

# Annual Operational Plan Quarterly Management Report



**COBAR SHIRE**  
**COUNCIL**  
outback nsw

Q3 2013/2014

# Table of Contents

---

Key Activity: Community.....3  
Key Activity: Economy .....29  
Key Activity: Governance .....38  
Key Activity: Infrastructure .....56  
Key Activity: Environment .....70

# Key Activity: Community

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

COUNCIL STRATEGY				
1.1.1	Strong and participative interagencies			
DP Action	Action	Responsibility	Progress	Comment
Cobar Interagency	Contribute reports, including an agency report, to each Interagency meeting held.	A Shepherd	75%	No meeting held for the quarter so no agency reports submitted. However, many attempts were made to organise suitable presenters for the meeting.
Cobar Interagency	Provide secretarial services to the Cobar Interagency	A Shepherd	75%	The February/March Interagency meeting had to be cancelled due to lack of interest and an inability to source quality presenters on appropriate topics. This has been rescheduled for May.
Murrin Bridge and Lake Cargelligo Interagency	Represent Cobar Shire Council at the Interagency.	A Shepherd	75%	Unable to attend meetings this quarter, however have liaised with the Murrin Bridge LALC on a number of issues.

## 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
Engage the services of a Youth Development Officer	Employ a Youth Development Officer.	D Parisi	0%	Not progressing at this stage due to limited resourcing. Grants are being sought.

## COUNCIL STRATEGY

**1.2.2** A greater range of youth activities are organised and co-ordinated

DP Action	Action	Responsibility	Progress	Comment
To provide youth services and a facility that provide recreational, sporting and cultural activities and support services for the youth and the community of Cobar.	Enter and maintain partnerships to aid and enhance the provision of Youth Services.	D Parisi	75%	The Cobar Youth and Fitness Centre has formed and is maintaining partnerships with Barnardos, PCYC Blue Light, Yarrabin Outreach, Far West Family Day Care Services, COOSH, local schools and local sporting bodies to enhance the local youth and community activities and services provided through the Centre.
To provide youth services and a facility that provide recreational, sporting and cultural activities and support services for the youth and the community of Cobar.	Hold regular youth activities at the centre.	D Parisi	75%	The Centre provides the venue for Blue Light discos. Playgroup 0-5yrs operates each Tuesday and Thursday. The Centre also organised Friday Night Games night and movies in the park this quarter.

To provide youth services and a facility that provide recreational, sporting and cultural activities and support services for the youth and the community of Cobar.	Maintain and support staff to provide services to the youth of Cobar.	D Parisi	75%	Youth Services is a minor component of the role of Manager. The Manager manages the staff and the facility. The Manager also coordinates activities and users of the Centre. A new staff member has been recruited this quarter.
To provide youth services and a facility that provide recreational, sporting and cultural activities and support services for the youth and the community of Cobar.	Undertake activities under Family and Community Services grant.	D Parisi	75%	The grant subsidy is funding two social inclusion programs. Tuesday morning playgroup (0-5yrs) and Friday Games night for upper primary and high school age. Movies were held in March in the park this quarter.
Organise Youth Week Activities	Co-ordinate and consult with the youth of Cobar and Cobar Youth Council on the proposed activities for Youth Week.	D Parisi	75%	Youth week activities have been arranged with the help of the Cobar Youth Council. Youth Week report will be done in Q4.
Organise Youth Week Activities	Prepare submission for funding and report of Youth Week activities.	D Parisi	100%	Youth Week funding was sought and was successful.
Provide school holiday activities for children aged 5-14 years at Cobar Shire & TAFE Library	Library staff, community members and/or volunteers plan and provide craft and other fun activities for small groups of children with a charge applied to recover cost of materials.	J Siemens	75%	6 holiday activity sessions were offered in the January school break. 47 attendances for paper, bead and other creative craft activities.

<b>COUNCIL STRATEGY</b>				
<b>1.2.3 Increased educational opportunities provided locally</b>				
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Work with organisations to increase the quality and diversity of educational opportunities available locally	To be involved in the Cobar Interagency and Schools Business Community Partnership Governing Committee to increase educational diversification and opportunities.	G Woodman	75%	Appropriate liaison with the Cobar Interagency and ORANA Education, Skills Industries and Communities Governing Committee.
Provide educational opportunities at Cobar Shire & TAFE Library	Library staff provide basic instruction in the use of computers and the internet to small groups of adults.	J Siemens	75%	Basic computer instruction course offered in Q3. 26 attendances.

<b>COMMUNITY OUTCOME</b>	
<b>1.3</b>	<b>Families are supported, social inclusion is valued and families who relocate to Cobar stay in Cobar</b>

<b>COUNCIL STRATEGY</b>				
<b>1.3.1</b>	<b>Parents are supported in their role to raise their children and services are available to assist them to build their parenting skills</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Cobar Shire and TAFE library staff support parents via library services and outreach	Library staff liaise with local parent groups to develop appropriate library services and develop the early literacy of local parents.	J Siemens	75%	Liaised via e-mail notification of events and resources.
Cobar Shire and TAFE library staff support parents via library services	With story time sessions, Library staff provide activities for children aged 6 months	J Siemens	75%	Pre-school storytime, rhyme & craft sessions offered

and outreach	to 5 years, and model early literacy for parents.			every Wednesday in Q3. 61 attendances.
--------------	---	--	--	--

<b>COUNCIL STRATEGY</b>				
<b>1.3.2</b>	<b>Increase the supply of childcare and preschool places and options</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Administer and coordinate Family Day Care	Administration of CCB & CCR for all eligible families enrolled in FDC.	K Lennon	100%	We administer CCB and CCR each week according to government rules, policy and legislation.
Administer and coordinate Family Day Care	Conduct home visits to FDC educators to provide support, training and monitoring.	K Lennon	75%	All family day care educators are on a calendar of visits to ensure they are monitored appropriately.
Administer and coordinate Family Day Care	Conduct regular educator meetings and Parent information nights.	K Lennon	75%	2 Educator meetings have been held this quarter.
Administer and coordinate Family Day Care	Enrol and support families and children for Family Day care.	K Lennon	75%	All families who enrol with our service are processed and supported as per our policy.
Administer and coordinate Family Day Care	Maintain and update policies and procedures for FDC to keep abreast of changes to National Regulations and Quality Framework concepts and new information.	K Lennon	100%	All policies have been reviewed, updated and sent to educators and families for feedback, then ratified by Council and are now in use by the service.
Administer and coordinate Family Day Care	Provide interesting and stimulating excursions and events for children and educators with Far West FDC.	K Lennon	75%	With the hot weather and holiday time no excursions this Quarter.
Administer and coordinate Family Day Care	Recruit and support Family Day Care Educators.	K Lennon	75%	One new Educator began this quarter and one left.

Administer and coordinate Family Day Care	Supervise and monitor Educators.	K Lennon	75%	All family day care educators are on a calendar of visits to ensure they are monitored appropriately.
Administer and coordinate Family Day Care	Support Educators working towards qualifications ready for 2014.	K Lennon	75%	There are 5 educators currently working on qualification's and staff are doing whatever we can to support this.
Administer and coordinate Family Day Care	Support Implementation of "Early Years Learning Framework" into educator curriculum.	K Lennon	75%	This is an ongoing aim and all stakeholders are working together to ensure this happens.
Administer and coordinate Family Day Care	To provide phone contact and support to all families and educators whilst care is occurring.	K Lennon	75%	Staff are always available when care is occurring.
Administer and coordinate Family Day Care	Update & maintain educator manuals and family information packages.	K Lennon	100%	All manuals and information packages have been updated and are in use.
Administer and coordinate Family Day Care	Write and distribute quarterly newsletters to Families and Educators.	K Lennon	75%	Newsletters are sent out via email and post as needed.
Administer and coordinate In-Home Care	Administration of CCB and CCR for all eligible families enrolled in IHC.	K Lennon	100%	We administer CCB and CCR each week according to government rules, policy and legislation.
Administer and coordinate In-Home Care	Conduct home visits to IHC locations for support and monitoring purposes.	K Lennon	75%	Visits commenced.
Administer and coordinate In-Home Care	Enrol and support families and children for In Home Care Services.	K Lennon	75%	All families who enrol with our service are processed and supported as per our policy.
Administer and coordinate In-Home Care	Monitor implementation of National IHC standards.	K Lennon	75%	Policies and procedures are being reviewed to ensure they comply and will then be forwarded to educators.
Administer and coordinate In-	Monitor implementation of National IHC	K Lennon	75%	Policies and procedures are being reviewed to ensure



Home Care	standards.			they comply and will then be forwarded to educators.
Administer and coordinate In-Home Care	Provide craft and activity packs to IHC educators 4 times per year.	K Lennon	75%	Easter and Mother's Day craft packs were distributed went out this Quarter.
Administer and coordinate In-Home Care	Provide educator meetings and training to isolated IHC educators.	K Lennon	75%	An In Home Care Educator meeting was held in Broken Hill in Feb and 28 Educators attended.
Administer and coordinate In-Home Care	Recruit and support In Home Care educators.	K Lennon	75%	Q3 is our busiest Quarter. We have registered 30 new Educators for In Home Care.
Administer and coordinate In-Home Care	Supervise and monitor IHC educators.	K Lennon	75%	An Educator meeting was held in Broken Hill in Feb with 28 Educators in attendance.
Administer and coordinate In-Home Care	Support implementation of Early Years Learning Framework into educator curriculum.	K Lennon	75%	This is an ongoing aim and all stakeholders are working together to ensure this happens.
Administer and coordinate In-Home Care	Update and maintain educator manuals and family information packages.	K Lennon	100%	All manuals and information packages have been updated and are in use.
Administer the After School Care Program	Administration of CCB & CCR for all eligible families enrolled COOSH.	K Lennon	75%	CCB and CCR are processed each week according to Government rules, policy and laws.
Administer the After School Care Program	Enrol and support families & children to maintain enrolments of 30 per session.	K Lennon	75%	Numbers have increased with the beginning of the new year. Tuesday's are fully booked.
Administer the After School Care Program	Maintain and update policies and procedures to support implementation of "My Time Our Place" OOSH Framework document & OOSH national Quality Framework.	K Lennon	100%	Policies are in place and in use.
Administer the After School Care Program	Provide interesting and stimulating craft, activities & excursions for children with	K Lennon	75%	Each week a program of activities is planned and implemented for the children at COOSH.

	COOSH.			
Administer the After School Care Program	Recruit and support 3 COOSH educators.	K Lennon	75%	Two new COOSH Educators began this quarter and have settled in well.
Administer the After School Care Program	Update & maintain family information packages.	K Lennon	100%	Completed and new packages in use.
Administer the After School Care Program	Write and distribute newsletters to families.	K Lennon	75%	Newsletters are sent out via email and post as needed.
Facilitate the expansion of child care positions	Investigate alternative options under current regulations and funding agreements to increase the available child care options.	K Lennon	75%	Working to meet demand, with the reduction in number of available positions this is an ongoing challenge.
Facilitate the availability of child care and preschool places and options.	Lobby to have an increase in availability of child care and preschool places to meet demand in Cobar.	G Woodman	25%	Meeting held with Local Member on the Childcare matter and a meeting organised to discuss other economic development matters in Q4.

<b>COUNCIL STRATEGY</b>				
<b>1.3.3</b>	<b>Increase the knowledge of the community on the range of services available in Cobar Shire and how to access them</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Have information readily available to the community and new residents	Have an easy to access and navigate Council website that is relevant and a useful resource for residents and visitors.	G Woodman	75%	New website integrated and updated regularly.
Have information readily available to the community and new residents	Update all sections of Council's webpage, including Our Town and Shire.	G Woodman	75%	Website updated regularly.

