



ANNUAL REPORT

2019-2020



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.

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Even though I have been unwell for most of the year I would like to thank Deputy Mayor, Peter Abbott, the elected members and Council staff for keeping me informed and continuing the hard work that was needed to be done. I wish to thank the community for your kind well wishes and I look forward to 2020/2021.

Council continues to improve our service delivery and in this time of drought and now COVID-19. I must congratulate the communities of Cobar Shire for their resilience and ongoing commitment.

The Shire has been through a terrible drought and then in February/ March 2020 flooding along most of Shire Roads, creating a new set of conditions for us to resolve.

I must also thank the residents of Cobar for the support in the way the water restrictions were accepted in order to reduce our demands for water when Burrendong Dam was almost dry (1.4%). The NSW Government has promised that planning and actions will continue to be a high priority to ensure we never again have to get to nearly running out of water.

The Councils support for our new Far North West Joint Organisation (FNWJO) comprising of Bourke, Walgett and Cobar, (which I am the Chair) has had great success for Cobar with the provision of contractual air services to and from Sydney. This has allowed our Shire to remove our isolation and supports both business and tourism to continue.

As Mayor and together with Council we have continued to put pressure on the State Government to provide sufficient grants towards improving our infrastructure of roads, water, power and amenities.

The Council together with the Cobar Water Board has applied for funding to replace the remaining 100km of pipe from Nyngan to Cobar and to upgrade both the Nyngan and Hermidale Pump Stations. This infrastructure is very important for not only the town of Cobar but for the mines that need the water to operate.

Council continued to seek grants in order to improve and support our communities so that we can enjoy facilities that should be available in the Far West that our city friends already enjoy.

I can confirm that our services in 2019/2020 have been maintained at the same levels (and in some cases improved) even though our financial capacity is reducing each year and very much dependent on grants.

It is a pleasure and honor to be Mayor of Cobar Shire and together with the elected members and our staff we are all committed to work for our communities and for our future.

A handwritten signature in black ink that reads "Lilliane Brady OAM". The signature is written in a cursive, flowing style.

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
- Far North West Joint Organisation



**Deputy Mayor
Cllr Peter Abbott**

- Western Division Councils of NSW
- Kidman Way Promotional Committee
- Rural Roads Advisory Committee
- Cobar Water Board
- Internal Audit Committee
- Airport Advisory Committee
- General Manager's Review Committee
- Far North West Joint Organisation (Alternate)



**Councillor
Tracey Kings
(Resigned 12
September 2019)**

- 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
- Association of Mine Related Councils (Alternate)
- Western Regional Joint Planning Panel (Alternative)
- Economic Taskforce
- Western Slopes Pipeline Committee



**Councillor
Christopher Lehmann
(Resigned 26
September 2019)**

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



**Councillor
Jarrod Marsden**

- 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
- Wool Track Development Committee
- Tourism Advisory Committee
- Ward Oval Sports Advisory Board

ELECTED MEMBERS

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**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
- Hera Mine Community Consultative Committee



**Councillor
Julie Payne**

- Local Traffic Committee
- Outback Arts (Alternate)
- Cobar Youth Council
- Rural Roads Advisory Committee
- Murray Darling Association
- Airport Advisory Committee
- Cobar Shire Rural Fire District Service Agreement Liaison Committee



**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
- Western Division Councils of NSW (Alternate)
- General Manager's Review Committee

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**Councillor
Harley Toomey**

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



**Councillor
Kate Winders**

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



**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)
- Rural Roads Advisory Committee
- Cobar Water Board

GENERAL MANAGERS REPORT

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

Councillors - July 2019 to June 2020	Number of Meetings	No of Meetings Attended
Lilliane Brady OAM (Mayor)	11	2
Peter Abbott (Deputy Mayor)	11	11
Tracey Kings (resigned September 2019)	2	2
Janine Lea-Barrett	11	11
Christopher Lehmann (resigned September 2019)	2	2
Jarrod Marsden	11	11
Peter Maxwell	11	11
Julie Payne	11	11
Bob Sinclair	11	10
Harley Toomey	11	10
Kate Winders	11	11
Peter Yench	11	6

COUNCILLOR FEES – SECTION 428 (2) (F)

Total Councillor Fees for 2019/2020	Amount
Election expenses	\$0
Mayor	\$26,892.69*
Councillors (12)	\$153,558.94

* Excludes Councillor Fee

COUNCILLOR ALLOWANCES – SECTION 428 (2) (F)

Total Councillor Allowances for 2019/2020	Amount
Councillors travelling and accommodation	\$8,372.45
Councillors meals etc	\$4,552.92
Provision of dedicated office equipment allocated to Councillors	\$0
Telephone calls made by Councillors	\$0
Attendance of Councillors at conferences and seminars	\$7,053.64
Training of Councillors and provision of skill development	\$3,901.80
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 2019/2020 year will be remembered for the start of the COVID-19 pandemic which has changed the way live and will live. The Council together with the community has been very proactive and responsible to ensure that we stayed safe and COVID-19 free.

However, the year has also provided the community with the challenge of drought and the significant potential of running out of water for the town of Cobar and our Villages. The community needs to be congratulated in the way it embraced our water restrictions which enabled us to extend the supply of water from Burrendong Dam.

During this year Council has provided the vision of being half full as opposed to half empty so as to continue to have a positive outlook for the future of Cobar Shire.

Council has been successful in obtaining Grants towards the improvement of our facilities, which include:

- The redevelopment of the Great Cobar Heritage Centre;
- The replacement of our aging water pipes in Cobar township;
- The upgrading of Ward Oval facilities and a new Early Learning Centre;
- Ongoing improvements to playground equipment;
- Round 2 - \$1 million Drought Community Program projects;
- The Grain Road Seal Extension;
- Extensions of the Lilliane Brady Village – 10 new beds.

The new Water Treatment Plant was completed, officially opened in October 2019 and is operating. This project has been brought to fruition through a significant investment by the NSW Government and is aiding in the provision of providing quality water for Cobar.

Council continues to allocate resources and funding for our Shire Roads which have seen significant pressure with no water being available in late 2019, then flooding in February/ March 2020. Council has been declared a natural disaster for those floods and the roads will require over \$2 million in repairs in 2020/2021.

Our commitment to providing efficient services was demonstrated with Council being one of the first Local Government bodies to commit to a complete upgrade of our street lighting within in Cobar. The investment of over \$400,000 will be repaid over time with more efficient and low-cost energy lighting.

In order to ensure that our Council meetings are available for the community to view an investment in technology was approved and the meetings are now livestreamed. This has helped the Council during COVID-19, given the requirements to not allow the community to be present, to still be available online and to see the operations and discussions of the Council itself.

The Council operated with an income of \$38,035,000 up from last year \$49,778,000. This reduction was due to timing differences in project capital grants, COVID-19 forced closures and equity accounting for the Far North West Joint Organisation a total expenditure of \$31,469,000 compared to last years of \$35,148,000.

Our total Rate Revenue including water and sewer is \$6,173,000 compared to last years \$6,192,000.

The Financial Assistance Grant is only \$6,102,493.

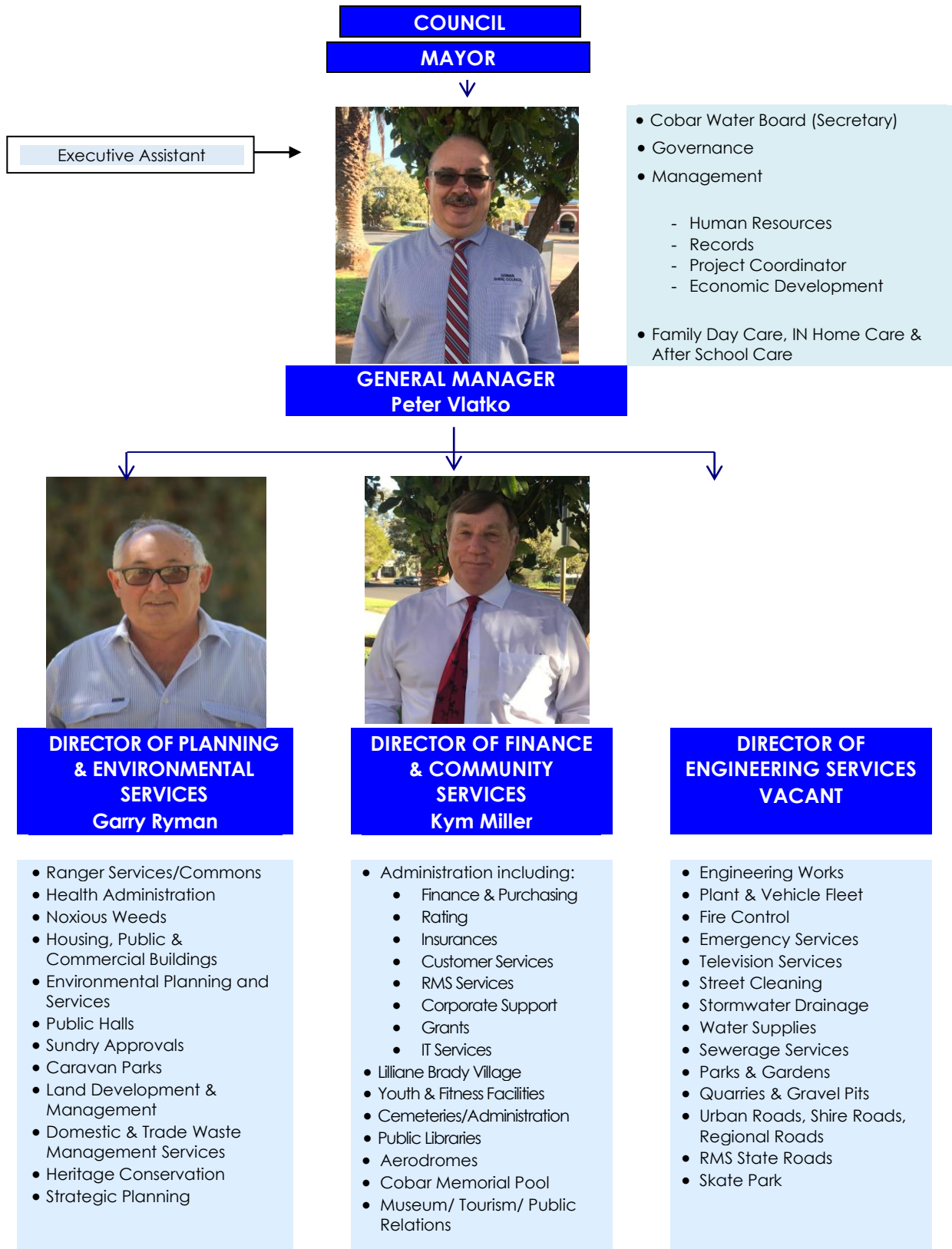
Once again, I believe that your Council has continued to provide a focus on improving the image and feel of town and villages and together, we have made Cobar Shire a great place to work, live and play.



Peter Vlatko
GENERAL MANAGER

ORGANISATIONAL STRUCTURE

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SENIOR STAFF REMUNERATION

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SECTION 428 (2) (G)

During the period 1 July 2019 to 30 June 2020, 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 2020.

CONTRACTOR NAME AND ADDRESS	DESCRIPTION OF CONTRACT	AMOUNT PAID IN 2019/2020
Webturn Pty Ltd (Sainsbury Automotive) 1-5 Bourke Street DUBBO NSW 2830	Supply of Vehicles to Cobar Shire Council.	\$305,308
Rollers Australia Pty Ltd PO Box 323 Double Bay NSW 1360	Supply of Plant and Equipment to Cobar Shire Council.	\$285,197
Fulton Hogan Industries Pty Ltd PO Box 682 Campbelltown NSW 2560	Road spray sealing within Cobar Shire.	\$2,737,409
Westrac 16 Thirteenth Street COBAR NSW 2835	Supply of Trades and Miscellaneous Services to Cobar Shire Council. Supply of two Motor Graders.	\$1,094,776
Origin Energy Electricity Pty Ltd Level 45, Australia Square 264-278 George Street SYDNEY NSW 2000	Supply of electricity to Cobar Shire Council.	\$168,387
Leisure and Recreation Group 22 North Street WEST WYALONG NSW 2671	Management of the Cobar Memorial Swimming Pool.	\$261,786
Castlyn Pty Ltd T/A Inland Petroleum 109 Erskine Street DUBBO NSW 2830	Supply of fuel to Cobar Shire Council.	\$846,652
Statecover Mutual 215-217 Clarence Street SYDNEY NSW 2000	Workers Compensation.	\$555,370
Crushrite Pty Ltd	Gravel Crushing Contract.	\$1,133,172

