



ANNUAL REPORT

2018-2019



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's values represent who we are as an organisation. They are the guiding principles for how we carry out our duties.

Accountability – We are responsible for our actions, our behaviour and the satisfactory completion of allocated tasks.

Communication – We communicate openly and respectfully, sharing timely and appropriate information with others.

Effective Leadership – We lead by positive example, embodying all of Council's agreed values.

Integrity – We are consistently honest, transparent, ethical and fair, regardless of the situation.

Teamwork – We work collaboratively to achieve shared goals for Council and the community.



MAYOR'S MESSAGE

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Council continues to perform in its service delivery to our communities and especially in assistance with the many drought relief programs that have come our way. The generosity shown has been special and we continue to wish our farmers relief from this drought soon.

The drought has also put pressure on our water consumption and I wish to thank the community of Cobar for its support by reducing our water consumption by up to 30%.

The year saw our Council support the formation of the Far North West Joint Organisation (FNWJO), comprising of Bourke, Walgett and Cobar. I was honored to be appointed Chair of the FNWJO and together with the State Government the FNWJO received \$5 million funding for Tourism Projects and \$8 million grant to provide air services to all three Shires.

Council has been successful in securing \$6.9 million in grant funding for the replacement of the old cast iron pipes in our town water network and upgrades to two town reservoirs. These works are planned to be underway in early 2020.

Council has increased works on footpath reconstructions and made commitments to keep Ward Oval, Drummond Park and our Heritage Park/ Museum alive. It is important that we maintain our town in the positive outlook it deserves.

Our service to the community of Cobar Shire has been maintained at the same levels even though our financial capacity is reducing and very much dependent on grants.

Council has continued to put pressure on the State Government to provide sufficient grants towards improving our infrastructure in roads, water, power and amenities.

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.

I would like to congratulate our Staff and the Elected Members who put Cobar first in their attitude and work for the community.

**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

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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
Until 14 October 2018**

- 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

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**Councillor
Bob Sinclair**

- 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**

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



**Councillor
Kate Winders
Elected November
2018**

- Kidman Way Promotion Committee
- Tourism Advisory Committee
- Rural Roads Advisory Committee

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**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 2018 to June 2019	Number of Meetings	No of Meetings Attended
Lilliane Brady OAM (Mayor)	12	8
Peter Abbott (Deputy Mayor)	12	11
Tracey Kings	12	9
Janine Lea-Barrett	12	10
Christopher Lehmann	12	9
Jarrold Marsden	12	10
Greg Martin	4	4
Peter Maxwell	12	11
Julie Payne	12	12
Bob Sinclair	12	12
Harley Toomey	12	11
Kate Winders	6	6
Peter Yench	12	3

COUNCILLOR FEES – SECTION 428 (2) (F)

Total Councillor Fees for 2018/2019	Amount
Election expenses	\$34,442.60 (Ex GST)
Mayor	\$25,879.92*
Councillors (12)	\$164,292.66

* Excludes Councillor Fee

COUNCILLOR ALLOWANCES – SECTION 428 (2) (F)

Total Councillor Allowances for 2018/2019	Amount
Councillors travelling and accommodation	\$12,076.27
Councillors meals etc	\$7,495.15
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	\$4,500
Interstate visits by Councillors, including transport, accommodation and other out of pocket travelling expenses	\$0
Overseas visits by Councillors, including transport, accommodation and other out of pocket travelling expenses	\$0
Expenses of any spouse, partner or other person who accompanied a Councillor	\$0
Expenses involved in the provision of care for a child or an immediate family member of a Councillor.	\$0

GENERAL MANAGERS REPORT

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The last 12 months have seen a strong support for our rural land owners with the continuation of the drought. The significant support provided through the delivery of hay and food has been well received. It is recognised that we will need to show our support and understanding during this time and we hope that the drought ends sooner rather than later.

The Council has continued to provide the half full direction, rather than the half empty in order to ensure that the future of Cobar continues to be positive and is a great place to live, work and play.

In March 2019, we engaged Local Government Professionals to facilitate the redevelopment of Council's Corporate Values, utilising a working party that included a cross section of employees from all departments at Council. Following the completion of that collaborative process, those values were endorsed by the Executive Management team and rolled out to all staff via separate workshops with each working group. We believe our employees have benefited greatly by challenging them, valuing their opinions and involving them in the decision making for this process.

Council's corporate values acronym is **ACE IT**:

Accountability - *We are responsible for our actions, our behaviour and the satisfactory completion of allocated tasks*

Communication - *We communicate openly and respectfully, sharing timely and appropriate information with others*

Effective Leadership - *We lead by positive example, embodying all of Council's agreed values*

Integrity - *We are consistently honest, transparent, ethical and fair, regardless of the situation*

Teamwork - *We work collaboratively to achieve shared goals for Council and the community*

In relation to our ongoing "discoloured water" issue it was very pleasing to see the NSW State Government providing the funding to replace the old water pipes in town, the project will commence in early 2020.

The Council operated with a total income of \$49,778,000 up from last years \$37,164,000 and a total expenditure of \$35,148,000 compared to last year of \$31,752,000.

Our total Rate Revenue including water and sewerage is \$6,192,000, which shows that the majority of Council Income is from General Rates. The Financial Assistance Grant is only \$2,874,000.

The Major Projects that Council has undertaken/ started this year are:

- The commencement of the new Water Treatment Plant;
- Upgrades to Play Equipment in our Parks;
- Upgrade to Museum;
- \$1,000,000 Drought Relief Projects from the Federal Government.

Total Expenditure on our Road Network was \$5,354,949 for maintenance and construction with construction totaling \$2,754,000. Work on the State Highway for RMS was \$6,761,898, which provides significant revenue to support our workforce.

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An area that Council has provided significant attention is in IT support and controls given today's cyber risks with hackers and system audits. Our Auditors have raised these issues as a major risk for all Council's and I am happy to advise that we have improved significantly and will continue to develop plans of action into the future.

The Council is continuing to focus on improving the image and feel of our town.



Peter Vlatko
GENERAL MANAGER

ORGANISATIONAL STRUCTURE

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COUNCIL

MAYOR



GENERAL MANAGER
Peter Vlatko

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



DIRECTOR OF PLANNING & ENVIRONMENTAL SERVICES
Garry Ryman



DIRECTOR OF FINANCE & COMMUNITY SERVICES
Kym Miller



DIRECTOR OF ENGINEERING SERVICES
Stephen Taylor
Until February 2019



DIRECTOR OF CORPORATE * ECONOMIC DEVELOPMENT
Angela Shepherd
Until July 2019

- 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

- 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

- 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

- 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 2018 to 30 June 2019, the total salary package paid for the Senior Staff Position (General Manager) totalled:

REMUNERATION PACKAGE RANGE – 01/07/2018-31/03/2019	AMOUNT
Total value of salary component of package	\$214,250.74
Total amount of any bonus payments, performance or other payments that do not form part of salary component	\$0
Total SGC contribution to superannuation	\$20,353.82
Total value non-cash benefits	\$7,395
Total fringe benefits tax for non-cash benefits	\$3,000
TOTAL REMUNERATION	\$244,999.56

REMUNERATION PACKAGE RANGE – 01/04/2019-30/06/2019	AMOUNT
Total value of salary component of package	\$232,466.67
Total amount of any bonus payments, performance or other payments that do not form part of salary component	\$0
Total SGC contribution to superannuation	\$22,084.33
Total value non-cash benefits	\$7,449
Total fringe benefits tax for non-cash benefits	\$3,000
TOTAL REMUNERATION	\$265,000

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 2019.

CONTRACTOR NAME AND ADDRESS	DESCRIPTION OF CONTRACT	AMOUNT PAID IN 2018/2019
Bruce's Contracting Services Pty Ltd 3 Lewis Street COBAR NSW 2835	Supply of plant and services to Cobar Shire Council.	\$248,102.00
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.	\$361,946.00
Fulton Hogan Industries Pty Ltd PO Box 682 Campbelltown NSW 2560	Road spray sealing within Cobar Shire.	\$3,726,880.00
Westrac 16 Thirteenth Street COBAR NSW 2835	Supply of Trades and Miscellaneous Services to Cobar Shire Council. Supply of two Motor Graders.	\$1,166,730.00
Origin Energy Electricity Pty Ltd Level 45, Australia Square 264-278 George Street SYDNEY NSW 2000	Supply of electricity to Cobar Shire Council.	\$217,962.00
Leisure and Recreation Group 22 North Street WEST WYALONG NSW 2671	Management of the Cobar Memorial Swimming Pool.	\$237,339.00

CONTRACTS AWARDED

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CONTRACTOR NAME AND ADDRESS	DESCRIPTION OF CONTRACT	AMOUNT PAID IN 2018/2019
Castlyn Pty Ltd T/A Inland Petroleum 109 Erskine Street DUBBO NSW 2830	Supply of fuel to Cobar Shire Council.	\$689,694.00
J Prisk Contractors 9 Old Bourke Road COBAR NSW 2835	Supply of plant and services to Cobar Shire Council.	\$154,489.00
Statecover Mutual 215-217 Clarence Street SYDNEY NSW 2000	Workers Compensation.	\$745,045.00
Milbrae Quarries PO Box 225 LEETON NSW 2705	Gravel Crushing Contract.	\$273,596.00
Momentum Energy PO Box 353 FLINDERS LANE VICTORIA 3000	Supply of Electricity.	\$262,680.00
Telstra GPO Box 9901 MELBOURNE VIC 3001	Supply of phone and internet services to Cobar Shire Council.	\$208,998.00
NSW Public Works Level 17, 2-14 Rawson Place SYDNEY NSW 2000	Project Management services for Resource for Regions projects.	\$736,874.00
Cobar Water Board PO Box 8 COBAR NSW 2835	Supply of Raw Water.	\$1,376,238.00

CONTRACTS AWARDED

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CONTRACTOR NAME AND ADDRESS	DESCRIPTION OF CONTRACT	AMOUNT PAID IN 2018/2019
Roads and Maritime Services PO Box 576 Grafton NSW 2460	Fleet Registration.	\$155,132.00
McRowe Pty Ltd PO Box 201 COBAR NSW 2835	Supply of plant and services to Cobar Shire Council.	\$163,380.00
Killeen Plant Hire Pty Ltd 41 Monaghan Street COBAR NSW 2835	Acres Billabong Culvert Replacement.	\$189,537.00
Laurie Curran Water Pty Ltd PO Box 209 North Geelong VIC 3215	Water Treatment Plant Construction.	\$6,860,088.00
Central Darling Shire Council PO Box 165 Wilcannia NSW 2836	Drought Funding Road Maintenance	\$182,222.00
The Mining Pty Ltd 6/9 Keith Lane Fannie Bay NT 0820	Supply of plant and services to Cobar Shire Council.	\$153,072.00
Spizvac Marketing Pty Ltd 50 Gungah Bay Rd Oatley NSW 2223	Supply of Drummond Park playground equipment.	\$174,693.00
Stabilised Pavements of Australia Pty Ltd 234 Wisemans Ferry Road Somersby NSW 2250	Pavement stabilisation and modification within Cobar Shire Council.	\$703,338.00

CONTRACTS AWARDED

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CONTRACTOR NAME AND ADDRESS	DESCRIPTION OF CONTRACT	AMOUNT PAID IN 2018/2019
As Per Plan Construction 29 Railway Pde Nth Cobar NSW 2835	Supply of trades services.	\$163,834
Urquhart Haulage Contractors 68 Old Bourke Rd Cobar NSW 2835	Supply of plant and services to Cobar Shire Council.	\$366,483
L-Don Sporting Areas Pty Ltd 8 Hawthorn Pl Orange NSW 2800	Supply and installation of Netball Court surface.	\$210,914.00

COMMUNITY OUTCOME

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

COUNCIL STRATEGY

1.1.1 Strong and participative interagencies and forums

DP Action	Action	Responsibility	Progress	Comment
Cobar Interagency, Community Services Forum and other groups such as the Cobar Domestic Violence Action Group	Actively participate in Interagency groups including the Community Services Forum and the Cobar Domestic Violence Action Group or Cobar Interagency (if running).	A Shepherd	100%	Staff participate in the local mental health group and their activities (including RU OK day and other initiatives) and has been trying to develop a paper on how to improve the mental health services provided locally - with little success in gathering information from the PHN when requested. Council participates in the Community Services Forum and their activities and the Domestic Violence Action Group (Reclaim the Night and White Ribbon Day).
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%	No meetings attended, however all minutes and agendas monitored and email updates provided where appropriate. Staff attended the Euabalong West community services expo in Q2, however there were only four people who sought information or assistance. The DPES attended a community meeting in December, notionally around the planning rules in the area and there was a large community attendance. This meeting covered a number of topics that have been addressed since. The GM attended the Euabalong Progress Association meeting in January to outline Drought Projects, encourage participation and input into planning activities and update on Council activities. Staff have since been to the village to plan the projects and develop designs for the playground.