Have a relevant and updated Community Services Directory readily available.	Update the Community Services Directory and have it easily available online and distribute it through New Resident Packs.	G Woodman	75%	Appropriate updating of Community Services Directory.
---	---	-----------	-----	---

<b>COUNCIL STRATEGY</b>				
<b>1.3.4</b>	<b>Have family orientated activities to encourage families to socialise in the community</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Plan, organise and promote festivals, celebrations and activities in the Shire	Manage the successful conduct of the Festival of the Miner's Ghost through the Festival of the Miner's Ghost Organising Committee.	J Martin	75%	Planning for the 2014 Festival of the Miners Ghost has commenced with members of the community asked for ideas. Planning will be ramped up in the next quarter.
Plan, organise and promote festivals, celebrations and activities in the Shire	Organise Australia Day celebrations and Senior Citizen's Week events.	J Martin	100%	Cobar Shire conducted a very successful and well attended Australia Day event at the Cobar Memorial Swimming Pool. Senior's Week events and activities were well supported by the Cobar Shire community. The week was blessed with fine weather which enabled more seniors to participate in more events.

<b>COMMUNITY OUTCOME</b>	
<b>1.4</b>	<b>A generous, engaged and participative community with a strong community spirit</b>

<b>COUNCIL STRATEGY</b>				
<b>1.4.1</b>	<b>Support volunteer organisations by encouraging volunteerism across all age groups and supporting organisations with professional assistance, advice and services</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Provision of information on grant availability and assistance in accessing grants to community groups	Distribute information on available grants to community organisations through the Community Services Database.	A Shepherd	75%	Assisted Nymagee Progress Association to submit a Sport and Rec grant application to upgrade their tennis courts using VPA funds. Submitted grant applications to bring two arts projects to Cobar through CASP funding, after meeting with the Arts Council and Cobar Theatrical Society. Grants information regularly disbursed to organisations on the community services directory database.
Facilitate capacity building of community groups	Seek grant funding to run workshops to build capacity of community organisations to improve governance.	A Shepherd	75%	Few opportunities available, however currently considering a NSW Sport and Recreation offer to host workshops around working with children.

<b>COUNCIL STRATEGY</b>				
<b>1.4.2</b>	<b>Business supports local events, organisations and activities</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Work with local organisations to build on current activities	Assist sporting, community and business groups to promote major events.	J Martin	75%	Council's MTPR liaises with all local clubs and community groups to assist them promote their activities and events within Cobar Shire and the wider region.

<b>COUNCIL STRATEGY</b>				
<b>1.4.3 Develop initiatives to maximise the benefits and minimise the negative impact of shift work and FIFO/DIDO on the community</b>				
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Work with local business and government agencies to identify where changes can be made or initiatives developed to reduce the negative impacts	Liaise with local business and government agencies to help identify and initiate changes to reduce the negative impacts.	A Shepherd	75%	Continued discussions and a watching brief on proposed changes to mining rosters. Continued discussions with Peak Gold Mines on their community survey and associated work around the community impacts of a possible 7-7 roster. Council hopes to use the data gained from this survey for future work.

<b>COUNCIL STRATEGY</b>				
<b>1.4.4 Support Aboriginal people and organisations to increase the broader community's awareness and recognition of local Aboriginal cultural identity in Cobar and to assist in meeting the targets set out under the current government policy of 'Closing the Gap'.</b>				
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Undertake activities to increase awareness of Aboriginal culture in the Cobar Shire	Liaison with Aboriginal stakeholders to determine and undertake appropriate activities that increase awareness of Aboriginal culture.	G Woodman	75%	Cultural Plan will only be developed if grant funding available. Working Party not currently active. Liaison with MBLALC around specific issues identified by the committee, in particular Council has marked it's to address the dog issues in the Village.
Improved coordination of the activities and planning of Council, Cobar Community Working Party, Cobar and Murrin Bridge Local Aboriginal Lands Councils and Mount Grenfell Board	Liaison Group established at officer level to improve the coordination of activities and planning.	G Woodman	5%	Liaison group yet to be established. However Manex Officers are being proactive with liaison and the addressing of issues.

<b>COUNCIL STRATEGY</b>				
<b>1.4.5</b>	<b>Support arts and cultural organisations, activities and facilities</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Support Outback Arts and cultural activities in the Shire	Provide annual funding to the Regional Arts Development Officer.	G Woodman	100%	Completed.
Facilitation of cultural workshops and activities	Arrange and update exhibitions and displays annually at the Great Cobar Heritage Centre and promote exhibitions.	J Martin	75%	The curator at the Great Cobar Heritage Centre is refreshing a number of displays.
Facilitation of cultural workshops and activities	Complete the cataloguing and conservation project for the collection at the Great Cobar Heritage Centre.	J Martin	75%	The curator at the Great Cobar Heritage Centre is continually working on updating the collection's catalogue and reviewing the condition of the objects which are both on display and in storage.
Facilitation of cultural workshops and activities	Receive objects at the Great Cobar Heritage Centre that are relevant to Cobar's history and are compliant with the Collections Policy.	J Martin	75%	The Great Cobar Heritage Centre has a Cobar Shire Council adopted collection policy which is managed and strictly adhered to by the curator.
Investigation into the need for additional cultural facilities in the Shire	Identify possible grant funding sources to fund the development of a Cultural Plan for the Shire and undertake consultation with the community to identify the priority projects in developing an appropriate Cultural Plan.	A Shepherd	0%	No grant funding opportunities identified.

**COMMUNITY OUTCOME****1.5 A healthy and active community****COUNCIL STRATEGY****1.5.1 Provide appropriate health care options and services both within the Shire and the region**

DP Action	Action	Responsibility	Progress	Comment
Lobby NSW Government and Federal Government to ensure high quality health care services, including those offered out of Cobar Hospital and aged care are available in Cobar Shire or are easily accessible where it is not possible to have them provided locally	Monitoring of levels of aged care provided at the Lilliane Brady Village.	G Woodman	75%	Appropriate levels of occupancy maintained with high standards.
Lobby NSW Government and Federal Government to ensure high quality health care services, including those offered out of Cobar Hospital and aged care are available in Cobar Shire or are easily accessible where it is not possible to have them provided locally	Participation in the Cobar Hospital Services and Facilities Upgrade Committee.	G Woodman	75%	No action to date in regard to the Cobar Hospital Services and Facilities Committee. Appropriate attendances of Cobar Health Council. Liaison with health district in relation to incorporation of Lilliane Brady Village into MPS.

<b>COUNCIL STRATEGY</b>				
<b>1.5.2</b>	<b>Support for the Cobar Primary Health Care Centre model to ensure that it remains viable</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
When appropriate, assist financially and lobby to support the CPHCC model to ensure good access to local medical practitioners and to increase the level of allied health care services provided locally	Coordination of financial support for the CPHCC.	G Woodman	100%	Completed.
When appropriate, assist financially and lobby to support the CPHCC model to ensure good access to local medical practitioners and to increase the level of allied health care services provided locally	Participation in the Cobar Interagency to help identify and improve the level of allied health care services provided locally.	G Woodman	75%	Appropriate participation arranged for the Cobar Interagency.

<b>COUNCIL STRATEGY</b>				
<b>1.5.3</b>	<b>Increase the use of Council owned and other sporting and recreational facilities across the community</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Increase the use of the Cobar Youth and Fitness Centre	Develop a gym equipment replacement program.	D Parisi	75%	The gym replacement program is working well with input from staff members and users. New upholstery on benches. A few new pieces of equipment have arrived this quarter.
Increase the use of the Cobar Youth	Develop, implement and review Marketing and Action Plan for the Cobar Youth and	D Parisi	75%	Draft has been submitted to Director of Corporate and Community Services and is on hold pending cost



and Fitness Centre	Fitness Centre with the focus on new user groups.			reduction review. Attended a Visual Merchandising Workshop and had a visit from the presenter, a number of ideas on presentation and advertising for the Centre was developed.
Increase the use of the Cobar Youth and Fitness Centre	Maintain existing gym equipment.	D Parisi	75%	Maintenance is on going in the gymnasium, new upholstery on some of the equipment was done this quarter.
Increase the use of the Cobar Youth and Fitness Centre	Run local sporting competitions at the Centre.	D Parisi	75%	Mixed Soccer, Women's Basketball and Mixed Squalleyball were advertised this quarter, with 5 teams for soccer, 4 teams for basketball and 5 teams for squalleyball. Walking group 1 per week with an average 8 participants, Table Tennis 1 morning a week with an average 12 participants. Wheelchair Basketball 1 per week with an average 10 participants.
Contract management of the Cobar Memorial Swimming Pool	Supervise the correct operation and maintenance of all pool infrastructure along with promoting the facility also facilitate the learn to swim campaign.	*Vacant	75%	Supervise the correct operation and maintenance of all pool infrastructure and promoting the facility.
Contract management of the Cobar Memorial Swimming Pool	Supervision of pool operations ensuring safety and convenience for all patrons is paramount.	*Vacant	75%	Supervision of pool operations ensuring safety for all patrons was undertaken.
Maintain the skate park to a high standard	Facilitate the Skate Park Facility Steering Committee.	*Vacant	50%	Contractor engaged. Consultation to begin in April.
Maintain all Council parks and reserves, including plants, trees and public facilities	Appropriate signage erected to indicate prohibited activities in parks and reserves.	*Vacant	0%	No signage was erected in this quarter.
Maintain all Council parks and reserves, including plants, trees	Carry out regular patrols of parks & reserves.	*Vacant	75%	Regular patrols undertaken.

and public facilities				
Maintain all Council parks and reserves, including plants, trees and public facilities	Inspect and rectify defects of physical assets such as irrigation systems within 3 working days.	*Vacant	75%	All Council irrigation systems were maintained to ensure that the systems were continuing to operate efficiently and effectively. There were very minimal breakdowns as a result of this.
Maintain all Council parks and reserves, including plants, trees and public facilities	Inspect and rectify defects of physical assets such as playgrounds and park furniture within 3 working days.	*Vacant	75%	All inspection and rectification works on physical assets such as playgrounds and park furniture have been completed within 3 working days.
Maintain all Council parks and reserves, including plants, trees and public facilities	Maintenance of sporting ground and associated facilities.	*Vacant	75%	All maintenance works on sporting grounds and associated facilities was completed. This saw these facilities always presented in a very good condition for sporting events.
Maintain all Council parks and reserves, including plants, trees and public facilities	Provision of a regular gardening and turf maintenance service.	*Vacant	75%	Council has maintained a regular garden and turf maintenance service on all required areas within the Shire. This saw all designated garden beds and turf areas kept tidy and aesthetically pleasing for the community to enjoy.
Maintain all Council parks and reserves, including plants, trees and public facilities	Tree pruning and husbandry of trees.	*Vacant	60%	Some works have been completed on most trees around the town; however questions concerning the old fig trees in Marshall Street will need to be addressed in the future.