CONTRACTS AWARDED

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CONTRACTOR NAME AND ADDRESS	DESCRIPTION OF CONTRACT	AMOUNT PAID IN 2019/2020
Momentum Energy PO Box 353 FLINDERS LANE VICTORIA 3000	Supply of Electricity.	\$242,763
Telstra GPO Box 9901 MELBOURNE VIC 3001	Supply of phone and internet services to Cobar Shire Council.	\$266,925
NSW Public Works Level 17, 2-14 Rawson Place SYDNEY NSW 2000	Project Management services for Resource for Regions projects.	\$785,054
Cobar Water Board PO Box 8 COBAR NSW 2835	Supply of Raw Water.	\$1,221,710
Roads and Maritime Services PO Box 576 Grafton NSW 2460	Fleet Registration.	\$195,226
Killeen Plant Hire Pty Ltd 41 Monaghan Street COBAR NSW 2835	Acres Billabong Culvert Replacement.	\$255,457
Stabilised Pavements of Australia Pty Ltd 234 Wisemans Ferry Road Somersby NSW 2250	Pavement stabilisation and modification within Cobar Shire Council.	\$480,050
As Per Plan Construction 29 Railway Pde Nth Cobar NSW 2835	Supply of trades services.	\$233,993
Urquhart Haulage Contractors 68 Old Bourke Rd Cobar NSW 2835	Supply of plant and services to Cobar Shire Council.	\$525,636
Cobar Toyota	Supply of two motor vehicles and services to Cobar Shire Council.	\$176,124
Chesterfield Australia – Warren	Purchase of Tractor to Cobar Shire Council.	\$150,300
Essential Energy	Upgrade of street lighting.	\$408,295
Broughton Contracting	Supply of plant and services to Cobar Shire Council.	\$185,457

CONTRACTS AWARDED

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CONTRACTOR NAME AND ADDRESS	DESCRIPTION OF CONTRACT	AMOUNT PAID IN 2019/2020
BTX Group	Supply of chemicals to Cobar Shire Council.	\$180,768
TA Booth Transport	Supply of plant and services to Cobar Shire Council.	\$368,299
Wrigley Enterprises Pty Ltd	Upgrades to Lilliane Brady Village	\$160,217
Access Environmental Planning	Environmental Licensing.	\$184,300
Enviro H20	Construction of new Truck Wash.	\$336,103
Rosmech Sales and Service	Purchase of new Street Sweeper.	\$368,428
Dunn and Hillam Architects	Consulting services for Museum and Youth Centre upgrades.	\$181,367
Earthmoving Equipment Australia	Purchase of Backhoe.	\$187,187
Killards Infrastructure	Cobar Reticulation contract.	\$1,883,881

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).	Grants Officer	100%	No meetings attended in Q1. The following meetings were attended in Q2: Nymagee Progress Association (October meeting cancelled) - attended meeting on 27 November 2019. Pink Ladies meeting attended on 3 October 2019 - no more meetings since. Outback Arts meeting attended in Coonamble on 26 November 2019. Interagency meeting held every second month, last attended November 2019, minutes received and noted; however, the Chair and Secretary of these meetings are no longer working for associated organisations. The first meeting for 2020 was held in March. Grants Officer is the Secretary of the Community Services Forum. This meeting was well attended and has been combined with the Mental Health Network Meetings. There are no meetings for Cobar Domestic Violence Action Group, all these areas are discussed at the Community Services Meetings. Due to COVID-19 all community meetings have been placed on hold since March.
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.	Grants Officer	100%	No meetings attended, however all minutes and agendas monitored. Murrin Bridge is no longer in Cobar Shire, as such, Interagency Meetings for these areas were not monitored for Q3 or Q4.

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 (FNWJO)	Work with member Councils to engage a General Manager and any necessary staff to run the JO, work with NSW Public Works to develop plans, engage a consultant and agree on a new roads plan and develop tourism and cultural strategies.	General Manager	100%	Cobar Shire Council maintain the financial obligations for the FNWJO. Council staff regularly consult NSW PWA to develop plans and assist with projects. Greg Lamont was appointed as the Executive Officer and replaces Interim Executive Officer, Peter Vlatko. Mark Riley has finished up with the FNWJO. The FNWJO are in the process of recruiting a Contaminated Lands Officer. In Q4, the FNWJO were presented with a Tourism proposal for the Board to consider and to negotiate with the relevant member Councils.

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

COUNCIL STRATEGY

1.2.1 Implement the actions outlined in the Youth Development Plan

DP Action	Action	Responsibility	Progress	Comment
Update the Youth Development Plan	Youth Development Plan updated.	Manager Youth and Fitness Centre	50%	Plan was being worked on to be progressed by the Economic Development Manager, due to staffing resources this has not progressed.
Engage the services of a Youth Development Officer	Seek grant funding to engage a Youth Development Officer.	Manager Youth and Fitness Centre	100%	Grant funding obtained for a Youth Development Officer. However, the Centre is now closed for renovations/ upgrades and Council are seeking to redirect the funding into the construction.
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.	Manager Library Services	100%	School holiday craft sessions were offered Q1 to Q3. 119 children attended. In Q4 school holiday craft sessions were not offered in house due to COVID-19. 30 craft packs were home delivered in April. Compared to 312 children who attended throughout 2018/2019.
Undertake School Holiday Activities	Undertake school holiday activities to implement a varied school holiday activities program at the CYFC.	Manager Youth and Fitness Centre	100%	Council received funding to run a school holiday craft program, but this was cancelled due to COVID-19. The Centre had good numbers from drop-in activities over the other school holidays before COVID and it is hoped that we can gain the numbers again when the Centre re-opens.

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.	Hold regular youth activities at the centre and maintain partnerships to aid and enhance the provision of Youth Services.	Manager Youth and Fitness Centre	100%	CYFC have been granted an extension for our BAD (Basketball After Dark) Program and hoped to be able to hold an outdoor event in the next few months when the COVID-19 restrictions have been eased. All other activities have been put on hold. We had started planning the OBSEC and it is hoped that it may still go ahead in October/November. Youth Week was also postponed (grant money still needs to be spent on an activity for kids once the COVID-19 restrictions have eased.
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.	Manager Youth and Fitness Centre	80%	Our Playgroup and Friday night activities were run each week in Q4, but due to COVID this stopped. These are grant funded programs and the funding had been extended till after COVID-19 restrictions ease.
Organise Youth Week Activities	Cobar Youth Council undertake activities during the year aimed at young people.	Manager Youth and Fitness Centre	100%	Youth Council started the year off quite strong and had a great number of ideas but had to put activities on hold due to Covid-19.

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	Manager Youth and Fitness Centre	90%	Youth Week 2020 has been postponed and can be run at a later date, this is due to Covid-19, funding has been extended.

COUNCIL STRATEGY

1.2.3 Implement the Drug and Alcohol Action team LDAT Grant

DP Action	Action	Responsibility	Progress	Comment
Implement the Drug and Alcohol Action team LDAT Grant	Undertake the activities outlined in the Drug and Alcohol Action team LDAT Grant	Manager Youth and Fitness Centre	100%	Funding body has granted extension as the program was not able to be completed due to COVID-19 restrictions.

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COUNCIL STRATEGY				
1.2.4 Increased educational opportunities provided locally				
DP Action	Action	Responsibility	Progress	Comment
Work with early childhood organisations, schools and TAFE to increase the quality and diversity of educational opportunities available locally and promote them	Bring to fruition the education services goal of a local speech therapy program aimed at 3-8 years in Cobar working with governments and NGO's to find a solution.	Director Finance & Community Services	0%	No action undertaken in 2019/2020.
Work with early childhood organisations, schools and TAFE to increase the quality and diversity of educational opportunities available locally and promote them	Hold regular meetings to determine key issues in delivering education to early childhood services in Cobar and develop solutions to these issues collaboratively.	General Manager	100%	No meetings have been held in 2019/2020. However, while applying for the BBRF grant (Early Learning Precinct and Ward Oval) Council met with all services and a session with each was held by CELA, (Community Early Learning Australia) facilitating the stakeholder sessions in Q3. Council itself also had a session with CELA, Council's Grant Officer, General Manager and Project Co-Ordinator. From that, we quickly put out a survey as to what the community needed/ wanted and used this to build our CBA, business case and application for the BBRF grant.
Work with early childhood organisations, schools and TAFE to increase the quality and diversity of educational opportunities available locally and promote them	Technology sessions held for interested members of the community.	Manager Library Services	100%	Staff provide technical assistance and instruction on an adhoc basis several times per week.

COMMUNITY

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
Cobar Shire and TAFE library staff support parents via library services and outreach	Hold story time sessions, Library staff provide activities for children aged 6 months to 5 years and model early literacy for parents.	Manager Library Services	100%	Pre-school storytime, rhyme and craft sessions were offered Q1 to late Q3. 206 children attended with parents/carers. Storytime sessions were suspended late in Q3 in accordance with Covid-19 restrictions. 30 storytime craft and rhyme packs were home delivered in April and May.
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.	Director Finance & Community Services	100%	There is an ongoing distribution of information across various platforms. Continual adverts across all social media and local media platforms occurred in Q4 to advise the community of what Council are doing during the COVID-19 pandemic. The Business and Community Services Directories have been updated internally, but Council are experiencing technical difficulties with the website.

COUNCIL STRATEGY				
1.3.2 Increase the supply of childcare and preschool places and options				
DP Action	Action	Responsibility	Progress	Comment
Administer and coordinate Children Services (FDC, COOSH, IHC)	Maintain and update policies, manuals, procedures, quality improvement plans and family information packages for FDC, IHC and COOSH to comply with changes to National Regulations and Quality Framework and National In Home Care Standards concepts and new information.	Manager Children's Services	70%	These documents are constantly evolving, and we are moving towards electronic enrolments for FDC and IHC families.
Administer and coordinate Children Services (FDC, COOSH, IHC)	Provide craft and activity packs to In Home Care Educators four (4) times per year.	Manager Children's Services	100%	All craft and activity 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.	Manager Children's Services	100%	This is our true aim and we are always on the lookout for innovative methods to assist educators to embrace the outcomes.
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.	Manager Children's Services	45%	Hopefully with the end of Covid-19 the number of Educators will increase again. Numbers at COOSH have remained fairly steady throughout the year.

COUNCIL STRATEGY

1.3.2 Increase the supply of childcare and preschool places and options

DP Action	Action	Responsibility	Progress	Comment
Maintain adequate service levels for Children's Services providers across Cobar	Assist children service providers to seek service and infrastructure funding to meet the needs of the community.	General Manager	100%	Cobar Shire Council assisted in the application of a successful grant for Cobar Mobile Children's Services to build a new, larger service. However, it has since been identified that the funds received would not be enough to build what is required of the grant agreement. As such, Council have applied for additional funding through BBRF, to develop an Early Learning Precinct, which would also house Cobar Mobile Children's Services. This would also extend current spaces for children 6 weeks to 6 years within the community.

COUNCIL STRATEGY

1.3.3 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%	The Tourism Committee busily worked on festivals, attractions, events and tourism promotion throughout the year. The committee had organised a full program of events to be held over the calendar year for celebrations of 150 Years of Cobar in collaboration with businesses and numerous community groups and organisations. Unfortunately, due to COVID-19 a large amount of the planned calendar of events has been cancelled. Future planning for 2021 in underway.

COUNCIL STRATEGY				
1.3.3	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 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 Festival of the Miners Ghost was held 22nd- 27th October 2019. This was a successful well attended event by the community of Cobar. Major sponsors included Cobar Shire Council, Glencore CSA Mine, Peak Gold Mine and Endeavor Mine. Minor sponsorship and in-kind donations received from numerous community businesses and groups. During the festival the following events included: Art Exhibition, Cemetery Tours, Miners Memorial unveiling, Cobar Markets with live entertainment by Mick Green, Glencore CSA Fireworks display, Lost Miners event, mini mining exhibition at the Heritage Park with mines rescue demonstrations, mini mining games, entertainment, 16 exhibition stalls and mine tours hosted by the Peak Gold Mine. Festival of the Miners Ghost was promoted on all social and digital media platforms within Cobar Shire Council. Newspaper articles and advertising in Cobar and Dubbo programs distributed to neighboring VICs, Kidman Way Promotional Committee and delivered at Melbourne Caravan and Camping Show.

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.	Tourism Manager	100%	Australia Day was held at the Cobar Memorial Swimming Pool on Sunday 26th January 2020. Dr Clio Cresswell was this years Australia Day Ambassador. This years Australia Day celebrations consisted of a full day program of events and activities this included triathlon, business house swimming relays, duck race, naturalisation ceremony, Australia Day Awards and novelty events. Seniors Citizens Week was held from 9-13 March 2020. A full program of activities ran over the course of a week. These events included official morning tea and opening at the Lilliane Brady Village with music by John Peebles and Brad Wynd, Library arts and crafts activities, Bowls and Bingo at the RSL, Garden Party Picnic at the Great Cobar Heritage Centre and Gala Dinner at the Golfie with two course meal, music by John Peebles and Dance performances by Copper City Dance Centre and WSPA.
Plan, organise and promote festivals, celebrations and activities in the Shire	Organise the Grey Mardi Gras including seeking funding opportunities.	Tourism Manager	100%	Grey Mardi Gras was planned for the 3-6 April 2020 a full 4-day program was designed to promote and increase tourism to Cobar. The program included Stomp, Jive & Bump Dinner Dance, street parade, markets, Show & Shine Car Show, Mr & Miss Mardi Gras competition, Bob Awards, busking, Gig on the Grass with 6 Hours of entertainment, kids amusement, food vendors, markets and live performances, bus tour, Trivia, Bingo, bowls, golf and lots of novelty events over the course of the weekend. This years Grey Mardi Gras attracted new visitors, caravan groups and tour groups that had booked into all events across the weekend. Unfortunately, this event was cancelled due to COVID-19, but staff are currently working on a series of online events where we can keep people engaged and hopefully locking everyone back in for next year. Next year's date for Grey Mardi Gras is 9-11 April 2021.