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 North West Joint Organisation)				
DP Action	Action	Responsibility	Progress	Comment
Actively participate in the Far North West Joint Organisation and as an affiliate member of the OROC Joint Organisation	Work with member Councils to engage a General Manager and any necessary staff to run the Joint Organisation, work with NSW Public Works to develop plans, engage a consultant and agree on a new roads plan and develop tourism and cultural strategies.	P Vlatko	100%	The Far North West Joint Organisation has appointed a new Executive Officer who will start in early July. Council's General Manager has been appointed as the Interim Executive Officer, the Far North West Organisation has appointed a consultant to assist in progressing the JO's development. Strategic Planning workshops have been held to identify regional priorities.
Actively participate in the Far North West Joint Organisation and as an affiliate member of the OROC Joint Organisation	Work with OROC Councils towards mutually beneficial projects, including procurement, sharing ideas and resources.	P Vlatko	100%	OROC has now been disbanded and has been replaced with the Joint Organisations. The Far North West Joint Organisation (Bourke, Cobar and Walgett) will work closely with the Orana Joint Organisation and Far South Joint Organisation towards mutually beneficial projects, including procurement, sharing ideas and resources.
Actively participate in the Far North West Joint Organisation and as an affiliate member of the OROC Joint Organisation	Work with the NSW Government and other Councils to engage an airline to service the towns in the Far North West Joint Organisation.	P Vlatko	100%	Negotiations for the air service contract with the preferred supplier will be finalised in early Q1 2019/2020. A number of meetings and discussions have been held in relation to the tender process and contract.

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%	Plan was being worked on to be progressed by the Economic Development Manager.
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	Library staff, community members and/or volunteers plan and provide craft and fun activities for small groups of children with a charge applied to recover cost of materials.	J Siermans	100%	Craft sessions and drawing workshops were offered throughout 18-19. 312 children attended throughout 2018/2019.
Undertake School Holiday Activities	Seek funding to undertake School holiday activities to implement a varied school holiday activities program.	N Kriz	100%	CYFC has held school holiday programs each holidays. We continue to have our drop in area open so the community can come and play games anytime.

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 will create interaction between all ages, interests and social standing by providing recreational, sporting and cultural activities and support services for the youth and the community of Cobar.	Cobar Youth Council undertake activities during the year aimed at young people.	N Kriz	100%	This Youth Council committee are working well together and have learnt to communicate well, running meetings , planning events. The Youth Council have a great support from the local community. Cobar Youth Council are always planning events for the youth , we have completed Youth week activities this quarter (laser tag, bbq, skate competition, movie night and pool comp) with over 300 youth and community involved over the week.
To provide youth services and a facility that will create interaction between all ages, interests and social standing by providing 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%	All competitions have been completed this quarter. We have introduced a social line dancing on a Thursday night, next quarter we will have community health running Tai Chi for Arthritis classes, Our new comps will commence in July/August , planning for Miners ghost festival and other activities like Bike week.
To provide youth services and a facility that will create interaction between all ages, interests and social standing by providing 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 continues to hold its Tuesday playgroup sessions, and Friday night games nights which we receive funding for (not over the school Holidays) . We still have a partnership with centre care who attend every second sessions, introducing their users to the centre, encouraging them to attend each week, making new friend and inter action for the children.

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 2019, it was very successful.

COUNCIL STRATEGY				
1.2.3 Increased educational opportunities provided locally				
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%	We have survived the changes that started July 2nd 2018 and have adapted where required so that all monies have been processed correctly.
Administer and coordinate Children Services (FDC, COOSH, IHC)	Maintain and update policies, manuals, 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%	An ongoing cycle that has to incorporate changing rules and regulations.

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

1.3.1 Parents are supported in their role to raise their children and services are available to assist them to 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.	K Grant-McKay	100%	Regular updates are provided through Facebook posts (Council has a range of accounts, including for Council, Library, Youth Council/ Youthie, Destination Cobar and Grey Mardi Gras). New websites are being created for both Council and Destination Cobar. The Community and Business Directories are updated as/ when new information is provided.

COUNCIL STRATEGY				
1.3.1 Increase the supply of childcare and preschool places and options				
DP Action	Action	Responsibility	Progress	Comment
Administer and coordinate Children Services (FDC, COOSH, IHC)	Monitor Implementation of National In Home Care Standards.	K Lennon	100%	With the constant turnover to Educators this is an ongoing project.
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%	All packs have been distributed and well received.
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%	The Educators are becoming more familiar with the terminology and what it means and we are seeing its use more and more throughout the services.
Administer and coordinate Children Services (FDC, COOSH, IHC)	Write and distribute newsletters to Families and Educators.	K Lennon	100%	Newsletters sent as required and many Educators do their own as well these days.
Improve the quality and availability of children's services in Cobar	Support Early Childhood Services in Cobar to ensure adequate supply of quality childcare to meet the communities needs and expectations.	K Lennon	100%	Demand for care still consistently outweighs the available places.
Maintain adequate funding for Children's Services	Lobby for continued levels of funding to maintain children's services.	K Lennon	100%	With the removal of all Federal Funding we have just ended our first year as fully user pays and it has been successful.

COMMUNITY

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COUNCIL STRATEGY				
1.3.2	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.	D Smith	100%	Not as much progress has been made in this area as was hoped, due to staff changes. However, with the new Manager of Tourism now in place, a community festivals committee has been established and a great deal of work is now underway to get preparations under control, including for the 150 year celebrations.
Plan, organise and promote festivals, celebrations and activities in the Shire	Organise and facilitate the successful management of the Festival of the Miner's Ghost (FOMG) in cooperation with the community and the FOMG organising committee.	D Smith	100%	The 2018 festival was held successfully and plans are well underway for the 2019 festival. A strong shift in this festival towards one that is capable of attracting visitors to Cobar whilst showcasing our mining history and culture is being planned, however due to time constraints the full transformation is not likely to be completed until 2020. A community festivals committee is assisting with the preparations and there is enthusiasm around the renewed mining focus of the festival.

COUNCIL STRATEGY				
1.3.2 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.	D Smith	100%	Council held a successful Australia Day ceremony at the pool. Brad Farmer was our Ambassador and there was strong support for nominations for awards. Australia Day Award recipients were: Hannah Kriz - Young Citizen of the Year, Ben Griffiths - Kerrigundi Award, Sheena Geppert & Georgie Brown - Bossie Mitchell Service to the Community Award, Scott Brydon - Sports Person of the Year, John DeBruin - Citizen of the Year, Jenna Fullagar - Services to Sport Award, Running on Empty Festival - Community Event of the Year & Andrew & Megan Mosley Environmental Citizens of the Year. No grant funds were applied for this year's Seniors Week, however staff worked with the LBV staff and John Peebles, to host a seniors week celebration at the village for all Cobar residents, within existing budgets.



Left: Australia Day Award recipients with Mayor Lilliane Brady OAM and Australia Day Ambassador Brad Farmer.

Middle: Council Staff unloading the donated hay.

Right: Running on Empty Festival.

COMMUNITY

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COMMUNITY OUTCOME

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

COUNCIL STRATEGY

1.4.1	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%	Library arcade rooms were booked for use 281 times in 18/19. Reverse cycle air conditioning has been installed in the meeting room enabling more comfortable use in both hot and cold conditions. Privacy screens have been installed in the meeting room to enable confidential use by health and other professionals.
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%	Council worked well with the Cobar Business Association on a number of events, including the Christmas parade and shopping night. A number of sporting organisations, the local car club and the Cobar Arts Council participated in the 2019 Grey Mardi Gras festival and built activities that supported the program.

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.
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	Understand the extent of DIDO/FIFO in the community and develop strategies to encourage residential living.	K Grant-McKay	100%	Staff should continue to attend community meetings held by the mines to input into their consultation processes. There is increasing concern regarding the future activities to take place in the open cut area. Council should continue to investigate housing options. This is currently an issue placing great pressure on Council - analysing DAs regarding mining accommodation and future options, and has the potential to improve the ability of employers to attract and retain staff.

COMMUNITY

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COUNCIL STRATEGY

1.4.4 Support Aboriginal people and organisations to increase the broader community’s awareness ad recognition of local Aboriginal cultural identity in Cobar and to assist in meeting the targets set out under the current government policy of ‘Closing the Gap’.

DP Action	Action	Responsibility	Progress	Comment
Undertake activities to increase awareness of Aboriginal culture in the Cobar Shire 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%	No action was undertaken with Aboriginal stakeholders to determine and undertake appropriate activities that increase awareness of Aboriginal culture in 2018/2019.



Left: Councillors with Treasurer Dominic Perrottet.

Middle: The completed Stage 2 of Drummond Park Playground.

Right: General Manager, Peter Vlatko congratulating Council's Road Works Manager, Adrienne Pierini on her Woman in Local Government Award – Winner of a Woman in a Non-Traditional Role.

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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 Library Gallery housed exhibitions of artworks by local artist Thelma Wade and the Art4Ag photographic exhibition.
Support Outback Arts and cultural activities in the Shire	Provide annual funding and support to Outback Arts and actively participate on the Outback Arts Board and support arts and cultural activities in the Shire.	K Grant - McKay	100%	Council attended all Outback Arts Board meetings and contributed to the work of the organisation. Membership was maintained and for the first time for a very long time, all Councils in the region are now members. Council has been elected Treasurer for the Board for the next 12 months. Cobar local Kylie Harvey retained the Presidents role. As such, Cobar is playing a leadership role with this group. Outback Arts will commence consultations for their new strategic plan in early 2019-2020 and Council requested that any surveys that are set up to inform this plan are developed with Council strategic plans in mind so that data can be used locally as well as regionally. The OA centre in Coonamble continues to grow.
Support Outback Arts and cultural activities in the Shire	Work with organisations such as Cobar Arts Council to run art workshops, exhibitions and provide artistic opportunities.	K Grant - McKay	100%	Council was successful in gaining CASP funding to hold coppersmithing workshops during the Grey Mardi Gras festival and also worked closely with the Arts Council during the festival who were strong supporters. Council also hosted a GLAM day and evening to recognise the important work of gallery, Museum, Library and records staff in the Shire.

COMMUNITY

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COUNCIL STRATEGY				
1.4.5 Support arts and cultural organisations, activities and facilities				
DP Action	Action	Responsibility	Progress	Comment
Provision of Curatorial services at the Great Cobar Heritage Centre.	Purchase and implement a new database to record objects within the collections.	D Smith	100%	MOSIAC has been installed and progressively rolled out.
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.	D Smith	100%	Objects are received, documented and stored as per Council's collection management policy. Consideration is being given to recruiting volunteers to assist with documenting the collection during proposed renovations and changes in exhibitions.

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	Endeavour to appoint a suitable external Aged Care Provider for LBV (noting that the State Government was unable to).	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.
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.	P Vlatko	100%	In Q4, Council wrote to the Federal Minister seeking incentives for rural Doctors. Cobar Health Council addressed Council in early Q2. Council participated in the Gwydir petition to increase incentives for local practitioners to the region.

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 Centre is being used to near full capacity, we are still the cool place to hang out, with the addition of the new play equipment has increased our business.
Increase the use of the Cobar Youth and Fitness Centre	Undertake project to renew the Cobar Youth and Fitness Centre, including: replace the roof, kitchen, counter, entrance and construct a new outdoor seating area.	S Poulter	100%	Council engaged an architect to prepare a concept plan to secure grant funding for the project. Grant funding approved - waiting on funding agreement to be signed before finalising design work and preparation of tender documents.
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%	The Pool season closed at the end of April, with 846 attendees recorded for the month. The Pool remained open for longer this season due to the continually hot weather conditions. In Q3, a number of free entry days to help residents escape the heat, in January 5,332, February 3,430 and March 6,400 these numbers were on par with last quarter with 4,228 attendees in October, 3,047 in November and 6,955 in December. L&R Group have continued to promote the pool and its events on Facebook. In Q2 with 4,228 attendees in October, 3,047 in November and 6,955 in December. In October, damage occurred to the storage shed out the back near heat pumps. A number of minor incidents involving patrons have occurred, but have been quickly rectified by staff. New BBQ and games area has been installed and is recoding high patron usage. Hutchinson's Builders have supplied and installed a new pace clock. The Pool season commenced on 29 September 2018.

