in winter as its been too cold to be at Gumnuts which has seen a new group of people using the centre. We are looking to run a few new activities next year like gymnastics and indoor hockey.
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%	Cobar Youth and Fitness Centre has been working to increase numbers and activities. It is planned to start gymnastics and hockey next year. We will be running our competitions, having venue hires with Yoga and Jujitsu upstairs.
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.	K Miller	100%	This is ongoing. The new Pool Contract will be awarded in 2018/2019.

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	Appropriate signage erected to indicate prohibited activities in parks and reserves.	P Sullivan	100%	Signage erected at the Newey Reservoir advising of camping being temporarily suspended. Ongoing replacement and maintenance of street signs has occurred.
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 once funding is secured.	A Shepherd	100%	Applications made for project. SCCF pending. In early July 2018 Federal Government announced success with a \$349,000 Grant. Total project value \$550,000. Project expected to be fully funded and construction to take place in 2018/2019.
Maintain all Council parks and reserves, including plants, trees and public facilities	Inspect and rectify defects of physical assets.	P Sullivan	100%	We inspect our parks, playgrounds and amenities frequently. Grant funding obtained for upgrading three parks. Removed the copper fencing and bollards at Heritage Park and replaced them with galvanised steel. Equipment ordered for all three new playgrounds. Construction likely to take around 9 months next year.

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%	Maintenance schedules are completed monthly. We have installed a new controller and rainbird WIFI at Ward Oval, Drummond Park and Heritage Park. A flow meter was also installed at Ward Oval. This will allow the controls to run off Council Staff phones, increasing water use efficiencies and reducing water costs. A fence has been erected between the Golf Course and Ward Oval. It has been a large task trying to keep the sporting grounds and associated facilities alive due to the current drought conditions.
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%	Regular gardening and turf maintenance service is provided regularly throughout the township. Improvements can be seen from this program.
Extend and expand the Great Cobar Heritage Centre	Undertake consultations and prepare design documents for an expanded Great Cobar Heritage Centre.	A Shepherd	100%	Council worked with an architect to develop plans for a very large expansion of the Centre. These were then costed by a QS and an EOI was submitted to the federal government seeking grant funding. Council is now considering a smaller version that may be more achievable.

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%	Budget adopted at June Ordinary meeting of Council.
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.
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 have been reaccredited. 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 first Cobar Police Community Precinct Committee Meeting held in Q2 had minimal attendance, however the next held in Q3, had improved attendance from Councillors. The Police give an update on the crime statistics for the region, they addressed the issue of underage drinking and the number of people drinking in "alcohol free zones".
Work with police and licensed premises to promote a safe community	Provide secretariat services for the Cobar Liquor Accord.	P Vlatko	100%	Council has continued to provide ongoing secretariat services. Pubs and Clubs participated in the Plan B "Win a Swag" promotion in an effort to raise awareness for drink driving and to get patrons thinking of what their alternative options are to get home safely. The Accord has seen an increase in attendance numbers from last year. At the AGM Council's positions were re-appointed unopposed. The Empire Hotel are now an agent for the return and earn scheme. The Accord will run a Public Awareness campaign on Intoxication. The Cobar Bowling and Golf Club have updated their signage to be compliant and are looking to downsize their current bus to get a 12 seater - they will then look into starting a courtesy bus. The Police have provided detailed reports on the levels of patron intoxication and have asked that the Licensed Premises be more vigilant.

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COUNCIL STRATEGY				
1.6.1 A more visible and engaged police presence				
DP Action	Action	Responsibility	Progress	Comment
Work with Police, Cobar Business Association And the Crime Prevention Committee to undertake a Community Safety Audit.	Undertake a Community Safety Audit and implement the Crime Prevention Plan and Strategy.	P Vlatko	0%	This audit has not been a priority of Council during the year and as such has not been undertaken.

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%	Graffiti was identified at the Newey and the toilet block was repainted. Graffiti identified at Drummond Park and the tables had to be repainted.
Implementation of actions outlined in the Cobar Crime Prevention Plan and Strategy	Update the action list for the Crime Prevention Plan and Strategy.	P Vlatko	100%	Council continues to improve their use of CCTV - in particular with the design of new playgrounds, is participating in the Stay Smart Online initiative, removes graffiti within 24 hours (where possible).

COUNCIL STRATEGY				
1.6.3 Encourage safe and sustainable development				
DP Action	Action	Responsibility	Progress	Comment
Undertake regulatory obligations in relation to building and development	Assess and determine all relevant applications as outlined under Section 68 of the Local Government Act 1993.	S Poulter	100%	All Section 68 (of the Local Government Act) applications were assessed and determined in accordance with relevant development standards set by legislation.
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%	Critical stage and other inspections were undertaken for new developments during and after construction, where requested by customers.
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%	All complying development certificate applications determined as per statutory requirements.
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%	A register of approved on-site sewage management systems has been developed and is updated when new systems are installed or existing systems are modified.

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%	Development Applications received by Council are assessed in accordance with respective legislative provisions and relevant planning guidelines.
Undertake regulatory obligations in relation to building and development	Inspect all development when required by approval so as to ensure compliance.	S Poulter	100%	Development was inspected during the 2017/2018 reporting year to evaluate levels of compliance.
Undertake regulatory obligations in relation to building and development	Process applications for Section 149 Certificates.	S Poulter	100%	All received Section 149 Certificate applications were processed expeditiously during this year.
Undertake regulatory obligations in relation to building and development	Provide approval and inspection services for the installation of sewage and drainage services.	S Poulter	100%	Sewage and drainage works are approved and inspected as needed.
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%	Sewage and drainage works are approved and inspected as needed.

COUNCIL STRATEGY				
1.6.3 Encourage safe and sustainable development				
DP Action	Action	Responsibility	Progress	Comment
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%	There is currently a lack of development demand to necessitate the development of development control plans.
Implement and maintain an appropriate register for leases, licences and land	Maintain the Lease, Licence & Land Register.	G Ryman	100%	Lease, licenses and land register were maintained on a regular basis during this year.

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COUNCIL STRATEGY				
1.6.4 Provide and maintain safe and serviceable public facilities and infrastructure				
DP Action	Action	Responsibility	Progress	Comment
To provide the community with an aesthetically pleasing and clean urban environment	Mechanically and manually clean the streets in the urban area to provide suitable environment for the community	P Sullivan	100%	The CBD and footpaths are cleaned daily.
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.
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%	Maintenance on Council building assets was undertaken on both a reactive and proactive basis as budgets permit.

COUNCIL STRATEGY				
1.6.4 Provide and maintain safe and serviceable public facilities and infrastructure				
DP Action	Action	Responsibility	Progress	Comment
Improve disability access to Council buildings and facilities to improve their accessibility by older people and people with a disability	Implement Disability Action Plan.	A Shepherd	100%	Grant application has been made under the Heritage Near Me program for an access ramp at the GCHC. Providing access to this building has been given high priority and funding continues to be sought. A design was sought from an architect and plans made to relocate services to allow this project to happen. Accessible pathways are a priority in the design of upgraded playgrounds and these will be placed on public display for comment. Improved access will be provided when funding is successful for the Youthie Upgrade, at both the front and rear entrances to the building.
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 buildings are renovated, altered or built, access is provided where Commonwealth legislation triggers access upgrades. Upgrades are undertaken pursuant to current requirements under the Building Code of Australia.

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	Liaise with the RFS to ensure that systems are in place to allow for a rapid response to fire emergency within the rural fire district.	S Taylor	100%	Regular liaison with RFS has occurred during 2017-2018 and required hazard reduction work has been undertaken.
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 was updated and adopted by the Regional Emergency Management Committee during 2017/2018.
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 met each quarter in 2017/2018.

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 operating food premises were inspected during this year as per the Food Authority Partnership.
Preserve and enhance public health by regulating and inspecting all relevant premises	Complete Rural Addressing Project, by installing remaining signage.	K Miller	100%	The initial tranche of sign posts have been installed. QA has indicated some minor amendments and omissions which are now being attended to.
Preserve and enhance public health by regulating and inspecting all relevant premises	Investigation of public health incidents.	G Ryman	100%	Where complaints or concerns are raised with Council, an investigation of public health matters are undertaken. Two incidents were notified to Council during this year. Both incidents were investigated and resolved.
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%	Reports are provided in line with Legislative requirements and State Government reporting requirements.

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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	100%	Water quality samples are taken in a reactive manner where complaints are received or environmental conditions necessitate the obtaining of water sample data. Water samples were collected and analysed during this reporting year in relation to one incident at a public swimming pool, which was resolved.
Preserve and enhance public health by regulating and inspecting all relevant premises	Swimming pool safety barriers inspected.	S Poulter	100%	Swimming pools inspected when requests for Swimming Pool Compliance Certificates are made. A swimming pool inspection register was developed during this reporting period to manage proactive inspections of swimming pool safety barriers in line with Councils Swimming Pool Barrier Inspection Program.

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 obtained a grant to market Cobar as a place to reside, filming was undertaken by Geagle Productions and the clip has been featured on Prime. Marketing and advertising for the project has been completed and was launched in Q4, the advertising has included a TV Commercial and printed booklets along with a series of YouTube videos. Investigations are still being undertaken for a security company in town. Areas for growth and diversification of the business base highlighted for inclusion in the REDS recommendations. Council has received \$5,000 for Back to Business month in October and is currently working with the Cobar Business Association to host a business dinner on 5 October. Council is working on a number of initiatives to promote local businesses to travellers through new guides available at the Museum.
To encourage the development and utilisation of the Cobar Caravan Park	Oversee the lease and assist the lessee as required.	G Ryman	100%	During this year, the Section 68 Caravan Park approval was granted. Discussions regarding the lease have commenced during this year and are on-going.