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.	Manager Library Services	100%	Library arcade rooms were booked for use 148 times Q1 to late Q3. Bookings were suspended late in Q3 due to Covid-19 restrictions. Arcade room use will be reinstated upon lifting of Covid-19 restrictions.
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.	Tourism Manager	100%	Tourism Staff has collaborated and continue to work with numerous business and community groups throughout the year, building close relationships with different organisations.

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.	General Manager	100%	Council have adopted the Local Strategic Planning Statement which outlines Council's Policy position. Council have applied for funding to implement and have been successful to complete a research study on the impact of FIFO/DIDO on the community.
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.	General Manager	100%	Council have been successful in the grant application that was submitted in Q2 to do a research study on the implication of FIFO/DIDO on Cobar and similar sized communities. Study to commence in Q1 2020/2021.

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%	Council have applied for grant funding for the Pulpulla Road, which will seal the road to Mount Grenfell allowing greater access to visitors to the Historic Site, to date Council are still awaiting the outcome of the application.



Left: Seniors Week Garden Party at the Great Cobar Heritage Centre.

Middle: The removal of the old Drummond Park Playground.

Right: The Museum Bush Kitchen exhibition prior to decanting.

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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.	Manager Library Services	100%	Artworks by local artists (Vince Sikora and Sue Cox) were displayed.
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.	Grants Officer	100%	<p>No action undertaken in Q1. One meeting attended in Q2. Cobar Shire Council are no longer the Board Treasurer. Council have nominated the Grants Officer to be a Board Member for Outback Arts. AGM was held 30 March 2020 via phone, due to COVID-19.</p> <p>Attended the Outback Arts Meeting on 25th May 2020, this was via phone due to COVID-19 restrictions. Council have approved the annual funding to be paid for the 2020/2021 financial year. Due to COVID-19, there has been limited opportunities, however, Outback Arts did supply 'make it at home' kits for residents, these were various craft projects and were available from both supermarkets. Creative Quarantine has been a campaign delivered across social media, Outback Arts email channels and a column printed in local newspapers. It consists of a curated top picks list of three opportunities now made available due to COVID-19. The aim of this campaign was to provide positive news, easily accessible opportunities and skills development courses. It has achieved the original aims and more with greater engagement and extremely positive feedback from all communities.</p>

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	Work with organisations such as Cobar Arts Council to run art workshops, exhibitions and provide artistic opportunities.	Tourism Manager	100%	Tourism Staff have worked closely with the Cobar Arts Council throughout the year, collaborating on different projects, exhibitions and events. Staff regularly attend committee meetings, events and assist with grant projects. This year in collaboration with Cobar Arts Council representatives Council were successful with two CASP grants applications. These workshop events have been postponed due to COVID-19 and new dates to be identified at later date.
Provision of Curatorial services at the Great Cobar Heritage Centre.	Arrange, update and promote exhibitions and displays at the Great Cobar Heritage Centre, including master planning and renewing exhibitions as per grant funded projects.	Tourism Manager	100%	This year the Museum has celebrated its 50 year anniversary with a birthday party held at the Great Cobar Heritage Centre. The anniversary displayed a temporary exhibition of historical photographs, display of stories and yarn flower garden display. Guest speakers and the Museum upgrade master plan was unveiled to the public for the first time. Throughout the year staff have been planning for the Museum upgrades with community consultation, intensive planning with consultants, dismantling all exhibition displays, relocating all museum collection items to temporary storage, and decanting the entire inside of the Museum building. Throughout the year the Museum has hosted workshops with the community groups, school groups, tour groups and businesses. Temporary exhibitions displayed throughout the year consisted of mining, pastoral, drought and ANZAC exhibitions. A video journey is being prepared to display the museum journey.

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.	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%	Throughout the year the Great Cobar Heritage Centre have received a large amount of valuable collection items from the Burgess, Delaney and Thurlow Families including digital photos and items from surrounding villages. As the Museum will be renovated soon all collection items have been removed from the Museum exhibitions and collection store and stored in temporary locations.

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 complete the construction and fit out of the MPS, including increasing occupancy to fill the new beds to the LBV	Endeavour to appoint a suitable external Aged Care Provider for LBV (noting that the State Government was unable to).	Director Finance & Community Services	0%	Handover due in Q1 2020/2021. Bed Licences being lobbied for.
Lobby NSW Government and the Federal Government to increase and improve health care provision within the Shire, including access to GP and Mental Health services.	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.	General Manager	0%	No lobbying occurred in 2019/2020.

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.	Manager Youth and Fitness Centre	100%	Youthie had quite a busy year with the introduction of gymnastics, BAD program, our netball competition had some good numbers (cancelled due to Covid-19 in Q3) all other activities like playgroup, table tennis, drop in activities, school holiday programs were all attended well prior to Covid-19.
Increase the use of the Cobar Youth and Fitness Centre	Undertake the grant funded (SCCF) project to renew the CYFC including replace the roof, kitchen, counter, entrance and construct a new outdoor seating area.	Director Planning & Environmental Services	75%	This project is progressing through a design and planning stage.
Contract management of the Cobar Memorial Swimming Pool	Supervision of pool operations ensuring safety and convenience for all patrons is paramount and manage the Pool Contract. Contract is renewed.	Director Finance & Community Services	100%	The Pool opened on 5 October 2019 (Q2). Lifeguarding activity has been satisfactory. No serious incidents in 2019/2020. Noting: The pool season finished early (March) due to COVID-19 restrictions. The total number of patrons for 2019/2020 was 15,737. L&R Group have continued to promote the pool and its events on Facebook. Compared to the 2018/2019 pool season which closed at the end of April, with 30,238 attendees recorded.
Contract management of the Cobar Memorial Swimming Pool	Undertake promotional programs to increase pool patronage.	Director Finance & Community Services	100%	Two pool parties held. Free entry through the December School holidays through grant funding. No promotional programs held in Q4, due to the early closure of the pool following the COVID-19 restrictions. Which recorded 1,329 patrons.

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.	Urban Services Co-Ordinator	100%	In Q1, no signage erected for prohibited activities. However, signage has been erected around the Newey on birdlife and information signage has been erected in the Main Street on the buildings history. COVID-19 signage was erected in late Q3, due to the Government announcement to close all playgrounds, skate parks and outdoor gyms. Council also closed a number of public toilets including the Newey, Dalton Park and the Villages and was removed in late Q4.
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.	Projects Coordinator	20%	Design 2.0 complete. Contractor has re-priced. An REF currently being undertaken. Report to go to July Council meeting. Construction expected to commence in August 2020.
Maintain all Council parks and reserves, including plants, trees and public facilities	Inspect and rectify defects of physical assets.	Urban Services Co-Ordinator	100%	No defects identified in Q1. A number of parks have been decommissioned across the Shire, water has been turned off to all parks but Heritage, Drummond and Dalton Parks in an effort to conserve water. Parks are inspected on a regular basis. In early, February the playground plastic was burnt in Drummond Park. In Q4, removed the old Drummond Park playground, the area will be repurposed as a grass area. The swings were stolen from the new playground, which included the removal of the chain and swing.

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.	Urban Services Co-Ordinator	100%	In Q1, general maintenance works have been undertaken. The water has been turned off to Ward Oval. In Q2, the pump to Ward Oval has failed and in-conjunction with the heat, the turf has died off. In Q2, Council lost Ward Oval due to the heat and over Q3 have been fertilising and spraying and it has almost come back. We have done a round of spraying in all of our parks and ovals. In Q4, spraying for broad leaf has occurred and irrigation repair works have been undertaken.
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.	Urban Services Co-Ordinator	100%	Council are still maintaining our gardens, no turf has been laid in 2019/2020 due to drought conditions.
Extend and expand the Great Cobar Heritage Centre	Undertake consultations and prepare design documents for an expanded Great Cobar Heritage Centre.	Tourism Manager	100%	The project team have been involved with ongoing consultation with architects, graphic designers, museum consultants and contractors consults throughout the year preparing the upgrades at the Great Cobar Heritage Centre. The Museum is now closed and the building will be vacated by mid-July for works to commence on the Museum upgrades.

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.	Director of Nursing (Lilliane Brady Village)	100%	Budget running at a deficit due to loss of income as a result of ongoing vacancies and renovations of bathrooms. There are two vacancies in the nursing home and two vacancies in the hostel. There are applications currently wanting permanent placement when ACAT assessments completed. The vacant beds have been utilised for respite care where possible which has led to applications for permanent residency. Comprehensive assessments and documentation of residents care needs were completed as per facility protocol on new residents entering facility in Q4 to enable ACFI claims to be maximised. Awaiting extension handover and 10 beds to come online to maximize full income potential.
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.	Director of Nursing (Lilliane Brady Village)	100%	Schedule audits completed which include infection control – infection rates remain low, environmental safety – no hazards were identified, medication management – incidents identified managed as per facility policy, document control, clinical management, medication administration, resident accident/incidents, housekeeping, meal satisfaction, food safety program, food monitoring verification and external services. Minor issues identified were addressed and managed as per facility policy and procedures. Engaging residents in monthly meetings rather than previously quarterly to allow for actioning, feedback and implementation of quality improvements.

COUNCIL STRATEGY				
1.5.4 Provide adequate infrastructure to care for older residents locally				
DP Action	Action	Responsibility	Progress	Comment
Provide appropriate services for residents at the Lilliane Brady Village	Ensure adequate and appropriately skilled and qualified staffs to ensure all services are delivered in line with facility mission statement and policies.	Director of Nursing (Lilliane Brady Village)	100%	Staffing levels have been maintained in line with the master roster. All staff recruited have appropriated qualifications and skill sets (where possible). If not they receive on the job training, competency assessment and commence certificate level qualification utilising TAFE NSW as the RTO as soon as course available. All new staff continue to participate in scheduled in-house training utilising the "Aged Care Channel" that are aligned with the aged care standards. Q4 saw three resignations of staff who were underperforming- staffing deficit covered in short term with view to re-advertise vacant positions. Staff meetings in June set guidelines for accountability and responsibility reflecting aged care standards, expectations of the residents, best practice and legislation.
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.	Director of Nursing (Lilliane Brady Village)	100%	Resident care needs were regularly reviewed as per policy (monthly for high care residents and 3 monthly for low care residents). Residents have a choice of GP and these GPs have visited the facility on a weekly basis (additionally if requested by nursing staff) to review resident medical management. Allied Health Services such as dietician, podiatry, speech pathology and hearing services were provided to those residents that required them. Introduced telehealth services to maintain health support during Covid-19. Increased health checks of residents, staff and visitors for early detection of Covid-19 symptoms and increased vigilance with infection control processes. Increased and wider scope hours of RAO to assist with resident needs and behaviour management.

COUNCIL STRATEGY				
1.5.4 Provide adequate infrastructure to care for older residents locally				
DP Action	Action	Responsibility	Progress	Comment
Provide appropriate services for residents at the Lilliane Brady Village	Monitoring levels of aged care services provided at the Lilliane Brady Village.	Director of Nursing (Lilliane Brady Village)	100%	Ten additional hostel units and four new single nursing home rooms with ensuites were built to enable the restructure of the two four bed wards into single rooms, as part of NSW Health Infrastructure MPS development. Renovation of the remaining 1982 built bathroom across the whole facility are planned to be renovated along with laying of new carpet and vinyl, instillation of new blinds and painting throughout is planned over the next 12-18 months. This will enable the application for additional funding in the form of accommodation supplements from the Commonwealth Department of Health for "major refurbishment".
Provide appropriate services for residents at the Lilliane Brady Village	Promote community awareness and encourage ongoing resident involvement in community events.	Director of Nursing (Lilliane Brady Village)	100%	The in-house recreational activity program continues to be well attended with residents having input into the program. Publication of the quarterly newsletter for residents, family and friends publicises upcoming events and shares activities with the wider community. Q4 was met by Covid-19 restrictions which decreased visitor numbers at the village and saw social distancing being adopted.
Provide appropriate services for residents at the Lilliane Brady Village	Provide a transparent mechanism for concerns and complaints management from all stakeholders.	Director of Nursing (Lilliane Brady Village)	100%	POL/GM2 Comments, Suggestions and Complaints covers the protocol and procedures for complaint resolution and escalation process for Lilliane Brady Village. The facility maintains a register for all complaints. Investigation and resolutions including any actions required such as staff training, resources etc. are recorded. POL/RM17 Compulsory Reporting covers process for reporting and responding to physical and sexual abuse of residents. There no reportable incidents for 2019/2020.

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.	General Manager	100%	One (1) Cobar Police Community Precinct Committee was held in 2019/2020. The Police reported that the crime statistics were very similar to the same period in 2018/2019.
Work with police and licensed premises to promote a safe community	Provide secretariat services for the Cobar Liquor Accord.	General Manager	100%	Four Liquor Accord meetings were held. A Lifetime Ban to all pubs and clubs was awarded, Lifetime bans will now be given when a patron commits a criminal act or offence against a staff member(s) or emergency services personnel. The Golfie no longer serves shots, also have a door person checking membership cards, have increased security and CCTV, new policy being implemented following incident. Discussions on the upcoming Grey Mardi Gras, Festival of the Miners Ghost and the 150 Year Celebrations. In Q3, discussions on the Plan B "Win a Swag Promotion" and the Licensed Premises Christmas and New Year trading hours. In Q3, The Annual General Liquor Accord Meeting was held, with Linda Carter - Cobar Memorial Services Club being re-appointed unopposed as Chairperson, Brad Beetson - Cobar Bowling and Golf Club being re-appointed unopposed as Deputy Chairperson and Peter Vlatko - Cobar Shire Council being re-appointed unopposed as Secretary.