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%	No new signage erected. Ongoing replacement 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.	EDM	100%	Drawings have been finalised and a tender was called, however only one submission was received and it was outside of the project's budget so it was rejected. Negotiations will now commence with builders to try to get this project built within budget and time constraints.
Maintain all Council parks and reserves, including plants, trees and public facilities	Inspect and rectify defects of physical assets.	P Sullivan	100%	We have repaired a number of burn holes to the equipment in Drummond Park, vandalism has occurred to the toilet block at Dalton Park, which has been cleaned up. Damage was reported to the newly installed flying fox in Dalton Park. We inspect our parks, playgrounds and amenities frequently. Ward Oval was vandalised with graffiti on the road and old toilet block. Further damage to Ward Oval has been reported with smashed windows to the dining room. Lighting in Drummond Park was smashed. Newly planted trees have been snapped in half. We inspect our parks, playgrounds and amenities frequently. A comprehensive CCTV system is being investigated to protect Council assets. Works at Dalton Park are heavily underway, we have installed the new toilet block, playground equipment and pathways, expected to be completed in early Q1. Apex Park has been completed and there have been reports of high usage. We inspect our parks, playgrounds and amenities frequently.

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. It has been a large task trying to keep the sporting grounds and associated facilities alive due to the current drought conditions. Due to the reduction in water (caused by the dropping level of Burrendong Dam and the available water supply) Council will need to make a future plan for watering and ongoing maintenance of all sporting grounds and associated facilities. This will be a priority project in Q1 2019/2020.
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 throughout the township. With the current drought currently occurring keeping gardens alive has been a big job.
Extend and expand the Great Cobar Heritage Centre	Undertake consultations and prepare design documents for an expanded Great Cobar Heritage Centre.	EDM	100%	Council sought grant funding for an expanded museum, however both grants were unsuccessful. Council is now concentrating efforts on upgrading the existing building and exhibitions - both internal and external - with the grant funds that have been accessed.

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%	Income for the last quarter delayed to due loss of resident admission /discharge records and financial accounting software with crash of Lilliane Brady Village server. All Medicare claims have now been lodged with last payment expected within 2 days. Occupancy for 12 month period for Hostel has averaged out at 98.8% and Nursing Home. Both facilities are currently fully occupied with a waiting list of 4. Filling od vacancies in the nursing home is often difficult due to 4 bed ward and shared bathrooms. This will improve with the redevelopment of these room at the end 2019
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%	The Hostel was reaccredited for a further 3 years and was found compliant with all 44 outcomes expected by the Aged Care Standards and Accreditation Agency. The Nursing home was also accredited for a further 3 years however was found non-compliant with 3.6 Privacy and Dignity. All staff were provided with further education and training to ensure that this standard was met at a review audit 2 months later.
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.

COUNCIL STRATEGY				
1.5.4	Provide adequate infrastructure to care for older residents locally			
DP Action	Action	Responsibility	Progress	Comment
Provide appropriate services for residents at the Lilliane Brady Village	Maintain health and personal care of all residents according to their needs and maintain resident lifestyle, rights and choices.	S Huon	100%	8 New Australian Aged Care Quality Standards come into effect from 1 July 2019 and will be monitored by the Aged Carer Quality and Safety Commission. 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.
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%	The redevelopment of some sections Lilliane Brady Village including 10 new licenced beds will improve access to high quality accommodation and negate the need for Cobar residents having to access aged care out of town. The inclusion of 2 bariatric units will enable appropriate accommodation and care of those who are in need of aged care services if the need arises.
Provide appropriate services for residents at the Lilliane Brady Village	Promote community awareness and encourage ongoing resident involvement in community events.	S Huon	100%	The need for volunteers to enable a wider and more frequent attendance of community event would be wonderful. The community is very good at having small functions at the Lilliane Brady Village to enable residents who find it difficult to get to enjoy the company of others and participate in a variety of activities.

COUNCIL STRATEGY				
1.5.4 Provide adequate infrastructure to care for older residents locally				
DP Action	Action	Responsibility	Progress	Comment
Provide appropriate services for residents at the Lilliane Brady Village	Provide a transparent mechanism for concerns and complaints management from all stakeholders.	S Huon	100%	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%	There have been two Cobar Police Community Precinct Committee meetings held in 2018/2019. The crime statistics provided to each meeting seem to be on par. Sargent John Bennett has retired and has been replaced by Police Sargent Chris Power.

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COUNCIL STRATEGY				
1.6.1 A more visible and engaged police presence				
DP Action	Action	Responsibility	Progress	Comment
Work with police and licensed premises to promote a safe community	Provide secretariat services for the Cobar Liquor Accord.	P Vlatko	100%	In Q4, a new Deputy Chairperson was elected following the resignation of the Cobar Bowling and Golf Club Manager, Demi Smith. The Board were unsuccessful in obtaining grant funding for \$15,000 for a security training course for licensed premises, application was submitted under the Liquor and Gaming Grant. The AGM was held in Q3, all previously elected members reappointed to the Board. In Q2, a rundown on the Running on Empty Festival, footpath dining for pubs and clubs, the Plan B Win a Swag Promotion, this is a great initiative to raise awareness on drink driving. One establishment becomes a Master Licence holder for security. In Q1, a Public Access Session on the Running on Empty Festival. Alcohol related incidents and they have advised that incidents have reduced. They farewelled Sargent John Bennett. Discussions on running a Christmas Campaign to try and reduce/ raise awareness on drink driving. The Education and Drug Program is now completed and ready to be undertaken.
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%	Not a Council priority so no resources allocated.

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%	In Q4, Graffiti has been removed from Drummond Park and Dalton Park playgrounds, it has been texta graffiti. In Q2, Graffiti has been reported and removed at Ward Oval and primitive graffiti has also been reported at Dalton Park (names have been scratched their name into the new toilet block). In Q1, there has been a large number of vandalism incidents across the shire, mainly in the parks.
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%	This has not been a priority of Council this year and as such, no resources have been allocated to it. The priority action in this area is to scope out the design and costing for a comprehensive CCTV network to protect Council's assets.

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.

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	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%	Complying development certificate applications are assessed in accordance with their respective Legislative 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.
Undertake regulatory obligations in relation to building and development	Development Applications assessed and approved in accordance with statutory standards and requirements and Council Codes.	S Poulter	100%	All received development applications were assessed in accordance with relevant legislative requirements during this reporting period.

COUNCIL STRATEGY				
1.6.3 Encourage safe and sustainable development				
DP Action	Action	Responsibility	Progress	Comment
Undertake regulatory obligations in relation to building and development	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%	Council has inspected sites to verify compliance with the Environmental Planning and Assessment Act 1979 during this reporting period.
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%	Planning information certificates under s.10.7 were processed expeditiously following lodgement with Council.
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%	New or modified sewage or drainage systems are inspected by Council officers.
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.

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 street sweeper does the main street daily and blower and rubbish collection is done on a daily and need to basis. Intersections have been deep cleaned by the street sweeper to remove silt, a bulldozer to be hired to remove the built up silt that the street sweeper can't remove. The street sweeper is currently operational, but running with a lot of faults. New street sweeper arriving in early Q1 2019/2020, we need to focus on tree removal to allow adequate height for the new machine to fit under.
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. Grant funding has been approved for new amenities blocks in Drummond Park, Nymagee and Mount Hope which will be installed in Q2 2019/2020.
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%	Councils buildings are maintained in line with available budget and risk factor to our occupants.

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%	The DIAP was implemented throughout the year and the plan was updated and adopted by Council on 28 June 2019.
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%	New projects are currently being designed to incorporate means of compliant access into buildings.

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.	DES	100%	Regular liaison with RFS has occurred during 2018-2019 and required hazard reduction work has been undertaken.

COUNCIL STRATEGY				
1.6.5	Provide protection from fire, natural disasters, public health and other threats to the community			
DP Action	Action	Responsibility	Progress	Comment
Have contingency plans in place to minimise the damage from threats from natural disasters	To ensure reasonable strategic planning is made to establish local disaster management plans which consider the risks to local communities and have in place relevant disaster management plans which cover the reasonably foreseeable risks within the community.	DES	100%	Cobar's Local Emergency Management Plan is current and up to date.
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.	DES	100%	The Local Emergency Management Committee did not meet in Q4, the meeting was scheduled and cancelled. The Local Emergency Management Committee met in Q3, Q2 and Q1. An airport emergency exercise was held in Q2.
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%	Mandatory inspections were conducted on all food shops in accordance with the Food Authority Partnership between NSW Food Authority and Cobar Shire Council. Based on performance, follow up inspections were sometimes carried out.

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	Complete Rural Addressing Project, by installing remaining signage.	K Miller	100%	Rural Addressing has now been completed.
Preserve and enhance public health by regulating and inspecting all relevant premises	Complete quality check of initial rollout of Rural Addressing.	K Miller	100%	Rural Addressing has now been completed.
Preserve and enhance public health by regulating and inspecting all relevant premises	Investigation of public health incidents.	G Ryman	100%	All public health incidents or concerns are investigated when required.
Preserve and enhance public health by regulating and inspecting all relevant premises	Public swimming pools inspected and water samples taken.	S Poulter	100%	During this reporting period, testing equipment has been purchased to allow appropriate testing of public swimming pool water, however to date there has been limited opportunity to undertake sampling and testing.
Preserve and enhance public health by regulating and inspecting all relevant premises	Swimming pool safety barriers inspected.	S Poulter	100%	Where requested swimming pool safety barriers were inspected, and where necessary upgraded to comply with the Swimming Pools Act 1992.

ECONOMY

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COMMUNITY OUTCOME

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

COUNCIL STRATEGY

2.1.1 Encourage business growth and new business opportunities in the Shire

DP Action	Action	Responsibility	Progress	Comment
Facilitate business development in the Shire	Facilitate business opportunities within Cobar and promote the region.	P Vlatko	100%	A shop local campaign will be implemented in early Q1 2019/2020 after Council's Economic Development Manager has held discussions with business owners. In Q3, Council have purchased the land for the proposed new Industrial Estate. Council have submitted a grant to establish a new Industrial Estate. In Q1, Council have submitted an EOI to have a new Industrial Estate. Council received \$5,000 for Back to Business in Q4 2017/2018 and worked with the Cobar Business Association to host a business dinner which will be held in early Q2.
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%	This task is progressing as time permits.

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.	Economic Development Manager	100%	There was limited implementation of this plan outside of the events and tourism area due to the lack of staff, however with the employment of a new Economic Development Manager this should improve in 2019-2020. The development of the proposed Industrial Estate will continue to be pushed through funding bodies.

COUNCIL STRATEGY				
2.1.3 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.	D Smith	100%	Council is currently developing the 2019 Great Cobar Business Awards with the award categories finalised and a date set for the dinner. Guest speakers have been contacted. The Cobar Business Association made the decision to hold these awards every second year so there were none in 2018. A revitalised Truckload of Reasons to Shop in Cobar campaign has been rolled out as part of the drought projects, with new logos designed, collateral purchased that can continue to be used and an extensive marketing campaign undertaken across print, digital and social media. Council has worked with Business HQ to bring training courses out to Cobar and the team has made several follow up visits following the first of these - a very successful social media marketing workshop which attracted almost 30 participants.

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COUNCIL STRATEGY				
2.1.3 Encourage people to shop locally and support the business community more broadly				
DP Action	Action	Responsibility	Progress	Comment
Administer the Cobar Quids program	Monitor, dispense and reconcile Cobar Quids on a daily basis.	J Brown	100%	Council acts as 'the bank' for dispensing and receiving Cobar Quids on behalf of the Cobar Business Association to encourage people to shop locally. They are reconciled daily and reported to the Business Association monthly. There were 860 "exchanges" for the year which equates to an average of 71 transactions per month.
Be an active member of the Cobar Business Association	Support the Economic Taskforce and progress priority actions identified by the Taskforce.	Economic Development Manager	100%	Only one meeting of the Taskforce was held for the year. Once the new Economic Development Manager commenced options for the future of the group started to be developed and an options paper will be presented to Council next year.

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

COUNCIL STRATEGY				
2.2.1	Update and implement the Tourism, Events and Museum Business Plan			
DP Action	Action	Responsibility	Progress	Comment
Update and implement the Tourism, Events and Museum Business Plan	Regularly update and report on the implementation of the Tourism, Events and Museum Business Plan.	D Smith	100%	This plan has been updated when staffing has allowed. The recruitment of a new Tourism Manager has resulted in a full review of the plan and this will be finalised and presented to Council early in 2019/2020.