ECONOMY

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COUNCIL STRATEGY				
2.1.1	Provision of business services locally			
DP Action	Action	Responsibility	Progress	Comment
To encourage the development and utilisation of the Cobar Caravan Park	Review the capital investment component of the lease agreement with the lessee of the Cobar Caravan Park with the view to amending it in line with current turnover and turnover expectations.	G Ryman	100%	Negotiations are on-going with the caravan park operators.

COUNCIL STRATEGY				
2.1.2	Review and Implement the Economic Action Plan			
DP Action	Action	Responsibility	Progress	Comment
Review as necessary the Economic Action Plan and implement the actions contained within it	Renew as necessary the Economic Action Plan and implement the actions contained within it.	A Shepherd	100%	Activities listed in the Economic Action Plan are the focus of the Economic Taskforce and economic development initiatives re grant funding. They have also been incorporated into the draft REDS strategy. The continuously updated Tourism, Events and Great Cobar Heritage Centre business plan adopts the relevant actions within the Economic Action Plan and these are reported against quarterly. A grant application is being considered to undertake a mining theme of the CBD and to encourage shopping in the precinct. Council is working with the Cobar Business Association's project to install historical business signage in the main street. New bin surrounds with a mining theme have been installed and upgrades to the pavement and garden beds in the CBD and near the GCHC continue. The development of a new Industrial Estate is the subject of a Growing Local Economies EOI and Council is awaiting the outcome of this grant.

COUNCIL STRATEGY				
2.1.4	Encourage people to shop locally and support the business community more broadly			
DP Action	Action	Responsibility	Progress	Comment
Participate in, and work with, the Cobar Business Association to develop programs to support business	Work with the Cobar Business Association to support local business initiatives such as the Great Cobar Business Awards, shop local promotions, training initiatives and other activities and undertake the secretarial role for the Association.	M Riley	100%	Council continued to work with the Cobar Business Association on a range of shop local promotions, including Mother's Day, the administration of the quids project and the 2017 Great Cobar Business Awards.
Administer the Cobar Quids program	Monitor, dispense and reconcile Cobar Quids on a daily basis.	J Brown	100%	Council act as the "bank" for Cobar Quids to encourage local shopping. They are dispensed, collected and reconciled on a daily basis. We have had a lot of positive comments from travellers about the "quids" and some have bought them as souvenirs.
Be an active member of the Cobar Business Association	Support the Economic Taskforce and progress priority actions identified by the Taskforce.	A Shepherd	100%	Regular meetings were held until Q4 when it became difficult to get a quorum to the meetings. All recommendations made by the Taskforce have been adopted by Council and initiatives are progressed as resources allow. Members are encouraged to provide ideas on how to better create community partnerships to promote Cobar, businesses, attractions and events.

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, Events and Museum Business Plan

DP Action	Action	Responsibility	Progress	Comment
Develop and implement a Tourism, Events and Museum Business Plan	Develop and implement a Tourism, Events and Museum Business Plan.	J Martin	50%	As requested by Council, the Business Management Plan was developed to provide strategic direction for our current activities, and to identify our priorities over the short and medium term and to provide opportunities to strengthen and diversify Cobar's tourism and events industry into the future. The document is flexible and constantly updated. Regular updates will be provided to Council on our progress and ideas for future investigation and development.

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
Manage the Tourism Information Centre	Manage the "Visitor Information Centre", admissions to Museum and souvenir shop at the Great Cobar Outback Heritage Centre.	J Martin	100%	The Visitor Information Centre has undergone a refurbishment with painting of all walls and ceilings, new display furniture and a custom-built counter. With a front facing counter, our new look is more inviting to visitors. Products, such as postcards were tired and outdated and have now been replaced with new and on trend designs. Images for these and for new magnets and products have been kindly contributed from our many talented local photographers.
Develop and implement new ideas to bring people to Cobar	Develop new marketing material to bring new residents and tourists to Cobar.	J Martin	100%	The new website is in its final stages and will be live in Q1 of 2018/2019. New ideas are being developed to be able to continue to grow our online presence through this website. New designs are being developed to refurbish the existing rest stop signs. These will act as a template for future signage to be erected to help visitors find their way and encourage visitation to the Visitor Information Centre. The new Kidman Way guide is close to completion and includes updated images and information on Cobar and the other LGA's along the route. New display stands were developed for use at the camping and caravanning shows. Within the last six months, Cobar has attended the Melbourne, Sydney and Brisbane Camping & Caravanning Supershows. One of our tourism officers has been attending as training and we have found them to be a perfect way to distribute the information to a very large customer base. The Regional Marketing and Promotion Fund project was completed.

COUNCIL STRATEGY				
2.2.3 Diversify tourism activities and increase the utilisation of current attractions				
DP Action	Action	Responsibility	Progress	Comment
To encourage the development and utilisation of the Cobar Caravan Park.	Oversee the lease and assist the lease as required.	S Poulter	100%	During this year, the Section 68 Caravan Park approval was granted. Discussions with the leaseholder on the implementation of the lease conditions commenced during this year and are still on-going.
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%	With new wayfinding signage now being manufactured, there will be clear direction around the museum for visitors. New flexible exhibition equipment is being ordered in readiness for new exhibits in the next financial year. A grant application was submitted for a disabled access ramp to the building which, if successful, will open up opportunities for inclusive tourism. Grant applications will be submitted in 2018/2019 for an overhaul and redesign of existing upstairs exhibits.

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%	There is no current demand for additional residential land sites in Cobar. This is based on an absence of new residential development on existing vacant lots or infill development. This however will be reviewed should these parameters change in the future.

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

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.	K Miller	15%	This is and will continue to be an ongoing task. The new fuel supply arrangement has encouraged more planes and awareness of the site and is lending itself to promoting aviation based activity. Casual enquiries have been received to establish a low profile flying school have been received/ No major opportunities have yet been identified.

ECONOMY

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COUNCIL STRATEGY				
2.3.1 Develop a business case to attract businesses to Cobar Airport				
DP Action	Action	Responsibility	Progress	Comment
Actively seek out business opportunities to enhance the operations at Cobar Airport	Provide Secretariat to the Airport Advisory Committee to the Cobar Regional Airport.	K Miller	100%	The AAC has met twice this year and secretariat function has been provided.



Left - The updated entry to the Euabalong Cemetery.

Middle - Council Farewelled Director of Corporate and Economic Development, Angela Shepherd.

Right - Works being undertaken for the Narri Project.

GOVERNANCE

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COMMUNITY OUTCOME

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

COUNCIL STRATEGY

3.1.1 Increase Council's income stream

DP Action	Action	Responsibility	Progress	Comment
Reassess all rates, fees and charges	Sound revenue management plan in place including rate recovery and debt recovery.	K Miller	100%	The distribution of the rates burden was considered in the budget process.
Undertake private works	Undertaken private works for property owners, contractors and RMS.	S Taylor	100%	Private Works were undertaken as required during 2017/2018.
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%	A wide range of grants were submitted with a number being successful. Work in this area has increased dramatically this year with the availability of capital works funds from the NSW Government.
Undertake rating functions of Council	Emergency Services Levy collected and remitted.	J Brown	100%	Emergency Service Levy is no longer a responsibility of Council so no action was undertaken in 2017/2018.

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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%	<p>The total rates and charges outstanding at the 30 June 2018 were \$1,514,209.71 which includes:</p> <ul style="list-style-type: none"> \$680,566.13 in water usage charges due on the 28 July 2018, \$273,149.03 in rates owned by unknown owners, \$50,747.28 in legal costs. <p>Recovery action will be continued by staff as a priority.</p> <p>The total outstanding in rates and charges as at the 30 June 2017 was \$1,190,225.65, which includes \$472,439.20 in User Pay Water (due 15 July 2017) and \$251,073.20 by unknown owners.</p>
Undertake rating functions of Council	Undertake sale of land under Section 713.	J Brown	100%	Sale of land for unpaid rates will be completed in 2018/2019.
Effectively manage Council investments	Optimum investment of Council's surplus funds in accordance with Council's Investment Policy.	N Mitchell	100%	Investments have been made in accordance with Council's Investment Policy to maximise the interest while maintaining sufficient operating capital and cash reserves. End of year cash and term deposits have also been analysed to ensure the apportionment of cash equivalent and term deposits - three months is adequate for the end of year cash ratios.

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.
Implement the Section 94 Plan, Section 64 Plan and VPAs and manage the funds to provide for future infrastructure through developer contributions	Implement the Section 94 Plan, Section 64 Plan and VPAs and manage the funds to provide for future infrastructure through developer contributions.	K Miller	100%	The funds have been managed appropriately and opportunities to use the funds have been considered as part of the budget process. Details are reported to Council with the quarterly budget reviews.