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.	Urban Services Co-Ordinator	100%	In Q1, graffiti has been removed from the Drummond Park playground equipment. Dalton Park was vandalised and cleaned immediately by Parks and Gardens. No graffiti removed in Q2. In Q4, graffiti has been removed from the Newey Toilet block. There is a small amount of graffiti in Drummond Park and the display screen in the Main Street has been vandalised. The plants were stolen from the new Cobar Sign. Graffiti has been removed from the Drummond Park playground in Q3. There was also a graffiti attempt on the new Toilet block in Drummond Park.
Implementation of actions outlined in the Cobar Crime Prevention Plan and Strategy	Update the action list for the Crime Prevention Plan and Strategy.	Director Finance & Community Services	0%	No action undertaken in 2019/2020. Not a current priority.

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.	Director Planning & Environmental Services	100%	All applications that were lodged seeking approval under Section 68 of the Local Government Act were determined in accordance with relevant legislative standards.
Undertake regulatory obligations in relation to building and development	Carry out critical stage and other progress inspections required to ensure completed projects complies.	Director Planning & Environmental Services	100%	All development projects were inspected when necessary to establish level of compliance.
Undertake regulatory obligations in relation to building and development	Complying Development applications assessed and approved in accordance with statutory standards requirements and Council Codes.	Director Planning & Environmental Services	100%	All complying development certificate applications were assessed against legislative and state prescribed development standards, in conjunction with the statutory determination period.
Undertake regulatory obligations in relation to building and development	Develop an On-site Sewage Management Register for existing systems in priority areas.	Director Planning & Environmental Services	100%	An electronic onsite Sewage Management Register is maintained and updated as new systems are installed and given approval to install and operate.
Undertake regulatory obligations in relation to building and development	Development Applications assessed and approved in accordance with statutory standards and requirements and Council Codes.	Director Planning & Environmental Services	100%	Development Applications lodged with Council have been assessed and determined in accordance with relevant legislation requirements.

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.	Manager Building & Environment	100%	All developments were inspected when required to assess compliance with the relevant approvals.
Undertake regulatory obligations in relation to building and development	Process applications for Planning Certificates.	Director Planning & Environmental Services	100%	Planning Certificate applications were determined expeditiously following lodgment with Council.
Undertake regulatory obligations in relation to building and development	Provide approval and inspection services for the installation of sewage and drainage services.	Director Planning & Environmental Services	100%	Council's role as a plumbing regulator, was delegated by the Office of Fair Trading under the Plumbing and Drainage Act, was undertaken as per required legislative requirements.
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.	Director Planning & Environmental Services	100%	All Section 68 applications seeking approval to install, operate and modify On-site Sewage Management Systems were managed as per relevant legislated requirements, including registration, inspection and approval.
Implement and maintain an appropriate register for leases, licences and land	Maintain the Lease, Licence & Land Register.	Director Planning & Environmental Services	100%	The lease, license and land use register was maintained.

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	Urban Services Co-Ordinator	100%	The streets were Mechanically and manually cleaned on a daily basis.
Maintain Council Buildings to an appropriate standard to ensure that buildings are occupiable	Maintenance and repair of Council buildings undertaken with available resources.	Director Planning & Environmental Services	100%	Council buildings were repaired when necessary and when expenditure budgets permit.
Improve disability access to Council buildings and facilities to improve their accessibility by older people and people with a disability	Implement Disability Action Plan.	Director Finance & Community Services	100%	The 2020-2024 Disability Inclusion Action Plan has been developed and will be adopted by Council in Q1 2020/2021. There are a number of accessibility projects identified, foot path upgrades, Main Street parking and pedestrian crossings, mobility scooter training and Council will be looking to appoint a Disability Inclusion Action Committee that will meet annually.
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.	Director Planning & Environmental Services	100%	Where development projects to Council building assets were commenced, improved means of universal access was included within design scopes to meet relevant Commonwealth legislative obligations and Council policy.

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COUNCIL STRATEGY					
1.6.5 Provide protection from fire, natural disasters, public health and other threats to the community					
DP Action	Action	Responsibility	Progress	Comment	
Have systems in place to allow a rapid response to a fire emergency within the Rural Fire District	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.	Infrastructure Manager	100%	Regular liaison with RFS has occurred during 2019-2020 and required hazard reduction work has been undertaken.	



Left: The General Manager ACE-ing it at the new Mount Hope Sign.

Middle: NSW Bike Week 2019 sponsored by NSW Government.

Right: The launch of the Far North West Joint Organisation Air Service.

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	All food shops and licensed premises inspected as per Food Authority Partnership.	Manager Building & Environment	100%	Some food premises were inspected in accordance with the Food Authority partnership prior to the COVID-19 pandemic. Advice from NSW Food Authority was to suspend all food shop inspections.
Have contingency plans in place to minimise the damage from threats from natural disasters	Complete appropriate advice to Land Services on Rural Addressing.	Director Finance & Community Services	0%	This action has proved difficult to prioritise, with an aim to be completed in Q1 2020/2021.
Have contingency plans in place to minimise the damage from threats from natural disasters	Investigation of public health incidents.	Manager Building & Environment	100%	There were no incidents reported during this reporting period.
Have contingency plans in place to minimise the damage from threats from natural disasters	Maintain RAP (Rural Addressing Posts) as required.	Director Finance & Community Services	100%	Roll out is completed. Replacement posts provided as required.
Have contingency plans in place to minimise the damage from threats from natural disasters	Public swimming places inspected and water samples taken.	Manager Building & Environment	100%	No water samples were taken as no available test equipment.
Have contingency plans in place to minimise the damage from threats from natural disasters	Swimming pool safety barriers inspected.	Manager Building & Environment	100%	Upon application, all private pools and their barriers were inspected.

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 reasonable foreseeable risks within the community.	Director Engineering Services	100%	Strategic Planning continues to occur through the Local Emergency Management Committee. Local Emergency Management Committee have met four times in Q3 and have met weekly in Q4 and are currently focusing on managing the COVID-19 pandemic.
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.	Director Engineering Services	100%	Local Emergency Management Committee Meetings for 2019/2020: One meeting held in Q1, no meetings in Q2, four meetings in Q3 and in Q4 they have met weekly with a focus on reducing the spread of the COVID-19.

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.	General Manager	0%	No action undertaken in 2019/2020.
Facilitate business development in the Shire	Review all lease conditions of the Cobar Caravan Park with an objective of striking a balance between revenue and investment.	General Manager	100%	New lease has been negotiated and implemented.

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.	Director Finance & Community Services	0%	No action undertaken in 2019/2020.

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.	Tourism Manager	100%	Council staff continue to work and have a close relationship with the Business Association, staff representatives are general members on the Business Association Committee. Throughout the year staff have closely worked in collaboration with the Business Association with numerous events and workshops such as The Cobar Business Awards, shop locally relaunch campaign, Christmas Gala Night and street parade, retail revamp workshop and a visit from the Governor of NSW.
Support shop local campaigns, including administration of the Cobar Quids program	Monitor, dispense and reconcile Cobar Quids.	Office Co-Ordinator	100%	Council acts as the "bank" for the issue and collection of Cobar Quids which is a shop locally initiative of the Cobar Business Association. Council normally processes between 70-100 quid transactions per month. There was a decrease in the last quarter due to Covid-19.
Support the Economic Taskforce and progress priority actions identified by the Taskforce	Support the Economic Taskforce and progress priority actions identified by the Taskforce.	Director Finance & Community Services	0%	No action undertaken in 2019/2020.

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.	Tourism Manager	100%	Reports and regularly prepared and submitted to Council throughout the year.

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 Heritage Centre.	Tourism Manager	100%	The Great Cobar Heritage Centre Museum and Visitors Information Centre has had a busy year with some record-breaking months with Visitors and shop sales and closing the museum for renovations which involved removing all exhibition displays, collection and all items from inside the Museum building. A temporary visitors centre has been set up at 43 Linsley Street a shared space with Family Day Care for the period that the Museum is closed.
Develop and implement new ideas to bring people to Cobar	Develop new marketing material to bring new residents and tourists to Cobar.	Tourism Manager	100%	Staff have collaborated with various groups throughout the year such as Destination NSW, Kidman Way promotional committee, Tourism Group and neighbouring visitors centres. Tourism staff continue to work on appealing marketing material, target markets, collating data and stats, cross promotion and updating content on ATDW, websites and social media platforms. The promotional committee are working on a regional tourism strategic plan and Tourism routes itinerary.

COMMUNITY OUTCOME

2.3 A strong business hub operating out of the Cobar airport

COUNCIL STRATEGY

2.3.1 Encourage business development at Cobar Airport and encourage Cobar as a stopover point for aircraft

DP Action	Action	Responsibility	Progress	Comment
Actively seek out business opportunities to enhance the operations at Cobar Airport	Promote the airport to interested parties to establish business enterprises as per the actions in the Master Plan.	Director Finance & Community Services	0%	No action has been undertaken with the Cobar Aerodrome Master Plan in 2019/2020. The Plan is still in draft form. This action is now on hold until the COVID-19 pandemic is over.
Actively seek out business opportunities to enhance the operations at Cobar Airport	Providing Secretariat support to the Airport Advisory Committee to the Cobar Regional Airport.	Director Finance & Community Services	0%	No meetings of the Airport Advisory Committee held in 2019/2020.



The new Nymagee and Cobar Signs.

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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.	Office Co-Ordinator	100%	Fees and Charges were reviewed and adopted for 2019-2020 as part of Council's Annual Operation Plan in June. Rate recovery and debt recovery are conducted as per council's Debt Recovery Policy. Outstanding rate balances have been reduced from \$1,797,313.76 at the 30 June 2019 to \$398,164.26 at the 30 June 2020.
Undertake private works	Undertaken private works for property owners, contractors and RMS.	Roads Development Manager	100%	Private works are undertaken as required.

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 a activities outlined in the Annual Operational Plan and to access additional grant opportunities as they become available.	Grants Officer	100%	<p>Numerous grant applications have been submitted in 2019/2020 with projects that align with Council Strategic Plans. Grants applied for are as follows: Cobar Show Society - upgrades to facilities; Cobar Miners Race Club - amenities block; BBRF - Ward Oval and Early Learning Precinct; BBRF - Cobar Viability Strategic Plan; Fixing Local Roads - SR6 and SR26; Fixing Country Roads - The Wool Track; Regional School Holiday Activities - Cobar Swimming Pool; Active Transport - Maidens/ Blakey Street intersection - pedestrian refuge; Active Transport - Bathurst Street footpath from the Caravan park - Cobar TAFE; Local Government Authorities Arts and Cultural Funding - Continued Museum Upgrades;</p> <p>Crown Lands funding, Club Grants Funding, CASP funding and acquittals for seniors week and previous \$1 million drought funding received.</p> <p>Drought Communities Program – Extension - \$1 million (round two) - including Bus and Taxi Shelter Upgrade, 150 Year Celebrations for Cobar, PA system in Main Street, toilets/ shower block at Dalton Park Horse Complex, shade cover over BBQ area at Dalton Park, CWA - accessibility ramp, Cobar Memorial Swimming Pool - Swimming Club/ Yabbies and school carnival shade, Copper City and Heritage Park fence photo display, footpath upgrades; Combatting Social Isolation - reach out to isolated seniors via outreach phone calls, delivery of books and craft; Infrastructure Grant through the NSW Club Grants - shade structure at the Euabalong Park; Showgrounds Stimulus Funding - seal carpark, electrical upgrades in stabling area, demolish existing stables and install 90 new (compliant) stables; Streets as Shared Spaces - install 170 meters of footpath along Blakey Street to link walking trail, line marking and install animal cut-outs along walking trail at the Newey; Community Building Partnerships - refurbishment of soft fall in the Splash Park area of Cobar Memorial Swimming Pool.</p>

COUNCIL STRATEGY				
3.1.1	Increase Council's income stream			
DP Action	Action	Responsibility	Progress	Comment
Undertake rating functions of Council	Recovery of outstanding rates.	Office Co-Ordinator	100%	Council levied rates in July in accordance with the NSW Local Government Act 1993. Council continues to recover outstanding rates as per the Debt Recovery Policy. A sale of land for unpaid rates was conducted on the 25 October 2019 which has reduced the outstanding balances.
Undertake rating functions of Council	Undertake sale of land under Section 713.	Office Co-Ordinator	100%	A Sale of Land for Unpaid Rates Under Section 713 was conducted on the 25 October 2019. Settlement of these properties has finalised. The land which were passed in will be sold by private treaty.
Effectively manage Council investments	Optimum investment of Council's surplus funds in accordance with Council's Investment Policy.	Financial Accountant	100%	Council's surplus funds have been invested to maximise interest revenue after taking Council's current and future working capital and operational needs into consideration.
Provide services as per contract with Services NSW	Meet the requirements as per Services NSW Contract.	Office Co-Ordinator	100%	Council provides a Service NSW Agency Monday to Friday from 8am to 4.30pm. Customer Service is provided as per the contract and relevant legislation. The level of face to face service was reduced in Q4 due to Covid-19 restrictions. Staff continued to provide assistance over the telephone and educating customers on how to process transactions online. Transactions which could not be processed online have been processed face to face.

