

# Annual Operational Plan Quarterly Management Report



**COBAR SHIRE  
COUNCIL**  
outback nsw

Q1 2020/2021

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# 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 and forums			
DP Action	Action	Responsibility	Progress	Comments
Community Services Forum	Actively participate in the Community Services Forums.	Grants Officer	25%	Due to COVID-19 these meetings have been placed on hold since February. However, Council have actively communicated with services, this has occurred through emailing contacts to keep everyone informed. I have recently met with the Chair of the Community Services meetings, to try and forward plan as to when and how these meetings may be able to commence again soon. Zoom meetings were discussed, but unfortunately not an option at this stage.

COUNCIL STRATEGY				
1.1.2	Work with Government Departments and NGO's to improve service delivery, such as that proposed through initiatives like the reforms of local government			
DP Action	Action	Responsibility	Progress	Comments
Actively participate in the Far North West Joint Organisation	Mayor and General Manager to attend all meetings.	General Manager	25%	All FNWJO's meetings attended via Zoom.

Actively participate in the Orana Water Utilities Alliance	Attend meetings of the Orana Water Utilities Alliance.	Water & Sewer Manager	25%	Attending ORANA water meeting via Zoom due to COVID-19. Operator meetings have been postponed.
Work with NSW Health, Department Planning Industry & Environment (DPIE) and EPA to assist with optimisation and improve water and sewer services	Attend meetings with inspectors and measure quality and discuss results.	Water & Sewer Manager	25%	Site visits and teleconferences have been held with DPIE, NSW Health and EPA to assist with reviewing, optimising and improving the water and sewer services.

## COMMUNITY OUTCOME

<b>1.2</b>	<b>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</b>
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## COUNCIL STRATEGY

<b>1.2.1</b>	<b>Implement the actions outlined in the Youth Development Plan</b>			
DP Action	Action	Responsibility	Progress	Comments
Engage the services of a Youth Development Officer	Seek grant funding to engage a Youth Development Officer.	Manager Youth & Fitness	0%	No action undertaken in Q1.
Undertake School Holiday Activities	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.	Manager Library Services	25%	In-library school holiday craft sessions were not offered due to COVID-19 requirements. 23 take-home craft packs were created and distributed in July, and 24 take-home craft packs were created and distributed in September.
	Undertake school holiday activities to implement a varied school holiday activities program at the CYFC.	Manager Youth & Fitness	0%	No action undertaken in Q1. Skate park day will be run Thursday the 2nd October as a late youth week activity.

COUNCIL STRATEGY				
1.2.2	A greater range of youth activities organised and coordinated			
DP Action	Action	Responsibility	Progress	Comments
To provide youth services and a facility that will create interaction between all ages, interests and social standing by providing recreational, sporting and cultural activities and support services for the youth and the community of Cobar.	Hold regular youth activities at the centre and maintain partnerships to aid and enhance the provision of Youth Services.	Manager Youth & Fitness	0%	Nil to report Youth Centre closed.
	Undertake activities under Family and Community Services grant.	Manager Youth & Fitness	0%	Nil to report Youth Centre closed.
Organise Youth Week Activities	Cobar Youth Council undertake activities during the year aimed at young people.	Manager Youth & Fitness	0%	Nil to report Youth Centre closed.
	Youth Week activities to be organised in-conjunction with Cobar Youth Council	Manager Youth & Fitness	10%	2020 Youth Week events didn't occur due to COVID-19, however we are holding a skate event in Q2 which is a youth week event.
Implement the Drug and Alcohol Action team LDAT Grant	Undertake the activities outlined in the Drug and Alcohol Action team LDAT Grant	Manager Youth & Fitness	0%	Basketball After Dark (BAD) and new funding for health workshop and activity pack. BAD has not been running and the funding has had an extension. Will be looking to run outside when weather is warmer. New funding has been sought for the wellness packs and will soon be up and running.

<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>Comments</b>
Work with early childhood organisations, schools and TAFE to increase the quality and diversity of educational opportunities available locally and promote them	Bring to fruition the education services goal of a local speech therapy program aimed at 3-8 years in Cobar working with governments and NGO's to find a solution.	Director of Finance & Community Services	0%	No action undertaken in Q1.
	Hold regular meetings to determine key issues in delivering education to early childhood services in Cobar and develop solutions to these issues collaboratively.	General Manager	0%	No action undertaken in Q1.