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.	D Smith	100%	A stocktake has been undertaken for the end of financial year and this is currently being compared to the stocktake undertaken in March. Further investigations have been made regarding appropriate stock control software and registers and these will be ordered early next year.
Develop and implement new ideas to bring people to Cobar	Develop new marketing material to bring new residents and tourists to Cobar.	D Smith	100%	During the year an updated Kidman Way brochure was produced. A new tourism website has been commissioned, with the focus to date on the Grey Mardi Gras festival page, however in 2019-2020 the website will be completed. A review of all marketing material and activities is currently underway with the new Tourism Manager and a focus will be on increased collaboration with neighbouring councils and councils in the JO in the new year. Video and photo content was purchased from this year's festivals and this will be used to promote Cobar in the new year. Concerted effort has been made to ensure information on the ATWD database is up to date and relevant for Cobar, with further work to complete this task to be undertaken in the new year.

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%	The caravan lease is managed appropriately with the caravan park management.
Continually enhance and upgrade the exhibition space at the Great Cobar Heritage and Mining Centre and maximise available space	Continually enhance and upgrade the exhibition space at the Great Cobar Heritage and Mining Centre and maximise available space.	D Smith	100%	The museum and library are currently co-hosting the Ag4 Art exhibition. The exhibition has been received, checked, installed and has been formally opened with a public event to celebrate.

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 currently no pressure for new residential land in the Cobar LGA, as existing sites in new subdivisions remaining to be vacant.

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 and develop a Master Plan for the site.	Lobby and work with other Councils to reinstate an RPT service that meets the needs of Cobar businesses and residents.	P Vlatko	90%	In Q4, negotiations for the air service contract with the preferred supplier will be finalised in early Q1 2019/2020. A number of meetings and discussions have been held in relation to the tender process and contract. Cobar Shire Council are working with the Far North West Joint Organisation (FNWJO), which has now taken the lead in delivering Air Services to Cobar, Bourke and Walgett, the Tender was released in early Q2, with two (2) tenders received (Fly Pelican and Airlink).
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. Discussions are on foot with SkyFuel to promote Cobar as a fuel stop.
Actively seek out business opportunities to enhance the operations at Cobar Airport and develop a Master Plan for the site.	Providing Secretariat support to the Airport Advisory Committee to the Cobar Regional Airport.	K Miller	100%	No meetings held in Q4. Council are still awaiting completion of the Airport Master Plan.

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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%	Revenue Policy for 2019/2020 was adopted in late Q4. Invoices have been raised in a timely manner and debts are closely monitored and debt recovery action taken when required as per the Policy.
Undertake private works	Undertaken private works for property owners, contractors and RMS.	DES	100%	Private Works were undertaken as required during 2018/2019.
Increase grant funding received	\$1 Million Drought Fund Extension Projects	Economic Development Manager	30%	30 individual projects were conducted across the Shire. With just 5 months to undertake these projects there have been some projects that were not completed by 30 June, however all were advanced and funds committed. Extensions were sought for delayed projects, based on delays in accessing contractors and sourcing supplies.

COUNCIL STRATEGY				
3.1.1 Increase Council's income stream				
DP Action	Action	Responsibility	Progress	Comment
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.	Economic Development Manager	100%	Council has continued to seek and be awarded significant grant funded projects throughout the year. These funds allow capital works projects to be undertaken that Council could not otherwise afford, with a rates income of just \$4m. Sufficient project management resources have allowed the projects to largely be delivered within parameters and the slowdown in grants during the election cycles was welcomed to allow projects to be caught up before new ones awarded. It is expected that 2019-2020 will be equally busy with grant seeking and project management.
Undertake rating functions of Council	Recovery of outstanding rates.	J Brown	100%	Rates and charges arrears as at the 30 June 2018 have been reduced from \$1,514,209.71 to \$683,208.59. Council has collected 82% of the current year's rates and arrears. Council will continue to follow up arrears as documented in the Rates Recovery Policy. The sale of land process has commenced to reduce the unknown owners portion of outstanding rates.

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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	Undertake sale of land under Section 713.	J Brown	100%	Council has identified properties which qualify to be sold for non-payment of rates under Section 713 of the Local Government Act, and have advertised and notified all owners. The date of the auction is the 27 September 2019. The process will be completed in 2019-2020 and should reduce the outstanding rates considerably.
Effectively manage Council investments	Optimum investment of Council's surplus funds in accordance with Council's Investment Policy.	N Mitchell	100%	A total of \$342,920.68 has been received in interest for the 2018/2019 financial year.
Undertake the requirements as per Services NSW Contract.	Undertake the requirements as per Services NSW Contract.	K Miller	100%	Service NSW staff have provided customer service as per the contract and met all audit requirements. Staff have assisted a lot of customers to renew Gun Licences and claim Greenslip rebates through the self-service computer as they are now only available online.
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.	G Ryman	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.

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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%	The service review into Parks and Gardens continued, with staff identifying possible parks to reduce inputs to, however these potential savings would be very small. The process has identified issues with data collection on water use and these are being worked through. Records has been completed in Q2.

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%	Council's disaster recovery plan has been reviewed and presented to the IRAC for review and feedback prior to formal adoption in Q1 2020.
Develop and implement a risk management strategy suitable for Council operations	Develop and implement a Corporate Risk Management Strategy.	S Patterson	25%	The Corporate Risk Register has been reviewed and adopted by Manex. Quarterly departmental reviews will commence Q1 2020 to ensure the content remains current.

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COUNCIL STRATEGY				
3.1.4 Minimise risk for Council and the community				
DP Action	Action	Responsibility	Progress	Comment
Develop and implement suitable internal audit processes for Council operations	Carry out Internal Audits.	K Miller	100%	Internal Audits are now a function of the Internal Audit Committee.
Develop and implement suitable internal audit processes for Council operations	Internal Audit Committee to meet quarterly and strive for compliance with Treasury requirements.	K Miller	100%	An Internal Audit Committee meeting was scheduled for Q4, but did not go ahead due to lack of a quorum. Internal Audit Committee is positive tool in financial control.
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 have continued to be scheduled quarterly. With a new Workplace Health and Safety Officer commencing in March 2019, the regular agenda items for these meetings will be assessed to determine if they are meeting our WHS obligations, and new items added if required. All WHS issues raised in the meetings will be reported to Manex, and more regular reporting from the WHS Officer to Manex will commence. In Q4, a new WHS Committee has been nominated by each of Council's workgroups, which holds a two year term. Meetings will be scheduled every two months, with regular agenda items to include monitoring and reviewing incidents/hazards reported, hazard identification in the workplace and a platform to provide consultation between Council management and employees.

COUNCIL STRATEGY				
3.1.4	Minimise risk for Council and the community			
DP Action	Action	Responsibility	Progress	Comment
WHS obligations are met and safe work practices are promoted and undertaken	Reduce workplace incidents by providing return to work services, supporting the Health and Safety Committee, providing adequate training and appropriate procedures.	S Patterson	100%	Return to Work and injury management services are provided to all areas of Council by the Human Resources team. Accredited WHS training is scheduled for the newly appointed WHS Committee in August 2019.
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%	The new WHS Officer is working with Tanya Gilbert in reviewing Councils Health & Safety Management System. The WHS Policy has been reviewed and adopted. A plan of action will be created to review what Council is already compliant in, and what needs reviewing, updating or creating to ensure we are meeting our Legislative requirements in regards to Workplace Health and Safety. The WHS Officer attends quarterly Orana Risk Group meetings with other council's WHS representatives in the area to discuss and share WHS issues and resources to help us meet our WHS obligations. Council has now developed an Action Plan with WHS improvements actions.
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%	At the Annual Induction Day all outdoor employees are retrained in the 6 SWMS relevant across the whole organisation. A review of Council's WHS Management System will identify the risks and hazards in the workplace, and SWMS will be created from this. Training of the SWMS will follow, through consultation in supervisors meetings, toolbox talks and on the job training.

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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%	All new staff receive a 'walk through' induction during their first week of employment from their supervisor as well as completing an online Council induction. Staff are inducted onto the relevant worksites they will be working at (and onto applicable plant) by their immediate supervisor. Council also host a Corporate Induction every quarter for new employees.
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%	Our new WHS Officer has re-invigorated the WHS Committee and has established a workplace audit schedule, also reviewing the committee's constitution and Council's WHS Policy. An action register has also been developed that will be reviewed at each WHS Committee meeting will allow accountability for the completion of allocated tasks by committee representatives.

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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.	P Vlatko	100%	We investigated options to best determine how to manage the excess records that have been accumulating in the Council Administration Office. The Records team undertook a major archiving and disposal project in accordance with the State Records Act 1998 and the General Retention and Disposal Authority for Local Government Records GA39, Health Services, Public: Patient/Client Records GDA17 & Functional Retention and Disposal Authority: FA404. The team were able to sentence and index 83 archive boxes for offsite storage, 69 archive boxes for destruction and 7 confidential shredding otto bins for destruction. The Records team has been in consultation with State Archives and Records Authority of New South Wales in relation to the retention of child attendance records for Far West Family Day Care.



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	Effective records administration systems and protocols in place	P Vlatko	100%	Records is running at capacity and a Service Review was prepared for Records in Q1. In order to improve the records administration systems and protocols Council has been exploring EDRMS. Work plans developed, time constraints and operational demands prove to be an ongoing issue in Q2. In Q3, made changes to the way correspondence received/ mail is processed to ensure staff are receiving it in a timely/ efficient manner, streamlined involvement in the tender process/ management of personnel files. In Q4, revised the Tender Checklist. The checklists will help staff to better understand their individual responsibilities when undertaking a tender. Established processes for the management of the Far North West Joint Organisation. Records Drive has been completely overhauled; now staff are able to easily locate and save information. Established new business rules for the creation of personnel files and communicated this to key staff to alleviate the time/ resources required to for auditing researched and revised the current Tender Checklist. The changes resulted in the Tender Checklist being separated into two documents; one detailing the responsibilities of the Records team in relation to the 'capture and release' of the tender and the other checklist detailing the responsibilities of the tender Responsible Officer to complete. The revised checklists will assist staff to better understand their individual responsibilities when undertaking a tender. The Records Department dedicated time to establishing processes for the management of the records of the Far North West Joint Organisation. The Records Departmental Drive has been completely overhauled; now Records staff are able to easily locate and save information. Records has established new business rules for the creation of personnel files and communicated this to key staff to alleviate the intensive time resources required for auditing.

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	Investigate options to use CivicView as an Electronic Document Management System (EDMS) to meet our needs.	P Vlatko	25%	With the recent onboarding of Councils IT Services Manager one of the first priorities has been to stabilise the email server. An Audit of our IT systems which will have implications for the planning and rollout of an EDRMS commenced in Q4. An EDRMS timeline; including the steps required to undertake EDRMS, risks contained within the project as well as the risks of not converting to an EDRMS have been identified and presented as part of the Service Review for Records Management. Budget has been allocated in the 2020-2021 Financial year. It is probable that CivicView will be replaced with a different software package. An investigation has been undertaken to determine CivicViews suitability as an EDRMS. Unfortunately in spite of being a cost effective option it would be in violation of principle 3, 5, 11 & 12 of the 12 Information Protection Principles due to the lack of security and protection of information CivicView EDRMS offers.

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%	In Q3, a Samsung Galaxy Tab refresher session will be held and Councillor Winders will be given Councillor Induction Training. Councillors have been asked to complete their PD in a Box, which will identify any skills gaps, which will help Council to create a Councillor Training Plan. A number of Councillors are still to complete theirs. Councillor Peter Yench has undertaken Code of Meeting Practice Training.

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COUNCIL STRATEGY				
3.1.5 Strong governance measures in place				
DP Action	Action	Responsibility	Progress	Comment
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 Status Report provided to Councillors, fortnightly workshops held and Motions taken on Notice from Council Meetings and responded to in a timely manner. Regular updates on important matters are also communicated via email to Councillor Tablets. A new Councillor Induction and Professional Development Policy is being created and should be completed in early Q1 2019/2020.

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.	Economic Development Manager	100%	Regular staff newsletters are prepared outlining projects, strategic directions and issues arising. Regular adverts are placed in the Cobar Weekly on specific topics, such as water, to keep the community informed of progress of projects, issues arising etc. Facebook and the websites are used to disseminate information, as are the database Council maintains for this purpose. Council actively uses Instagram. Innovative means to engage with the community are constantly being sought, with staff attending social media training. A video of the new playground was prepared and posted to Facebook to encourage residents to attend the opening. This was very popular and generated a great deal of interest in the project.
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%	The main focus of Q4, have been establishing the Far North west Joint Organisation as Council's General Manager is currently the Interim Executive Officer. The General Manager, Mayor and Deputy Mayor attended a Western Division Conference in Bourke, they have advised that these meetings will continue into the future at this stage, attended a community meeting in Euabalong with a good representation from the community, the General Manager also attended a Local Government Professionals workshop and attended an RDA Orana workshop as a presenter to discuss the implications of rural living and growth. The Mayor, General Manager and Deputy Mayor attended the LGNSW Annual Conference and the General Manager attended the LGNSW Professionals Conference. Staff have been encouraged to attend conferences and seminars relevant to their positions. Attended OROC and MERC Dinners. The General Manager attended the Local Government Professionals Conference.