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COUNCIL STRATEGY				
3.1.1 Increase Council's income stream				
DP Action	Action	Responsibility	Progress	Comment
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.	Director Planning & Environmental Services	100%	Contributions Plan, S64 Plan and Planning Agreements were utilised during Q4.

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.	General Manager	0%	No service level reviews were undertaken in 2019/2020. Parks and Gardens is the only service area marked for review that has not been finalised.

COUNCIL STRATEGY				
3.1.3 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.	Director Finance & Community Services	75%	<p>The Enterprise Risk Register was adopted by Manex in July 2019.</p> <p>The Business Continuity Plan was drafted and presented to the IRAC for review, however with updates to IT security it now needs to be reviewed again before finalisation and adoption by the Internal Audit Committee. Council still need to run a mock disaster once adopted.</p>
Develop and implement a risk management strategy suitable for Council operations	Develop and implement a Corporate Risk Management Strategy.	Human Resources Manager	100%	<p>The Corporate Risk Register has been reviewed and adopted by Manex.</p> <p>Quarterly departmental reviews will commence in Q1 2021 to ensure the content remains current.</p> <p>Manex review all high-level risks at each monthly Manex meeting.</p>

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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	Facilitate Internal Audits functions based on Risk Register commencing with most significant risk.	Director Finance & Community Services	100%	The Risk Register was developed and adopted by MANEX and the IRAC. High rated risks and accompanying actions are reported to MANEX on a monthly basis for review. One meeting of the Internal Audit Committee was scheduled in Q1 but did not go ahead due to lack of a quorum. An Internal Audit Committee Meeting was held in Q4. Council are seeking to appoint another community member and another Councillor. This has not been completed to date.
Develop and implement suitable internal audit processes for Council operations	Internal Audit Committee to meet quarterly and ensure Compliance with all Legislative and Regulatory requirements.	Director Finance & Community Services	100%	One meeting of the Internal Audit Committee was held in 2019/2020. Internal Audit Committee meetings for 2020 have been set. Compliance with all Legislative and Regulatory requirements on target. RAC is functioning satisfactorily.
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.	Human Resources Manager	100%	WHS Committee meetings are held bi-monthly, with regular agenda items being discussed, addressed and resolved. The committee provides a platform for consultation between Council Management and employees and has been operating effectively.

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	Provide a safe working environment through advice, safety programs, audits and staff involvement.	Human Resources Manager	100%	Polices and Procedures for WHS have been developed and regularly reviewed. Any changes or new policies/procedures are relayed to all staff. To meet our consultation requirements, the Councils WHS Committee are asked to participate in these reviews, and managers/supervisors are asked to discuss any changes with employees. Council conducts a yearly StateCover WHS Audit to highlight any areas that need attention, and complete yearly StateWide Continuous Improvement Pathway (CIP) program to further improve our safety systems in an area of risk chosen by them. Nationally Recognised Training in WHS and high-risk activities carried out by Council employees is provided where required.
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.	Human Resources Manager	100%	Return to Work and injury management services are provided to all areas of Council by Human Resources. Our ageing workforce continues to be a significant driver for workplace degenerative injuries. The 2019/20 year has seen a marked reduction in Council's Workcover premiums, which is directly impacted by a reduction in lost time through a conscious effort on returning staff to work as soon as possible.

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COUNCIL STRATEGY				
3.1.4	Minimise risk for Council and the community			
DP Action	Action	Responsibility	Progress	Comment
WHS obligations are met and safe work practices are promoted and undertaken	Refinement and implementation of Councils WHS Management System in conjunction with WHS Committee and employees.	General Manager	100%	New WHS policies/procedures have been created and approved by the WHS Committee, awaiting approval by Manex. An action plan from the StateCover WHS Audit has been put in place. Council will continue to attend quarterly Orana Risk Group meetings. The WHS Committee has been running well and meets every two months. April's meeting was cancelled due to COVID-19. A special meeting is organised for July to discuss Site Inspections, to ensure actions from the Risk Management Actions Plans are being completed. A new cloud based health and safety software (VAULT - provided by StateCover and is a free resource to Council) will be introduced in 2020, it will allow a more efficient way to manage our risk, health and safety responsibilities. The StateCover WHS Audit was carried out in August 2019, from this audit a plan of action with priorities has been created to review what Council is already compliant.
Reduce workplace accidents and incidents by supporting the WHS Committee, providing adequate training and appropriate procedures	Coordinate development and training of staff in Safe Work Method Statements (SWMS).	Human Resources Manager	100%	At the Annual Induction Day all outdoor employees are retrained in the 6 SWMS relevant across the whole organisation. A review of Councils 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 supervisor's meetings, toolbox talks and on the job training.

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.	Human Resources Manager	100%	<p>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 (which is currently under review).</p> <p>Staff are inducted onto the relevant work sites where they will be working at (and onto applicable plant) by their immediate supervisor.</p>
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.	Human Resources Manager	75%	<p>WHS Committee have an active workplace audit schedule.</p> <p>The action register keeps track of allocated tasks and their completion - with positive feedback from committee members on their progress.</p> <p>A WHS Audit Procedure is currently being developed.</p>

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%	Councils Records Department continued to train newly appointed Records Staff. Several RFQ, EOI & RFT also closed; records staff have commenced completing various tender checklists to ensure the records management compliance requirements are met for each project. The Records & Information Supervisor researched obligations, risk mitigation and alternatives for the ongoing management of the Far North West Joint Organisation (FNWJO) in respect to recordkeeping and compliance with the State Records Act 1998. Council Records Department has undertaken a comprehensive Service Review for Records Management with an aim to build organisation capacity for the future and improve understanding of service levels. From this outstanding compliance requirements were identified; with an update provided on the progress that has been made within compliance areas over the last 12-24 months. Council Records Department is running at capacity and is registering 4 x times the records of any OROC paper-based Council. By focussing on EDRMS over the next 3 years a lot of areas within compliance will improve; once staff are trained and using the system the records team can address outstanding operational and strategic backlog including outstanding compliance requirements.

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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	Effective records administration systems and protocols in place	P Vlatko	100%	<p>Councils Rating Records were identified in the General Retention and Disposal Authority: Local Government Records (GA39) to allow records to be sentenced, archived and disposed where appropriate. Council will soon start to automatically acknowledge receipt of any external emails that mailcsc receives; helping to improve Councils customer service process. A future proof strategy for Councils building security is being developed following some difficulties issuing and cancelling any new access cards.</p> <p>The Records Department is running at capacity and a Service Review has been prepared for Councils Records Department. In order to improve the records administration systems and protocols Council has been exploring EDRMS. Work plans have been developed; however time constraints and operational demands prove to be an ongoing issue. In the coming months there will be a shift in focus from operational tasks to strategic focus when the Records and Information Supervisor steps into a more strategic role in order to progress EDRMS particularly with the commencement of the new IT Manager.</p>
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%	<p>Council's Records and Information Supervisor, IT Manager and Financial Accountant met to discuss and finalise the EDRMS scope and criteria for inclusion in the upcoming ERP tender. The EOI for the ERP replacement has closed and evaluated by the ERP User Group evaluation panel with a recommendation to Council to proceed with Selective Tendering from the complying EOI candidates.</p>

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COUNCIL STRATEGY

3.1.5 Strong governance measures in place

DP Action	Action	Responsibility	Progress	Comment
Councillors are well trained and informed on their roles and responsibilities	Training provided to Councillors.	General Manager	100%	Councillors undertook Planning Training with Adam Seton of Marsdens Group. Which focused on the role of Councillors in determining Development Applications.

COMMUNITY OUTCOME

3.2 An engaged community that participates in decision making



Left: Deputy Premier, John Barilaro, Minister for Local Government, Adam Marshall and Mayor, Lilliane Brady OAM opening the Water Treatment Plant.

Middle: Killards working on the reticulation upgrade.

Right: Council's Library Team.

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.	General Manager	100%	Regular staff newsletters are generated and distributed giving staff an update on projects, corporate issues and staffing. Regular adverts are placed in the paper to provide the community with updates, along with Facebook postings across Council's business units - with Facebook accounts regularly updated by the Youthie, Library, Tourism and Council. Council also uses Instagram to sell what we are doing and to generate interest. Frequent email mail outs have been sent to staff on COVID-19 updates.
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.	Director Engineering Services	100%	<p>There were three Traffic Committee meetings held in 2019/2020. Recommendations - change pedestrian crossing at Cobar Public School to a childrens crossing during school times only, investigate implementing a 40km/h in High Pedestrian Activity Area (HPAA) in CBD of Marshall St, RMS investigate the suitability for a proposed new location for a disabled carpark on Linsley Street closer to the Brennan Centre, Parallel Parking on Linsley Street be changed from rear to curb to parallel parking and Council to investigate if the current location of the Bus Stop at Taxi Rank is the most suitable place.</p> <p>There were three Rural Roads Advisory Committee Meetings. Recommendation that Council follow-up on nonphysical stock barriers.</p> <p>The meetings scheduled for Q4 were cancelled due to COVID-19.</p>

COUNCIL STRATEGY					
3.2.2	Encourage more direct participation and interaction between Council and the community				
DP Action	Action	Responsibility	Progress	Comment	
Maintain partnerships with community organisations, such as Business Groups, Council Committees and Council Alliances	Participation in Lower Macquarie Water Utilities Alliance (LMWUA).	Water & Sewer Manager	100%	Meetings of the Orana Water Utilities Alliance (OWUA) are regularly attended and are actively participated in.	

COUNCIL STRATEGY					
3.2.3	Increase participation of youth in community leadership				
DP Action	Action	Responsibility	Progress	Comment	
Provide administration and support to the Cobar Youth Council.	Provide administration and support the Cobar Youth Council and maintain contact with similar organisations in other local government areas so as to provide interaction.	Manager Youth and Fitness Centre	100%	Youth Centre Manager has been assisting the Youth Council. A new committee had been formed and a greater interest had been shown for this year but Covid-19 has put this all on hold.	

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

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COUNCIL STRATEGY				
3.3.1	Provision of good customer service			
DP Action	Action	Responsibility	Progress	Comment
Focus on the provision of good customer service by all Council staff	Ensure that all CRM and other complaints registers and reviewed with appropriate actions and responses to complainants.	Director Finance & Community Services	100%	Requests and complaints are recorded via work orders in Civicview and distributed for action. Council still needs to improve on capturing all requests and responding to customers after we have actioned the request. A full report will be presented to Council in Q1 2020/2021.

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.	Human Resources Manager	100%	Council have been utilising online performance reviews through PULSE for the last three years, which is modified and improved each year. This year the behavioural expectation statements were updated to correlate with the terminology in our ACE IT core values. A training module was also added this year to allow for consistency when developing training plans.
Human Resources	Develop Staff Recognition and Reward Program.	Human Resources Manager	100%	Council introduced GEM Awards in 2018 to encourage staff to nominate their peers for "Going the Extra Mile", the awards are presented at a quarterly BBQ for all staff. Following a staff suggestion, we aligned the 2020-2021 GEM Awards with Council's Core Values. The following staff have received GEM Awards in 2019/2020: October 2019 – Glen Smith, December 2019 – Carolyn White & Tim Lee, April 2019 – John-Wayne Josephson and June 2020 is yet to be announced.

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COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comment
Human Resources	Develop Staff and promote their inclusion in decision making through consultation and through measures such as the Staff Suggestion Program, regular team meetings and site visits by Manex.	Human Resources Manager	100%	<p>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.</p> <p>Staff suggestion box is available, but does not generate any feedback, however informal feedback is provided to Management on a regular basis.</p>
Human Resources	To be an employer of choice including the development of an attraction and Retention Strategy, training plans, succession plans and traineeships.	Human Resources Manager	100%	<p>Attraction and retention are significant HR issues for all regional Councils in NSW. A training matrix is being developed, with resourcing the main barrier to completing this.</p> <p>Apprenticeships for 2019 were put on hold due to the lack of qualified tradesmen to support them.</p> <p>Additional graduate roles for technical areas and administrative trainees are being considered.</p> <p>Succession planning for critical roles needs more consideration.</p>

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COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comment
Human Resources	To build productivity, maintain industrial harmony and increase employee satisfaction.	Human Resources Manager	100%	Overall the industrial harmony is sound. We have had no formal industrial issues this year.
Human Resources	To ensure that a Consultative Committee is effective and efficient in recommending to the General Manager for action.	Human Resources Manager	100%	There continues to be very few items brought to the Consultative Committee (CC) by employee representatives on the committee, majority of items are raised by HR for policy review, structure changes or position re-evaluations.
Human Resources	Undertake electronic performance appraisal annually.	Human Resources Manager	100%	Since April 2017, Council has been conducting electronic performance appraisals through PULSE. Improvements are made each year to enhance the results from the process and to make it easier for staff to complete.
Human Resources	Undertake biennial Staff Attitude Survey.	Human Resources Manager	0%	The staff satisfaction survey was due to be conducted in November 2019. Depending on COVID-19, we will consider conducting that survey in November 2020.