<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 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>Comments</b>
Cobar Shire and TAFE library staff support parents via library services and outreach	Hold story time sessions, Library staff provide activities for children aged 6 months to 5 years, and model early literacy for parents including during isolated periods related to COVID-19.	Manager Library Services	25%	In-library storytime sessions were not offered due to COVID-19 physical spacing requirements. 13 dinosaur-themed craft and rhyme packs were created and distributed in July.



Information is provided to the community on the range of services available in Cobar Shire and how to access them	Maintain and update the community services directory and other activities that provide information on services available and how to access them, including Facebook and website updates.	Director of Finance & Community Services	15%	This is readily available on the internet. The Cobar Weekly also has it prominently exhibited.
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<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>Comments</b>
Administer and coordinate Children Services (FDC, COOSH, IHC)	Administration of CCS for all eligible families in accordance with Federal Legislation.	Manager Children Services	25%	With the end of COVID-19 'free childcare' services are returning to normal.
	Maintain and update policies, manuals, procedures, quality improvement plans and family information packages for FDC, IHC and COOSH to comply with changes to National Regulations and Quality Framework and National In-Home Care Standards concepts and new information.	Manager Children Services	25%	Now that the 'free childcare' period has ended we will again be reviewing policies, starting with anything to do with transportation.
	Provide craft and activity packs to In Home Care Educators four (4) times per year.	Manager Children Services	25%	Father's Day craft packs went out to Educators.
	Support Implementation of Early Years Learning Framework and the "My Time Our Place" into educator curriculum.	Manager Children Services	25%	Educational Leaders are working on this with Educators.
Improve the quality and availability of childrens services in Cobar and surrounds	Support Early Childhood Services in Cobar to ensure adequate supply of quality childcare to meet the communities needs and expectations.	Manager Children Services	25%	With COVID 19 and maternity leave FDC numbers have dropped and with the added 'free childcare' it was pointless to recruit. IHC has increased take up with families working from home wanting to access

				more care in this format. COOSH had reduced numbers accessing care but remained an option for essential workers.
Maintain adequate service levels for Children's Services providers across Cobar	Assist children service providers to seek service and infrastructure funding to meet the needs of the community.	General Manager	0%	No action undertaken in Q1. A meeting has been scheduled for Q2.

<b>COUNCIL STRATEGY</b>				
<b>1.3.3</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>Comments</b>
Plan, organise and promote festivals, celebrations and activities in the Shire	Development of a full program of activities to celebrate the 150 year anniversary of Cobar.	Tourism Manager	25%	A full program of events was planned for 2020 with something planned for every month of the calendar year. Due to the current pandemic all events scheduled throughout this year have been cancelled for 2020. As 150 years of Cobar has not been celebrated this year, a new date and event Back to Cobar Weekend is being proposed to celebrate in October 2021.
	Organise and facilitate the successful management of the Festival of the Miner's Ghost (FOMG) in cooperation with the community and the FOMG organising committee.	Tourism Manager	25%	Due to COVID-19 and mass gathering restrictions the Festival of the Miners Ghost 2020 has been cancelled. The Lost Miners Memorial service will continue to be held Friday 30th October 2020. This service will be held at Drummond Park due to the current closure of the Heritage Park for the Miners Memorial construction works. A COVID-19 safety management plan has been implemented for this event and attendance capacity of 200 people will be enforced. Promotional material has been distributed via social media, websites and hard copy.



	Organise community events such as Australia Day celebrations and Senior Citizen's Week events.	Tourism Manager	25%	<p>The Seniors week council have rescheduled all Seniors Week celebrations for March 2021. The Seniors Council has advised that they are currently exploring different options due to the current pandemic and will provide more information regarding the event later. Currently no grants have been released for Seniors Week.</p> <p>The Australia Day Council are yet to release Australia Day Ambassadors registrations for 2021. The Ambassador program has released a statement informing they remain to continue to monitor the NSW Public Health Orders for possible impacts to the 2021 program and exploring options for virtual events. Australia Day Council grants program in now open as of September 15, 2020.</p>
	Organise the Grey Mardi Gras including seeking funding opportunities.	Tourism Manager	25%	<p>Grey Mardi Gras 2021 has been scheduled for 9-11 April 2021. However, due to the current pandemic and public health order restrictions in hosting large events with mass gatherings the date and event details have yet to be released to the public. The uncertainty of the current pandemic and investment for GMG21 is currently unknown. No Marketing has been done for this event due to its uncertainty of going ahead. A decision is schedule to be made by Council in October 2020 to confirm if the event be approved to run or be postponed to 2022. *Noting: This event has now been cancelled.</p>