## COUNCIL STRATEGY

### 1.5.4 Provide adequate infrastructure to care for older residents locally

DP Action	Action	Responsibility	Progress	Comment
Provide appropriate services for residents at the Lilliane Brady Village	Develop annual budget to ensure adequate resources to enable appropriate services are maintained.	S Huon	75%	2014 -2015 Budget developed. Quarter 3 running on budget with 67% of budget expended & 87% of budgeted income received. Occupancy rate for Quarter 3 was 98.2 % for Hostel and 99.4%for Nursing Home. Occupancy is currently 100%. •Comprehensive assessments and documentation of residents care needs were completed as per facility protocol on the one new resident entering facility in quarter 3 to enable ACFI claims to be maximised.
Provide appropriate services for residents at the Lilliane Brady Village	Develop, implement and review systems to ensure services are provided according to the needs of residents.	S Huon	75%	Audits completed in Quarter 3 included Infection Control, Document Control, Continuous Improvement, Environmental safety, Clinical Management, Medication Management, Food Safety Program, Housekeeping, Resident Accident & Incidents. Infection rates remain low; incidents for residents follow normal trends for facility. Medication and clinical care is provided as per assessed needs in line with facility and legislative requirements. The food safety program is maintained in compliance with the food standards. The nurse call system underwent a major upgrade with the cost of \$21,000 coming from the operational budget.
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	S Huon	75%	Staffing levels have been maintained in line with the master roster. One resignation was received – AIN (casual). No new staff were recruited this quarter. One full time relief RN commenced in March to back fill

	statement and policies.			shifts whilst ADoN commenced 6 weeks annual leave. 5 staff attended Dementia specific training in Bourke in March. All staff continue to participate in scheduled in house training utilising the "Aged Care Channel" including updates on respiratory illness, use of syringe drivers, and mandatory reporting requirements.
Provide appropriate services for residents at the Lilliane Brady Village	Maintain health and personal care of all residents according to their needs and maintain resident lifestyle, rights and choices.	S Huon	75%	<p>The Australian Aged Care Quality Agency attended an unannounced spot check on 20th February 2014. The focus was on Continuous improvement - Standards 1.1, 2.1, 3.1, 4.1 and 1.7 Inventory and Equipment. All required outcomes for these standards were assessed as met.</p> <p>All resident care needs have been assessed and care provided as requested or identified. Resident care needs were regularly reviewed (monthly for high care residents and 3 monthly for low care residents) as per policy by nursing staff. 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 medicine management. Allied health services such as dietician, podiatry and hearing services were provided to those residents that required them.</p>
Provide appropriate services for residents at the Lilliane Brady Village	Promote community awareness and encourage ongoing resident involvement in community events.	S Huon	75%	<p>Community involvement included: - visitation by clergy, weekly exercise run by community volunteers. Publication of quarterly newsletter for residents, family &amp; friends in March 2014 – next edition due in July. Outings in the community attended by residents included a trip to Louth by 8 residents and regular swimming sessions at Cobar pool during February. Participation in the senior's week activities in March</p>

				was well supported by the residents. The Lilliane Brady Village bus was used for transport. The in-house recreational activity program continues to be well attended with residents having input into the program.
Provide appropriate services for residents at the Lilliane Brady Village	Provide a transparent mechanism for concerns and complaints management from all stakeholders.	S Huon	75%	POL/GM2 Comments, Suggestions & Complaints covers the protocol & procedures for complaint resolution & escalation process for Lilliane Brady Village. The facility maintains a register for all complaints. Investigation & resolutions including any actions required such as staff training, resources etc have been recorded. There was only one complaint received for the quarter, this being from a staff member. The complaint was followed up in line with policy & procedures. Pol/RM17 Compulsory Reporting covers process for reporting & responding to physical & sexual abuse of residents. There were no reportable incidents for quarter 3.

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.	G Woodman	75%	Appropriate attendance undertaken.

Work with police and licensed premises to promote a safe community	Provide secretariat services for the Cobar Liquor Accord.	G Woodman	75%	Appropriate secretariat work undertaken
Work with Police, Cobar Business Association And the Crime Prevention Committee to undertake a Community Safety Audit.	Provide secretariat services for the Cobar Crime Prevention Committee.	G Woodman	75%	Appropriate action taken on implementation of the Crime Prevention Strategy and Plan Action Plan.

<b>COUNCIL STRATEGY</b>				
<b>1.6.2</b>	<b>Implementation of the Cobar Crime Prevention Plan and Strategy</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
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.	* Vacant	75%	Council is very proactive in regards to the removal of graffiti and has consistently been eradicating the vandalism within a 48 hour period where possible. All evidence is taken and recorded on the relevant file by the Urban Supervisor.
Implementation of actions outlined in the Cobar Crime Prevention Plan and Strategy	Undertake a Community Safety Audit.	A Shepherd	0%	Has been rescheduled to 2014/2015 due to resource limitations.
Implementation of actions outlined in the Cobar Crime Prevention Plan and Strategy	Update the action list for the Crime Prevention Plan.	A Shepherd	75%	Action being progressed. No funding sourced in Q3.
Lobby for a full-time domestic violence case worker based in	Approach all agency and grant sources with a robust business case	A Shepherd	45%	Council has worked with the Cobar Domestic Violence Committee to undertake and promote the 8 March International Womens Day event. Council's Inspiring

Cobar				Women of Cobar project was launched at this event with enthusiasm. Great feedback received by all attendees. Launch held at the Great Cobar Heritage Centre in conjunction with Inspiration House's IWD event.
-------	--	--	--	--

<b>COUNCIL STRATEGY</b>				
<b>1.6.3 Encourage safe and sustainable development</b>				
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
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	G Ryman	75%	Applications determined as required under Section 68 of the Local Government Act.
Undertake regulatory obligations in relation to building and development	Carry out critical stage and other progress inspections required to ensure completed projects complies.	G Ryman	75%	Mandatory critical stage inspections undertaken as requested.
Undertake regulatory obligations in relation to building and development	Complying Development applications assessed and approved in accordance with statutory standards requirements and Council Codes.	G Ryman	75%	Applications generally determined in the statutory timeframes.
Undertake regulatory obligations in relation to building and development	Develop an On-site Sewage Management Register for existing systems in priority areas.	G Ryman	25%	Database of properties within priority areas completed. Register complete for new systems and recent approvals relating to existing systems.
Undertake regulatory obligations in relation to building and development	Development Applications assessed and approved in accordance with statutory standards and requirements and Council	G Ryman	75%	Development Applications assessed and approved in accordance with standards and requirements.

	Codes.			
Undertake regulatory obligations in relation to building and development	Inspect all development when required by approval so as to ensure compliance.	G Ryman	75%	Mandatory critical stage inspections undertaken as requested.
Undertake regulatory obligations in relation to building and development	Process applications for Section 149 Certificates.	G Ryman	75%	Certificates processed as received.
Undertake regulatory obligations in relation to building and development	Provide approval and inspection services for the installation of sewage and drainage services.	G Ryman	75%	Inspections carried out as required.
Undertake regulatory obligations in relation to building and development	Provide registration, approval and inspection for applications to install and operate On-Site Sewerage Management Systems.	G Ryman	75%	Applications for installation and operation of On-Site Sewerage Management Systems processed.
Implement the Cobar LEP and development control plans	Identify required Development Control Plans to support Cobar LEP 2012.	G Ryman	0%	Preparation of Development Control Plans not progressing pending legislative changes. No action required to develop further planning controls for intensive agriculture or rural industry activities. Need for urban controls to be considered under the proposed new planning system for NSW.
Implement and maintain an appropriate register for leases, licences and land	Maintain the Lease, Licence & Land Register.	H Holder	75%	Lease, Licence and Land Register is being maintained.



<b>COUNCIL STRATEGY</b>				
<b>1.6.4</b>	<b>Provide and maintain safe and serviceable public facilities and infrastructure</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
To provide the community with an aesthetically pleasing and clean urban environment	Manually street sweep the CBD to supplement the mechanical operations to ensure a clean and aesthetically pleasing environment.	* Vacant	75%	Council completes manual street sweeping works daily to supplement the mechanical operations. This has ensured a clean and aesthetically pleasing environment in the urban area.
To provide the community with an aesthetically pleasing and clean urban environment	Mechanically clean the streets in the urban area to provide suitable environment for the community.	* Vacant	75%	The CBD area is mechanically cleaned five days a week to ensure a suitable environment is provided for the community.
To provide the community with an aesthetically pleasing and clean urban environment	Regularly clean and maintain amenities building in accordance with frequency of use.	* Vacant	75%	Council has regularly cleaned and maintained amenity buildings in accordance with their frequency of use and provided a timely response to requests.
To provide the community with an aesthetically pleasing and clean urban environment	Review the Street Sweeping Program and implement an improvement action plan.	* Vacant	30%	The Street Sweeping program has not been reviewed in Q3.
To have systems in place for Cobar and village communities to maintain and control their public halls and the Nymagee Old School Community Centre	Development of Cobar Town Hall Cinema Improvement and Operational Action Plan.	G Ryman	0%	No budget allocation for improvements to facility. Facility currently leased to the Western Studio of Performing Arts for one year. Will continue to seek funding to undertake works in conjunction with users.
To have systems in place for Cobar and village communities to maintain and control their public halls and the Nymagee Old School	Maintenance and repair in consultation with the local Management Committee for Euabalong Library and community hall.	G Ryman	10%	Draft licence agreement prepared for the management and occupation of village community facilities. Awaiting consultation with Committee.

Community Centre				
To have systems in place for Cobar and village communities to maintain and control their public halls and the Nymagee Old School Community Centre	Maintenance and repair in consultation with the local Management Committee for Mount Hope Hall.	G Ryman	10%	Draft licence agreement prepared for the management and occupation of village community facilities. Will continue to seek funding to build accessible toilets within the hall.
To have systems in place for Cobar and village communities to maintain and control their public halls and the Nymagee Old School Community Centre	Maintenance and Repair in consultation with the local Management Committee for Nymagee Hall.	G Ryman	30%	Draft licence agreement prepared for the management and occupation of village community facilities. Will continue to seek funding to undertake additional kitchen works. Council assisted the Nymagee Progress Association to apply for a Community Building Partnership grant to complete the kitchen. This grant was successful, works to be programmed.
To have systems in place for Cobar and village communities to maintain and control their public halls and the Nymagee Old School Community Centre	Supply electricity to the Nymagee Old School Community Centre.	G Ryman	30%	Licence agreement prepared for the management and occupation of village community facilities, waiting for Nymagee Progress Association to sign agreement.
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.	G Ryman	75%	Grant funding currently being used to install accessible unisex toilet facility at Ward Oval as part of the Men's Shed expansion. Will continue to seek funding for accessible toilets at other Council facilities. Grant application submitted for accessible toilet facilities at the Youth Centre.

<b>COUNCIL STRATEGY</b>				
<b>1.6.5</b>	<b>Provide protection from fire, natural disasters, public health and other threats to the community</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Have systems in place to allow a rapid response to a fire emergency within the Rural Fire District	Development, reporting and implementation of Rural Fire Service (RFS) facilities asset management plan and a minimum five (5) year rolling works program.	P Graf	0%	Limited resources available.
Have systems in place to allow a rapid response to a fire emergency within the Rural Fire District	Development, reporting and implementation of Rural Fire Service plant and equipment replacement program.	P Graf	75%	Appropriate organisation and resources in place.
Have systems in place to allow a rapid response to a fire emergency within the Rural Fire District	Have a response system, which will allow a response to an emergency within a reasonable timeframe.	P Graf	75%	Response and call-out system in place.
Have systems in place to allow a rapid response to a fire emergency within the Rural Fire District	To have a rural community develop an approach to hazard management to minimise the threats of uncontrolled fire.	P Graf	75%	Appropriate organisation and resources in place.
Have systems in place to allow a rapid response to a fire emergency within the Rural Fire District	To maintain an organisation to provide the human and physical resources to assist with the control of rural fire threats.	P Graf	75%	Appropriate organisation and resources in place.
Have contingency plans in place to minimise the damage from threats from natural disasters	Develop Rural Addressing Program.	P Graf	35%	Rural addressing progressing with the property numbering system 70% complete. Pamphlet has been drafted and implementation of numbering in the field

				to be planned subject to funding.
Have contingency plans in place to minimise the damage from threats from natural disasters	To ensure reasonable strategic planning is made to establish local disaster management plans which consider the risks to local communities and have in place relevant disaster management plans which cover the reasonably foreseeable risks within the community.	P Graf	15%	DISPLAN in place and regularly reviewed. EMPLAN being developed.
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.	P Graf	75%	Effective and relevant Local Emergency Management Committee in existence. Meets quarterly.
Preserve and enhance public health by regulating and inspecting all relevant premises	All food shops and licensed premises inspected.	S Poulter	50%	Inspections of food shops continuing. Obligations under the partnership with the Food Authority on target.
Preserve and enhance public health by regulating and inspecting all relevant premises	Appropriate Public Health Education Campaign conducted.	S Poulter	0%	Limited resources available.
Preserve and enhance public health by regulating and inspecting all relevant premises	Investigation of public health incidents.	S Poulter	75%	No public health incidents reported.
Preserve and enhance public health by regulating and inspecting all relevant premises	Prepare and provide appropriate reports and information for administration and budget.	S Poulter	0%	Limited resources available.
Preserve and enhance public health by regulating and inspecting all relevant premises	Public swimming pools inspected and water samples taken.	S Poulter	0%	Limited resources available.

# Key Activity: Economy

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

COUNCIL STRATEGY				
2.1.1	Provision of business services locally			
DP Action	Action	Responsibility	Progress	Comment
Facilitate business development in the Shire	Facilitate business opportunities within Cobar and promote the region.	G Woodman	75%	Economic Taskforce developed with two meetings held, a community representative has been elected as Chair. Meetings arranged with local members in relation to economic development matters.