COUNCIL STRATEGY				
3.1.2	Implement initiatives of the NSW Government designed reform and improve the functioning of local government			
DP Action	Action	Responsibility	Progress	Comment
Seek efficiencies through shared services	Work with other Councils and government agencies to identify where service efficiencies can be achieved through the sharing of services.	P Vlatko	100%	This work is undertaken through OROC and will be considered in developing the charter of the new North West JO. We assist our neighbouring councils when possible, such as the provision of a regulatory officer to Carrathool this year. Council officers participate in OROC network meetings to share ideas and undertake joint projects.

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COUNCIL STRATEGY

3.1.2 Implement initiatives of the NSW Government designed reform and improve the functioning of local government

DP Action	Action	Responsibility	Progress	Comment
Undertake reviews of Council's own service delivery levels	Undertake service level reviews to inform community consultations and budgeting processes.	P Vlatko	100%	Service reviews have been completed for parks and gardens, tourism and the Youthie. Responses have been provided for tourism and the Youthie. The records review is underway and planning has commenced for the review of the workshop.



Left – Mining themed bins in the Main CBD Area.

Middle – Museum Staff at A night at the Museum.

Right – Parks and Gardens Crew have been busy keeping our Streets, Parks and Village looking neat and tidy.

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 in conjunction with StateCover.	S Patterson	100%	Whilst the BCP has not yet been finalised, substantial inroads have been made towards that target. The risk register, matrix, airport emergency plan and BCP are all being reviewed and updated, a lot of quality work has already been completed, but more work needs to be done to finalise this project.
Develop and implement a risk management strategy suitable for Council operations	Develop and implement a Corporate Risk Management Strategy.	S Patterson	25%	Council has enlisted assistance from a local resource to undertake to review and update our current risk register and Risk Management Strategy with Whilst significant progress has been made, we still have some work to do to finalise this project.
Develop and implement suitable internal audit processes for Council operations	Formalise the Internal Audit and Risk Committee and reaffirm its charter under the strict guidelines that have been recently introduced by legislation and regulation. Carry out Internal Audits.	K Miller	100%	A committee is now active under the chair of an independent community member. AONSW attended the Q3 meeting.

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	100%	WHS Committee Meetings were held in Q3 and Q4. Regular agenda items include hazard identification inspections, safe act observations, an injury management report and Council's health and wellbeing initiatives. Other discussion items included installation of smoke detectors and security cameras, clothing and depot speed limit. Council are currently updating their emergency preparedness procedures, with the administration building and library the focus and drills being held, with further updates to take place at the other Council locations. This will continue in to the next year. A Work Isolation Policy is currently being developed.
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. WHS Committee meets quarterly and all suggestions are reviewed by HR Manager and Manex as required. Many suggestions/solutions have already been implemented. Bullying and Harassment training was provided to All Council staff in April 2018. Health and Wellbeing initiatives have been introduced this financial year to improve the overall physical health and mental wellbeing of our staff, to help them become better versions of themselves, which will in turn provide improved productivity for Council.

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COUNCIL STRATEGY				
3.1.4	Minimise risk for Council and the community			
DP Action	Action	Responsibility	Progress	Comment
WHS obligations are met and safe work practices are promoted and undertaken	Refinement and implementation of Councils' WHS Management System in conjunction with WHS Committee and employees.	P Vlatko	75%	Council is continuing to update all of our health and safety policies and procedures in line with StateCover. These will meet the current health and safety guidelines and any new or updated policies have been to the Q4 WHS meeting for review. This will continue in to 2018/2019. The 2018 StateCover Self Audit is now live. The recommendations that have been put in place during Q2,3 and 4 will be reflected in the new Audit. During WHS Committee meetings lots of issues are being brought to the Committee from Council staff, which shows that many of our employees are more comfortable with the actions of the Committee and more aware of their WHS responsibilities.
Reduce workplace accidents and incidents by supporting the WHS Committee, providing adequate training and appropriate procedures	Coordinate development and train staff in Safe Work Method Statements (SWMS).	P Vlatko	100%	Site specific inductions undertaken for new staff. Corporate Inductions programed as required.

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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 by supporting the WHS Committee, providing adequate training and appropriate procedures	Development of Council wide and Department specific Safety Inductions.	S Patterson	100%	Whilst the WHS Officer and WHS Committee are working hard to reduce workplace accidents and incidents, 2018 has seen a significant increase in WorkCover lost wages costs due to three significant injuries. Two of which could have been avoided if better choices were made by the employee. It is frustrating, but we have recently introduced Safety Alerts to inform everyone in the organisation of incidents, accidents and significant near misses in an attempt to raise awareness. We also issued our first formal warning for a safety breach, hoping to change the safety culture BEFORE a serious injury or fatality.
Reduce workplace accidents and incidents by supporting the WHS Committee, providing adequate training and appropriate procedures	Facilitate/coordinate regular WHS audits of the workplace and monitor implementation of audit recommendations.	S Patterson	100%	Quarterly WHS Committee meetings are being held, with great suggestions and solutions being generated through that committee. Any recommendations that arise as part of the scheduled audit process are taken back to the WHS Committee and delegated to the relevant person for follow up and completion.

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COUNCIL STRATEGY				
3.1.4	Minimise risk for Council and the community			
DP Action	Action	Responsibility	Progress	Comment
Ensure that records management provides a framework for collection, management and retrieval of Council's records to meet Council's needs and compliance requirements	Compliance with Records Management obligations.	K Miller	75%	Council has been undertaking a service review of records management with the aim of investigating adoption of an EDRMS to replace the current paper based system. This review will be completed in 2018/2019.
Ensure that records management provides a framework for collection, management and retrieval of Council's records to meet Council's needs and compliance requirements	Effective records administration systems and protocols in place	K Miller	100%	Effective records administration systems and protocols are in place.
Ensure that records management provides a framework for collection, management and retrieval of Council's records to meet Council's needs and compliance requirements	Investigate options to use CivicView as an Electronic Document Management System (EDMS) to meet our needs.	A Shepherd	25%	Investigations undertaken with another CivicView Council to learn how other Councils use CivicView for EDRMS; from that discussion developed questions for CivicView. CivicView has real limitations in its security and for the 110,000 records that are already in the correspondence module. Unfortunately there is no way to repress sensitive and confidential records that are already held in CivicView. They would be available to general staff access. CivicView EDRMS is not a feasible option for Council as it would be in breach of ratepayer and employee privacy legislation. Other options now being investigated.

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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%	Councillors have been asked by the Local Government Capability Framework to complete their own PD in a Box, which is an online portal to help Mayors and Councillors to assess their capabilities and create a personal and professional development plan. Councillor professional development training was undertaken in Q2 by OLG. The topics covered were: Roles and Responsibilities for Councillors and Senior Staff at Council and in the Community, meeting procedures, financial management, Councillor role in IP&R. The training was well attended with members of Brewarrina and Bourke Shire Council also in attendance.
Strategic policy setting undertaken by the elected representatives	Feedback to Councillors on progress with resolutions and Councillor requests and Policy advice.	P Vlatko	100%	Monthly Councillor Workshops are held to advise Councillors on current issues that Council may be facing. This is an open opportunity to resolve any issues identified. The use of monthly Status Reports also provides ongoing information on Council decisions.

GOVERNANCE

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COMMUNITY OUTCOME

3.2 An engaged community that participates in decision making

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	Dissemination of up-to-date and relevant information to the media and staff on Council's activities.	A Shepherd	100%	Regular project updates are provided on Council's website and social media platforms. New tourism website and facebook pages have been created, and a Council Instagram site. Project updates, events and community information is provided through these mediums. A weekly What's on Wednesday email blast is provided. Regular staff meetings are held and include project updates. Council has regularly taken out full page adverts in the Cobar Weekly to provide updates and these are also displayed in the window at the library. A June newsletter to ratepayers was distributed.

COUNCIL STRATEGY				
3.2.2 Encourage more direct participation and interaction between Council and the community				
DP Action	Action	Responsibility	Progress	Comment
Maintain partnerships with community organisations, such as Business Groups, Council Committees and Council Alliances	Appropriate networking with the local government industry and professional organisations.	P Vlatko	100%	Council is actively involved with OROC both at a Board and GMAC level as well as the sub committees under GMAC. Council has worked with the Economic Development Taskforce for recommendations to Council on potential initiatives. The General Manager has attended the Local Government Conference, actively participated in a number of Joint Organisation Teleconferences and workshop., The Mayor and Director of Finance and Community Services travelled to Sydney to meet with the Minister for the Joint Organisation (JO) announcement, Cobar will form part of the Far North West Joint Organisation with Bourke, and Walgett, the JO will be given \$5 million for Tourism, \$250,000 for roads and negotiations on an air service are now underway. Our General Manager has been appointed as the Returning Officer for the JO.
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%	Rural Roads Advisory Committee and the Traffic Committee have each met four times during 2017/2018.
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%	Ongoing active participation in LMWUA.

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COUNCIL STRATEGY				
3.2.3	Implementation of Councils 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 to the media and staff.	P Vlatko	100%	Council's Instagram Page has 279 followers, Council's Facebook Page has 1,200 followers. Regular updates are provided on all of Council's Social Media pages. A Mayoral Report is disseminated (weekly), media releases sent out as required. The first issue of The Chronicle (Cobar Shire Council's Official Newsletter) was released in Q4.

COUNCIL STRATEGY				
3.2.4	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 have been busy with Youth attending the NSW State conference, Youth Week Conference. At a local level the committee has been busy planning events like youth week - with BBQs, skate nights, trivia night, disco and movie night. The committee will be holding the Bi Annual Colour Run this year in October with the idea that they may introduce a water slide to the markets at the Festival of the Miners Ghost this year.