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COUNCIL STRATEGY				
3.2.2 Encourage more direct participation and interaction between Council and the community				
DP Action	Action	Responsibility	Progress	Comment
Maintain partnerships with community organisations, such as Business Groups, Council Committees and Council Alliances	Coordinate and support the Traffic Committee and Rural Roads Advisory Committee.	DES	100%	Rural Roads Advisory Committee and the Traffic Committee have each met three times during 2018/2019. The scheduled Rural Roads Advisory Committee was cancelled in Q4 due to wet weather.
Maintain partnerships with community organisations, such as Business Groups, Council Committees and Council Alliances	Participation in Lower Macquarie Water Utilities Alliance LMWUA	E Poga	100%	Ongoing support and participation in Orana Water Utility Alliance.

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%	A Mayoral Report is disseminated (weekly), media releases sent out as required. Regular press releases and articles on relevant matters sent to the paper, stories and articles placed on Council's Website and Facebook page.

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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%	Cobar Youth Council have been working hard on Youth Week this quarter, we have provided admin and support to them. We are looking at getting Youth Council Shirts, so people can identify the committee. Youth Council have the state conference coming up in 30th September and 1st October.

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

COUNCIL STRATEGY				
3.3.1	Provision of good customer service			
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	100%	Manex and staff are sent a weekly updated list of outstanding work orders to be actioned. Action times have improved, but improvement is needed in responding to complainants and documenting the outcomes.

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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	Continued improvement of the electronic performance appraisal system, with updated skills matrices and position descriptions.	S Patterson	100%	We continue to review positions descriptions and skills matrices whenever we are required to advertise for a vacant position, adding in behavioural assessments in line with the expectations in the annual performance review. With the roll out of Council's new corporate values, ACE IT will also need to be incorporated.
Human Resources	Develop Staff Recognition and Reward Program.	S Patterson	100%	GEM Awards are awarded to nominated staff each quarter. LBV have a monthly recognition process where staff nominate colleagues for 'bravo' awards to celebrate their contributions to teamwork. They are presented by GM/Director/DON at monthly morning teas.
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%	Manex (GM specifically) are meeting with teams across Council (outside of the administration building) on a regular basis to provide an opportunity for feedback and sharing of information. Staff suggestion box is available, but does not generate any feedback.
Human Resources	Employees paid accurately and on time.	S Patterson	100%	Council's Payroll Officer ensures that all staff are paid accurately and on time in accordance with the relevant Awards. All raised payroll queries are addressed and rectified (if required) in the next available pay run.

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COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comment
Human Resources	To be an employer of choice including the development of an attraction and Retention Strategy, training plans, succession plans and traineeships.	S Patterson	100%	Attraction and retention are significant HR issues for all regional Councils in NSW. Discussions at regional networking meetings and with LGNSW have unfortunately not led to any viable solutions. Apprenticeships for 2019 were put on hold due to the lack of qualified tradesmen to support them. Additional graduate roles for technical areas and administrative trainees are being considered. Succession planning needs to be addressed for key personnel, including LBV.
Human Resources	To build productivity, maintain industrial harmony and increase employee satisfaction.	S Patterson	100%	Overall the industrial harmony is sound. We have had significant industrial issue this year, resulting in involvement from the NSW Industrial Commission, which is currently still in progress. Other issues raised have been resolved through mediation and consultation with the Unions.
Human Resources	To ensure that a Consultative Committee is effective and efficient in recommending to the General Manager for action.	S Patterson	100%	CC meetings are held when required. Majority of items are brought to CC by HR for policy changes, job re-designs/classifications or organisational structure changes. Employee representatives raise very few agenda items, but do offer constructive contributions when discussing issues.
Human Resources	Undertake biennial Staff Attitude Survey.	S Patterson	100%	Council's staff satisfaction survey to be completed in Q2 2019-20, where we hope to get a measure of the success of the roll out of Council's corporate values - ACE IT.

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COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comment
Human Resources	Undertake electronic performance appraisal annually.	S Patterson	100%	Since April 2017, Council has been conducting electronic performance appraisals through PULSE.
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. Vacant roles are not replaced if not required, job redesigns are undertaken when/where appropriate. Resignations of key roles provide opportunity for re-assessment of organisational requirements. The philosophy to recruit for attitude and train for skill is our entire recruitment strategy.
Implement and manage an Employee Assistance Program for Council staff	Oversee and promote Council's Employee Assistance Programme	S Patterson	100%	Council's Employee Assistance Program is frequently utilised by staff and promoted to individual staff who may benefit from the assistance. We continue to focus on all areas of health and well-being for staff and promoting other training and activities throughout the business.
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%	A five year plant replacement program has been prepared. The General Manager is currently reviewing the 15 Year Plant Rolling Replacement Program and it will be reported to Council in Q1 2019/2020. In Q2, Two graders have been purchased and a street sweeper has been ordered.

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 plant requirements; undertake asset management and maintenance of plant fleet.	DES	100%	Plant replacements are discussed with relevant 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.	E Jones	100%	ASI will be contracted to also conduct Penetration testing of our network on an annual basis.
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.	E Jones	50%	This task will be ongoing in the 2019-202 financial year. We will make it a priority after the new hardware and backup solutions are in place (Q1 2019-2020). Software requirements for individual users will be a determining factor in new\replacement hardware purchases for clients.
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.	E Jones	50%	This task will be continuing in 2019-2020 financial year with an increased focus on fit for purpose solutions, tailored training for specific tasks\applications and assistance through tips\tricks\information\cheat sheets.

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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.	Create business rules/ policies to assist in creating a much more focused and visible organisation.	E Jones	50%	No further movement has been made in policy writing due to higher priority items, however it is a priority for Q1 2019-2020.
Provide Cobar Shire Council with a secure, reliable and cost effective information technology network.	Ensure that a systematic review of services is in place.	E Jones	50%	Partial completion of this task. Tasks identified and actions will be integrated into IT Operational plan. Further refinement will be necessary in 2019-2020 financial year due to adoption of IT policy framework.
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.	E Jones	100%	IT department now consists of the IT Manager and an IT Trainee.
Provide Cobar Shire Council with a secure, reliable and cost effective information technology network.	Review and ensure that backup systems are secure and reliable.	E Jones	50%	Complete DR and backup solution to be implemented with new hardware in Q1 2019-2020 financial year. DR testing to be scheduled with assistance from third party (RMT).

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 Basecamp (online networking software). Attended the Central West Zone meetings in Mudgee and Condobolin and the Library Managers' meeting in Orange. Library staff participated in Mental health first aid training.

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.	Economic Development Manager	100%	All IP&R documents were prepared and adopted on time and complied with the regulation requirements.
Council updates the Integrated Planning and Reporting framework documents as required	Implementation of Council's Community Engagement Strategy.	Economic Development Manager	100%	Engagement Strategy being implemented.

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COUNCIL STRATEGY				
3.3.3 Council undertakes adequate strategic planning activities and meets all legislative reporting requirements				
DP Action	Action	Responsibility	Progress	Comment
Council updates the Integrated Planning and Reporting framework documents as required	Workforce Management Strategy as part of the Resource Strategy is developed and maintained.	S Patterson	100%	Council's Workforce Plan was reviewed, updated and adopted on 1 July 2017 and will be in place for four years. It is not due for review until February (Q3) 2021. The document reflects the key elements from other workforce plans that are considered model documents throughout the State.
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.
Complete and regularly update Council's Asset Registers for recreation, buildings, transport, water, sewer and stormwater	Have Morrison Low review and update the Asset Management Policy and Strategy.	K Miller	100%	Morrison Low have been engaged to review and update the Asset Management Policy and Strategy. A major review of the roads register is almost finalised.
Complete and regularly update Council's Asset Registers for recreation, buildings, transport, water, sewer and stormwater	Roll out outsourced arrangement for (Morrison Low) for Asset Management integration, commencing with a gap analysis.	K Miller	100%	No action has been undertaken.

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COUNCIL STRATEGY				
3.3.3	Council undertakes adequate strategic planning activities and meets all legislative reporting requirements			
DP Action	Action	Responsibility	Progress	Comment
Undertake 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.	Economic Development Manager	100%	Service reviews for records, tourism, Youthie and Parks and Gardens presented during the year. A lack of time and resourcing has meant this process hasn't continued as hoped.
Undertake legislative reporting requirements	Implementation of OLG Best Practice Improvement Action Plan.	P Vlatko	100%	This action is ongoing. All IP&R reporting met on time. High demands being placed on Council through the Audit Office as the new requirements are rolled out.

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.	DES	100%	Contracts Register continually updated.
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.

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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%	A business case requesting State Government funding assistance to upgrade the remaining 100km of the the Nyngan to Cobar 300mm mild steel pipeline has been presented to the Minister for Water by the CWB President. The CWB President also presented a Public Works report for the upgrade of the Nyngan and Hermidale pump stations. Negotiations are now proceeding with the new Water Minister.

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 will continue to make representation to the State Government for an increase in the towns water allocation.

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 potable water storages including re-roofing.	E Poga	0%	Business case for Safe and Secure funding is progressing and will be forwarded to the State Government.
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%	Site survey for the replacement of the corroded cast iron pipework has been completed by Public Works. Design work and contract documentation by Public Works is progressing and tenders are expected to be called in July 2019.
Maintenance and repairs of water mains and water filtration system	Implement Water Supplies Asset Management Plan with 5 Year Rolling Works Program.	DES	50%	Public Works are progressing the design and contract documentation of the cast iron pipe replacement and tenders are expected to be called in July 2019.

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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
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 has been submitted and the new Water Treatment Plant has been built and is due to be commissioned in Q1 2019/2020.
Undertake fair valuation of water and sewer	In conjunction with Council's Asset Management team and Auditor undertake revaluation of Council's water and sewer assets.	E Poga	100%	Revaluation programme to be determined.



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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%	The State Government has approved funding of the scoping studies for Nymagee and Euchareena villages under the Safe and Secure programme.
Undertake Resources for Regions Water Filtration Plant Project	Undertake the actions outlined in the Project Management Plan for the Cobar Filtration Plant Replacement Program.	DES	100%	The contract has been submitted and the new Water Treatment Plant has been built and is due to be commissioned in Q1 2019/2020.

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.

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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 works agreed to under the Resources for Regions funding to construct a third pipeline and associated works.	As the Secretariat of the Cobar Water Board seek funding to complete the installation of the third pipeline.	DES	30%	An application was submitted in Q1 under the Safe and Secure for the pipeline extension was unsuccessful. In Q3, the Board has submitted a further application for the remaining 100km of pipeline under the Safe and Secure Water Fund and have not been advised of the outcome to date. Council have provided Secretariat services to the Cobar Water Board, a meeting and workshop were held in the quarter.
Undertake the Project Management for the works agreed to under the Resources for Regions funding to construct a third pipeline and associated works.	Undertake the Project Management for the works agreed to under the Resources for Regions funding to construct a third pipeline and associated works.	P Vlatko	0%	Public Works have undertaken the scoping study and tender specifications and they will be tendering the works for Council at the end of July 2019.

COMMUNITY OUTCOME	
4.2	Good communications networks with services equal to the metropolitan areas

INFRASTRUCTURE

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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	Lobby to reduce Mobile Blackspots across the Shire.	P Vlatko	100%	Discussions have been held in Manex, to try and identify ways of locating mobile blackspots throughout the Shire and as evidence when applying for funding, no funding identified in 2018/2019.
Lobby the government for improved communications networks	Maintenance of radio base stations and licences.	DES	100%	Radio base stations have been maintained.

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.	DES	100%	This project is scheduled to be completed July/August 2019. Implementation of guardrails is being investigated. Guardrail was not part of the original concept or design, but because of the height of the bridge sized culverts, Council will investigate the requirement and potential installation of some form of guardrail at the site.

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	Construction and maintenance works carried out on Regional and Shire Road Network in accordance with approved programs and standards.	M Bell	100%	Council was able to complete and seal a 'Gap' portion of the Fifty-Two Mile Road near Windara. We were unable to undertake our usual level of maintenance grading because of the lack of available water due to the drought.
Road works undertaken according to priority, weather conditions and availability of resources	Inspections by Council staff on a routine basis to identify maintenance works and report any urgent works to minimise public liability risk to Council.	M Bell	100%	Routine and supplementary works undertaken on State Roads in accordance with the RMS Contract.
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.