COUNCIL STRATEGY				
2.1.2	Skills attraction initiatives			
DP Action	Action	Responsibility	Progress	Comment
Work with relevant government organisations, including Regional Development Australia – Orana, and NSW Industry and Investment to attract skilled people to Cobar to work.	Work with Regional Development Australia – Orana Inc and Industry and Investment (I&I) on economic development issues within Cobar Shire.	A Shepherd	75%	Have been unable to source funding for an economic study of the Shire, however RDA undertook a regional data collection project. Worked with RDA on their projects, providing advice and seeking clarification.

<b>COUNCIL STRATEGY</b>				
<b>2.1.3</b>	<b>Develop and implement an Economic Development Strategy</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Implement the action plan outlined in the Economic Development Strategy.	Report on the implementation of the Economic Development Strategy.	A Shepherd	75%	Two meetings of the Economic Taskforce held. Terms of Reference adopted. Lobbying regarding mobile phone coverage and air services undertaken.
Promote economic development within Cobar Shire	Work with neighbouring councils to promote economic development across the region.	A Shepherd	75%	Continued to work with neighbouring Councils on economic development issues. EDO network to meet in Walgett on 7 April.

<b>COUNCIL STRATEGY</b>				
<b>2.1.4</b>	<b>Encourage people to shop locally</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Administer the Cobar Quids program	Monitor, dispense and reconcile Cobar Quids on a daily basis.	J Brown	75%	Cobar quids are dispensed, received and reconciled daily.
Be an active member of the Cobar Business Association	Strive to bring affordable, quality training and workshop opportunities to Cobar business operators through the activities of the Association.	A Shepherd	75%	Brought a Visual Merchandising workshop to Cobar, made possible through sponsorship by Peak Gold Mine and use of Association funds. 22 participants, many changes made to shops, excellent feedback. Also investigating the possibility of having a Meet and Greet night between local businesses and the mines to increase knowledge of what is available locally.
Be an active member of the Cobar	Undertake the secretarial role for the	A Shepherd	75%	Continued to provide secretarial support for the Cobar

Business Association	Association.			Business Association, with both meetings for the quarter attended, minutes distributed and actioned and monthly newsletters developed.
Be an active member of the Cobar Business Association	Work with the Cobar Business Association to support local business initiatives such as the Great Cobar Business Awards, shop local promotions and other activities.	A Shepherd	75%	Organised a Visual Merchandising workshop run by AusVm for businesses in March. 22 participants and excellent feedback. Many businesses subsequently undertook revamps of their shop windows and store displays. Undertook a Valentines Day - Paint the Town Red - campaign and a St Patricks Day promotion. Currently working on an Easter Egg hunt promotion.

<b>COUNCIL STRATEGY</b>				
<b>2.1.5 Diversify the business base of the Shire and strengthen local businesses</b>				
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Continued support for the Cobar Enterprise Facilitation project	Work with the Cobar Enterprise Facilitation group to progress the CEF project by sitting on the Board of Management and assisting with fundraising activities, particularly by working with government agencies and attracting government funding.	A Shepherd	75%	In regular contact with Cobar's Enterprise Facilitator on the progress of the project and any issues he is facing. Formalised meeting once a month, ad hoc between times. Board has been developing and progressing a proposal to increase funding for the project through sponsorship and industry funding to again see the project sustainable into the future. Once this funding is secured the project will be revamped and relaunched. Working with the Facilitator on a promotions campaign.
Investigate the availability of industrial land in Cobar and investigate options for the development of a new industrial estate in Cobar	Investigate suitable locations and zoning issues.	G Ryman	0%	Limited resources available.

Investigate the availability of industrial land in Cobar and investigate options for the development of a new industrial estate in Cobar	Undertake assessment of need for industrial land.	G Ryman	0%	Limited resources available. No identified demand for creation of additional industrial blocks during reporting period.
--	---	---------	----	---

## COUNCIL STRATEGY

### 2.1.6 Support mining and agricultural industries to keep them strong

DP Action	Action	Responsibility	Progress	Comment
Undertake regulatory requirements in regards to the mining industry	Assess and process Part 4 Development Applications.	G Ryman	75%	Applications generally determined in the statutory time frames.
Facilitate provision of additional funding to improve the road network	Seek Regional Road funding at levels comparable to neighbouring shires.	P Graf	35%	Revised traffic counts have been provided to RMS to ensure adequate funding for Regional Roads.
Facilitate provision of additional funding to improve the road network	Submit applications for road improvements for appropriate funding providers.	P Graf	75%	Tilpa Road funding from RMS Repair Program received. Resources for Regions submission for road works not successful. R2R funding available for final year of current program.

## COMMUNITY OUTCOME

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



COUNCIL STRATEGY				
2.2.1	Develop and implement a Tourism Attraction and Development Strategy			
DP Action	Action	Responsibility	Progress	Comment
Develop and implement the Tourism Attraction and Development Strategy	Development of an appropriate Tourism Strategy through consultation with the Tourism Advisory Committee, Business and the community.	J Martin	75%	The local Tourism Management Plan is still a draft document. MTPR is working with the Inland NSW Tourism Organisation who are in the process of developing a regional plan.

COUNCIL STRATEGY				
2.2.2	Develop a diverse range of interesting annual events and promote the activities that are on and the cultural experiences that are available in Cobar to locals and tourists			
DP Action	Action	Responsibility	Progress	Comment
Market Cobar as an attractive tourist destination	Attend consumer shows, travel and holiday expos in the identified target market areas of Australia and disseminate information on Cobar's heritage, natural features, cultural events and tourist attractions and facilities.	J Martin	75%	Council's MTPR working with the Kidman Way Promotional Committee has attended the Adelaide Caravan, Camping & Holiday Expo, the Melbourne Caravan, Camping & Holiday Expo and in partnership with the Cobar Caravan Park had representation at the Perth Caravan, Camping & Holiday Expo.
Market Cobar as an attractive tourist destination	Direct mailing campaigns.	J Martin	75%	Council's MTPR authorised 1,240 information packs to be sent this quarter.
Market Cobar as an attractive tourist destination	Manage the Visitor Information Centre, visitor numbers and revenue to the museum and souvenir shop at the Great Cobar	J Martin	75%	In this quarter there were 520 people who visited the GCHC displays and there were 2,500 people who were looking for information. The revenue for this quarter

	Heritage Centre.			was \$14,440.
Market Cobar as an attractive tourist destination	Meetings with tour and coach operators.	J Martin	75%	There has been two coach groups visit the Great Cobar Heritage Centre in this quarter.
Market Cobar as an attractive tourist destination	Participate in tourism based organisations, eg Kidman Way Promotional Committee, Outback NSW Tourism and Tourism NSW.	J Martin	75%	Cobar Shire Council is the Secretariat for the Kidman Way Promotional Committee 2013-2014. Councillor Peter Yench is the chairperson. Council's Manager Tourism and Public Relations participated in four phone meetings with the KWPC who are organising the printing of 80,000 2014-2015 promotional brochures. The MTPR attended two Inland NSW meetings where promoting Outback NSW was the main agenda item.
Market Cobar as an attractive tourist destination	Provide education packages to schools and universities.	J Martin	75%	The curator at the Great Cobar Heritage Centre has a number of education packages which are aimed at all age groups.
Market Cobar as an attractive tourist destination	Provide the Secretariat for the Kidman Way Promotional Committee.	J Martin	75%	The KWPC have had four phone meetings in this quarter. Quotes have been received to print the 2014-2015 Kidman Way brochure. The KWPC reviewed the five quotes that they received and unanimously selected Dobija Print World in Griffith to print the brochure.
Market Cobar as an attractive tourist destination	Regular media releases and exposure through national, state, regional and local radio, television and print media.	J Martin	75%	In this quarter Cobar Shire received very good local media coverage in print and radio for the Australia Day events and activities and Senior's Week events and activities.
Develop and implement new ideas to bring people to Cobar	Advertise the advantages of the area in conjunction with private sector operators.	J Martin	75%	Council's MTPR provides opportunities for business owners and operators to advertise their businesses in a number of media formats which promote Cobar Shire. The MTPR is currently talking to businesses

				about advertising in the 2014-2015 Kidman Way brochure.
Develop and implement new ideas to bring people to Cobar	Prepare bids to host relevant conferences.	J Martin	75%	Cobar Shire has been given the opportunity to bid to host the 2015 Inland Tourism Awards. The MTPR has investigated the possibilities of Cobar hosting the event and unfortunately the hosting criteria demands 200 3 star motel rooms and not as demanding, but an air service would be of benefit. At this time Cobar can only provide 129 3 star motel rooms.

<b>COUNCIL STRATEGY</b>				
<b>2.2.3</b>	<b>Diversify tourism activities and increase the utilisation of current attractions</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Identify, encourage and assist the development of existing and new tourist attractions and facilities	Cobar Caravan Park - provide appropriate financial advice and reports.	G Ryman	75%	Quarterly review of income and expenditure undertaken.
Identify, encourage and assist the development of existing and new tourist attractions and facilities	Regular review of lease agreement and performance with Caravan Park manager.	G Ryman	75%	Reviews undertaken as required by contract.
Work with existing operators and businesses to promote the benefits of tourism and expand the tourism business	Encourage businesses to be receptive to tourist activity and promote Cobar Shire.	J Martin	75%	Business owners and operators are encouraged to attend and participate in the Tourism Advisory Committee meetings which are held on a regular basis throughout the year. There was a TAC meeting held on the 13th February 2014 which was well attended. There were four motels and the caravan park represented at the meeting.

Work with existing operators and businesses to promote the benefits of tourism and expand the tourism business	Promote attendance and participation in the Tourism Advisory Committee.	J Martin	75%	The Tourism Advisory Committee is a sub committee of council. The chairperson is Mr. John Dineen, Cobar Caravan Park. The committee's role is to organise and promote tourism in Cobar.
Install and maintain tourism signage	Entry to shire, entry to town and tourism signs are installed and maintained.	J Martin	75%	Quotes have been acquired to refresh three town entry signs. The work will be completed in the next quarter.

<b>COUNCIL STRATEGY</b>				
<b>2.2.4</b>	<b>Increase the range and degree of accommodation in the Shire</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Assist to identify potential new sites and facilitate the development of accommodation providers	Provide statutory planning advice to Councillors, developers, staff and the public.	G Ryman	75%	Advice provided on request.
Investigate the need to the develop the next stage of Pioneer Estate and undertake development if required	Estimate market & land availability for future Residential Land Development.	G Ryman	30%	Land identified for future residential development. Demand for additional residential lots and funding sources for development not established. Availability of the land is being promoted on Council's website to private developers.

<b>COMMUNITY OUTCOME</b>	
<b>2.3</b>	<b>A strong business hub operating out of the Cobar airport</b>

<b>COUNCIL STRATEGY</b>				
<b>2.3.1</b>	<b>Develop a business case to attract businesses to Cobar Airport</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Actively seek out business opportunities to enhance the operations at Cobar Airport	Conduct feasibility study into the need for a Residential Park.	K Page	0%	Feasibility study to be undertaken.
Actively seek out business opportunities to enhance the operations at Cobar Airport	Conduct feasibility study into the need for Light Industrial Land.	K Page	0%	Resource limitations restricting progress.
Actively seek out business opportunities to enhance the operations at Cobar Airport	Readvertise in Airport related journals seeking interested parties to establish business enterprises.	K Page	30%	Negotiating with interested parties in relation to additional hangar development.