GOVERNANCE

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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
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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	Develop and report qualitative measures on response and processing times in relation to queries face to face, by phone, letter or email. Including further development of the CRM Module.	K Miller	50%	CRM module is now functioning and being used as a tool with annual report being considered by Council. Qualitative measures to be developed.

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	Continued improvement of the electronic performance appraisal system, with updated skills matrices and position descriptions.	S Patterson	100%	<p>It would be great if we could undertake a project to review and standardise all position descriptions and skills matrices across the organisation, but that would be a six month project on its own.</p> <p>The best we can do with our existing people and financial resources is to review them as they are either vacant or identified as being outdated. Continual improvement of the electronic performance management system will firstly involve a commitment from Managers to adhere to timelines for the annual process.</p>
Human Resources	Develop Staff Recognition and Reward Program.	S Patterson	100%	<p>May 2018 we introduced GEM Awards for "going the extra mile" for staff to acknowledge their peers who go above and beyond rather than recognising our good performers for just doing their jobs well - which should actually be expected of everyone. The first award was presented at a quarterly all staff BBQ in August. The BBQs were introduced to bring indoor and outdoor staff together to acknowledge our achievements and celebrate our wins.</p>

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COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comment
Human Resources	Develop and implement an attraction engagement and attraction strategy including a succession plan.	S Patterson	100%	Attraction and retention in regional/remote areas is a state wide problem that Councils are faced with. HR OROC are undertaking this as a group activity in our quarterly meetings. Following the completion of this year's performance review process, key roles need to be identified for succession planning and identifying career progression paths for some of those roles, where required skill sets are available.
Human Resources	Develop Staff and promote their inclusion in decision making through consultation and through measures such as the Staff Suggestion Program and with regular team meetings.	S Patterson	100%	Some areas of Council have regular team meetings. Changes to operating hours have allowed regularly scheduled team meetings for front of house. Manex have commenced scheduled site visits to meet with employees in other locations (ie LBV, Library, Museum, Youthie, Children's Services, Euabalong). Whilst the staff suggestion program exists, we haven't had any formal suggestions from staff for years. Consultative Committee meetings schedule has been re-established, but the Committee still doesn't meet regularly. Zero agenda items are raised by members of the Committee, they are always HR items.

COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comment
Human Resources	Employees paid accurately and on time.	S Patterson	100%	Council's Payroll Officer ensures that all staff are paid accurately and timely in accordance with the relevant Awards, this includes working varied hours to ensure that employees are unaffected when a Public Holiday falls early in the week - this is not required, nor is it generally realised by the wider employee body. All raised payroll queries are addressed and rectified (if required) in the next available pay run. End of year was reconciled by 10 July with no reported issues.
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. A project has commenced to collect all the employee training data with the view to roll out a learning management system that will also allow the development of annual plans. However, not all supervisors are completing performance reviews, so the data is incomplete this year. The development of an effective Attraction and Retention Strategy is the ultimate goal; HR OROC are working collectively on a project to develop the bones of a regional strategy.

COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comment
Human Resources	To build productivity, maintain industrial harmony and increase employee satisfaction.	S Patterson	100%	Overall the industrial harmony is sound. However the culture of the organisation is struggling. Concentration on a review of the corporate values is underway. GM has met with Manex to be clear about expectations and setting a better example from the top, that will naturally filter down through the rest of the organisation. The staff satisfaction survey was completed in October/November 2017. GMs expectation is the survey is to be completed again by ALL staff as the completion rate was less than 40% of staff.
Human Resources	To ensure that a Consultative Committee is effective and efficient in recommending to the General Manager for action.	S Patterson	100%	The role of the CC was communicated to all staff at the end of 2017 with the view to increase participation and activity - but it has remained status quo, the only items brought before the committee are raised by HR. It is currently not an effective committee. Promotion of the committee by staff and management representatives is improving; however this has seen very little increase of items raised by the staff for consultation.
Human Resources	Undertake biennial Staff Attitude Survey.	S Patterson	100%	The staff satisfaction survey was completed in October/November 2017. The participation rate was low - less than 40%, so the GM would like the survey to be conducted again, with compulsory participation from all staff.

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COUNCIL STRATEGY				
3.3.2 Staff are valued, well trained and able to undertake their roles and functions				
DP Action	Action	Responsibility	Progress	Comment
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, our biggest issue is the availability of suitable staff at management level and above. We also need to identify the skill gaps following the all of Council restructure in 2016. Vacant roles are not replaced if not required, job redesigns are undertaken where appropriate. The philosophy to recruit for attitude and train for skill is our entire recruitment strategy. The introduction this year of psychometric testing for technical and professional roles that includes determining a candidates 'emotional intelligence' to understand organisational "fit" reinforces this strategy. Currently choosing to leave roles empty as opposed to appointing the wrong person for our organisation, costing us far more in the long run.
Implement and manage an Employee Assistance Program for Council staff	Oversee and promote Council's Employee Assistance Programme	S Patterson	100%	The program is well promoted to all staff, specifically for those who raise issues directly with HR. Cobar Shire Council is currently spending more than 5 times as much as other Council's with the same initiative with no true indication of our return on investment. In May, we reviewed the policy and tightened the audit process with our current provider to ensure we are no longer being over serviced. Waiting for invoicing following the policy changes to see if the costs are reduced. Also exploring possibilities with other service providers later this year. The Consultative Committee would like to see us change providers.

COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comment
Staff are provided with up-to-date and relevant tools to undertake their roles	Review and update 15 Year Plant Rolling Replacement Program.	S Taylor	100%	Fourteen light vehicles were purchased during 2017-2018 and fifteen vehicles were sold. A new five year plant replacement program has been prepared and will be implemented in 2018-2019.
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%	Plant replacement requirements have been discussed with operators prior to replacement plant being purchased.
Provide Cobar Shire Council with a secure, reliable and cost effective information technology network.	Appointment of an independent consultant to report on security and access annually.	K Miller	100%	A high level review was conducted and improvements to the network have been actioned. The main platform improvement will be installing a non shared cable from the exchange to the Shire server. Further enhancements are planned for the proposed IT Manager to roll out.
Provide Cobar Shire Council with a secure, reliable and cost effective information technology network.	Audit and analysis of software used and future needs and identify software champions.	K Miller	50%	These developments will be actioned by the proposed new IT Manager.

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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
Provide Cobar Shire Council with a secure, reliable and cost effective information technology network.	Continue to promote the concept of IT savviness with a view of creating an IT focused business.	K Miller	35%	This is an ongoing cultural requirement which will mostly happen organically as new persons are introduced to the business.
Provide Cobar Shire Council with a secure, reliable and cost effective information technology network.	Ensure that a systematic review of services is in place.	K Miller	100%	Basic health checks are performed but it is anticipated that the proposed IT Manager appointment will increase the quality testing by a significant amount.
Provide Cobar Shire Council with a secure, reliable and cost effective information technology network.	Evaluate the appropriateness of an outside consultant verse an internal IT Support Staff.	K Miller	100%	This has been completed and we are currently recruiting an IT manager.
Provide Cobar Shire Council with a secure, reliable and cost effective information technology network.	Review and ensure that backup systems are secure and reliable.	K Miller	100%	This is considered to be in place – there however have been no major outages to test this. Routine mock outages are in the proposed IT Manager PD.

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COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
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 and Blue Jeans, attendance of the central west zone meeting and annual library conference. In Q4 library staff were trained in the operation and possibilities of the technology screen in the Library Arcade meeting room.
Maintain and actively use the Public Libraries NSW Membership	Keep abreast of new opportunities for services development through Libraries.	J Siermans	100%	Participated in information sharing activities via e-mail and Blue Jeans, attendance of the central west zone meeting and annual Library Conference.

COUNCIL STRATEGY				
3.3.3 Council undertakes adequate strategic planning activities and meets all legislative reporting requirements				
DP Action	Action	Responsibility	Progress	Comment
Council updates the Integrated Planning and Reporting framework documents as required	Compliance with Integrated Planning and Reporting (IPR) Framework Requirements as outlined by the OLG.	K Miller	100%	Renewal of documents undertaken on time. There has been a high administrative burden on Council to comply with the new requirements set down by the Audit Office. It is hoped these processes will become smoother over time.
Council updates the Integrated Planning and Reporting framework documents as required	Implementation of Council's Community Engagement Strategy.	A Shepherd	100%	Engagement Strategy being implemented. An engagement strategy has been written to guide the development of the updated Community Enhancement Program that will take place in 2018-2019.
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%	Strategy being adhered to.
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%	Lack of water for maintenance works has caused delays in the program. Significant carry forwards identified for regional road program.