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COUNCIL STRATEGY				
4.3.1 Seek ways to expand the sealed road network and improve and maintain the unsealed road network				
DP Action	Action	Responsibility	Progress	Comment
Road works undertaken according to priority, weather conditions and availability of resources	Undertake ordered works on behalf of RMS within the agreed budget.	M Bell	100%	Council was able to complete 11km of rehabilitation works on the Barrier Highway near Musheroo.
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.
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	100%	No restoration works have been undertaken within the reporting year.
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.	DES	25%	Licences were obtained for three gravel pits during 2017/2018.
Oversee quarrying activities and ensure an adequate supply of good quality gravel for use on the road network	Review and update the Quarry Safety Management Plan.	M Bell	100%	The quarry management plan has been incorporated within Council Quality Management System.

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COUNCIL STRATEGY				
4.3.2	Provide and maintain safe and serviceable transport infrastructure including roads, footpaths, bike paths and airport			
DP Action	Action	Responsibility	Progress	Comment
Provide and maintain a safe and adequate footpath and bike path network	Develop and implement a Footpath and Bike Path Maintenance Works Program.	P Sullivan	100%	Completed Marshall Street trip hazards, about 40 metres heading out of town, we lost our concreter in Q4, which has slowed works. We are having footpath works quoted by a Contractor. Maintenance of damaged footpaths have been prioritised as necessary.
Provide and maintain a safe and adequate footpath and bike path network	Implement the Active Transport Grant awarded by RMS.	M Bell	100%	Active transport plan has been completed and grant expended.
Provide and maintain a safe and adequate footpath and bike path network	Kerb & Gutter maintenance.	P Sullivan	100%	Kerb and Gutter maintenance is ongoing. In Q4, we have been undertaking cleaning of intersections from silt build up with the street sweeper. Majority of replacement works have been placed on hold, as Team Members are working on an another project. Gutter, kerb and footpath works in Marshall Street was undertaken in Q1 2019/2020, by a Contractor, due to staffing availability.
Provide and maintain a safe and adequate footpath and bike path network	Undertake bike path rejuvenation works.	M Bell	100%	Maintenance works are undertaken as required.

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COUNCIL STRATEGY				
4.3.2 Provide and maintain safe and serviceable transport infrastructure including roads, footpaths, bike paths and airport				
DP Action	Action	Responsibility	Progress	Comment
Provide and maintain a safe and adequate footpath and bike path network	Update the Pedestrian Access Mobility Plan (PAMP) and Bike Plan for Cobar.	M Bell	0%	The PAMP has been replaced by the Active Transport Plan.
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%	Regular maintenance is undertaken of the Cobar Airport when required. In Q2, Council in conjunction with the Cobar LEMC, Exercise Cazbah was endorsed by the Cobar LEMC to test response to an airport emergency and the Airport Emergency Plan. The Exercise was written by the Sergeant Karen Bartholemew of Central North PD. The Multi-Agency Field Rescue Exercise was a small scale simulated emergency involving a small private plane with only the pilot and a passenger on board. One occupant of the plane left the scene requiring a search along with a fire and associated HAZMAT. All agencies responded within acceptable time frames and supplied sufficient operators to effectively participate in the exercise. The exercise was concluded within two hours of activation and a hot debrief was performed on site within each agency. Participants returned to the Cobar airport terminal and participated in a formal debrief. This exercise was required as part of Council's maintaining CASA Accreditation.

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	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	Lobby for reinstatement of an RPT service, operating from Cobar Airport at times suitable for users.	P Vlatko	100%	Negotiations for the air service contract with the preferred supplier will be finalised in early Q1 2019/2020. A number of meetings and discussions have been held in relation to the tender process and contract. Cobar Shire Council are working with the Far North West Joint Organisation, which has now taken the lead in delivering Air Services to Cobar, Bourke and Walgett, the Tender was released in early Q2, with two (2) tenders received (Fly Pelican and Airlink).	
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%	Services provided to a high standard.	
Review the maintenance requirements of the Village Airports.	Address the use of airstrips for purposes other than emergencies and determine best way forward to meet needs of all stakeholders.	K Miller	100%	Nymagee Airstrip will be shortened after consultation with the Airport Advisory Committee and relevant stakeholders. Mount Hope Airstrip has been used regularly.	

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COUNCIL STRATEGY				
4.3.2 Provide and maintain safe and serviceable transport infrastructure including roads, footpaths, bike paths and airport				
DP Action	Action	Responsibility	Progress	Comment
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%	Runways are maintained to meet standards. Euabalong Supervisor has been undertaking regular maintenance inspections.

COUNCIL STRATEGY				
4.3.3 Maintain the rail network in the Shire to maximise the benefits to the community and to provide an alternative to road freight.				
DP Action	Action	Responsibility	Progress	Comment
Lobby the NSW Government to ensure that the rail network is well maintained, safe, affordable and well used, particularly for freight movements to reduce the impact of road movements on the community.	Continually lobby NSW Government to maintain rail network.	DES	50%	In Q2, a fatal accident at a rail crossing at Euabalong West in December 2018 has highlighted the need ongoing Council input into rail network maintenance and improvements. Council had prior to this accident applied to RMS to reduce the road speed at this rail crossing and this is still being considered by RMS.

COMMUNITY OUTCOME	
4.4	Good quality and affordable community facilities and infrastructure

INFRASTRUCTURE

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COUNCIL STRATEGY				
4.4.1 Develop well designed and expanded playgrounds catering for all age groups				
DP Action	Action	Responsibility	Progress	Comment
Provide and maintain safe and adequate playground facilities	Inspection of playground facilities ensuring safety and convenience for all users with the aim for gradual upgrade of playground equipment to meet Australian Standards.	P Sullivan	100%	Inspection of playground facilities has been undertaken and an audit of all playgrounds is in progress. A number of parks have been identified for equipment removal and we will see if they are viable for continued use. If the budget is available we will look at replacing the equipment, however the focus has been on building key playgrounds around the town, not renewing all small ones. The finalised review of parks and gardens service levels will guide future decision making.
Provide and maintain safe and adequate playground facilities	Install new playground equipment in Drummond Park.	Economic Development Manager	100%	A new adventure playground was installed in Drummond Park during March 2019, along with associated footpaths, park furniture, a new BBQ area, and soft fall .a very successful opening was held in April and the park continues to be well utilised by the community.
Provide and maintain safe and adequate playground facilities	Undertake upgrade works to Dalton Park.	P Sullivan	100%	Upgrade works to Dalton Park will be completed in early Q2. The works undertaken have included the installation of a new amenities block, flying fox, new pathways, new playground equipment and a half-court basketball court and soccer goal posts. Further grant funding has been sought for a sensory garden which was unsuccessful.

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	Undertake upgrade works to Rankin Street Park.	P Sullivan	100%	Upgrade works to Rankin Street Park (Apex Park) have been completed. Equipment, tables and soft fall have all been installed. We have been receiving reports of high usage. Pathways will be installed at future time. Seeking grants for additional footpath works, to link Elizabeth Crescent to Rankin Street.

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	Update the Ward Oval Masterplan and seek funding for a new building at the site and other improvements.	Economic Development Manager	0%	This project has been put forward as our first priority for funding under the JO funds. It was accepted by the JO and is now awaiting costing by PWA.
Undertake Council's cemetery operations in an appropriate and dignified manner	Keep stock of pre-dug graves in reserve.	P Sullivan	100%	6 pre-dug graves have been undertaken in Q2. Survey works of the Cemetery have been completed, with additional information required for its completion, results to be analysed in 2019/2020.

COUNCIL STRATEGY				
4.4.2 Increase the range of community facilities and maintain those that we have to an appropriate standard				
DP Action	Action	Responsibility	Progress	Comment
To provide quality and readily accessible library services to Cobar and villages	Offer high quality and relevant library services for five hours per week at both Nymagee and Euabalong.	J Siermans	100%	Nymagee and Euabalong library services operated for five hours per week in 18/19. The Nymagee library service was relocated to the Old School Building. A complete update and refresh of the Nymagee and Euabalong book & dvd collections has been initiated.
To provide quality and readily accessible library services to Cobar and villages	Participate in State and National events that promote literacy.	J Siermans	100%	No State or National literacy events were promoted in 18/19. Cobar parents utilise the Cobar library collection for local participation in the Premier's Reading Challenge.
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%	2,918 physical items and 2,289 eBooks and eAudio were added to the collection. 7,206 items = value \$132,121 (at cost) were removed. 21,822 titles loaned (includes 2,126 eBook and eAudio loans). Compared to last year's figures of: 2,842 physical items and 8,594 eBooks and eAudio were added to the collection. 2,629 items = value \$63,408 (at cost) were removed. 25,040 items loaned (includes 857 eBook and eAudio loans).

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COUNCIL STRATEGY				
4.4.2 Increase the range of community facilities and maintain those that we have to an appropriate standard				
DP Action	Action	Responsibility	Progress	Comment
To provide quality and readily accessible library services to Cobar and villages	The Library provides public access to the internet service where possible.	J Siermans	100%	10 computers provided for public access. 4,021 hours of computer use and 1,006 hours of wireless bookings. Compared to last year's figures of: There were 4115.5 hours of computer use and 2,067 hours of wireless bookings.
To provide quality and readily accessible library services to Cobar and villages	To ensure that the Library service is utilised by Cobar residents of all ages and community groups.	J Siermans	100%	208 new members joined in 2018/2019. Total membership = 2,194 members. 27,660 visits counted. Monthly new book list and events calendar e-mailed to stakeholders, press, and community groups. Library resources and services promoted via Facebook and the Council website. 2017/2018 figures: 234 new members joined in 2017/18. Total membership = 1,996 members. 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.

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COUNCIL STRATEGY				
4.4.2	Increase the range of community facilities and maintain those that we have to an appropriate standard			
DP Action	Action	Responsibility	Progress	Comment
To provide quality and readily accessible library services to Cobar and villages	To ensure that well trained, professional and highly motivated staff are responsive to serving the needs of the community.	J Siermans	100%	Library staff participated in Mental health first aid training.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Commercial building maintenance.	G Harbison	100%	Councils commercial buildings are maintained to an acceptable level. Budget restraints have a bearing on upgrades that will need attention in the future.
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%	The acid storage shed was completed during this reporting period. Other parts of the depot upgrade works will be undertaken as resources permit.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Maintenance of Buildings Asbestos Register.	S Poulter	50%	A comprehensive assessment of all relevant building assets is being organised to ensure that an asbestos register is provided as per statutory requirements.

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.	Undertake condition assessments in order to Review Buildings Asset Management Plan and undertake building condition reports and review service levels of building assets.	G Ryman	0%	There is limited capacity to complete condition assessments of buildings at this point in time. Building assets are maintained as required.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Undertake major pool renovations and complete Stronger Country Communities grant requirements.	K Miller	25%	The major pool renovations have been completed.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Undertake upgrades to the Cobar Youth and Fitness Centre, including roof replacement/ repairs as per SCCF funding agreement.	G Ryman	10%	Council engaged an architect to prepare a concept plan to secure grant funding for the project. Grant funding approved - waiting on funding agreement to be signed before finalising design work and preparation of tender documents.

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COUNCIL STRATEGY				
4.4.3	Improve recreational facilities at the water reserves			
DP Action	Action	Responsibility	Progress	Comment
Maintain and improve recreational facilities that are available at the Newey and Old Res reserves	Develop and adopt a plan of management for the Newey Reservoir.	G Ryman	10%	Council is currently awaiting for confirmation from Crown Lands in relation to the proposed categorisation of the land that the Newey Reservoir is situated on. Once this confirmation is in place this matter can progress further.
Maintain and improve recreational facilities that are available at the Newey and Old Reservoir reserves	Undertake actions outlined in the Newey Reservoir Plan of Management.	S Poulter	0%	No action to date as the Newey Reservoir Plan of Management has not yet been completed.



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%	Drain networks are kept clear to a degree, there have been a couple of complaints, but as there has been no rain there hasn't been too much vegetation to control. The drain out the front of the Cobar Bowling and Golf Club and one in Tindera Street have been identified for clearing.	
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 return lodged on time at minimal cost.	
Provide, maintain and operate a sewer network and disposal system and treatment works	Implement the Resources for Regions Sewer Upgrade Project.	DES			
Provide, maintain and operate a sewer network and disposal system and treatment works	Implement the Sewerage Services Asset Management Plan with 5 year rolling plant works.	E Poga	100%	Public Works are progressing the design of upgrade of three minor pump stations and installation of screens and grit removal at sewage treatment works.	
Provide, maintain and operate a sewer network and disposal system and treatment works	Investigate options for implementing the Liquid Trade Waste policy and program.	S Taylor	80%	Council does not have a trade waste officer to implement and monitor a liquid trade waste policy and programme. The Orana Water Utilities Alliance is considering options to assist Alliance Councils who have resources issues with trade waste implementation and monitoring.	