# Key Activity: Governance

COMMUNITY OUTCOME	
3.1	A well-funded Council that is well managed and well governed

COUNCIL STRATEGY				
3.1.1	Increase Council's income stream			
DP Action	Action	Responsibility	Progress	Comment
Reassess all rates, fees and charges	Sound revenue management plan in place including rate recovery, debt recovery, economic development/business opportunities and grant funding initiatives.	G Woodman	75%	Rate and debt recovery a high priority. Rate non recovery now less than 4%. Skate park grant application successful and Resources for Regions Round 2 applications successful for airport upgrade (\$2.5 Million), Sewerage System Upgrade (\$2.1 Million) and Cobar Water Board Pipeline Replacement (\$5 Million).
Undertake private works	Undertaken private works for property owners, contractors and RMS.	P Graf	75%	Private works undertaken (in particular for the RMS) this quarter.
Increase grant funding received	Apply for grants to assist Council to undertake activities outlined in the Annual Operational Plan.	G Woodman	75%	Appropriate grant applications completed for Resources for Regions Round 2 with success for an Airport Upgrade (\$2.5 Million), Sewerage System Upgrade (\$2.1 Million) and Cobar Water Board Pipeline Replacement (\$5 Million). Finalisation of funding deed for Resources for Regions successful project - Cobar Water Treatment Plant Replacement (Round 1) almost complete. Success with business case application for Water Security for Regions Program (\$10 million) for an up to 10,000ML Storage Facility at Nyngan (Bogan Shire Council,

				Cobar Water Board and Cobar Shire Council).
Regular monitoring and reporting of expenditure	Appropriate process in place to report to and consult Council on significant proposed variations of the Budget/Management Plan or Delivery Plan/Operational Plan.	G Woodman	75%	Concern in relation to RMS funding, airport income and operations and parks and gardens budgets.
Regular monitoring and reporting of expenditure	Major elements of the Budget or Delivery Plan/Operational Plan are achieved.	G Woodman	70%	Concern in relation to RMS Funding, airport income and operations and parks and garden budget.
Undertake rating functions of Council	Levy and issue rates.	J Brown	100%	The rates were levied on 1 July 2013 and issued on 8 July 2013.
Undertake rating functions of Council	Process Pension Rebate Claims.	J Brown	100%	Council has received the pensioner concession subsidy for 2013/2014.
Undertake rating functions of Council	Recovery of outstanding rates.	J Brown	75%	Rates Recovery – The total rate arrears as at 30 June 2013 of \$657,011.76 has been reduced to \$187,774.37.  The percentage of the total rates outstanding is 27.12%.
Effectively manage Council investments	Optimum investment of Council's surplus funds in accordance with Council's Investment Policy.	N Mitchell	75%	Council's funds continue to be invested in accordance with Sec. 625 of the Local Government Act 1993, Clause 212 of the Local Government (General) Regulation 2005 and Council's Investment Policy. For the quarter ended 31 March 2014, Council's investments earned \$45,948 interest. A monthly investment report including investment details and month end balances is included in Council's monthly Business Paper.

<b>COUNCIL STRATEGY</b>				
<b>3.1.2</b>	<b>Implement a modern Section 94 Plan and Section 64 Plan to fund future infrastructure through developer contributions</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Manage income received from the Section 94 Plan and the Section 64 Plan	Appropriately report on contributions received and works programming required for project contained within the contributions plan and Council's Community Enhancement Program.	G Ryman	75%	Database of contributions received and sources of contributions established.
Develop a Section 64 Plan	Prepare a Section 64 Plan.	P Graf	100%	Completed.

<b>COUNCIL STRATEGY</b>				
<b>3.1.3</b>	<b>Investigate how to reduce the cost of Council's community facilities through partnerships with other organisations</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Investigate partnership options, and enact if advantageous for the Cobar Youth and Fitness Centre	Seek and initiate discussions with potential appropriate partners.	K Miller	0%	A competing gym has put forward for DA approval and it is looking to start up in Q4.
Investigate partnership options, and enact if advantageous for the Lilliane Brady Village	Undertake a Business & Management Review to determine most suitable way to manage & operate the facility.	K Miller	10%	MPS is still being reviewed by NSW Health.



<b>COUNCIL STRATEGY</b>				
<b>3.1.4</b>	<b>Minimise risk for Council and the community</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
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.	K Walsh	30%	Regional Risk Management Meeting attended on 13 February 2014. Progress on development of risk register has stalled due to time constraints. Similarly, discussions to progress development of Business Continuity Plan and Disaster Recovery Plan have stalled due to time constraints.
Develop and implement a risk management strategy suitable for Council operations	Create an Event Management Plan that will identify any risk or hazard to Council whilst planning any activities or events.	J Martin	100%	Council's MTPR completed a risk assessment for the Australia Day function at the Cobar Memorial Swimming Pool. There are no council sponsored events in the next quarter.
Develop and implement a risk management strategy suitable for Council operations	Develop and implement a Corporate Risk Management Strategy.	K Walsh	15%	A draft risk register has been reviewed by Manex and risk assessed. Progress on documenting and assessing current controls has been delayed due to time constraints. Proposed further controls are to be identified.
Develop and implement a risk management strategy suitable for Council operations	Manex will direct the attention and the resources of the organisation towards managing significant risks and hazards.	G Woodman	20%	Risk Register to draft stage and with Council's insurer for comment.
Develop and implement a risk management strategy suitable for Council operations	Review insurance levels annually.	K Miller	10%	Appointment has been set for 15 April 2014.  The revaluations on buildings, plant and machinery will assist to set the sums insured and provide letter descriptions in the sum measured schedule.

Develop and implement a risk management strategy suitable for Council operations	Staff report hazards and risks to their immediate supervisor as soon as possible.	G Woodman	50%	Simple risks communication systems being developed and implemented.
Develop and implement suitable internal audit processes for Council operations	Carry out Internal Audits.	K Miller	75%	Being conducted by Luka Group on a quarterly basis.
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.	G Woodman	75%	Appropriate support provided to WHS Committee and Project team developing new WHS Manual.
WHS obligations are met and safe work practices are promoted and undertaken	Develop, implement and maintain a Risk Management Strategy suitable for Council's operations.	K Walsh	50%	A draft risk register has been reviewed by Manex and risk assessed. Progress on documenting and assessing current controls has been delayed due to time constraints. Proposed further controls are to be identified.
WHS obligations are met and safe work practices are promoted and undertaken	Provide support to Council's Health and Safety Committee.	K Walsh	75%	Support and expertise is provided to the Health and Safety Committee. Health and Safety Committee meeting held 27 February 2014.
WHS obligations are met and safe work practices are promoted and undertaken	Re-development of Councils' WHS Management System in conjunction with WHS Committee and employees.	G Woodman	15%	Consultant engaged to complete WHS Manual.
WHS obligations are met and safe work practices are promoted and undertaken	WHS Policy Development and Maintenance.	G Woodman	15%	WHS Manual being developed.
WHS obligations are met and safe work practices are promoted and undertaken	WHS reviews regularly conducted and recommendations acted upon.	G Woodman	70%	Appropriate WHS auditing undertaken to a developed schedule.

Administer Council's accident/injury/public liability claims management competently	Effective control of work flow interfaced with risk reporting.	K Walsh	75%	All incident/accident reports initiated by employees investigated, risk assessments completed. No progress on finalising risk register due to time constraints.
Ensure that documentation and records management provide a framework for easy retrieval and reference	Compliance with Records Management obligations.	K Miller	75%	Records Management meeting obligations and are compliant.
Ensure that documentation and records management provide a framework for easy retrieval and reference	Effective records administration systems and protocols in place	K Miller	75%	Effective systems and protocols in place.
Reduce workplace accidents and incidents	Coordinate development and train staff in Safe Work Method Statements (SWMS).	G Woodman	75%	Contractor and Outdoor Staff Induction Day undertaken that includes appropriate SWMS's.
Reduce workplace accidents and incidents	Facilitate/coordinate regular WHS audits of the workplace and monitor implementation of audit recommendations.	K Walsh	75%	A programme of safety inspections is monitored by Council's Health and Safety Committee. The StateCover WHS self-audit has been completed. The Health and Safety Committee met 27 February 2014 and recommended that management review the audit and action plan. Safety inspections and reports considered by the Health and Safety Committee.
Reduce workplace accidents and incidents	Train all workers for their tasks and induct all workers into the workplace or job site.	G Woodman	75%	Both Corporate and Workplace Inductions undertaken. Bullying and Harrassment and Armed Hold Up Training held in house in Q3.

<b>COUNCIL STRATEGY</b>				
<b>3.1.5</b>	<b>Strong governance measures in place</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Councillors are well trained and informed on their roles and responsibilities	Training provided to Councillors.	G Woodman	75%	Financial training provided to available Councillors in February 2014.
Strategic policy setting undertaken by the elected representatives	Assistance in the administrative management of Council meetings.	G Woodman	75%	Appropriate advice in relation to Code of Meeting Practice undertaken. Code of Meeting Practice updated.
Strategic policy setting undertaken by the elected representatives	Feedback to Councillors on progress with resolutions and Councillor requests.	G Woodman	75%	Appropriate Policy Provision and renewal undertaken.
Strategic policy setting undertaken by the elected representatives	Mayor and Councillor requests are met within Council policy.	G Woodman	75%	Mayor and Councillor requests appropriately undertaken with monitoring system in place.
Strategic policy setting undertaken by the elected representatives	Necessary advice and policy recommendations provided to Council in relation.	G Woodman	75%	Appropriate advice and recommendation's provided to Council.

<b>COMMUNITY OUTCOME</b>	
<b>3.2</b>	<b>An engaged community that participates in decision making</b>

<b>COUNCIL STRATEGY</b>				
<b>3.2.1 Implementation of Council's Community Engagement Strategy</b>				
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Engage with the various sectors of the community as required and to a level that adequately addresses the complexity of the issues.	Appropriate attendance of General Manager at Community groups and external committees, as appropriate.	G Woodman	75%	Appropriate action undertaken in accordance with strategy.
Engage with the various sectors of the community as required and to a level that adequately addresses the complexity of the issues.	Appropriate information in relation to Council resolutions and deliberations provided to Directors and relevant staff.	G Woodman	75%	Appropriate Council Resolution Status Report monitored, followed up and reported to Council.
Engage with the various sectors of the community as required and to a level that adequately addresses the complexity of the issues.	Council's media presence.	G Woodman	75%	Positive liaison with the media in relation to Council and community activities.
Engage with the various sectors of the community as required and to a level that adequately addresses the complexity of the issues.	Dissemination of information to the media.	G Woodman	75%	Appropriate provision of information and media releases. Manager of Tourism and Public Relations is now coordinating positive media stories via other Managers and Directors.

<b>COUNCIL STRATEGY</b>				
<b>3.2.2</b>	<b>Encourage more direct participation and interaction between Council and the community</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Provide up-to-date and relevant information to the public on Council's activities	Management oversight provided in relation to all information from appropriate staff to Council and the Community.	G Woodman	75%	Communication strategies implemented to both Council Staff and the community through liaison with the media.
Provide up-to-date and relevant information to the public on Council's activities	Prepare a quarterly Council newsletter to go out with the rates notices.	G Woodman	75%	Water newsletter and wise water information provided with the Q3 water accounts.
Maintain partnerships with community organisations, such as Arts Council, Business Association, Cancer Council, sporting groups etc	Appropriate networking with the local government industry and professional organisations.	G Woodman	75%	Continued Membership of the IPWEA and the LGEA Boards. Membership of the LGMA Working Party for staff sharing, attendance of GMAC, OROC and LMWUA Board Meetings. Commitment to the OROC Human Resources and Learning and Development Professional Team as a sponsoring GM.
Increase the participation of youth in community leadership	Maintain contact with similar organisations in other local government areas so as to provide interaction.	D Parisi	50%	Limited access with organisations in the other local government areas due to time/travel/budget constraints. Attended a free workshop on engaging with youth this quarter and networked with other organisations.
Increase the participation of youth in community leadership	Provide administration and support to the Cobar Youth Council.	D Parisi	75%	Attended 6 Cobar Youth Council meetings this quarter. Supported the Youth Council Little Big Day Out event on 1 February 2014. No Klub 812 events held.

**COMMUNITY OUTCOME**

<b>3.3</b>	<b>A well-functioning Council that focuses on strategic planning, provides good customer service and secures value-for-money goods and services</b>
------------	---

**COUNCIL STRATEGY**

<b>3.3.1</b>	<b>Good customer service provided by all Council Officers</b>
--------------	---

<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Focus on the provision of good customer service by all Council staff	Development, reporting and implementation of a Customer Services Policy & Standard.	K Miller	75%	Policy complete. Reporting ad hoc.
Focus on the provision of good customer service by all Council staff	Qualitative measures on response and processing times in relation to queries face to face, by phone, letter or email.	K Miller	0%	Low priority.