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COUNCIL STRATEGY				
3.3.2 Staff are valued, well trained and able to undertake their roles and functions				
DP Action	Action	Responsibility	Progress	Comment
Good recruitment and selection processes that promote the philosophy of 'recruit for attitude, train for skills'	Ensure the organisational structure is appropriate to achieving the Budget or Delivery Program/Annual Operational Plan.	Human Resources Manager	100%	The current organisational structure is in line with budget availability. 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	Human Resources Manager	100%	Council's Employee Assistance Program is utilised by staff and promoted to individual staff who may benefit from the assistance. We are focusing on all areas of health and well-being for staff and promoting other training and activities throughout the business including a health and wellbeing day for all staff to be held annually utilising insurance rebates, which allows these initiatives to remain cost neutral.
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.	Infrastructure Manager	95%	10 year plant replacement program being revised, following reprioritisation of plant replacement based on latest plant condition reports and availability, as there have been some supply limitations with COVID impacting manufacturing and imports.

COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comment
Staff are provided with up-to-date and relevant tools to undertake their roles	Review and update 15 Year Plant Rolling Replacement Program.	Infrastructure Manager	10%	On hold until 10 year plan is completed. To be completed in 2020/2021.
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.	IT Manager	90%	Audit and analysis of the Organisations software requirements will be ongoing. GAP Analysis will be conducted every January to build and modify the IT road map and budget for the next financial year.
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.	IT Manager	90%	There has been significant change in the available hardware and software resources available in the organisation during the 2019-2020 financial year. The reception has been positive and has created a shift to using technological solutions to issues we face such as engaging with remote resources. The use of resources such as Zoom, teleconferencing and the ability to be mobile with laptops and new remote desktop gateway has also allowed us to be prepared and flexible during Covid-19.

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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.	IT Manager	50%	Policy and business rule creation has been a lower priority during the 2019-2020 financial year due to prioritisation of system stabilisation, implementation of key security measures and the COVID-19 pandemic.
Provide Cobar Shire Council with a secure, reliable and cost effective information technology network.	Ensure that a systematic review of services is in place.	IT Manager	50%	Audit of services has been completed for the 2019-2020 financial year.
Provide Cobar Shire Council with a secure, reliable and cost effective information technology network.	Report any identified system breaches.	IT Manager	100%	Breaches have been identified and reported to MANEX on a monthly basis.
Provide Cobar Shire Council with a secure, reliable and cost effective information technology network.	Review and ensure that backup systems are secure and reliable.	IT Manager	100%	Onsite and offsite backups are configured to run daily. Backups have been tested to ensure availability of data.

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COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
Maintain and actively use the Public Libraries NSW Membership	Identify opportunities for information share and services development.	Manager Library Services	100%	Participated in information sharing activities via e-mail. Attended central-west zone meetings in Grenfell and Dubbo. Library staff attended mental health 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.	General 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.	Grants Officer	100%	The Community Engagement Plan will require community consultation to be undertaken which is on hold due to COVID-19.
Council updates the Integrated Planning and Reporting framework documents as required	Make changes to IP&R documents in line with Audit Office requirements	Director Finance & Community Services	100%	All IP&R documents have been updated and adopted.

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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.	Human Resources Manager	100%	Council's Workforce Plan has been renewed and adopted for the coming four years, effective 1 July 2017. The document reflects the key elements from other workforce plans that are considered model documents throughout the State. Next review date is February 2021 in preparation for 1 July 2021.
Council updates the Integrated Planning and Reporting framework documents as required	Works Program developed for Shire and Regional roads, drainage, signs and traffic facilities.	Roads Development Manager	100%	Updated works program completed.
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.	Director Finance & Community Services	50%	This action will be completed in 2020/2021 when staffing resources are available.
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.	Director Finance & Community Services	100%	No action has been undertaken. Currently a low priority.

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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.	Director Finance & Community Services	50%	This has now commenced. A number of roads have been completed, but there is still a lot of work to be undertaken. Will be completed as staffing resources become available.

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	Maintain a current Contracts Register, update policies and procedures and identify improvements in procurement processes.	Director Finance & Community Services	100%	The Contracts Register is reviewed on a regular basis. Policies and procedures are reviewed regularly.
Good contract management and procurement practices are employed	Update Trades and Miscellaneous Services Register with alternate options to be investigated.	Director Finance & Community Services	100%	Investigations have continued into a suitable trades and miscellaneous services register.
Provision of Cobar Water Board Administration and Financial Services	Undertake administration and financial services for the Cobar Water Board as per the Agreement.	Director Finance & Community Services	100%	Administration and financial services being performed to expectation.

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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.	Water & Sewer Manager	5%	<p>Cobar Water Board (CWB) has resolved to continue to seek State Government financial assistance to upgrade the remaining 90km of 300mm mild steel pipe between Nyngan and Cobar. CWB is undertaking an options study report for upgrading the Nyngan and Hermidale Pump Stations.</p> <p>Lining of the APC is being investigated as part of DPIE Regional Water Strategies and also as part of a drought mitigation measure by providing a pipeline from Narromine to Nyngan.</p>

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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	Continue meeting with relevant Government personnel demonstrating the need for the town water licence to be increased.	General Manager	100%	Application to the NARA for the additional 1,300mg town water licence has been applied for on the recommendation from the government agencies and the Minister for Water. Announcement expected in Q1 2020/2021.

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.	Water & Sewer Manager	30%	PO issued, design completed, Tender to be released in July 2020.
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.	Water & Sewer Manager	60%	Tender awarded. Variations approved to undertake additional cast iron pipes identified. Expected completion date November 2020.
Maintenance and repairs of water mains and water filtration system	Implement Water Supplies Asset Management Plan with 5 Year Rolling Works Program.	Water & Sewer Manager	30%	Tender accepted for replacement of cast iron and dead ends. Contractors on site expected to be completed by August 2020. Killards replacing pipes throughout town.

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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
Undertake fair valuation of water and sewer	In conjunction with Councils Asset Management team and Auditor undertake revaluation of Councils water and sewer assets.	Director Engineering Services	0%	No action undertaken in 2019/2020.

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	Scoping study to be completed for Nymagee, Euabalong and Euabalong West.	Water & Sewer Manager	85%	Scope in draft, currently finalising documentation.

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.	Water & Sewer Manager	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.	Continue to make representation to the Cobar Water Board to have the remaining 100km of the Nyngan to Cobar Pipeline funded and installed.	Water & Sewer Manager	10%	Cobar Water Board has resolved to seek funding from the State Government to replace the remaining 90km of 300mm mild steel pipeline. Council's General Manager, to have discussions with Michael Blackmore from DPIE regarding funding as CWB is not currently eligible for SSWP funding, even though water security is listed as rank 5 (high risk).
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.	Director Engineering Services	5%	No action undertaken in 2019/2020, due to limited resources.

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

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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.	General Manager	100%	Council have written to Mark Coutlon's Office in support of a Mobile Black Spot application sent through for Hermidale and are still awaiting a response.
Lobby the government for improved communications networks	Maintenance of radio base stations and licences.	Infrastructure Manager	100%	Licences have been renewed. No significant maintenance carried out, only occasional reset or minor repair following storms or power outages.

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	Construction and maintenance works carried out on Regional and Shire Road Network in accordance with approved programs and standards.	Roads Development Manager	95%	The majority of works were completed on time with the exception of the REPAIR program on the Fifty-Two Mile Road which was delayed due to wet weather. The program has been granted an extension of time and will be completed before the end of August.

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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	Construction and maintenance works carried out on Regional and Shire Road Network in accordance with approved programs and standards.	Roads Development Manager	100%	Council was able to complete and seal a 'gap' portion of the Fifty-Two Mile Road near Windara. 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.	Roads Development Manager	90%	Councils contract with Transport for NSW has been renewed with an update to the inspection and defect requirements. Council will continue to undertake works under the contract as required.
Road works undertaken according to priority, weather conditions and availability of resources	Street maintenance and sign maintenance, including alcohol free signage.	Roads Works Manager	100%	Maintenance conducted as required.

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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.	Roads Development Manager	95%	Council continues to undertake Ordered Works when required.
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.	Roads Development Manager	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	Ensure that all Contractors have a Quarry Safety Management Plan.	Roads Development Manager	100%	All Contractors have a Quarry Safety Management Plan and are conforming.
Oversee quarrying activities and ensure an adequate supply of good quality gravel for use on the road network	Establishment and use of funding reserve for the rehabilitation and restoration of disused gravel pits and quarries.	Roads Development Manager	85%	Council is in the process of winning and crushing gravel in a series of gravel pits for upcoming projects.
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.	Roads Development Manager	90%	Council is up to date with pit licencing and continues to licence each new pit as required.

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COUNCIL STRATEGY				
4.3.1 Seek ways to expand the sealed road network and improve and maintain the unsealed road network				
DP Action	Action	Responsibility	Progress	Comment
Undertake Grain Road Seal Extension Project	Undertake upgrade to Grain Road as per funding agreements.	Roads Works Manager	100%	Project completed, over budget by \$40,000.

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	Identify priority works required to improve the safety of the footpath network and undertake works as funding becomes available.	Urban Services Co-Ordinator	100%	A number of patching works were undertaken, patched 20 metres of footpath near St Johns Catholic School, renewed guttering in Brough Street and gutter replacement in Bradley Street. Repaired 20 metres of footpath on the corner of Linsley Street and Harcourt, which was identify as a trip hazard. Currently replacing high priority works. In Q4, 70 metres of footpaths completed in Harcourt Street including a pram ramp.
Provide and maintain a safe and adequate footpath and bike path network	Implement the Pedestrian Access Mobility Plan (PAMP) and Bike Plan Action Plan for Cobar.	Roads Works Manager	0%	Pedestrian Access Mobility Plan (PAMP) has been superseded by the Active Transport Plan (ATP).

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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	Implement the actions outlined in the Active Transport Plan.	Roads Works Manager	10%	Council have identified the footpaths required for replacement/upgrade and works will commence in Q1 2020/2021.
Provide and maintain a safe and adequate footpath and bike path network	Kerb & Gutter maintenance.	Urban Services Co-Ordinator	100%	In Q1, the street sweeper has ensured that the kerb and gutters are clean. In Q2, Council have undertaken kerb and gutter maintenance in Linsley Street to Louth Road, out the front of the Brennan Centre and near the Medical Centre - corner of Linsley Street and Harcourt. Works were undertaken in Bradley and Brough Street in Q3 and no kerb and gutter maintenance occurred in Q4.



Left: Library Craft for Adults – cross stitch.

Middle: Museum 50 year Celebrations.

Right: Council's new streetsweeper.

INFRASTRUCTURE

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COUNCIL STRATEGY				
4.3.2 Provide and maintain safe and serviceable transport infrastructure including roads, footpaths, bike paths and airport				
DP Action	Action	Responsibility	Progress	Comment
Cobar Airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Conduct regular and statutory maintenance program in accordance with Airport Operational Manual.	Infrastructure Manager	100%	Airport Operational Manual has been updated to align with latest requirements. Security audit has identified some areas we need to improve, but appears to be primarily managing of records, familiarisation of records/self-audit system and ease of accessibility to readily be able to show evidence of compliance.
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.	Director Finance & Community Services	10%	No action undertaken in 2019/2020 on the Cobar Aerodrome Master Plan.
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.	Infrastructure Manager	100%	Services are being provided. Additional cleaning personnel engaged to maintain service levels as per recommendations to prevent spread of COVID-19.

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.	Address the use of airstrips for purposes other than emergencies and determine best way forward to meet needs of all stakeholders.	Infrastructure Manager	100%	<p>This was raised during a period we had no regular commercial or charter flights servicing Cobar and was based on evaluating the potential of reducing our requirements and costs, by dropping from a Category 6 Airport (closed charter up to 10,750kg/regular public or open charter 5,700kg to 20,000kg) to a Category 7 Airport (no closed charter/no regular public or open charter over 5,700kg), basically becoming an unmanned airport.</p> <p>If and when there are no regular commercial and charter flights operating this question can be raised again with the committee at that time.</p>
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.	Infrastructure Manager	100%	Runways are monitored by the ARO on every day and based on observations the appropriate maintenance or repair works are planned and carried out. Currently secondary runway is being scheduled for resurfacing works based on surface deformation observed.

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COUNCIL STRATEGY				
4.3.3	Maintain the rail network in the Shire to maximise the benefits to the community and to provide an alternative to road freight.			
DP Action	Action	Responsibility	Progress	Comment
Lobby the NSW Government to ensure that the rail network is well maintained, safe, affordable and well used, particularly for freight movements to reduce the impact of road movements on the community.	Continually lobby NSW Government to maintain rail network.	General Manager	0%	No lobbying occurred in 2019/2021.

COMMUNITY OUTCOME	
4.4	Good quality and affordable community facilities and infrastructure

COUNCIL STRATEGY				
4.4.1	Upgrade priority playgrounds and parks with good design to cater for all age groups and abilities and maintain the rest at agreed service levels			
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.	Urban Services Co-Ordinator	100%	All playgrounds are inspected fortnightly and all meet Australian Standards. Little Tassie, Mulga and one in Acacia need to be decommissioned. This will be investigated in 2020/2021.
Provide and maintain safe and adequate playground facilities	Remove Drummond Park Playground and reclaim area.	Urban Services Co-Ordinator	100%	Removed the old Drummond Park Playground. This area will be reclaimed in 2020/2021.