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COUNCIL STRATEGY				
3.3.4	Council undertakes adequate strategic planning activities and meets all legislative reporting requirements			
DP Action	Action	Responsibility	Progress	Comment
Complete and regularly update Council's Asset Registers for recreation, buildings, transport, water, sewer and stormwater	Review and amend the Corporate Asset Register including CivicView integration, Special Schedule 7 and Asset Management Plans into one central asset register.	K Miller	70%	Integration is only partial but probably to the maximum capacity of Civic View
Complete and regularly update Council's Asset Registers for recreation, buildings, transport, water, sewer and stormwater	Update and review annually the Asset Management Policy and Strategy.	K Miller	100%	Asset Registers are in balance as t 30.06.2018. All asset registers have been reviewed by Asset Steering Group
Undertake service level reviews for key services and assets	Undertake condition assessments, asset purpose and lifecycle analysis to determine current service levels and create option for service levels that are then discussed during community consultation.	K Miller	50%	Progressing. Road asset condition assessments have been built into PDs.
Undertake legislative reporting requirements	Implementation of OLG Best Practice Improvement Action Plan.	K Miller	50%	This is an ongoing process. We are generally compliant with requirements.

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COUNCIL STRATEGY				
3.3.4	Good procurement processes in place to ensure the most advantageous provision of goods and services to Council			
DP Action	Action	Responsibility	Progress	Comment
Good contract management and procurement practices are employed	Contracts Register updated.	S Taylor	100%	Contracts Register continually updated.
Leases and management agreements monitored, implemented and adhered to	Airport agreements monitored and implemented.	K Miller	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%	All lease agreements with our commercial tenants were monitored and implemented during this reporting year. New leases were signed with tenants of the dentist building during this year. When leases are due to expire, Council contacts the relevant tenants to commence re-negotiation of a new lease or where the tenant seeks to vacate the property, commence an expression of interest process to engage with prospective new tenants.
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.

GOVERNANCE

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COUNCIL STRATEGY

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

DP Action	Action	Responsibility	Progress	Comment
Provision of Cobar Water Board Administration and Financial Services	Undertake administration and financial services for the Cobar Water Board as per the Agreement.	K Miller	100%	All administration and financial services for the Cobar Water Board undertaken and completed as per the Agreement.



Left – Local Member Kevin Humphries, Minister Adam Marshall, Mayor Brady and Council’s General Manager receiving grant funding for the Musuem Waterproofing.

Middle – Euabalong’s new War Memorial.

Right - A quilt donated to the Library with a Cobar patchwork theme.

INFRASTRUCTURE

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COMMUNITY OUTCOME

4.1 A clean and reliable water supply

COUNCIL STRATEGY

4.1.1 Improve water supply infrastructure to Cobar, including piping the Albert Priest Channel, replacing the Nyngan to Cobar pipeline and improving pump stations, water storages and other associated infrastructure

DP Action	Action	Responsibility	Progress	Comment
To support the Cobar Water Board in seeking funding for improvements to water supply infrastructure to bring quality water and a reliable supply of water to Cobar for treatment and distribution	Negotiate with Cobar Water Board and Bogan Shire Council to provide grant funding and options for the improving the Albert Priest Channel, completing the Pipeline Augmentation Project and undertaking improvements to other water supply infrastructure.	P Vlatko	100%	Bogan Shire has continued to be the lead authority on this project and is progressing investigation of funding options 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.	E Poga	100%	Council has requested an increase in the town water allocation from the State Government Water Minister however a response has not yet been received.

INFRASTRUCTURE

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COUNCIL STRATEGY				
4.1.3	Improved water infrastructure across the Shire, including the town reticulation system			
DP Action	Action	Responsibility	Progress	Comment
Upgrade the reticulation network in Cobar, replacing old pipework, valves etc to improve water flow and water quality	Undertake repairs to the Green Tank.	E Poga	0%	Business case for safe and secure funding for repairs to the Green Tank is currently being prepared.
Upgrade the reticulation network in Cobar, replacing old pipework, valves etc to improve water flow and water quality	Upgrade the reticulation network in Cobar, replacing old pipework, valves etc to improve water flow and water quality.	E Poga	50%	Draft hydraulic analysis of water supply network has been received from Public Works and is under review. Implementation plan for firefighting improvements and replacement of cast iron pipes is being undertaken. State Government funding of the cast iron pipe replacement has been sought but was unsuccessful this year. Council has significant concerns about a new water treatment plant not being able to deliver high quality water to residents due to the state of the reticulation network.
Maintenance and repairs of water mains and water filtration system	Implement the Works Program, determined by the Water Main, Valve and Hydrant Audit.	S Taylor	50%	Council has applied for State Government funding under the Resources for Regions programme and Safe and Secure Water to replace the old cast iron pipes – both were unsuccessful as the government considered it a maintenance issue and the benefit cost ratio did not exceed one in their analysis.

COUNCIL STRATEGY				
4.1.4 Improved water infrastructure across the Shire				
DP Action	Action	Responsibility	Progress	Comment
Work with Public Works NSW to implement the restart NSW Water Treatment Plant project	Undertake the actions outlined in the Project Management Plan for the Cobar Water Treatment Plant Replacement Project.	S Taylor	100%	The contract for the construction of the new Water Treatment Plant was let to Laurie Curran Water and construction of the plant is underway. The new plant is programmed to be commissioned in December 2018.
Expand the Raw Water Network	Investigate further need for the extension of the Raw Water Network.	P Sullivan	100%	Raw Water network has been extended to Dalton Park. A further investigation may be undertaken in Q1 2018/2019 in relation to Raw Water to the Racecourse – awaiting Council's advice.
Undertake fair valuation of water and sewer	In conjunction with Councils Asset Management team and Auditor undertake revaluation of Council's water and sewer assets.	E Poga	100%	Council's water and sewer assets were re-valued as at 30 June 2017.

INFRASTRUCTURE

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COUNCIL STRATEGY				
4.1.4	Seek alternative supply solutions to improve water supply to the villages			
DP Action	Action	Responsibility	Progress	Comment
Improve water supply to villages through drilling water bores where appropriate	Investigate and prepare a report on upgrading non-potable water.	E Poga	100%	Business case for safe and secure funding for Nymagee and Euabalong currently being prepared.
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%	The contract for the construction of the new Water Treatment Plant was let to Laurie Curran Water and construction of the plant is underway. The new plant is programmed to be commissioned in December 2018.

COUNCIL STRATEGY				
4.1.5	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.	E Poga	100%	Technical advice is being provided to the Cobar Water Board.

COUNCIL STRATEGY				
4.1.6	Work with NSW Public Works to implement the Resources for Regions project to replace the pipeline, in line with direction provided by the Cobar Water Board			
DP Action	Action	Responsibility	Progress	Comment
Undertake the Project Management for the construction of the third pipeline.	Investigate design and construct the replacement of the Pipeline as per the project plan.	S Taylor	30%	30 km of pipeline has been replaced. An application to Infrastructure NSW for a change of scope for the project to upgrade the pump stations and undertake further extension of the new pipeline has been declined. Cobar Water Board is currently considering other options.

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.	S Taylor	100%	Radio base stations were maintained during 2017-2018.
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%	NBN now operational in the Cobar township.

INFRASTRUCTURE

Annual Report 2017-2018

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%	Contract has been let and construction is progressing.
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%	Lack of water throughout the Shire during 2017-18 made it impractical to undertake the additive trials. We will schedule trials to take place when the drought breaks and water becomes available. We have extended our sealed network by 6km after successfully completing the REPAIR program on Mulya Road extension.

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	100%	The REFLECT package for unsealed roads has been commissioned. Grid locations and condition has been entered into the database. Reports and notifications can now be undertaken. The REFLECT package for sealed local and regional roads is now operational with some minor bugs which are being fixed. There are still some issues with the unsealed roads section of the package.
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.
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.
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	Undertake sealing of the Administration Centre car park.	M Bell	100%	Works have not yet been completed. Works will commence in Q1 2018/2019.

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%	Three gravel pits one of which was the Seventy-Eight Mile Pit have been registered and licenced, along with appropriate rehabilitation plans.
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%	Licences were obtained for three gravel pits during 2017/2018.



Left - Nymagee Storage Tank.

Middle - Footpath upgrade and barrier installation at the front of the Brennan Centre.

Right - Marshall Street Traffic.

INFRASTRUCTURE

Annual Report 2017-2018

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%	Undergoing various footpath improvements in Linsley Street at the CWA corner with the installation of a pram ramp, the footpath out the front of the Western has also been repaired, Barton Street works have been completed and a pram ramp has been installed at the corner of Linsley Street and Harcourt Street. Footpath maintenance has been undertaken in Murray, Blakey Street and in front of the Brennan Centre. Repaired and replaced existing footpath from the Car Wash to the Empire Hotel.
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	100%	Council has re-applied for funding for a bike plan and updating of the PAMP, which was successful. Works will commence in 2018/2019.
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. A number of pram ramps have been installed.
Provide and maintain a safe and adequate footpath and bike path network	Undertake bike path rejuvenation works.	M Bell	100%	Rejuvenation works were completed on the bike path around the Newey, repairing sections damaged previously by water.

INFRASTRUCTURE

Annual Report 2017-2018

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.	K Miller	100%	Organisation structure has allocated adequate resources. Technical inspections by CASA and our consultant support our skill to present a compliant safe airport.
Cobar airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Implement the Action Plan for the Cobar Aerodrome Strategic Plan.	K Miller	100%	Organisation structure has allocated adequate resources. Technical inspections by CASA and our consultant support our skill to present a compliant safe airport.
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.	K Miller	100%	Key services are provided.
Review the maintenance requirements of the Village Airports.	Maintain runways in a state that is acceptable for dry weather operation and ensure that the airstrips comply with the minimum standards for operation.	K Miller	100%	Organisation structure has allocated adequate resources. Technical inspections by CASA and our consultant support our skill to present a compliant safe airport.