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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	Arrange for works to be undertaken that have been identified as priority projects by the Nymagee Progress Association (to use Nymagee VPA funds).	P Vlatko	100%	Cooperation between the Nymagee Progress Association and Council has been ongoing. Council has attended two meetings in Q4. A list of questions and concerns were submitted by the Association and have been addressed by Council. Council's Economic Development Manager has been appointed as Council's representative. A number of projects submitted for funding under the Australian Government Drought Program.
Maintain and improve village facilities and services	Regularly maintain parks, streets and footpaths in all villages.	P Sullivan	100%	The Village parks, streets and footpaths are maintained to an appropriate standard. In Q2, 2019/2020 irrigation will be installed at Euabalong Sports Oval, a new playground will also be installed in Euabalong.

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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%	Held discussions with another potential energy industry in Q4 and are still waiting for them to officially put in a Development Application and we have continued to work with the BioHub. In Q3, Council have received a Environmental Impact Statement for the Cobar Biohub project which was presented to the March Ordinary Council Meeting for comment.

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%	A report has been drafted proposing a number of operational improvements to waste services. The contents of this report are being considered by MANEX and once approved will be forwarded to Council for consideration.

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	Provide a once weekly domestic waste collection and transportation service for residents located within the waste collection area of Cobar.	S Poulter	100%	Regular domestic waste collections have taken place throughout 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 were emptied relevant to their expected fill rate for various times of year and any specific event that necessitated additional collections.	
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%	There are currently no resources available to proactively survey these areas.	

COUNCIL STRATEGY				
5.1.2 Develop community leadership on becoming leaders in resource use and waste management				
DP Action	Action	Responsibility	Progress	Comment
Maintain the town and village tips to an acceptable standard	Provide for the management of the Cobar Waste Disposal Depot so as to comply with statutory obligations.	S Poulter	100%	The Cobar waste depot has been operated in accordance with its relevant statutory obligations, such as the EPA license.
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%	Village tips were provided in all villages, including Canbelego. Each facility was maintained with limited resources.
Encourage efficient water use by Shire residents	Promote efficient water use by Shire residents.	P Vlatko	100%	Tighter water restrictions have been enforced as of 1 May 2019, the 'odds and evens' water restriction system has continued, with hand held hoses only allowed between the hours of 5pm and 8pm. The community have been very supportive of this and we have managed to significantly reduce the amount of water used. In early Q1 2019/2020, Council will be advised of our future water allocation based on the severe drought conditions and current water level of Burrendong Dam.

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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.

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%	With the current drought conditions the implementation of a tree planting program has stopped, the priority for Q3 was keeping the plants previously planted in Q2 alive. Q2's focus is on keeping the 200 trees that have been planted within the last financial year.

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%	Council is no longer the trustee of the Cobar Wrightville Common however inspections are still carried out to keep an eye on illegal dumping and other activities.
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%	All suitable animals unclaimed and unwanted are microchipped & taken to R.O.A.R for rehoming.
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%	Companion Animal act implemented and enforced where necessary.
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%	Stray dogs and cats seized from public areas and impounded. Unwanted and unruly/aggressive animals are surrendered to Council to be dealt with accordingly.

ENVIRONMENT

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COUNCIL STRATEGY				
5.2.3	Manage the crown land and commons			
DP Action	Action	Responsibility	Progress	Comment
Provide ranger services to control animals in public places and to manage the common areas and crown land	Impound straying stock.	G Harbison	100%	Ranger services provided where resources permit. Straying stock dealt with appropriately. The horses on the Kidman Way North have been thinned considerably; however there is still the odd one that shows up on occasion.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Maintain pound yards.	G Harbison	100%	Pound yards are maintained & available for use when necessary
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%	Pound is cleaned & animals fed daily.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Provide services for the euthanasia of dogs and cats that have been seized or surrendered.	G Harbison	100%	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.

ENVIRONMENT

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COUNCIL STRATEGY				
5.2.3	Manage the crown land and commons			
DP Action	Action	Responsibility	Progress	Comment
Provide ranger services to control animals in public places and to manage the common areas and crown land	Provide services for the registration and micro-chipping of dogs and cats.	G Harbison	100%	Council provides a microchipping service for impounded animals or organised multiple animals ie: litters of pups/kittens (We are not in competition with the Vets.)
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	0%	This is now Crown Lands responsibility.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Remove abandoned vehicles.	G Harbison	100%	Abandoned vehicles removed on request or where creating a hazard. There are some burnt out vehicles in remote spots that have not been picked up due to time and resource deficiencies.

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%	With a new coordinator for the Regional Weed Committee it is hopeful that more contact and communication will occur for the next financial year.
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%	Due to drought conditions no weed awareness programs have been completed. Continue inspections where advice is provided.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Attend toolbox meetings and provide education material.	M Gunn	100%	Informal toolbox meetings have been held with staff when weed infestations are seen on field and road inspections.
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%	Continued inspections along roadsides and other areas to ensure no new weed incursions.

COUNCIL STRATEGY				
5.2.4	Long term management of noxious weeds			
DP Action	Action	Responsibility	Progress	Comment
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Develop a centralised data set of weed distribution and abundance information	M Gunn	100%	BIS data is being updated and will be send to confirm all targets have been completed.
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%	Reinspections have been completed, no new weed incursions have been found.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Improve/Update knowledge of Weeds Inspector.	M Gunn	100%	Weed Inspector has continued to complete all necessary training for position.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Increased participation of community groups.	M Gunn	100%	Continually keeping in contact with groups, stakeholders and landholders in the area.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Maintain and update an introductory weeds information pack for new property owners.	M Gunn	100%	Only 4 new landholder packs have been sent this year.

COUNCIL STRATEGY				
5.2.4	Long term management of noxious weeds			
DP Action	Action	Responsibility	Progress	Comment
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	On Ground Spraying Programs prioritised to give the greatest benefit.	M Gunn	100%	No spraying has occurred this year due to the drought conditions. Continue monitoring of new weed incursions have occurred and mapping for new spray program, but with no soil moisture it is difficult to instil spray program.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Private property inspections to manage invasive weeds effectively.	M Gunn	100%	All targets completed but remained a difficult task due to drought. Many landholders were questioning why inspections were occurring during drought and thought it was a waste of time and money. This information was relayed to Western Regional Weed Committee and DPI.
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%	Only one small cacti incursions was located on a private property, an integrated approach of spraying conducted by the landholder and introduction of cochineal bugs by Council staff - biological control and continual monitoring will be conducted. Due to drought conditions little new weed incursions have been found.
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%	No new weed incursions on public property have been located this year.

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%	Concerns about various mining activities have been raised with either the mine directly or the appropriate regulator within this reporting period.

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COUNCIL MEETINGS AND MINUTES

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

COUNCIL REGISTERS

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

- Register of Roads in Cobarr Shire (and map);
- Register of Delegations;
- Register of Policies, Plans and Codes;
- Register of Fees and Charges;
- Register of Gifts Received;
- 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 \$1,029,539 as at 30 June 2019.

FUTURE BORROWINGS

The 2018/2019 Budget Cash Flow has no additional borrowings.

CONDITION OF INFRASTRUCTURE - SECTION 428

Refer to Report on the Condition of Public Works.

IT UPDATE

During this reporting year, Council appointed a full time IT Manager and an IT Trainee for a 12 month traineeship. The IT Department achieved the following during the reporting year:

- Implementation of new network and phone system;
- Purchase of new server hardware;
- Implementation of service desk software;

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- Recovery and Replacement of Lilliane Brady Village server and software;
- Purchase and replacement of client devices including desktops and laptop computers;
- Participation as Observer in Risk and Audit Committee.

The outlook for the next reporting period is for implementation of the new server, implementation of Office 365, design and implementation of disaster recovery plans, implementation of IT policies and procedures and purchase and roll out of new hardware for clients (desktops and laptops).

Total spent: \$438,434

Projected spend for 2019/2020 reporting period: \$199,000.

ENVIRONMENTAL STRATEGIES - SECTION 428

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

Council collected 841.6 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.

The Cobar community has responded positively to the water restrictions with the result that water usage has been reduced by 30%. With the ongoing serious drought situation and Burrendong Dam continuing to drop Cobar should have sufficient water supply for the 2019/2020 water year. Council will continue to monitor the town usage and water availability and will consider further water restrictions if necessary.

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.

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DEVELOP AND INSTIGATE A PLANTING PROGRAM

A tree planting program has started in the CBD with plantings in Barrier Highway from the Heritage Centre to the corner of Marshall Street (30), Woodiwiss Avenue (20), Prince Street (20), Tenth Street (10). The trees selected were Australian Natives, of bottle brushes and native Frangipani's. Due to the drought conditions we have just maintained the previously planted stock. The aim for 2019/2020 will be to keep the existing plants alive and we will look at a renewed program when the drought conditions improve.

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

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

- Managing stray companion animals;
- Assisting with the management of livestock and native animals in public areas;
- Providing assistance regarding registration, microchipping and 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 has been inert due to the drought conditions but Council continues to fulfil their legal responsibilities under the *Biosecurity Act 2015*.

HAZARD REDUCTION PROGRAMS

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.

HAZARD REDUCTION WORKS 2018-2019

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

- Asset Protection Zones are maintained around all townships and villages, including Cobar, Nymagee, Mount Hope, Canbelego, Euabalong & Euabalong West;
- Asset Protection Zone implemented around the Murrin Bridge discreet Aboriginal community;

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- From 2018 onwards, Fire Trail Maintenance is captured within the Fire Access Fire Trails (FAFT) plans developed with all Fire and Land Managers within the Cobar Shire area;
- Drought conditions across the Far West (including Cobar) have had some impact on the Hazard Reduction activities due to reduced fuel loads.

Funding has been sought to assist complete the Hazard Reduction Programs with approximately \$30,000 allocated through the 2018/ 2019 Local Government bid process.

Cobar Shire Council

- *Roadside slashing;*
- Maintained Asset Protection Zones around the Cobar District Waste Management Depots.

National Parks

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

Forests NSW

- *Fire trail maintenance as part of yearly management practices.*

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;*
- *Local news stories shared with local print and regional radio stations;*
- *Displays are local community events including:*
 - *CSA Mine Open Day;*
 - *Nymagee Gymkhana;*
 - *Get Ready Weekend;*
 - *Senior Citizens Week;*
 - *Brigade Open Day activities.*
- *School visits.*

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 2018/2019 Council made donations of this nature amounting to \$17,000.

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 2018/2019 was \$44,000.

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;
- Promotion and Management of employee's health and wellbeing;
- 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;
- Risk Management; and
- Promotion of Equal Employment Opportunity principals and obligations.

CORPORATE VALUES

In March 2019 we engaged Local Government Professionals to facilitate the redevelopment of Council's Corporate Values, utilising a working party that included a cross section of employees from all departments at Council. Following the completion of that collaborative process, those values were endorsed by the Executive Management team and rolled out to all staff via separate workshops with each working group, eight workshops in total. We then ran an internal logo design competition to finalise the process and allow employees to take full ownership of this end to end process. We believe our employees have benefited greatly by challenging them, valuing their opinions and involving them in the decision making for this process.

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Council's corporate values acronym is **ACE IT** which aptly represents our agreed expectations of each other to always do our best. They represent who we are as an organisation and are the guiding principles for how we carry out our duties:

Accountability - *We are responsible for our actions, our behaviour and the satisfactory completion of allocated tasks*

Communication - *We communicate openly and respectfully, sharing timely and appropriate information with others*

Effective Leadership - *We lead by positive example, embodying all of Council's agreed values*

Integrity - *We are consistently honest, transparent, ethical and fair, regardless of the situation*

Teamwork - *We work collaboratively to achieve shared goals for Council and the community*

RECRUITMENT AND SELECTION

2019 has been resource demanding in relation to recruitment having successfully recruited over 30 positions throughout the organisation. All vacancies that were filled during the year were filled in accordance with Council's Recruitment Policy. The shortage of skilled workers and the competitiveness of other local industries have resulted in some of Council's positions, specifically trades, being difficult to fill. Cobar Shire Council, like much other rural Council's, struggles to compete financially for a range of professional staff.