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COUNCIL STRATEGY				
4.4.2 Increase the range of community facilities and maintain those that we have to an appropriate standard				
DP Action	Action	Responsibility	Progress	Comment
Implement the Ward Oval Masterplan	Update the Ward Oval Masterplan and seek funding for a new building at the site and other improvements.	Projects Coordinator	20%	Architect working on final DA plans for the new Ward Oval Building. Funding secured for further upgrades to the Ward Oval precinct. Master plan to be developed in the future to include all updates and future improvements.
Undertake Council's cemetery operations in an appropriate and dignified manner	Keep stock of pre-dug graves in reserve and maintain Cemetery to the appropriate level.	Urban Services Co-Ordinator	100%	Council completed 24 pre-dug graves in 2019/2020.
To provide quality and readily accessible library services to Cobar and villages	Offer high quality and relevant library services for five (5) hours per week at both Nymagee and Euabalong.	Manager Library Services	100%	Nymagee and Euabalong Library services operated for five hours per week Q1 to Q3. Library services doors were closed to visitors April - May in accordance with Covid-19. Home and postal delivery of loans was offered to Nymagee and Euabalong Library customers. Nymagee and Euabalong Library services re-opened and operated for five hours per week in June.
To provide quality and readily accessible library services to Cobar and villages	Participate in State and National events that promote literacy.	Manager Library Services	100%	Supported the Premier's Reading Challenge with purchase and loan of listed books.

COUNCIL STRATEGY				
4.4.2 Increase the range of community facilities and maintain those that we have to an appropriate standard				
DP Action	Action	Responsibility	Progress	Comment
To provide quality and readily accessible library services to Cobar and villages	The Library acquires processes, maintains, and lends library materials that are up to date and appropriate.	J Siemans	100%	<p>3,001 physical items and 2,350 eBook and eAudio titles were added to the collection.</p> <p>1,725 items = value \$34,336 (at cost) were removed.</p> <p>18,872 items loaned (includes 2,151 eBook & eAudio loans).</p> <p>Cobar Library doors were closed to visitors April - May in accordance with Covid-19 regulations. 207 home deliveries were made to library customers during this time. The home delivery services are being continued on a weekly basis.</p> <p>Compared to last year's figures of:</p> <p>2,918 physical items and 2,289 eBooks and eAudio were added to the collection.</p> <p>7,206 items = value \$132,121 (at cost) were removed.</p> <p>21,822 titles loaned (includes 2,126 eBook and eAudio loans).</p>

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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.	Manager Library Services	100%	<p>1,762 hours of computer use and 224 hours of wireless bookings. Access and use limited by lack of WIFI July - November, closure to visitors April - May, and restricted number of computers and time available June. Library services doors were closed to visitors April - May in accordance with Covid-19 restrictions and Library customers were not able to access the library internet service. With the necessary spacing of Covid-19 restrictions, 3 computers are being provided for public access.</p> <p>Compared to last year's figures of:</p> <p>10 computers provided for public access. 4,021 hours of computer use and 1,006 hours of wireless bookings.</p>
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.	Manager Library Services	100%	Library staff attended the mental health training.

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COUNCIL STRATEGY				
4.4.2 Increase the range of community facilities and maintain those that we have to an appropriate standard				
DP Action	Action	Responsibility	Progress	Comment
To provide quality and readily accessible library services to Cobar and villages	To ensure that the Library service is utilized by Cobar Shire residents of all ages and community groups.	Manager Library Services	100%	<p>106 new members. Total membership = 2,142 members. Inactive members were removed from the computer system. 17,900 visits counted to Cobar, Nymagee and Euabalong Library services.</p> <p>Community engaging activities provided: Bookaholics meetings, Books After Dark meetings, colouring in competitions for children and adults, LBV readers' group, adult craft sessions, and Library anniversary party.</p> <p>Cobar Library doors were closed to visitors April - May in accordance with Covid-19 restrictions. Activities were provided as packs for Cobar residents to complete at home. Activities provided for Cobar residents: adult craft packs - 46 packs delivered; kids' craft packs - 40 packs delivered; how to knit/crochet packs - 17 packs delivered; adults-only colouring in competitions (Easter and coffee cups) - 25 participants.</p> <p>Home delivery of loans was offered to library customers and 207 deliveries were made. Customer engagement took place via Facebook and phone contact.</p> <p>2018/2019 figures: 208 new members joined. Total membership = 2,194 members. 27,660 visits counted.</p>

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COUNCIL STRATEGY				
4.4.2	Increase the range of community facilities and maintain those that we have to an appropriate standard			
DP Action	Action	Responsibility	Progress	Comment
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Depot upgrade works undertaken as per the master plan.	Director Planning & Environmental Services	50%	Master plan no longer relevant to future works being planned and is subject to review in next financial year.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Each season a review of the plant and equipment to ensure timely expenditure on plant costs.	Director Finance & Community Services	100%	Plant and equipment review is in place and is achieving satisfactory results.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Maintenance of Buildings Asbestos Register.	Manager Building & Environment	75%	Council building assets are progressively going through a process of being assessed for asbestos presence to develop a respective register for all assets.
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.	Director Planning & Environmental Services	75%	All relevant upgrades to the Cobar Youth and Fitness Centre are currently progressing.
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.	Director Planning & Environmental Services	0%	No resources available at this point in time to progress this task.

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COUNCIL STRATEGY				
4.4.2 Increase the range of community facilities and maintain those that we have to an appropriate standard				
DP Action	Action	Responsibility	Progress	Comment
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Undertake upgrades to the Great Cobar Heritage Centre including, improving access, fire safety and weather proofing to the building.	Director Planning & Environmental Services	75%	The project design and planning is complete. Contract in place for ramp construction with work about to commence. Tender for remaining work progressing and will be reported to Council early in 2020/2021.

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 Reservoir reserves	Develop and adopt a plan of management for the Newey Reservoir.	Director Planning & Environmental Services	75%	A draft plan has been submitted to Crown Lands to approve public exhibition. Awaiting further advice.
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.	Urban Services Co-Ordinator	0%	No action undertaken in 2019/2020, as there is no Newey Reservoir Plan of Management.

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COUNCIL STRATEGY				
4.4.4	Maintain and expand where necessary, the stormwater and sewer networks			
DP Action	Action	Responsibility	Progress	Comment
Maintain suitable stormwater network including kerb and guttering	Maintenance of CBD and older areas of town, where overland flow is the only means of runoff, annually, including removal of obstructions.	Urban Services Co-Ordinator	100%	In Q2, we have cleaned out the drain behind Booroomugga Street, we have an REF in place to clean the drain out near the Golfie and are now at the back of the park, there is about another 150m to go to complete the vegetation removal. No stormwater or sewer networks cleaned out in Q3. In Q4, Council patched the stormwater drain off Prince Street and finalised the clearing out the drain behind Booroomugga Street.
Provide, maintain and operate a sewer network and disposal system and treatment works	Ensure EPA licence completed annually and at minimal cost.	Water & Sewer Manager	100%	EPA licence compliance testing is being undertaken. EPA licence submit.
Provide, maintain and operate a sewer network and disposal system and treatment works	Implement the Sewerage Services Asset Management Plan with 5 year rolling works program.	Water & Sewer Manager	30%	Asset management plan development with consultant postponed until 2020-2021. Mike Brearley from MBA Consultants has been engaged to undertake the AMP and FMP.
Provide, maintain and operate a sewer network and disposal system and treatment works	Investigate options for implementing the Liquid Trade Waste policy and program.	Water & Sewer Manager	0%	Orana Water Utilities Alliance is looking at engaging a trade waste officer to assist Councils in the implementation of a Liquid Trade Waste Policy.
Provide, maintain and operate a sewer network and disposal system and treatment works	Undertake works to upgrade the three minor Sewer Pump Stations and inlet works at Sewer Treatment Plant.	Water & Sewer Manager	35%	Tenders have been called for the three pump sewage pump stations and STWs inlet works upgrades. Tender awarded 30 January 2020. Procurement underway. Some delays due to COVID-19. Expected completion date November 2020.

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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).	General Manager	75%	Meetings are being regularly attended by the General Manager or allocated Council Staff. The March Progress Association Meeting was cancelled due to the current COVID-19 pandemic. A number of projects have been identified and the funding is being held in trust. Priority projects identification ongoing. One project that has been identified is the lighting at the Nymagee Airstrip.
Maintain and improve village facilities and services	Regularly maintain parks, streets and footpaths in all villages.	Urban Services Co-Ordinator	100%	Regular maintenance on the parks, streets and footpaths in all villages is undertaken.
Maintain and improve village facilities and services	Upgrade Euabalong Oval, install new playground and other associated works.	Urban Services Co-Ordinator	100%	A new irrigation system was installed at Euabalong Oval along with the oval being levelled turf laid and a new park installed.

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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.	General Manager	10%	Council have continued having discussions with potential industries, including the BioHub and Solar Farm.

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 a Waste Services Strategy Discussion Paper.	Manager Building & Environment	50%	Operational Plan being prepared for ongoing operation of the Cobar Landfill site.

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COUNCIL STRATEGY				
5.1.2 Develop community leadership on becoming leaders in resource use and waste management				
DP Action	Action	Responsibility	Progress	Comment
Undertake kerbside garbage collection and recycling in Cobar and kerbside garbage collection in the relevant villages	Provide a trade waste, domestic waste and street bin collection service to all customers as per agreed service levels.	Manager Building & Environment	100%	Trade waste, domestic kerbside and street bin collections were undertaken in accordance with required service levels.
Maintain the town and village tips to an acceptable standard	Provide waste disposal facilities for Cobar, Nymagee, Mt Hope, Canbelego, Euabalong and Euabalong West and develop initiatives to reduce unauthorised waste disposal.	Manager Building & Environment	100%	Waste disposal facilities are provided in all villages.
Encourage efficient water use by Shire residents	Promote efficient water use by Shire residents.	Water & Sewer Manager	100%	A water saving program has been developed. Shower timers, social media, audits, etc being made into a water restriction drought package for residents. Council is consuming minimal water. Water restrictions released as Burrendong Dam level is now >20%

COMMUNITY OUTCOME	
5.2	Well managed public and private land

ENVIRONMENT

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COUNCIL STRATEGY				
5.2.1 Encourage sustainable and profitable agricultural industries				
DP Action	Action	Responsibility	Progress	Comment
Support the establishment of sustainable and profitability of agricultural industries	Maintain an awareness of government land management incentives and programs.	Supervisor - Environmental	100%	Continually researching funding opportunities and provide this information to landholders when conducting weed inspections.

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.	Urban Services Co-Ordinator	10%	The street tree planting program has been placed on hold due to the current drought conditions. Council will look at re-implementing this in Q1 2020/2021 as Burrendong Dam Level has now increased.

COUNCIL STRATEGY				
5.2.3 Manage the crown land				
DP Action	Action	Responsibility	Progress	Comment
Provide ranger services to control animals in public places and to manage areas and crown land	Deliver and microchip unclaimed animals to Rescue Organisation for rehoming.	Compliance (Ranger) Supervisor	100%	All animals suitable for rehoming are microchipped and taken to R.O.A.R.

COUNCIL STRATEGY				
5.2.3 Manage the crown land				
DP Action	Action	Responsibility	Progress	Comment
Provide ranger services to control animals in public places and to manage areas and crown land	Implement provisions of the Companion Animals Act and promote community awareness and responsibilities of dog and cat ownership.	Compliance (Ranger) Supervisor	100%	Companion Animal Act implemented and enforced where necessary.
Provide ranger services to control animals in public places and to manage areas and crown land	Impound straying stock.	Compliance (Ranger) Supervisor	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.
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.	Compliance (Ranger) Supervisor	100%	Pound is cleaned and animals fed daily.
Provide ranger services to control animals in public places and to manage areas and crown land	Provide services for the registration and microchipping of dogs and cats.	Compliance (Ranger) Supervisor	100%	Council provides a microchipping service for impounded animals or organised multiple animals ie: litters of pups/kittens (Council are not in competition with the Vets).
Provide ranger services to control animals in public places and to manage areas and crown land	Remove abandoned vehicles.	Compliance (Ranger) Supervisor	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.

ENVIRONMENT

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COUNCIL STRATEGY				
5.2.4	Long term management of noxious weeds			
DP Action	Action	Responsibility	Progress	Comment
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Actively participate in the Western Regional Weeds Committee (RWC).	Supervisor - Environmental	100%	No weed awareness programs have been conducted due to limited funding, resources and the drought. One Western Regional Weeds Committee (RWC) meeting was held.
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).	Supervisor - Environmental	100%	No weed awareness programs have been conducted due to COVID-19, limited funding, resources and the drought. Council will continue to research funding opportunities in 2020/2021.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Continue Implementation of Regional Inspection Plan to meet the inspection targets of roadsides, TSRs, water courses etc.	Supervisor - Environmental	100%	Continued inspections of public areas occurred, but were limited due to the drought conditions and COVID-19 restrictions.
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.	Supervisor - Environmental	100%	Weed inspections occurred throughout 2019/2020 except in Q4 due to COVID-19 and data is collected and mapped of weeds found via Konect App and Mapinfo.