INFRASTRUCTURE

Annual Report 2017-2018

COUNCIL STRATEGY

4.3.3 Maintain the rail network in the Shire to maximise the benefits to the community and to provide an alternative to road freight.

DP Action	Action	Responsibility	Progress	Comment
Lobby the NSW Government to ensure that the rail network in well maintained, safe, affordable and well used, particularly for freight movements to reduce the impact of road movements on the community.	Continually lobby NSW Government to maintain rail network.	S Taylor	0%	No action was taken on this item during 2017-2018. A watching brief is being maintained on the inland rail project to identify opportunities for the Cobar LGA.

COMMUNITY OUTCOME

4.4 Good quality and affordable community facilities and infrastructure



Left – The First Meeting of the Far North West Joint Organisation.

Middle – the new Library Craft room.

Right – A progress shot of the new Water Treatment Plant.

INFRASTRUCTURE

Annual Report 2017-2018

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%	Removed the swing in Apex Park as it no longer met the Australian Standard. Council was successful in receiving grant funding to upgrade Dalton Park this year. Council will be replacing the equipment in Apex Park, due to a grant from the Department of Housing, equipment has been ordered. The soft fall for Apex Park has been delivered, awaiting the remaining equipment before works will commence. All playground equipment regularly checked to ensure that Australian Standards are met
Provide and maintain safe and adequate playground facilities	Install new playground equipment in Drummond Park.	A Shepherd	100%	Funding was awarded to install an Adventure Playground in Drummond Park. Tenders were called and a contract was awarded with playground equipment ordered. Installation is expected in Q2 and Q3 of 2018-2019. Final designs including the position of the new equipment, linking pathways and plans for the area being decommissioned are currently being drawn up to go on public display.
Provide and maintain safe and adequate playground facilities	Undertake upgrade works to Dalton Park.	P Sullivan	100%	Raw water upgrade completed to Dalton Park. Grant funding has been successful and all equipment ordered for park upgrade including toilet block upgrade - to be installed in Q1 2018/2019.

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 been elevated into being a high priority for Council. Council is currently seeking updated quotes on the 2012 pavilion building and plans to undertake community consultation to develop a new design that is appropriate to today's needs.
Undertake Council's cemetery operations in an appropriate and dignified manner	Keep stock of pre-dug graves in reserve.	P Sullivan	100%	Due to budget constraints pre-dug grave works have ceased. The only grave digging occurred in Q1.
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. Nymagee and Euabalong membership was reviewed and updated.
To provide quality and readily accessible library services to Cobar and villages	Participate in State and National events that promote literacy.	J Siermans	100%	Library staff provided storytime and craft for Centacare's Family Fun Day in Drummond Park in Q2. National literacy event Summer Reading Club was promoted in Q3 with minimal participation achieved. In Q4, an author talk by Jamelle Wells was well attended by 35 participants.

INFRASTRUCTURE

Annual Report 2017-2018

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 acquires processes, maintains, and lends library materials that are up to date and appropriate.	J Siermans	100%	<p>2,842 physical items and 8,594 eBooks and eAudio were added to the collection.</p> <p>2,629 items = value \$63,408 (at cost) were removed.</p> <p>25,040 items loaned (includes 857 eBook and eAudio loans).</p> <p>Compared to last year's figures of:</p> <p>3,123 items and 650 eBooks added to the collection.</p> <p>3,718 items = value \$98,294 (at cost) removed.</p> <p>Total stock = 30,710 items and 3,871 eBooks.</p> <p>25,350 items loaned (includes 326 eBook loans).</p>
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%	<p>10 computers are provided for public access. There were 4115.5 hours of computer use and 2,067 hours of wireless bookings.</p> <p>Compared to last year's figures of:</p> <p>4,702 hours of computer use and 1,830 hours of wireless bookings.</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 the Library service is utilised by Cobar residents of all ages and community groups.	J Siermans	100%	<p>2017/2018 figures:</p> <p>234 new members joined in 2017/18. Total membership = 1,996 members.</p> <p>7,285 visits made to Cobar, Nymagee and Euabalong library services. Monthly new book list and events calendar e-mailed to stakeholders, press, and community groups. Library resources and services promoted via Facebook.</p> <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>

INFRASTRUCTURE

Annual Report 2017-2018

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 staff received customer service training with Destination NSW, Archives Resource Kit training in Australian family history records with State Records NSW, Connecting culture (tracing ancestors) training (indigenous family history research) with State Library NSW, and training in the operation and possibilities of the technology screen in the library arcade meeting room.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Air conditioning installed at the Town Hall Cinema building.	G Ryman	100%	Air conditioning was installed into the town hall cinema.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Commercial building maintenance.	G Harbison	100%	The range of community facilities have increased this reporting financial year. Existing community facilities have been maintained in conjunction with available budgets and resources.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Depot upgrade works undertaken as per the master plan.	G Ryman	25%	Project stages of the Cobar Works Depot Master Plan are progressing. Designs and obtaining of necessary approvals are being processed and organised.

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.	Maintenance of Buildings Asbestos Register.	S Poulter	50%	Asbestos registers for Council owned buildings are periodically updated and created when buildings are inspected, altered or demolished. New asbestos registers were created for building assets during this 2017/2018 reporting year.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Review Buildings Asset Management Plan and undertake building condition reports and review service levels of building assets.	G Ryman	0%	A consultant has been engaged during this reporting period to review and make changes to Councils building asset management plan. A plan is yet to be provided to Council.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Undertake major pool renovations and install new BBQs.	K Miller	25%	This will be completed before 2018/2019 season commences.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Undertake roof replacement/repairs at the Cobar Youth and Fitness Centre.	G Ryman	10%	An architect has been engaged to conduct a re-design of the roof of the Cobar Youth and Fitness Centre, along with other upgrades to the building such as new entrances, kitchen and a seated outdoor eating area. This projection will progress next year, subject to grant funding

INFRASTRUCTURE

Annual Report 2017-2018

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%	No progression has occurred, awaiting finalisation of Newey Master Plan.
Maintain and improve recreational facilities that are available at the Newey and Old Reservoir reserves	Develop and adopt a plan of management for the Newey Reservoir.	S Poulter	75%	As per Council resolution 172.7.2017 of the July Council Meeting, Council is preparing a plan of management for the Newey Reservoir which includes use of the facility for camping. A consultant was engaged in the third quarter to develop this plan of management. This process is still ongoing.

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, including removal of obstructions.	P Sullivan	100%	Monthly maintenance schedule adhered to. Storm drains and gutters cleared regularly.
Provide, maintain and operate a sewer network and disposal system and treatment works	Ensure EPA licence completed annually and at minimal cost.	E Poga	100%	Annual EPA report will be submitted to the EPA by the due date of 8 August 2018.
Provide, maintain and operate a sewer network and disposal system and treatment works	Implement Liquid Trade Waste Policy and program.	E Poga	100%	Dubbo Council undertaking role to recruit trade waste officer who will be available to assist other LMWUA member Councils, however has not been successful to date.
Provide, maintain and operate a sewer network and disposal system and treatment works	Implement the Resources for Regions Sewer Upgrade Project.	S Taylor	80%	An application has been made to Infrastructure NSW for a change of scope for this project to enable pump station upgrades to be undertaken. iNSW has referred this to NSW Office of Water. Council has received no further advice.

INFRASTRUCTURE

Annual Report 2017-2018

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.	E Poga	50%	Programme under review. State Government funding has been sought to upgrade the two minor sewage pump stations and the sewage treatment works inlet. Upgrade of the large aerator at the sewage treatment works is currently under investigation.



Left – StormCo celebrated 20 years of volunteering to the Cobar Community.

Middle – Mining themed bins where installed in the CBD.

Right – Mayor Lilliane Brady being presented with the first ever Local Government Life Time Achievement Award.

INFRASTRUCTURE

Annual Report 2017-2018

COUNCIL STRATEGY				
4.4.5 Maintain and service villages parks, streets, footpaths and community service facilities				
DP Action	Action	Responsibility	Progress	Comment
Maintain and improve village facilities and services	Capital projects undertaken at Euabalong in line with the budget allocations, including street furniture provision.	P Sullivan	100%	Irrigation upgrade undertaken in Euabalong. Removal of trees also being undertaken. Ordering through Cobar Shire Workshop 10 tree guards (same as Cobar) for Euabalong and Euabalong west streets. Quotation for signage at Euabalong West has been obtained for new entrance signs with an allocation of \$9,000. Euabalong park and Euabalong West park full pop up automated sprinkler system installed.
Maintain and improve village facilities and services	Regularly maintain parks, streets and footpaths in all villages.	P Sullivan	100%	Parks, streets and footpaths in all villages inspected as needed.
Maintain and improve village facilities and services	Replace the fire exit doors at the Nymagee Hall.	G Ryman	100%	The fire exit doors at Nymagee hall have been replaced.

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%	Council has continued to support the BioHub proposal from Renewed Carbon and is awaiting further details of its progress. We have raised the matter with NSW State Government in relation to the lack of electricity expansion for future development of Cobar. Held meetings with potential alternative power suppliers for Cobar. Council acknowledges the risk of lack of power supply to Cobar and its potential to limit business development and expansion continuing to discuss with government officials. APA Group have addressed Council on the additional cost of adding Cobar, Bourke, Brewarrina and Walgett Shires on the proposed gas pipeline and have advised why the route would not be feasible.