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

COUNCIL STRATEGY				
1.4.1	Encourage business and volunteer support for local events, organisations and activities			
DP Action	Action	Responsibility	Progress	Comments
Council supports community groups by providing access to facilities	Library Arcade rooms available for community groups and local businesses.	Manager Library Services	25%	Library community meeting room was made available for use with minimum occupancy restrictions due to COVID-19. The community meeting room was booked for use 14 times in Q1. The art & craft space is being utilised to store library furniture and house the quarantined returns.
Work with local organisations and businesses to build on current activities	Work with local organisations and businesses to build on existing events and to help them to develop new ones and promote them.	Tourism Manager	25%	Tourism Staff continue to work and collaborate with business and community groups. Due to COVID-19 all community groups and association meetings have been cancelled due to restrictions, but staff continue to keep a close relationship with all via email, phone and social media.

COUNCIL STRATEGY				
1.4.2	Develop initiatives to maximise the benefits and minimise the negative impact of shift work and FIFO/DIDO on the community			
DP Action	Action	Responsibility	Progress	Comments
Work with local business and government agencies to identify where changes can be made or initiatives developed to reduce the negative impacts and	Liaise with local business and government organisations to reduce the potential negative impacts of shift changes to mining rosters, absentee workers and mining closures to reduce the community impact and encourage residential livability of Cobar.	General Manager	25%	Applied for grant funding to undertake a study on FIFO/ DIDO impacts, Council were successful in obtaining the funding. Consultants have been engaged to undertake the project. The Consultants have presented a project update to the September Councillor Workshop.

encourage residential living of employees	Prepare the Local Strategic Planning Statement to include measures to reduce DIDO/FIFO.	General Manager	25%	Draft Local Strategic Planning Statement prepared.
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COUNCIL STRATEGY				
1.4.3	Support Aboriginal people and organisations to increase the broader communities awareness and recognition of local Aboriginal cultural identity in Cobar and to assist in meeting the targets set out under the current government policy of Closing the Gap.			
DP Action	Action	Responsibility	Progress	Comments
Undertake activities to increase awareness of Aboriginal culture in the Cobar Shire and improved coordination of Local Aboriginal Groups	Liaison with Aboriginal stakeholders to determine and undertake appropriate activities that increase awareness of Aboriginal culture.	General Manager	25%	Initial discussions held in regards to the upgrade of the Pulpulla Road.

COUNCIL STRATEGY				
1.4.4	Support arts and cultural organisations, activities and facilities			
DP Action	Action	Responsibility	Progress	Comments
Support Outback Arts and cultural activities in the Shire	Provide annual funding and support to Outback Arts and actively participate on the Outback Arts Board and support arts and cultural activities in the Shire.	Grants Officer	25%	Membership renewed for the 20/21 financial year. Grants Officer has attended Board meetings via teleconference due to COVID. However, due to COVID there has been a lack of arts and cultural activities in the Shire. Cobar's Arts Council are beginning to plan and hopefully look like holding small events soon. We will support them where possible.
	Provide a range of art and culture exhibitions at the Library Gallery.	Manager Library Services	25%	No exhibitions were installed in Q1.

	Work with organisations such as Cobar Arts Council to run art workshops, exhibitions and provide artistic opportunities.	Tourism Manager	25%	Staff continue to work closely with the Cobar Arts Council committee. Due to COVID-19 all meetings have been cancelled but close communication with the committee is still engaged via email, phone and social media. All collaborative events have been cancelled for 2020. CASP grant workshops have been now reschedule for 2021.
Provision of Curatorial services at the Great Cobar Heritage Centre.	Arrange, update and promote exhibitions and displays at the Great Cobar Heritage Centre, including master planning and renewing exhibitions as per grant funded projects.	Tourism Manager	25%	All interior exhibitions at the Great Cobar Heritage Centre have been removed and stored in appropriate storage locations. The interior building is currently empty awaiting renovations to commence. Video and Photography content has been captured during the removal process of the Museum Journey to date. This content is being created into videography to use for promotional, marketing and historical material. The Museum Project team with consultants are currently in the design phase of the Museum Upgrade Journey, Joinery has been finalised, creating mockup exhibition content for all new exhibitions and finalising style manuals and colour pallets.
	Receive, document and store objects at the Great Cobar Heritage Centre that are relevant to Cobar's history and are compliant with the Collections Policy. As the upgraded Museum is restocked each item is to be checked for compliance.	Tourism Manager	25%	As the Museum is currently closed due to renovations and the collection being stored offsite. The Museum is currently limiting collection donations unless they are of significant value to the Museum and our collection in accordance with the collection policy. The current collection needs to be catalogued and entered into our cataloguing system Mosaic.