ENVIRONMENT

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COUNCIL STRATEGY				
5.2.4	Long term management of noxious weeds			
DP Action	Action	Responsibility	Progress	Comment
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Increased participation of community groups.	Supervisor - Environmental	100%	Completed a field day with Euabalong Common Trust for African Boxthorn projects. Limited participation with community groups due to drought conditions.
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.	Supervisor - Environmental	100%	Research of new information to apply to the 'welcome' information package to new landholders is continuing. In Q1, one introductory weed information has been posted.
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.	Supervisor - Environmental	100%	In Q1, spraying on Mulya and The Wool Track Road was conducted. Little spraying has been conducted due to the drought conditions. Areas have been mapped to target. In Q2, works of mechanical removal of African Boxthorn at Council's Euabalong Waste Depot has been completed. Limited weed control conducted due to drought conditions. In Q3, spraying of cacti species around Euabalong and Euabalong Tip as well as Parthenium weed along Mulya Road and CSA Access Road was undertaken. In Q4, no on-ground spraying undertaken due to the unavailability of relevant staff and COVID-19 restrictions.

COUNCIL STRATEGY				
5.2.4	Long term management of noxious weeds			
DP Action	Action	Responsibility	Progress	Comment
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Private property inspections to manage invasive weeds effectively.	Supervisor - Environmental	100%	Private property inspections are continuing to comply with Weed Action Program.
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.	Supervisor - Environmental	100%	Continual inspections of roads sides and other public areas to ensure no new incursions. Re-inspection of notifiable weeds sites have been conducted and 5 Parthenium Weeds found and controlled on Mulya and CSA Access Road.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Public property inspections to manage Invasive Weeds effectively.	Supervisor - Environmental	100%	Continual public property inspections have occurred throughout 2019/2020.

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 run	Identify the current services shortfall provided by National parks and Wildlife Services for National Parks.	General Manager	0%	No action undertaken in 2019/2020.
Lobby the NSW government to ensure the local national parks are vibrant and well run	Lobby to have Pulpulla Road upgraded to allow all weather access both on the Council owned and NPWS owned sections to increase visitation to Mount Grenfell.	Roads Works Manager	100%	Lobbying has been successful with Council receiving \$5 million in grant funding Fixing Local Roads - Round 1.
Lobby the NSW government to ensure the local national parks are vibrant and well run	Monitoring of services provided for local National Parks.	General Manager	0%	No monitoring has occurred in 2019/2020.

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.	Manager Building & Environment	100%	Any complaints or concerns received relating to the mining industry were referred to relevant State authorities.

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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 \$820,326.90 as at 30 June 2020.

FUTURE BORROWINGS

The 2019/2020 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 2019-2020:

- Implementation of new network and phone system;
- Purchase of new server hardware;
- Implementation of service desk software;
- Recovery and Replacement of Lilliane Brady Village server and software;

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- 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, water information packs 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 was reduced by 30%. As of Monday, 1 June 2020 Cobar Shire Council have ceased all water restrictions as Burrendong Dam exceeded 20% storage. Council will continue to monitor the town usage and water availability and will consider further water restrictions if the drought situation continues. The Drought Management Plan was updated in April 2020 with new recommended trigger points for water restrictions.

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

The aim for 2019/2020 was to keep the existing plants alive and we will look at a renewed program when the drought conditions improve. No trees planted in 2019/2020 due to drought conditions and COVID-19 restrictions.

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 2019-2020

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;
- 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.

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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:*
 - *Get Ready Weekend;*
 - *Festival of the Miner's Ghost Activities;*
 - *Brigade Open Day activities.*

MULTICULTURAL SERVICES - SECTION 428 (2) (J)

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

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 2019/2020 Council made donations of this nature amounting to \$15,746.

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

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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 2019/2020 was \$109,000.

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:

- Attraction, recruitment, selection and retention of staff;
- Coordinating Council's annual 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;
- Promotion of Equal Employment Opportunity principals and obligations.

CORE VALUES

In March 2019, Council embarked on a collaborative process to update our core values, successfully rolling the new values out across Council in July 2019. We believe our employees benefited greatly from their involvement in this process, by challenging them, valuing their opinions and involving them in the decision making process.

Council's Core 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:

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

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

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

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

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

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RECRUITMENT AND SELECTION

2020 has remained 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. Cobarr Shire Council like many other rural Councils struggles to compete financially for a range of professional staff.

Traineeships/apprenticeships

Apprentices, trainees and graduates have become 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 most recent apprentices completed their indenture in January 2020. Council hasn't engaged any new apprentices since January 2016 due to the unavailability of trades people to mentor them. Our current IT Services Trainee is due to complete his tenure in December 2020, proving to be a successful resource for the business. Council appointed a Water & Sewer Graduate Engineer in May 2020 following the success of the previous Water & Sewer Graduate Engineer who was promoted to Manager Water & Sewer.

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 Council requires an ongoing commitment to education, training, upgrading skills and professional development opportunities for existing staff.

All compliance training requirements are gathered through the annual performance appraisal process, which is used to develop the Annual Training Plan. 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 potential 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. Supporting technical and professional employees to continue their growth and development is something we have been working hard to deliver.

We currently use a basic electronic on-boarding induction to ensure that all employees are provided with the information they may need on commencement with Council, both corporate information about the organisation 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.

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Council continues to adopt a consultative approach with its staff to ensure a positive working environment. This has been achieved through participation in regular Consultative Committee meetings, post Council meeting staff meetings, yard meetings for the outdoor workforce and the General Manager and Human Resources having an open-door policy for all employees.

Council has a good industrial relations record with employees, relevant unions and associations. Council had no time lost as a result of industrial disputes and no formal disputes lodged with the Industrial Relations Commission during 2019/2020 financial year.

WORK, HEALTH AND SAFETY

Work is continuing on updating Council's Work, Health and Safety Management System framework including policies, procedures and associated documentation.

The annual WHS Audit continues to identify areas for Council's improvement including: documented procedure gaps, planning, emergency preparedness and workplace inspections.

The Work Health and Safety Committee have developed a workplace inspection schedule so that 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 external 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 Cobar 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 Program

Council's ongoing commitment to its health and wellbeing program is assisting to positively promote and encourage employees to develop healthy lifestyle habits that achieve healthy living and work-life balance. Research has shown that the improved health and wellbeing of the workforce is a contributor to the enhanced performance and success of an organisation.

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

Council continues to promote its Employee Assistance Program (EAP) throughout 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. The introduction of a (fully externally funded) annual Health and Wellbeing Day for all Council staff in February 2020 was well received with nationally renowned speakers travelling to Cobar to uplift, motivate, provoke thoughts and encourage self-reflection.

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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 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 2019/2020. 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 2019/2020.

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 users of those services:

- **Community Services** – Residents and other users can access a wide range of entertainment, leisure, information and health services including fitness programs and library facilities.
- **Community information** – Council service areas adopted a wide range of promotional strategies to inform the public about activities, programs, events and other initiatives. Strategies included flyers, news releases, public exhibitions, 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 and school holiday activity programs. The Library also offers books, cds, ebooks, newspapers and houses the TAFE computers. The Library Arcade has been 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 2019/2020 amounted to \$272,646.14.

Rates reduced or waived for pensioners amounted to \$101,534.41 in 2019/2020.

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 not been submitted as the CAA website is unavailable due to maintenance. The return will be submitted when possible.

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

\$96,330 has been spent on companion animal management and related activities during 2019/2020. Compared to \$114,575 in 2018/2019.

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 2019/2020 totaled \$6,173.00. \$5,534.00 was paid to Department of Planning, Industry and Environment. \$6,192.80 was returned to Council (this included \$1,836 from April-June 2018/2019 financial year). Fines returns totaled \$3,883.20 from Revenue NSW.

\$4,000 grant funding was received for Pound upgrades/ expenses (COVID-19 recovery) from State Government. The retained fees were spent on the following:

- Costs associated with running Councils pound such as cleaning, water, feed, veterinary costs and management costs;
- Printing costs for education material;
- Costs associated with managing leash free areas such as cleaning, patrols, replenishment of waste bags;
- Costs associated with providing a micro-chipping service;

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- 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;

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

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

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 three Council's as well as 3 appointed members from the State Government and cabinet (non-voting). In 2019/2020 the FNWJO appointed an Executive Officer.

In accordance with the Charter each member of the FNWJO contributes annual fees towards the operation of the joint organisation. In 2019/2020 the contribution made by Cobar Shire Council was \$11,285.00.

PUBLIC INTEREST DISCLOSURES ACT 1994 (SECTION 31)

Nil applications were received during 2019/2020.

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 four formal GIPA access applications for 2019/2020. Of the four access applications that were received, three were granted access in full, with the remaining access application granted access in part due to individual rights, judicial processes and natural justice.

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 Street Reservoir requires corrosion protection and minor structural upgrade. Council has received State Government financial assistance to fund the upgrade works to the Fort Bourke Hill Reservoir. Council is undertaking an options study for the Bathurst Street Reservoir remediation.

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 (DICL), 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. All identified CI water supply reticulation is planned to be replaced with UPVC by November 2020. The other area of concern is where old cast iron main was 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 and water quality issues 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. Council is in the process of applying for funding assistance from the State Government for the installation of additional reticulation mains to resolve the flow and pressure issues.

Construction of the new water treatment plant has been completed in July 2019 and the plant is in full-service supplying water to Cobar.

A water supply access license for an additional 1,300ML/year has been applied for and is being processed by the National Resource Access Regulator.

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 September 2020.

CONDITION OF PUBLIC WORKS

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A hydrogeological study investigating the area around Nymagee for ground water was completed in March 2020.

MT HOPE WATER SUPPLY

During the 1960s the water supply to Mt Hope consists 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 is then reticulated to the village of Mt Hope (population of 30) by 2.0 km of 100mm AC water main.

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

EUABALONG, EUABALONG WEST WATER SUPPLIES

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

The Euabalong supply is transferred to 4.0km 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 90 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 80 residents by 3.0km of 100mm AC water main.

The Euabalong and Euabalong West Reservoirs are showing signs of corrosion and a recoat of corrosion protection is required. Council is undertaking an options study for the rectification works of the Euabalong and Euabalong West Reservoirs to resolve supply pressure and corrosion issues.

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. A hydrogeological study investigating ground water supply was completed for Euabalong in March 2020.

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

Council 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 September 2020.

COBAR SEWERAGE SCHEME

During the 2019/2020 financial year, the desludging of aerator ponds A and B was completed. The desludging of polisher ponds 1 and 2 is planned for 2020/2021.

The Sewerage Treatment Plant lagoon embankments repair was commenced in 2019/2020 and is expected to be completed in 2020/2021.

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. This work is expected to be completed in November 2020.

DISABILITY INCLUSION ACTION PLAN 2020-2024

Cobar Shire Council has developed this plan as a four year framework, outlining the key strategies and actions to be delivered by Council in its commitment to disability access and inclusion within the Shire. Council is committed, through the actions in this plan, to make continual improvement to reduce barriers that people face when living, working and visiting our Shire.

Under the *Disability Inclusion Regulation 2014*, Council first implemented the Disability Inclusion Action Plan in 2017.

In 2019, Council adopted their Active Transport Plan which superseded the Pedestrian Access Mobility Plan (PAMP) for the Cobar town centre and PAMP Access Audit.

Over the last 12 months, Council has installed accessible toilets and wheelchair accessible play equipment at Drummond Park and accessible toilets and updated footpaths have been installed at Dalton Park.

Grant funding has been obtained to improve accessibility at the Great Cobar Heritage Centre, including accessibility ramp and improved accessibility throughout the building.

Grant funding has been sourced for Euabalong for the construction of bus shelters designed to meet accessibility standards, and to improve accessibility at the Euabalong Community Hall via the installation of a ramp and entrance rectification, together with accessible toilets. Council will commence installation of accessible toilets at Nymagee Park in this financial year.

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Additionally, the Cobar Youth and Fitness Centre will have increased accessibility via the installation of showers, additional toilets, and revised access ramps at both the front and back entrances to meet accessibility standards.

Council will also be converting a Council owned house into a Girl Guides Hall, which will include a ramp and accessible amenities.

Cobar Shire Council assisted Cobar's CWA branch in a funding application through FRRR (Foundation for Rural & Regional Renewal) funding for the installation of an Accessibility Ramp at the CWA hall. This application was unsuccessful.

Cobar Shire Council have since applied for funding on behalf of CWA, for the installation of an Accessibility ramp at the CWA Hall, through the Drought Communities Program – Extension, and should hear about the outcome of this in June 2020.

Council have received grant funding to upgrade Ward Oval, with concept plans designed and initial community consultation undertaken. The project will consist of adequate disabled parking spaces, accessible toilets and change rooms and a one level structure. As a second stage to the project Council are investing the option Early Learning Precinct.

Grant funding has been obtained to design and construct accessible toilets at Dalton Park Racecourse.

For the final stage of the Medical Centre upgrade a new access entrance will be designed and implemented to enable easier patient drop off, collection and access.

There is also a substantial amount of money to go into footpaths, which is aimed at rectifying missing links.

Many commercial buildings have poor access in Cobar. This will continue to be an issue. Council will, through the Development Application process, continue to strive to improve accessibility and can work with groups such as the Cobar Business Association to alert business owners of the advantages of improving access. However, with a large proportion of proprietors who live out of the Shire and the cost of undertaking the works, it will continue to be a challenge that must be addressed over time.