ENVIRONMENT

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COUNCIL STRATEGY				
5.1.2	Develop community leadership on becoming leaders in resource use and waste management			
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.	S Poulter	0%	Following the introduction of the container deposit scheme by the NSW State Government during this 2017/2018 reporting year, the development of a waste management discussion paper has continued. This discussion paper will be provided to Manex and Councillors for consideration and discussion in the 2018/2019 reporting year.
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%	Once weekly domestic waste collection service has occurred in Cobar during this reporting period.
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 collection services have continued to occur during this reporting period.
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 CBD, other street bins and park bins are emptied on a regular basis based on probable waste accumulation rates. Where higher disposal rates are expected (such as for events), multiple collections are organised.

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 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%	Proactive patrols were undertaken where time and resources permitted this to be done.
Maintain the town and village tips to an acceptable standard	Provide for the management of the Cobar Waste Disposal Depot so as to comply with statutory obligations.	S Poulter	100%	During this reporting period, this Cobar Waste Facility became a NSW EPA licensed waste facility. Following the issue of the environment protection license, Council has been developing a pollution incident response plan, a landfill management plan and a capping management plan in accordance with the conditions imposed by NSW EPA in the license. The pollution incident response plan has been submitted to NSW EPA, while the landfill management plan and the capping management plan is still being developed. These will be finalised during the first quarter of the 2018-19 reporting period.
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, Mt Hope, Canbelego, Euabalong and Euabalong West. These sites are maintained at a rate depending on the rate of waste disposal.

ENVIRONMENT

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COUNCIL STRATEGY

5.1.2 Develop community leadership on becoming leaders in resource use, reuse and recycling

DP Action	Action	Responsibility	Progress	Comment
Encourage efficient water use by Shire residents	Promote efficient water use by Shire residents.	P Vlatko	100%	Odds and Evens Water restrictions were in place in early Q3, with restricted watering hours and penalties for non-compliant users The Odds and Evens water restrictions were lifted in mid Q4, but there are still limited restrictions in place. A flyer was sent out to all residents with the Water Rates on ways to be water efficient. Water restrictions have been reviewed regularly and amended where required to encourage efficient water use by Shire residents.



Left – Water Treatment Plant works are on track and are expected to be completed in February 2019.

Middle – Tree guards replaced in Linsley Street.

Right – Emu at the Miners Heritage Park - The emu numbers in the township of Cobar have been quite high this year due to the extreme weather conditions.

ENVIRONMENT

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COMMUNITY OUTCOME

5.2 Well managed public and private land

COUNCIL STRATEGY

5.2.1 Encourage sustainable and profitable agricultural industries

DP Action	Action	Responsibility	Progress	Comment
Provide support to industry bodies for improved grazing management practices and other initiatives to maintain the profitability of agricultural enterprises	Maintain an awareness of government land management incentives and programs.	M Gunn	100%	During weed inspections information is given to landholders of the programs and government agencies which can assist in funding opportunities for different land management practices. Communicating with the different government agencies through meetings and correspondence allows for information to be gathered on the new incentives open to landholders and community groups.

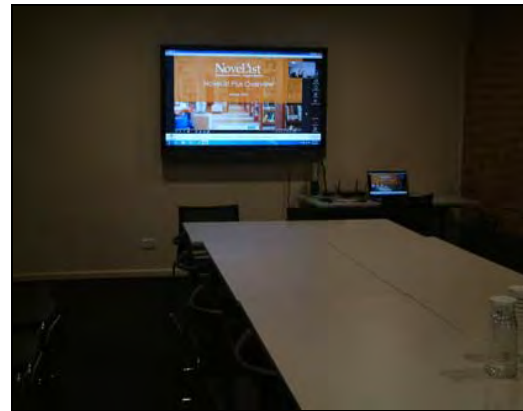
ENVIRONMENT

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COUNCIL STRATEGY

5.2.2 Have a tree planting program for Cobar and villages

DP Action	Action	Responsibility	Progress	Comment
Develop and instigate a street tree planting program	Develop and instigate a street tree planting program.	P Sullivan	100%	We have planted trees in Barton Street with planter boxes , the far end of Marshall Street has been completed which also included a garden at the front of the Town and Country Motel after the removal of an existing tree. Louth Road tree planting has commenced, tree planting in Barton Street has been completed, finished tree planting in Linsley Street. Finalised planting in Barton Street. 18 advanced trees have been installed from Sunset Drive to Mopone Street. Native Frangipanis have been installed down Lewis Street.



Left – A Night at the Museum was held for the first time in 2018.

Middle – The Library Arcade Conference Room.

Right - Native Frangipani's planted in Lewis Street, with barrier protection guards.

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	Carry out monthly patrols of the Common.	G Harbison	100%	Regular patrols of the Common were undertaken, sometimes undertaken more frequently than monthly. Area is very dry with water diminishing. No stock on Old Reservoir Reserve and the remaining owners of stock on Wrightville area are now hand feeding.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Deliver and microchip unclaimed animals to Rescue Organisation for rehoming.	G Harbison	100%	During this year, Council has microchipped companion animals seized with no identification, in cases where they are re-united with their owners or sent to R.O.A.R for re-homing. Puppy litters have also been micro-chipped upon request by their owners.
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%	Appropriate implementation of the Companion Animals Act has been undertaken during this reporting period. This has included making the community aware of their obligations when owning companion animals.

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 dogs and cats found on a public place and surrendered animals and undertake appropriate enforcement action.	G Harbison	100%	Companion animals that are found in public spaces are impounded. Likewise companion animals that are surrendered to Council are impounded. Repeat offenders are issued warnings and in some cases served with Notice of Intention to be declared a nuisance dog.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Impound straying stock.	G Harbison	100%	There were periods during this year, where no stock had to be impounded or appropriately managed at the location of straying. Where straying stock was detected during the year, they were either impounded under the Impounding Act or appropriately managed at the specific location to ensure the safety of the animal and prevention of vehicle conflict.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Maintain pound yards.	G Harbison	100%	Stock yards were regularly maintained during the year to ensure that they are available for impounded stock when required.
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%	The Cobar based pound was operated and maintained during this reporting period. This pound only accepts companion animals. Pound is cleaned daily & treated for infectious diseases (Parvo virus mainly) regularly.

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 euthanasia of dogs and cats that have been seized or surrendered.	G Harbison	100%	Where companion animals are seized or surrendered, and are deemed unsuitable for re-homing, they are euthanized. A number of dogs and cats were euthanized during this year.
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 has provided micro-chipping and registration services during this reporting period. This also includes provision of advice to customers about both services. Relief Ranger has finished practical training and only needs to complete written TAFE exam to be able to microchip companion animals.
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%	During this year, a muster of stock on the Common was undertaken, which identified that some stock was missing. A search was undertaken but could not identify fresh tracks or the missing stock. This issue was compounded by a number of gates and other infrastructure either damaged or stolen during the 2nd quarter. Cobar Police were notified of this issue.

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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	Remove abandoned vehicles.	G Harbison	100%	During this year, a larger than normal amount of vehicles were impounded. The removal process can be at times challenging with vehicles dumped in difficult to access areas for a ute and car trailer. In some cases a front end loader is used to assist in the vehicle recovery process. Identifying and notifying vehicle owners was found to be a lengthy and difficult process. Vehicles not claimed or sold during the advertising period have either been held for a longer period at the Cobar Works Depot yard or relocated to the scrap metal pile at the Cobar Waste Depot for destruction and recycling.

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	100%	The was a lack of correspondence from the Western Regional Weeds Committee this year and hopefully with the new Western Weed Coordinator more scheduled meetings and correspond will occur this coming financial year.

COUNCIL STRATEGY				
5.2.4	Long term management of noxious weeds			
DP Action	Action	Responsibility	Progress	Comment
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	An increase in the number of weed awareness program run (eg weed warriors).	M Gunn	100%	Continual inspections have occurred this year but have been difficult and no new weed incursions have been found due to the extensive dry conditions throughout the region.
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%	Staff have informed officer if weeds were located and information has been passed onto staff about new weed incursions or issues. The informal toolbox approach continues to be an effective tool to communicate weed issues in the region.
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	100%	Targets for roadside inspections have been completed, the waterways have been minimal and targets will be rolled over to the new financial year.

COUNCIL STRATEGY				
5.2.4	Long term management of noxious weeds			
DP Action	Action	Responsibility	Progress	Comment
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Develop a centralised data set of weed distribution and abundance information	M Gunn	100%	The BIS system has been updated throughout the year using the KONECT data and new developments for reporting will be completed for the new financial year, assisting further the capabilities of weed data management.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Develop an introductory weeds information pack for new property owners.	M Gunn	100%	Only a few new landholders information packs were sent this year. Some of the information has been updated through the Local Land Services and new pamphlets will be sourced in the new year.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Implement a regional communications strategy.	M Gunn	100%	Due to the lack of correspondence from the Western Regional Weed Committee the Regional Communication strategy still is not finalised but hopefully in the new financial year the required documents will be finalised and implemented.
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%	Data collections through the KONECT program have allowed for mapping data to be collected and targets for re-inspections have been completed for the WAP funding agreement.