## 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	Coordinate a biennial staff attitude or culture survey.	K Walsh	100%	Survey data collated, reported to Manex and to Council.
Human Resources	Employees paid appropriately.	K Walsh	75%	All employees are paid in accordance with state industrial awards. Skill evaluations for all staff other than LBV commenced in Q3 and salary adjustments, if required, will be implemented the first full pay period commencing on or after 1 July 2013. LBV employees' schedule of reviews continues with appropriate pay increases implement as required.
Human Resources	General Manager demonstrated strong and effective leadership and management behaviours which transcend the organisation and are consistent with the "positive" culture being promoted and actively sought by the Council.	G Woodman	70%	Appropriate leadership and management behaviours demonstrated with a positive "Can Do" culture being developed. 5 Council Officers attended a "Building Relationships" Course. Investigations will commence in Q4 in relation to a road map on how to improve employee relations and services output.
Human Resources	Human Resources Management Strategies, objectives, protocols and outcomes aligned with Council strategic initiatives, objectives and applicable legislation.	K Walsh	100%	Council's Workforce Plan is contained within Council's Resource Strategy that underpins the Operational Plan and Delivery Programme. HR Management Plan adopted by Manex.
Human Resources	Implementation of the Employee Expectation Statement Action Plan.	K Walsh	0%	Employee Expectation Statement Action Plan to be actioned by Manex.



Human Resources	Increase the level of personal interaction and information dissemination within Council.	G Woodman	75%	Council meeting information provided to Administration Centre staff monthly.
Human Resources	Issues and concerns are able to be brought to the General Manager individually or in small groups in accordance with Council's grievance procedure.	G Woodman	75%	Reasonable open door policy implemented.
Human Resources	Staff consultation by a continuing process through Consultative Committee.	K Walsh	75%	Consultative Committee established. The committee's constitution is currently under review. No meetings held in Q3.
Maintain and actively use the Public Libraries NSW Membership	Identify opportunities for information share and services development.	J Siermens	75%	Participated in information sharing activities via e-mail in Q3. Attended the central-west zone meeting of PLNSW in Dubbo.
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.	K Walsh	75%	Council's organisational structure has been adopted by Council with the organisational chart updated monthly. Quarterly budget and operational plan reviews are undertaken.
Good recruitment and selection processes that promote the philosophy of 'recruit for attitude, train for skills'	Implement Staff Attraction and Retention Strategy.	K Walsh	15%	Staff Attraction and Retention Strategy is in draft form. It is currently being reviewed by Council's Senior Management team. There has been no progress on this project in Q3 due to lack of resources.
Good recruitment and selection processes that promote the philosophy of 'recruit for attitude, train for skills'	Maintain an up-to-date Organisation Chart in accordance with Council's organisation structure.	K Walsh	75%	Council's organisation chart updated and adopted by Manex at February 2014 Manex meeting.
Good recruitment and selection processes that promote the	Provide appropriate accommodation for	G Ryman	75%	All Council positions that require housing have

philosophy of 'recruit for attitude, train for skills'	key positions.			appropriate housing provided.
Good recruitment and selection processes that promote the philosophy of 'recruit for attitude, train for skills'	Provide recruitment services to all departments and sections of Council and fill vacant positions within ten weeks of approval to recruit.	K Walsh	75%	Vacant positions are filled as required.
Implement and manage an Employee Assistance Program for Council staff	Manage Council's Employee Assistance Programme.	K Walsh	75%	Employees are aware of the EAP and accessing the services.
Learning and development	Coordinate annual staff appraisals. Performance Review Processes are in place.	K Walsh	85%	Appraisals completed Q3. Administration tasks yet to be finalised.
Learning and development	Develop a Performance Management System.	K Walsh	0%	Work has not yet commenced on a Performance Management System, however the industrial awards and Council's policies and onboarding procedures are being followed.
Learning and development	Develop and implement Corporate Training Plan.	K Walsh	100%	Corporate Training Plan completed and adopted by Manex.
Learning and development	Educate staff with clear messages about Council's operations, culture and values, vision and strategic direction.	K Walsh	75%	Council's inductions and training include messages about Council's operations, culture and values, vision and strategic direction. These are communicated at every available opportunity. Flyers are on display in all Council workplaces communicating these messages.
Workers Compensation/injury management	Provide a workers compensation and injury management service to all departments and sections of Council.	K Walsh	75%	WorkCover approved Return to Work Coordinators oversee workers compensation, injury management and the return to work of injured workers.

Industrial Relations	Organisation chart updated and reported to management monthly.	K Walsh	75%	Council's organisational chart is updated monthly and reported to Manex regularly.
Industrial Relations	Provide advice to management on industrial matters, and negotiate matters with staff and industrial bodies.	K Walsh	75%	Industrial matters managed satisfactorily. Union involved in resolving issues.
Industrial Relations	Review and implement Equal Opportunity Management Plan.	K Walsh	55%	EEO management plan under review - no progress in Q3 due to time constraints.
Workplace Health and Safety	Coordinate an audit program to assist the organisation to meet its obligations to the Work Health and Safety Act.	K Walsh	75%	WHS self-audit complete. Manex to consider 2013 StateCover Audit Action Plan. Safety inspections program established and monitored by Health and Safety Committee.
Workplace Health and Safety	Implement and monitor safety programs to ensure the organisation meets its legislative requirements.	K Walsh	15%	Sections of Council are meeting these obligations very well, such as RMS, Children's Services and Aged Care Services. A corporate WHS Management System is being developed.
Workplace Health and Safety	Provide work health and safety services to staff.	K Walsh	75%	Training, information and advice provided on work health and safety matters to all staff as required. Training records updated.
Maintain and actively use the City of Canterbury relationship	Identify opportunities for Council and community partnerships.	A Shepherd	75%	MANEX has compiled a number of ideas for a visit and an indicative date has been set for a Canterbury visit to Cobar in July 2014. Currently scoping out a possible drought project between the two LGAs.
Maintain and actively use the City of Canterbury relationship	Prepare a Council team to attend the annual Corporate Leadership Cup.	A Shepherd	100%	Completed Q2.
Maintain and actively use the City of Canterbury relationship	Prepare for, and undertake staff exchanges.	A Shepherd	75%	Arrangements being undertaken for a visit by Canterbury Staff to Cobar around July 2014 with a

				number of key areas identified to be explored further.
Staff are provided with up-to-date and relevant tools to undertake their roles	Computer system support – Training of Users in New Software Products.	K Miller	75%	Staff attended a LGSS Users Group Forum in Dubbo to receive information and update on Council's IP&R Software and to explore the usefulness of the Performance Management and Risk Modules.  Power Budget Training undertaken by potential users.
Staff are provided with up-to-date and relevant tools to undertake their roles	Develop and review policies relating to HR matters.	K Walsh	75%	Human Resources policies are reviewed and amended on an ad hoc basis.
Staff are provided with up-to-date and relevant tools to undertake their roles	Effective Information Technology administration systems and protocols in place.	K Miller	25%	Consideration for Cloud Plan still to be considered – no further action undertaken in Q3.
Staff are provided with up-to-date and relevant tools to undertake their roles	Efficient and effective day to day operations and work scheduling for the Engineering Department.	P Graf	75%	Sceduling for Engineering Department undertaken.
Staff are provided with up-to-date and relevant tools to undertake their roles	Establish a fleet management system for the Depot.	K Page	75%	Fleet managed in accordance with management system.
Staff are provided with up-to-date and relevant tools to undertake their roles	Implement action plan for Plant and Equipment Utilisation Review Report.	P Graf	75%	Ongoing.
Staff are provided with up-to-date and relevant tools to undertake their roles	IT system kept in working and easy to manage condition.	K Miller	50%	IT kept working, data transfer for further storage being undertaken.
Staff are provided with up-to-date and relevant tools to undertake	Preparation of Computer Support	K Miller	25%	All computers are being updated to Microsoft 2010.

their roles	Strategic Plan.			
Staff are provided with up-to-date and relevant tools to undertake their roles	Provide coaching and encouragement through the probation period and ongoing support.	G Woodman	75%	Appropriate coaching and liaison undertaken from Manager level upwards.
Staff are provided with up-to-date and relevant tools to undertake their roles	Review and update 15 Year Plant Rolling Replacement Program.	K Page	100%	Program submitted to Council in Feb 2014 and adopted.
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.	K Page	75%	Asset management and maintenance of fleet undertaken. Plant and equipment report submitted to Council for 15 year rolling replacement plan.

<b>COUNCIL STRATEGY</b>				
<b>3.3.3 Council undertakes adequate strategic planning activities and meets all legislative reporting requirements</b>				
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Council updates the Integrated Planning and Reporting framework documents as required	Completion of Annual Financial Statements.	K Miller	0%	No yet due.
Council updates the Integrated Planning and Reporting framework documents as required	Compliance with Integrated Planning and Reporting Requirements (IPRR) as outlined by the DLG.	G Woodman	75%	Appropriate Quarterly Reviews undertaken. Asset Management Plan renewal will be undertaken in Q4. Six monthly review undertaken.
Council updates the Integrated Planning and Reporting framework documents as required	Develop and implement annual Works Programs, for capital and maintenance projects.	P Graf	25%	Capital programs developed, maintenance project plan to be developed.
Council updates the Integrated	Develop Asset Management programs for	K Page	5%	Initial planning undertaken.

Planning and Reporting framework documents as required	Shire and Regional roads, drainage, signs and traffic facilities.			
Council updates the Integrated Planning and Reporting framework documents as required	Development and implementation of a minimum 10 Year Financial Plan for inclusion in the Resourcing Strategy to support the Cobar Shire 2025 Community Strategic Plan.	K Miller	75%	Plan to be commenced and to be finalised in Q4.
Council updates the Integrated Planning and Reporting framework documents as required	Implement and monitor the Action Plan for Council in the Cobar Shire Social Plan 2011-2016.	A Shepherd	75%	Appropriate actions included in this years AOP and other projects viewed for inclusion in the CEP and when grant funding becomes available.
Council updates the Integrated Planning and Reporting framework documents as required	Implementation of Council's Community Engagement Strategy.	A Shepherd	75%	Community Engagement Strategy completed as required.
Council updates the Integrated Planning and Reporting framework documents as required	Produce Annual Estimates.	K Miller	75%	First Draft workshopped, being presented to Council at April Ordinary Meeting.
Council updates the Integrated Planning and Reporting framework documents as required	Produce Internal Management Reports (fortnightly budget comparison reports).	K Miller	25%	2013/2014 not due yet.
Council updates the Integrated Planning and Reporting framework documents as required	Produce Quarterly Budget Review for Council.	K Miller	75%	Q3 prepared and to be presented to Council in April 2014.
Council updates the Integrated Planning and Reporting framework documents as required	Provision of information to Council on progress of the IP&R.	G Woodman	75%	Appropriate quarterly reporting arrangements in train and 6 monthly Delivery Program reporting undertaken.
Council updates the Integrated Planning and Reporting framework	Workforce Management Strategy, as part of Resourcing Strategy, developed and	K Walsh	75%	Workforce Plan has been reviewed, amended and adopted by Council as part of Resourcing Strategy.

documents as required	maintained.			
Service level provision planning undertaken as required	Review and amendment of the Corporate Asset Register including CivicView integration.	K Miller	75%	Commenced – not due for completion until 30 June 2014.
Undertake legislative reporting requirements	Implementation of Best Practice Improvement Action Plan.	G Woodman	75%	Council Manex Officers now implementing the OLG Best Practice Review Action Plan.

<b>COUNCIL STRATEGY</b>				
<b>3.3.4</b>	<b>Good procurement processes in place to ensure the most advantageous provision of goods and services to Council</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Good contract management and procurement practices are employed	Contracts Register updated.	G Woodman	75%	Contracts Register continually updated.
Good contract management and procurement practices are employed	Manage Engineering tenders and contracts in accordance with Councils policy.	P Graf	75%	All tenders managed in accordance with Council Policy.
Leases and management agreements monitored, implemented and adhered to	Swimming pool, dentist and doctors surgeries, caravan park, and airport agreements monitored and implemented.	H Holder	75%	All agreements are monitored and implemented.