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. Our current apprentices are now in their fourth year and due for completion in January 2020. Budget permitting, we would like to offer apprenticeships every third year (ie commencing new apprentices with existing 3rd year apprentices), however the unavailability of trades people has been a substantial obstacle to achieving that target. Earlier this year we hoped to appoint two trainees, eventually appointing an IT Services Trainee that is proving very successful. The success of Council's first graduate engineer last year will see us looking 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 as well as the organisational goals of Council. The majority of training delivered at Council is compliance based training which is mandatory to allow employees to fulfil the requirements of existing roles.

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We introduced a basic electronic on-boarding induction during the last 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 2018/2019 was settled prior to the requirement for a hearing.

WORK, HEALTH AND SAFETY

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

The annual WHS Audit has identified areas for Council's improvement including: 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 workplace inspections are carried out on a frequency pertinent to their level of risk to ensure that hazards are identified on an ongoing basis. Council engaged resources to develop our business continuity plan and to update our existing risk management register to allow for better planning.

Council will look to implement a new safety management program which is provided complimentary by our WorkCover insurer StateCover, 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 Cobarr Shire Council. This program will allow for real time capture of incidents, accidents, injuries and near misses.

Council provides an efficient and effective injury management and return to work service to all employees.

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.

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During the year Council's employees participated in Hepatitis B clinics, flu vaccinations and took advantage of free gym membership and pool season tickets offers.

Council continued to promote its Employee Assistance Program (EAP) during the year.

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.

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) plus CPI.

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

The only three external bodies that exercised functions delegated by the Council during the year and they were the Cobar Water Board, Far North West Joint Organisation 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. The Far North West Joint Organisation was run by Cobar Shire Council for 2018/2019, with our General Manager, Acting as the Interim Executive Officer, Council is also responsible for the Financials.

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 2018/2019.

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.

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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, social media 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 community 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.

LOCAL GOVERNMENT RATES AND CHARGES – CLAUSE 132

Rates and Charges written off for 2018/2019 amounted to \$12,242.60.

Rates reduced or waived for pensioners amounted to \$108,408.28 in 2018/2019.

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 Website 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

\$114,575 has been spent on companion animal management and related activities during this reporting period. Compared to \$105,835.22 in 2017-2018.

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 2018/2019 totaled \$16,984 of which 80% (\$13,587.20) was retained by Council and 20% sent to the Office of Local Government. Compared to Registration Fees received for 2017/2018 which totaled \$18,105.70.

The retained fees were spent on the following:

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

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

Council is a member of the Far North West Joint Organisation of Councils (FNWJO). Details of Council's membership and participation is as follows:

LEGAL STATUS OF JOINT ORGANISATION

The FNWJO is a separately constituted entity pursuant to Part 7 (Sections 4000O to 400ZH) of the Local Government Act (NSW) 1993, as amended, and the Local Government {General} Regulation 2008. The charter of the FNWJO can be found here: <https://www.farnorthwestjo.nsw.gov.au/f.ashx/%24341338%24Far-North-West-JO-Charter.pdf> The FNWJO was formed in July 2018 and has the same year end date as the Council.

WHAT THE JOINT ORGANISATION DOES

The principle purpose of the FNWJO is to establish strategic regional priorities and to provide regional leadership to the geographical area for which it serves, and to identify and take up opportunities for intergovernmental cooperation on matters relating to the joint organisation area.

JOINT ORGANISATION PARTICIPANTS

The percentage of ownership interest held is equivalent to the percentage voting rights for all associates as follows: FNWJO comprises the Councils of Shires Cobar, Bourke and Walgett in north western NSW. The Board of the FNWJO comprises of 3 voting members being the Mayors of the three member Councils, and non-voting members being the General Managers of the Shires of Bourke and Walgett, as well as 3 appointed members from the State Government and cabinet (non-voting). The General Manager of Cobar Shire Council was appointed as the acting Executive Officer of the Board (nonvoting) in 2018/2019.

Councils powers of control or influence over the Joint Organisation.

Cobar Shire Council, as a member of the FNWJO, has one third voting right in respect to the decisions of the Board.

Councils financial obligation to the Joint Organisation

In accordance with the Charter each member of the FNWJO contributes annual fees towards the operation of the joint organisation. In 2018/2019 the contribution made by Cobar Shire Council was \$10,745.

Councils liability obligations in relation to the Joint Organisation

Members of the FNWJO are indemnified from liability for functions and duties carried out or omitted honestly, in good faith and with due care and diligence.

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PUBLIC INTEREST DISCLOSURES ACT 1994 (SECTION 31)

Nil applications were received during 2018/2019.

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

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

Council received one formal GIPA access application for 2018/2019. Due to the extensive nature of the request, information is still being gathered and will be provided to the applicant once it has been reviewed by Council's insurers.

Council also received four informal information GIPA access applications for 2018/2019. Of the four applications that were received, three were granted access in full.

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.

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.

Noting: That not all of the programmed works could be completed because of lack of water.

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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 received 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 (DICT), 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 has received 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.

Construction of the new water treatment plant has been completed and the plant is in full service supplying water to Cobar.

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 maintain the water supply for Nymagee however financial assistance has been approved from the State Government for water cartage if required in the near future.

Council has received State Government funding for a water supply scoping study under the State Governments Safe and Secure funding programme. The scoping study is expected to be completed by January 2020.

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 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 continued until end July 2018 when sufficient rainfall fell 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.

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Council has received State Government funding for a water supply scoping study under the State Governments Safe and Secure funding programme. The scoping study is expected to be completed by January 2020.

COBAR SEWERAGE SCHEME

During the 2018/2019 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 2018/2019.

Council has received 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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PAYMENT OF EXPENSES & PROVISION OF FACILITIES TO MAYOR & COUNCILLORS

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

PUBLICATION

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

This Policy will be published on Council's Website.

PART 1 – PRELIMINARY

1. CITATION

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

The Policy will be cited as the "Payment of Expenses and Provision of Facilities to Mayor and Councillors Policy".

2. COMMENCEMENT

- This policy commenced by Council on 25th November 1999;
- This policy was revised by Council in September 2017;
- This policy was revised by Council in September 2018.

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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;
 - **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;

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- **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;
 - 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.

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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.

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

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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.

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.

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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 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.

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- 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

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.

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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;

- 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

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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.

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

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

Insurance protection is only provided if a claim arises out of or in connection with the councillor's performance of his or her civic duties, or exercise of his or her functions as a councillor. All insurances are subject to any limitations or conditions set out in the policies of insurance.

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

Councillors are to receive the benefit of insurance cover for:

(A) PERSONAL INJURY

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

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

(B) PROFESSIONAL INDEMNITY

For matters arising out of Councillors' performance of civic duties or exercise of their functions as Councillors provided the performance or exercise of the relevant civic duty or function is in the opinion of Council bona fide and/or proper and is carried out in good faith, as required under 731 of the *Local Government Act 1993*, BUT subject to any limitation or conditions set out in the policy of insurance, which is, at the direction of Council, taken out.

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C) PUBLIC LIABILITY

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

17.2 LEGAL ASSISTANCE

In the event of:

- a) An enquiry, investigation or hearing by any of the following:
 - The Independent Commission Against Corruption;
 - The Office of the Ombudsman;
 - Office of Local Government;
 - The Police;
 - The Director of Public Prosecutions;
 - Council's Conduct Review Committee/Reviewer;
 - The Local Government Pecuniary Interest and Disciplinary Tribunal; or
 - Any other tribunal or authorised body into the conduct of a Councillor; or
- b) Legal proceedings being taken by or against a Councillor, arising out of or in connection with the Councillor's performance of his or her civic duties or exercise of his or her functions as a Councillor, Council shall reimburse such councillor, after the conclusion of the enquiry, investigation, hearing or proceeding, for all legal expenses properly and reasonably incurred, given the nature of the enquiry, investigation, hearing or procedure, on a solicitor/client basis, PROVIDED THAT:
 - i) The amount of such reimbursement shall be reduced by the amount of any monies that may be or are recouped by the Councillor on any basis.
 - ii) The Councillor's performance or exercise of the civic duty or function was in the opinion of Council bona fide and/or proper, and the Councillor acted in good faith as required under Section 731 of the *Local Government Act 1993* and the matter before the investigative or review body has proceeded past any initial assessment phase to a formal investigation or review. Legal costs must only be provided where the investigative or review body makes a finding that is not substantially unfavourable to the Councillor.
 - iii) The amount of such reimbursement shall be limited to the extent that only fees charged at a rate equivalent to the hourly rate then being charged by Council's Solicitors will be paid, that is any portion of the expenses representing any hourly charge rate higher than the hourly charge rate of Council's Solicitor will not be reimbursed; and
 - iv) The Councillor is not the plaintiff in the action.

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- c) Provision of legal advice relating to a pecuniary interest, conflict of interest or matter governed by the Code of Conduct which, in the opinion of the General Manager, is necessary to clarify the particular Councillor's responsibilities in the performance of his/her duties as a Councillor.
- a) Council may, if requested, indemnify or reimburse the reasonable legal expenses of:
 - A councillor defending an action arising from the performance in good faith of a function under the Local Government Act provided that the outcome of the legal proceedings is favourable to the councillor;
 - A councillor defending an action in defamation, provided the statements complained of were made in good faith in the course of exercising a function under the Act and the outcome of the legal proceedings is favourable to the councillor;
 - A councillor for proceedings before an appropriate investigative or review body, provided the subject of the proceedings arises from the performance in good faith of a function under the Act and the matter has proceeded past any initial assessment phase to a formal investigation or review and the investigative or review body makes a finding substantially favourable to the councillor.

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

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

Council will not meet the legal costs:

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

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

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14. ESTABLISHMENT OF MONETARY LIMITS AND STANDARDS

The following currently apply as monetary limits to expenses:

Expense	Mayor	Deputy Mayor	Individual Councillors
	Maximum Annual Expense Limits		
Agreed training	As per Budget.		
Mandatory Councillor Information session			
Conferences & Seminars			
Local travel	As per Budget.		
Interstate Travel	As per Council resolution	As per Council resolution	As per Council resolution
Overseas Travel	Not Applicable	Not Applicable	Not Applicable
Motor Vehicle	Reimbursement to Council for private travel	Council Vehicle for attending out of area functions	Reimbursement to Council for private travel
Mobile Phone	Reimbursement to Council for private calls	Not Applicable	Not Applicable
Internet Access	Not Applicable	Not Applicable	Not Applicable
Stationery	Not Applicable	Not Applicable	Not Applicable
Business Cards, Name tags, etc	\$125	\$125	\$125
Corporate Uniform (50% contribution)	Not Applicable	Not Applicable	Not Applicable
Mayoral Office Refreshments	\$0	\$0	\$0

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19. PRIVATE BENEFIT

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

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

20. APPROVAL RECONCILIATION AND REIMBURSEMENT

- Approval must be sought and gained prior to expenses being incurred, and where significant expenses and facilities occur, at a full meeting of the Council. If that is not possible, joint approval by the Mayor and General Manager is required. If the Mayor requires approval, it should be given jointly by the Deputy Mayor (or another Councillor) and the General Manager;
- The approved Councillor Claim Form is to be used for all claims (see attached);
- Claims are to be submitted not later than three (3) months after the expenses were incurred.

21. RETURN OF EQUIPMENT AND FACILITIES

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

22. DISPUTE RESOLUTION

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

23. RELEVANT DOCUMENTS

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

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24. BREACHES

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

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

DEFINITIONS

The following definitions apply throughout this policy.

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

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

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

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COUNCILLOR'S CLAIM FORM

NAME OF COUNCILLOR _____

CLAIM FOR THE MONTH OF: _____

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

- Vehicles less than 2.5 litres are calculated at \$0.78¢ per kilometre
- Vehicles 2.5 litres or more are calculated at \$0.80¢ per kilometre

JOB NUMBER 10014

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

2. **CLAIM FOR REIMBURSEMENT OF EXPENSES INCURRED ON COUNCIL BUSINESS**

JOB NUMBER 10015

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

TOTAL CLAIM

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

DECLARATION

COUNCILLOR SIGNATURE: _____

DATE OF SUBMISSION: _____

OFFICE USE

AUTHORISED BY: _____

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AMENDMENT LIST

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

VERSION	DATE ADOPTED	MINUTE NUMBER	DATE COMMENCED	NOTIFIED IN LOCAL PAPER
1	26.02.2009	6.2.2009	27.02.2009	N/A
2	25.3.2010	19.3.2010	26.3.2010	N/A
3	28.4.2011	73.4.2011	29.4.2011	N/A
4	24.05.2012	106.5.2012	25.05.2012	YES
5	25 10 2012	275.10.2012	26.10.2012	YES
6	24 10 2013	244.10.2013	25.10.2013	YES
7	25.09.2014	183.9.2014	26.09.2014	N/A
8	22.10.2015	211.10.2015	23.10.2015	Yes
9	DRAFT			