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%	Training has been completed to comply with the new Biosecurity legislation and all tickets/certification has been completed for weed officer to continue role.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Increased participation of community groups.	M Gunn	100%	More funding has been sourced for the Euabalong Common Trust and more African Boxthorn removal will continue into the new financial year with another Field Demonstration Day planned to showcase mechanical works and funding opportunities for landholders/stakeholders through the different government agencies.
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%	Spraying has been prioritised along roadsides where roadworks have been conducted this year. Areas have been mapped and will be targeted in the new financial year when weather conditions are favourable.
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%	The targets for the private property inspections have been completed with no new weed incursions for the year. A new reporting system is being developed which will allow reports to be easily produced for record management.

ENVIRONMENT

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COUNCIL STRATEGY				
5.2.4	Long term management of noxious weeds			
DP Action	Action	Responsibility	Progress	Comment
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Prompt containment or eradication and ongoing monitoring of new incursions of invasive weeds.	M Gunn	100%	The inspections program has been completed with most of the targets completed for the year. No new weed incursions were found and so no rapid response plan was undertaken this year, this could be due to the drought conditions seen of late.
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%	The public property inspection targets have been completed for the year and no new weed incursions were found. Funding has been sourced to continue African Boxthorn removal/control on Cobar Common and Euabalong Common and grant funding opportunities will be continually sourced to assist on public property.

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. Identify the current services shortfall provided by National parks and Wildlife Services for National Parks.	M Gunn	0%	Due to time constraints no monitoring of services provided by the local National parks has been conducted this year. Will endeavour to research this in the new financial year.

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%	Any complaints received by Council relating to air pollution are communicated to the relevant mine and where necessary, to the relevant State Authority. No complaints were lodged with Council during this reporting year.

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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 \$1,279,770 as at 30 June 2018.

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 1092.7 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

A tree planting program has started in the CBD with plantings in Marshall Street, Barton Street, Harcourt Street and Linsley Street. The trees selected were pyrus, which are not root aggressive as well as Chinese Elms along Harcourt Street. Around 50 advanced trees will be planted before the end of October 2017/2018.

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 Environmental Supervisor 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, but has been less than other years due to drought conditions.

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 2017-2018

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 \$32,000 to be allocated through the 2017-2018 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 2017/2018 Council made donations of this nature amounting to \$38,070.

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

PRIVATE WORKS - SECTION 67

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 2017/2018 was \$539,213.

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

HUMAN RESOURCES MANAGEMENT

Council's Human Resources (HR) function provides and coordinates proactive, evidence based 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;
- Co-ordinating the provision of an Employee Assistance Program;
- Promotion and Management of Work, Health and Safety;
- Injury management and return to work coordination;
- Industrial and Employee Relations advice and advocacy;
- Interpretation of Awards and associated legislation;
- Grievance investigation and dispute resolution;
- 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 in conjunction with other HR professionals at Council's in the OROC group.

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.

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Budget permitting, we would like to offer apprenticeships every third year (ie commencing new apprentices with existing 3rd year apprentices). Traineeships and school based programs are also areas to focus on re-establishing in the coming years. We have recently appointed Council's first graduate, a graduate engineer to assist with current and upcoming water and sewer projects. If this proves successful, we would like to expand graduate opportunities to other professional/technical roles across the organisation.

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 compliance training requirements are gathered through the annual performance appraisal process. Strength in leadership is an industry wide area of concern, many leaders are promoted off the back of their technical abilities, so continual targeted leadership training for our current managers needs to be supported.

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.

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, both corporate information about the operation and work, health and safety information to encourage and support compliance.

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 the industrial relations dispute that was lodged with the Industrial Relations Commission during 2017/2018 was resolved.

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.

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The annual WHS Audit has identified areas for Council's improvement including: planning, emergency preparedness and workplace inspections.

A number of workplace inspections have been carried out and the Work Health and Safety Committee have developed a schedule so that inspections are carried out quarterly to ensure that hazards are identified on an ongoing basis. Council has engaged resources to develop and roll out a business continuity plan and to update our existing risk management register to allow for better planning.

Council implemented 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. More work needs to be done in this coming year to implement its full capabilities.

Council provides an efficient and effective injury management and return to work service to all employees. Unfortunately a number of workplace injuries sustained during the 2017/18 financial year were of significant impact to Council's insurance premiums with considerable time lost on all three occasions.

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.

In this last year there has been a heavy focus on the health and wellbeing of our staff with targeted training for all. Council recognises that continual self-improvement and healthy mental health are vital to a strong workplace culture and to be operationally successful. We value our people as our number one asset and work hard to facilitate access to resources that allow them to be the best versions of themselves.

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.

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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 2017/2018.

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 includes 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. The Library also offers books, cds, ebooks, newspapers and houses the TAFE computers. In 2017/2018 the Library Arcade was converted into a meeting and craft room.
- **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 2017/2018 amounted to \$106,842.84.

Rates reduced or waived for pensioners amounted to \$108,635.79 in 2017/2018.

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

\$105,835.22 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 2017/2018 totaled \$18,105.70 of which 80% (\$14,484.56) 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 2017/2018.

PUBLIC INTEREST DISCLOSURES ACT 1994 (SECTION 31)

Nil applications were received during 2017/2018.

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 one formal GIPA access application for 2017/2018. The application was processed initially and an estimation of time was provided to the applicant. Following receipt of this advice, the applicant has indicated verbally that they would withdraw their application; Council is still awaiting formal advice confirming their decision to withdraw.

Council also received four informal information GIPA access applications for 2017/2018. Of the four applications that were received, one was granted access in full. The second application for information was investigated and found to be a scam, resulting in no information being provided to the applicant. Following receipt of the third application for information Council wrote to the applicant to request that they submit the informal request for information as a formal access application; due to the diversion of resources of processing such a request - of which no formal application was ever forthcoming. 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 roads, 148 km of sealed rural local roads, 1,483.9 km of unsealed rural local roads (of which approx. 1,200km are natural surface), 303.5 km of sealed regional roads and 316.9 km unsealed regional roads (of which approximately 240km are natural surface).

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

Following a number of years when very little resealing had been undertaken, a resealing program commenced in 2014/2015 and was continued in subsequent years. This resealing has been funded from Council's Special Rate Variation along with additional funding from Roads to Recovery and has enabled Council to increase the amount of resealing works which have been undertaken in recent times.

If it is assumed the sealed surface has a fifteen year life before requiring resealing, a program of approximately 35 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 a 100 km backlog of work and \$35,000/km for resealing there is at least \$3-4 million of outstanding work on the sealed roads network. The recent resealing programs which have been implemented on urban, local and regional roads have almost kept up with yearly resealing requirements however have done little to reduce the backlog overall. With additional funding from Roads to Recovery about to cease, it is unlikely that yearly resealing requirements will be met in future years, therefore increasing the backlog of resealing works and exacerbating the problem.

Of the 1,802.3 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 the condition of the unsealed road network. If it is assumed that all unsealed regional roads and 20% of unsealed local roads should have a good gravel surfaces so they can be used in most weather conditions, gravel is required on approximately 300 km of road at a cost of \$10,000 to \$40,000/km which equates to \$3-\$12 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. The Fort Bourke Hill Reservoir requires a new roof and support structure as well as a new access ladder to provide safe access. The Bathurst St. Reservoir requires corrosion protection and minor structural upgrade. Council has sought State Government financial assistance to fund the upgrade works.

The water supply reticulation within the township of Cobar is a mixture of material and classes and consist of Cast Iron (CI), Ductile Iron Cement Lined (DICTL), Un-plasticized Polyvinyl Chloride (UPVC), Asbestos Cement (AC) and Polyethylene (PE) pipes. The major problem is the dirty water problems caused in the summer months from 5.2km of old cast iron pipes that are severely corroded and Council is seeking funding assistance from the State Government for the replacement of the old cast pipes. The other area of concern is where old cast iron main were previously decommissioned, and the method 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 continue 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 many of the faulty valves which 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 has been completed by Public Works. The analysis has identified areas of the town reticulation where pipelines have to be upgraded to meet firefighting flows and pressures.

The new water treatment plant is well under construction with major civil works having been completed. Pre-commissioning testing of the new plant is expected to be carried out in December 2018/January 2019 with formal commissioning and putting into full service taking place in February 2019.

NYMAGEE WATER SUPPLY

Although rain fall levels have been low in the Nymagee water catchment region there is still sufficient water in the storages to ensure adequate water for Nymagee for the near future.

Council is seeking funding for a water supply investigation study under the State Governments Safe and Secure funding programme.

CONDITION OF PUBLIC WORKS

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MT HOPE WATER SUPPLY

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

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

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

The ground storage dam ran dry in early May 2018 due to low rainfall in the water catchment area. Water cartage for Mt. Hope commenced on 5th May 2018 and will continue until sufficient rainfall falls in the catchment to cause runoff to the dam.

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.

Council is seeking funding for a water supply investigation study under the State Governments Safe and Secure funding programme.

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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.

The Sewerage Treatment Plant lagoon wall stabilization and refurbishment was completed in 2016/2017.

Council is seeking State Government funding assistance to continue upgrade works on the minor sewage pump stations as well as improvement works at the sewage treatment plant such as inlet works screening.



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.

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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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PAYMENT OF EXPENSES & PROVISION OF FACILITIES TO MAYOR & COUNCILLORS

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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

POLICY

PAYMENT OF EXPENSES & PROVISION OF FACILITIES TO MAYOR & COUNCILLORS

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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: _____

POLICY

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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			