# Key Activity: Infrastructure

## COMMUNITY OUTCOME

4.1 A clean and reliable water supply

## COUNCIL STRATEGY

4.1.1 Pipe the Albert Priest Channel

DP Action	Action	Responsibility	Progress	Comment
Facilitate the construction of the Albert Priest Channel Pipeline Augmentation Project	Facilitate the construction of the Albert Priest Channel Pipeline Augmentation Project.	G Woodman	35%	Appropriate liaison through Bogan Shire Council for the completion of a business case study for the option of water security a priority. Amounting to \$1.5 million for pre -construction activities. Bogan Shire Council, Cobar Water Board and Cobar Shire Council successful with a \$10 Million Water Security for Regions Program Grant for the construction of up to 10,000ML Storage Facility and Pumping System at Nyngan. Continued liaison with the State Minister for Primary Industries for funding.



COUNCIL STRATEGY				
4.1.2	Increase Cobar's water allocation			
DP Action	Action	Responsibility	Progress	Comment
Lobby the NSW Government to have Cobar's town water supply increased	Attend meetings with relevant Government personnel demonstrating the need for the town water licence to be increased.	*Vacant	75%	No meetings were attended with relevant Government personnel this quarter.

COUNCIL STRATEGY				
4.1.3	Improved water treatment systems for the provision of potable water to the villages			
DP Action	Action	Responsibility	Progress	Comment
Investigate options to improve the water quality and consistency of water supply in the villages of the Shire	Investigate and prepare a report on upgrading non-potable water in the villages.	*Vacant	50%	Investigations into the possible upgrading of non potable water to potable water in the villages is ongoing with various options being explored and costed.

COUNCIL STRATEGY				
4.1.4	Improved water infrastructure across the Shire			
DP Action	Action	Responsibility	Progress	Comment
Maintenance and repairs of water mains	Annual Maintenance schedule prepared.	*Vacant	75%	An annual maintenance schedule has been prepared for the maintenance and repairs of water mains.

Maintenance and repairs of water mains	Implement the Water Supplies Asset Management Plan with 5 year rolling works program.	*Vacant	75%	Council has implemented the Water Supplies Asset Management Plan that encompasses an updated 5 year rolling works program.
Maintenance and repairs of water mains	Repairs carried out promptly on water reticulation system.	*Vacant	75%	All water reticulation repairs are carried out promptly.
Water filtration system adequate and well maintained	Staff record meter readings daily.	*Vacant	75%	Staff record meter readings daily for data entry purposes.
Water filtration system adequate and well maintained	Water tested and treated daily.	*Vacant	75%	Potable water from the Filtration Plant is tested and correctly treated each day. Performance reports are forwarded to the Department of Health.
Water bores drilled in the villages where appropriate	Drill water bores at Euabalong.	*Vacant	100%	Completed.

## COMMUNITY OUTCOME

**4.2** Good communications networks with services equal to the metropolitan areas

## COUNCIL STRATEGY

**4.2.1** Improved access to telecommunications, radio, TV and broadband services

DP Action	Action	Responsibility	Progress	Comment
Lobby the government for improved communications networks	Maintenance of radio base stations and licences.	P Graf	75%	Radio base stations and licences maintained.

Lobby the government and business to increase the reliability of energy provision within the Shire	Monitor opportunities for increased reliability and other energies within the shire.	G Woodman	75%	Appropriate submissions and letters provided to Telstra, Minister for Communication, Local Commonwealth Member and Commonwealth Inquiry for the Mobile Coverage Program.
--	--	-----------	-----	--

**COMMUNITY OUTCOME**

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

<b>COUNCIL STRATEGY</b>				
<b>4.3.1 Seek ways to expand the sealed road network and improve and maintain the unsealed road network</b>				
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
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.	K Page	75%	Construction and maintenance work carried out in accordance with approved program. Formalised Works program to be developed.
Road works undertaken according to priority, weather conditions and availability of resources	Inspections by Council staff on a monthly basis to identify maintenance works and report any urgent works to minimise public liability risk to Council.	K Page	75%	Supervisors undertaking monthly and urgent inspections.
Road works undertaken according to priority, weather conditions and availability of resources	Street maintenance and sign maintenance.	K Page	75%	Street maintenance and sign maintenance progressing.
Road works undertaken according to priority, weather conditions and availability of resources	Undertake a street sign audit.	K Page	0%	Resource limitations restricting progress.
Road works undertaken according to priority, weather conditions and	Undertake ordered works on behalf of RMS within	M Bell	50%	Heavy patching works and resealing completed. Lilyvale rest area to commence and Kidman Way South project has been

availability of resources	the agreed budget.			postponed by RMS.
Road works undertaken according to priority, weather conditions and availability of resources	Undertake routine and supplementary works on State Roads in accordance with the RMS Contract.	M Bell	85%	Routine and supplementary budget has been fully expended and only critical works are being authorised by RMS.
Oversee quarrying activities and ensure an adequate supply of good quality gravel for use on the road network.	Establishment of reserve for the rehabilitation and restoration of disused gravel pits and quarries.	M Bell	5%	Reserve established and rehabilitation and restoration plan to be developed in 2014/2015.
Oversee quarrying activities and ensure an adequate supply of good quality gravel for use on the road network.	Review and update the Quarry Safety Management Plan.	M Bell	5%	We are awaiting training and certification from NSW Infrastructure so that the Quarry Safety Management Plan can be completed.
Oversee quarrying activities and ensure an adequate supply of good quality gravel for use on the road network.	Use consent for all existing and new quarries progressively obtained.	M Bell	15%	Use consent for all quarry sites to be obtained.

<b>COUNCIL STRATEGY</b>				
<b>4.3.2</b>	<b>Provide and maintain safe and serviceable transport infrastructure including roads, footpaths, bike paths and airport</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Provide and maintain a safe and adequate footpath and bike path network	Conduct footpath condition audit.	*Vacant	50%	Council has commenced a complete footpath condition audit. The recently developed PAMP will be used as a reference document. A complete 5 year works program will be developed at the conclusion of this audit.

Provide and maintain a safe and adequate footpath and bike path network	Footpath Maintenance.	K Page	75%	Footpaths are being maintained.
Provide and maintain a safe and adequate footpath and bike path network	Implement the Pedestrian Access Mobility Plan (PAMP) and Bike Plan for Cobar.	M Bell	20%	Implementation of the PAMP progressing slowly. Bike plan to be commenced.
Provide and maintain a safe and adequate footpath and bike path network	Kerb & Gutter maintenance.	K Page	75%	Required kerb and gutter maintenance undertaken.
Provide and maintain a safe and adequate footpath and bike path network	Obtain grant funding to install lighting in the Linsley St taxi rank.	K Page	0%	No action to date.
Cobar airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Airport infrastructure meets the requirements of CASA and Air Services Australia.	K Page	75%	Currently meeting licence requirements. Resources for Regions application to upgrade lighting system and runway pavement have been successful and funding deed being prepared.
Cobar airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Conduct regular and statutory maintenance program in accordance with adopted plan.	K Page	75%	Regular and statutory maintenance in accordance with the plan. Independant audit of Airport operations was completed in Q2. CASA safety inspection was undertaken in Q3.
Cobar airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Consult with key stakeholders such as Brindabella Airlines.	K Page	10%	Consultation with airlines ongoing.
Cobar airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Implement the action Plan for the Cobar Aerodrome Strategic Plan.	K Page	0%	No action to date.
Cobar airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Review of the Airport Management and Strategic Plans.	K Page	0%	Review to be undertaken Q4.

Cobar airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	To have an operational plan to ensure that the airport is maintained to the standards set by the CASA and the associated regulations.	K Page	75%	Airport maintained to meet licencing requirements within budget restraints.
Cobar airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Undertake regular maintenance program, according to the adopted budget.	K Page	75%	Maintenance program undertaken.
Landing strips at Nymagee, Euabalong and Mt hope adequately maintained	To maintain runways as a grass surface in a state that is acceptable for dry weather operation. To ensure that the airstrips comply with the minimum standards for operation.	K Page	75%	Maintenance mowing and weed control undertaken to maintain servcability of airstrips. Council has received funding under the Remote Airstrip Access Program to replace the gable markers and wind sock at Nymagee airstrip.

<b>COUNCIL STRATEGY</b>				
<b>4.3.3</b>	<b>Maintain the rail network in the Shire to maximise the benefits to the community and to provide an alternative to road freight.</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Lobby the NSW Government to ensure that the rail network in well maintained, safe, affordable and well used, particularly for freight movements to reduce the impact of road movements on the community.	Continually lobby NSW Government to maintain rail network.	P Graf	25%	Ongoing.

**COMMUNITY OUTCOME****4.4 Good quality and affordable community facilities and infrastructure****COUNCIL STRATEGY****4.4.1 Develop well designed and expanded playgrounds catering for all age groups**

DP Action	Action	Responsibility	Progress	Comment
Provide and maintain safe and adequate playground facilities	Financial Management to ensure gradual upgrade of equipment to meet Australian Standards.	* Vacant	55%	Upgrades made to Drummond Park only.
Provide and maintain safe and adequate playground facilities	Inspection of playground facilities ensuring safety and convenience for all users.	* Vacant	50%	Council will continue to upgrade parks to ensure appropriate soft fall materials are in place.

**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	Suitable investigation, design, tender letting and project supervision.	P Graf	0%	Funding not available.
Implement the Ward Oval Masterplan	Work with government agencies to attract funding for the project.	A Shepherd	75%	No funding sources found. Construction of accessible toilets in the Mens Shed extension nearing completion.
Undertake Council's cemetery operations in an appropriate and	Develop appropriate Improvement Action Plan and Financial Plan that will increase the	* Vacant	50%	Council has undertaken cemetery operations in an appropriate and dignified manner. Council has

dignified manner	Improvements to the Cemetery and to increase Fees as required on a regular basis.			commenced the creation of an improved Action Plan for the site. In conjunction with this Plan a Financial Plan will be developed.
Undertake Council's cemetery operations in an appropriate and dignified manner	Enquiries dealt with in a sympathetic manner.	* Vacant	75%	All inquiries were dealt with in a sympathetic manner and requests were actioned within 10 working days.
Undertake Council's cemetery operations in an appropriate and dignified manner	Internment of deceased persons	* Vacant	75%	All interments of deceased persons have been completed in accordance with the relevant regulations.
Undertake Council's cemetery operations in an appropriate and dignified manner	Keep stock of pre-dug graves in reserve.	* Vacant	75%	Council is currently maintaining an appropriate number of pre - dug graves.
Undertake Council's cemetery operations in an appropriate and dignified manner	Provide assistance and supervision and materials etc to the Cemetery committee contractor.	* Vacant	75%	Assistance, supervision and materials have been provided to the Cemetery Committee contractor.
Undertake Council's cemetery operations in an appropriate and dignified manner	Provide strategic direction and management, through the Cobar Cemetery Management Plan in consultation with the Cobar Cemetery Committee and interested persons.	* Vacant	75%	Council has provided strategic direction and management, through the Cobar Cemetery Management Plan in consultation with the Cobar Cemetery Committee and interested persons. This has seen the cemetery continually presented in a good condition.
To provide quality and readily accessible library services to Cobar and villages	Offer high quality and relevant library services for five hours per week at both Nymagee and Euabalong.	J Siemens	75%	Nymagee and Euabalong library services operated for five hours per week in Q3.
To provide quality and readily accessible library services to Cobar and villages	Participate in State and National events that promote literacy.	J Siemens	75%	Facilitated local participation in national literacy event Summer Reading Club. 17 children registered and a total of 800 books/hours were reported for the summer break. Facilitated local participation in



				national literacy event Library Lovers'. Provided mystery reads, an interactive window display, and special event morning tea and games.
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 Siermens	75%	614 items added to the collection in Q3. 368 items = value \$12,870 (at cost) removed in Q3. 6,907 items loaned in Q3.
To provide quality and readily accessible library services to Cobar and villages	The Library provides public access to the internet service where possible.	J Siermens	75%	10 computers provided for public access. 2,214.5 hours of computer use for Q3. 210 hours of wireless bookings for Q3.
To provide quality and readily accessible library services to Cobar and villages	To ensure that the Library service is utilised by Cobar residents of all ages and community groups.	J Siermens	75%	Monthly new book list and events calendar e-mailed to press and community groups. Information on library collections, services and resources published in Council newsletter. Library manager promoted Library resources & services at Meet & Greet session at Golfie in February for new residents. 67 new members joined in Q3. Total membership = 2,779 members. 13,270 visits counted in Q3 (count is high as people counter was accidentally set to single counting).
To provide quality and readily accessible library services to Cobar and villages	To ensure that well trained, professional and highly motivated staff are responsive to serving the needs of the community.	J Siermens	75%	Library staff trained in operation of genealogy & local history microfilm as well as online historical resources at <a href="http://trove.nla.gov.au">trove.nla.gov.au</a> . Library manager attended Building Relationships Workshop.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Arrange contracts and construction work for capital works.	G Ryman	75%	Only capital funds available in budget are for housing upgrades. Essential works only being undertaken.

Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Commercial building and surgery maintenance.	G Harbison	75%	Structures maintained. Airconditioners serviced.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Development of Buildings Asbestos Register.	G Ryman	10%	Register template completed. Inspections of individual buildings commenced.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Development of Cobar Shire Council Staff Housing Strategic Plan.	G Ryman	0%	Due to limited resources this project has not yet commenced.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Prepare Plans of Management for Council's controlled Land.	H Holder	25%	Some plans are in draft format.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Provide staff and tradesmen to carry out approved maintenance in accordance with Council's policy and current lease arrangements	G Harbison	75%	Maintenance carried out as required.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Provide staff and tradesmen to carry out house maintenance.	G Harbison	75%	Maintenance carried out as required on Council's buildings.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Review Buildings Asset Management Plan.	G Ryman	0%	Limited resources available to undertake condition reports required to update Plan.

COUNCIL STRATEGY				
4.4.3	Improve recreational facilities at the water reserves			
DP Action	Action	Responsibility	Progress	Comment
Maintain and improve recreational facilities that are available at the Newey and Old Res reserves	Ensure a high standard is maintained at the Newey and Old Res reserves.	* Vacant	75%	Council has ensured a high standard is maintained at the Newey and the Old Reservoir reserves. This has seen the numbers of people using these reserves continue in this quarter.

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.	*Vacant	75%	Council has completed all maintenance works on the CBD and older areas of town. This ensured that when there were overflow events, damage and clean up works required were minimal.
Maintain suitable stormwater network including kerb and guttering	Maintenance of overland flow areas to prevent build up of obstructions, which could lead to 'backwater' effect.	*Vacant	75%	Council has maintained the stormwater and sewer networks including the kerb and guttering. Expansion works where required and within allocated budget have also been completed.
Provide, maintain and operate a sewer network and disposal system and treatment works	Annual Maintenance schedule prepared.	*Vacant	35%	An annual maintenance schedule has been prepared. This should ensure Council continues to provide, maintain and operate the sewer network, disposal system and treatment works effectively and efficiently

Provide, maintain and operate a sewer network and disposal system and treatment works	Ensure EPA licence completed annually and at minimal cost.	*Vacant	100%	Completed.
Provide, maintain and operate a sewer network and disposal system and treatment works	Implement a detection program for illegal Stormwater connections into Sewerage Scheme.	*Vacant	75%	Council has an ongoing detection program for illegal stormwater connections into the Sewerage Scheme which has dramatically reduced the stormwater infiltration rate.
Provide, maintain and operate a sewer network and disposal system and treatment works	Implement Liquid Trade Waste policy and program.	*Vacant	70%	Council has formally adopted a Liquid Trade Waste Policy with the implementation and licensing of premises ongoing.
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.	*Vacant	75%	Implementation of the Sewerage Services Asset Management Plan has commence encompassing the 5 year rolling works program.
Provide, maintain and operate a sewer network and disposal system and treatment works	Investigate possible extension of Sewerage Reticulation into the East Cobar Area.	*Vacant	75%	Options for the sewerage reticulation into East Cobar area have been finalised and Resources for Regions funding has been approved. The funding deed is being progressed.
Provide, maintain and operate a sewer network and disposal system and treatment works	Repairs carried out on the sewerage reticulation network within (6) hours.	*Vacant	75%	Council has provided, maintained and operated the sewer network, disposal system and treatment works. All required repairs were completed within a 6hr time period.
Provide, maintain and operate a sewer network and disposal system and treatment works	Undertake monthly EPA effluent sampling.	*Vacant	75%	Council has undertaken all monthly EPA effluent sampling to satisfy all requirements within relevant EPA licences.

COUNCIL STRATEGY				
4.4.5	Maintain and service villages			
DP Action	Action	Responsibility	Progress	Comment
Maintain and improve village facilities and services	Regularly maintain parks, streets and footpaths in all villages.	*Vacant	75%	Council has maintained all parks, streets and footpaths within the shire to an appropriate hierarchy standard.

# Key Activity: Environment

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.	G Woodman	75%	Support provided for the SEXI Proposal. Council now has agreed to take on the Funding Trustee Role if required. Monitoring undertaken for alternate energy proposals. Presentation provided to Council on the use of Woody Weeds as a small scale power generation proposal.
Encourage solar energy use and the efficient use of energy by residents and businesses	Apply for funding to undertake energy efficiency programs within Council buildings.	H Holder	50%	Funding successfully applied for to install 4 x solar hot water systems in Council facilities. Installation is planned for April-May.
Encourage solar energy use and the efficient use of energy by residents and businesses	Continue information sessions about the OEH Save Power Program.	H Holder	0%	This program has now ended.
Encourage solar energy use and the efficient use of energy by residents and businesses	Implement projects that have received funding.	H Holder	0%	No funding received this quarter.

## COUNCIL STRATEGY

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

DP Action	Action	Responsibility	Progress	Comment
Undertake kerbside garbage collection and recycling in Cobar and kerbside garbage collection in the relevant villages	Prepare Waste Services Strategy that includes Cobar Recycling, Euabalong, Euabalong West & Murrin Bridge for Consultation.	S Poulter	0%	Limited resources available.
Undertake kerbside garbage collection and recycling in Cobar and kerbside garbage collection in the relevant villages	Provide a once weekly domestic waste collection and transportation service for residents located within the waste collection area of Cobar.	S Poulter	75%	Domestic waste collected weekly and transported to Depot for Cobar.
Undertake kerbside garbage collection and recycling in Cobar and kerbside garbage collection in the relevant villages	Provide a trade waste collection service to all customers on a fee for service.	S Poulter	75%	Trade waste collection service provided and utilised.
Undertake kerbside garbage collection and recycling in Cobar and kerbside garbage collection in the relevant villages	Provide service to empty street bins in central business district twice weekly and other street bins and parks once weekly.	S Poulter	75%	All street and park bins emptied regularly.
Maintain the town and village tips to a high standard	Carry out surveillance of waste depot and access roads to minimise the spread of waste from vehicles and surrounding areas so as to detect unauthorised waste disposal and undertake appropriate enforcement action.	S Poulter	75%	Regular patrols being maintained.
Maintain the town and village tips	Prepare Landfill Management Plan.	S Poulter	0%	No staff resources available.

to a high standard				
Maintain the town and village tips to a high standard	Provide for the management of the Cobar Waste Disposal Depot so as to comply with statutory obligations.	S Poulter	75%	Depot being maintained in accordance with legislation.
Maintain the town and village tips to a high standard	Provide waste disposal facilities for Nymagee & Canbelego and depots at Euabalong & Euabalong West.	S Poulter	75%	Waste services being provided.
Encourage efficient water use by Shire residents	Prepare an advertising campaign promoting efficient water use by Shire residents with the assistance of savewater.	* Vacant	75%	Further promotion undertaken in Q3 with pamphlets distributed in water notices outlining ways to save water.

COMMUNITY OUTCOME	
5.2	Well managed public and private land

COUNCIL STRATEGY				
5.2.1	Develop a grazing industry that is based on managed, not feral, stock to improve pasture management			
DP Action	Action	Responsibility	Progress	Comment
Provide support to industry bodies for improved grazing management practices	Maintain an awareness of government land management incentives and programs.	H Holder	0%	No known knowledge of incentives and programs to assist industry bodies and individual graziers.



<b>COUNCIL STRATEGY</b>				
<b>5.2.2 Have a planting program for Cobar and villages and encourage the schools and businesses to participate</b>				
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Develop and instigate a planting program	Apply for funding to undertake planting activities.	* Vacant	75%	No funding opportunities were available within this quarter. Weather too hot and dry to undertake plantings.
Develop and instigate a planting program	Develop and implement a Street Tree Policy.	* Vacant	50%	A Street Tree Policy is currently being developed with the assistance of Councils Land Management Officer.
Develop and instigate a planting program	Prepare a program for planting in the whole Shire utilising correct plant material for the correct application/location.	* Vacant	75%	Council has developed and instigated a planting program resulting in the establishment of a greenhouse operated by Council staff. This greenhouse is stocked with appropriate plant material ready for use in the correct location as required.

<b>COUNCIL STRATEGY</b>				
<b>5.2.3 Manage the crown land and commons</b>				
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Provide ranger services to control animals in public places and to manage the common areas and crown land	Carry out monthly patrols of the Common.	G Harbison	75%	Regular patrols of the Common undertaken.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Implement provisions of the Companion Animals Act and promote community awareness and responsibilities of dog	G Harbison	75%	Dog and cat database kept up-to-date. Promotion of responsible dog and cat ownership undertaken. Signs on noticeboards promoting the need to have all

	and cat ownership.			puppies microchipped prior to sale.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Impound dogs and cats found on a public place & surrendered animals and undertake appropriate enforcement action.	G Harbison	75%	Dogs and cats impounded. Appropriate enforcement action undertaken. 67 dogs seized, 30 of which were euthanased, 30 released, 1 re-homed and 6 stolen. 10 feral cats seized and euthanased.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Impound straying stock.	G Harbison	75%	No stock impounded.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Maintain pound yards.	G Harbison	75%	Pound yards maintained and utilised.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Operate and maintain a pound for the keeping of seized dogs and cats.	G Harbison	75%	Council maintains the pound and dogs and other animals regularly seized and impounded.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Provide services for the euthanasia of dogs and cats that have been seized or surrendered.	G Harbison	75%	30 dogs euthanased and 10 cats.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Provide services for the registration and micro-chipping of dogs and cats.	G Harbison	75%	Services provided and regular micro-chipping of cats and dogs undertaken.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Register all stock on Common.	G Harbison	75%	All stock over six months of age on the Common registered.

<b>COUNCIL STRATEGY</b>				
<b>5.2.4</b>	<b>Long term management of noxious weeds</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
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).	H Holder	0%	No contact with school during this quarter.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Continue Implementation of Regional Inspection Plan.	H Holder	75%	During Quarter 3 the following inspections were undertaken:- 1030km of roads; 2 TSR's; 23 Private Inspections.
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.	H Holder	75%	Relevant information being sent to the Regional Project Officer as required.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Develop an introductory weeds information pack for new property owners.	H Holder	75%	The introductory weeds information pack for new property owners is continuing to be sent to new property owners identified quarterly.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Implement a regional communications strategy.	H Holder	75%	One article placed in local paper.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Improve/Update knowledge of Weeds Inspector.	H Holder	75%	Appropriate training attended as required and available.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas	Increased participation of community groups.	H Holder	75%	Database of volunteer groups and contact with these groups being maintained.

and complete appropriate reports				
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Invasive Species on public lands are managed effectively.	H Holder	100%	Inspections of one Council owned/managed properties carried out.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Invasive weeds effectively managed on private lands.	H Holder	65%	A total of 71 private property inspections have been completed to date.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Management Programs prioritised to give the greatest benefit.	H Holder	75%	Spraying along some roadsides has been undertaken, ensuring appropriate chemical usage and timing.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Monitoring Program implemented	H Holder	75%	Monitoring being undertaken as required.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Promote use of hygienic practices within Council and increase their weed identification skills.	H Holder	0%	Activities are planned for next quarter.
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.	H Holder	75%	As required prompt containment or eradication will occur if new weed incursions are found. Monitoring of sites is continuing.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Provide effective and targeted on-ground weed control.	H Holder	75%	Continued spread of biological agents as required.

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	Monitoring of services provided for local national parks.	G Woodman	0%	No action taken this quarter

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
Monitoring and regulation of activities to minimise air pollution	Respond to mining related air pollution complaints.	G Ryman	75%	None received to date.