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	Comments	
Provide assistance and incentives to attract Doctors.	Develop policies to support the attraction of Doctors to Cobar.	General Manager	0%	No action undertaken in Q1.	
Lobby NSW Government and the Federal Government to increase and improve health care provision within the Shire, including access to GP and Mental Health services.	Lobby NSW Government and the Federal Government to ensure high quality health care services are available in Cobar Shire or are easily accessible where it is not possible to have them provided locally.	General Manager	0%	No action undertaken in Q1.	

COUNCIL STRATEGY					
1.5.2	Increase the use of Council owned and other sporting and recreational facilities across the community				
DP Action	Action	Responsibility	Progress	Comments	
Increase the use of the Cobar Youth and Fitness Centre	Increase utilisation of the Cobar Youth and Fitness Centre.	Manager Youth & Fitness	10%	Youth Centre has been closed, but other activities have been running externally eg table tennis group. Basketball After Dark and Playgroup will be operating in near future - just planning venue and staff.	
Contract management of the Cobar Memorial Swimming Pool	Consider whether to the pool extension period will be offered to the Contractor.	Director Finance & Community Services	100%	This extension was encapsulated with flexibility in the current contract. Increased operating hours are now in play.	
	Supervision of pool operations ensuring safety and convenience for all patrons is paramount and manage the Pool Contract.	Director Finance & Community Services	0%	The pool was closed in Q1.	

	Undertake promotional programs to increase pool patronage.	Director Finance & Community Services	0%	Promotional events and pricing structures were used to increase pool patronage - for example this year the slide is free and already in the first few days of the season the pool is very busy. A number of grant funded programs were held at the pool and achieved good attendance.
Maintain all Council parks and reserves, including plants, trees and public facilities, the Skate Park and the Miners Memorial.	Complete the design and undertake the installation of the Miners Memorial in the Heritage Park.	Projects Coordinator	25%	Construction commenced. Internal design being finalised.
	Inspect and rectify defects of Park assets, reserves, including plants, trees and public facilities and the Skate Park.	Urban Services Coordinator	25%	Replaced Heritage Park irrigation system, replaced plants in the Marshall Street with seasonal flowers, laid turf and upgraded footpath in Harcourt Street.
	Maintenance of sporting ground and associated facilities.	Urban Services Coordinator	25%	For the first time Council have cored the Oval, the Oval has also been fertilised, this has been helped by some rainfall.
Extend and expand the Great Cobar Heritage Centre	Undertake consultations and prepare design documents for an expanded Great Cobar Heritage Centre.	Tourism Manager	25%	The Museum project team continue to work with consultants for the Major Museum Upgrades. The team is currently working with a team of architects, graphic designer, exhibition designer and Museum Curatorial consultant to develop the next phase of the project. Currently the team is in design phase of the project with exhibition design, style manuals/ guides and finalising stage 3 coach house designs.



COUNCIL STRATEGY				
1.5.3	Provide adequate infrastructure to care for older residents locally			
DP Action	Action	Responsibility	Progress	Comments
Provide appropriate services for residents at the Lilliane Brady Village	Develop annual budget to ensure adequate resources to enable appropriate services are maintained.	Director of Nursing	0%	Budget developed.
	Develop, implement and review systems to ensure services are provided according to the needs of residents.	Director of Nursing	100%	All systems are currently being reviewed a new governance structure is being considered.
	Ensure adequate and appropriately skilled and qualified staffs to ensure all services are delivered in line with facility mission statement and policies.	Director of Nursing	25%	<p>Resignation of two senior registered nurses.</p> <p>Current use of agency registered nurse while looking to advertise.</p> <p>ADoN filling in all available shift to cover shortfall.</p> <p>DoN assists on floor in clinical capacity.</p> <p>Three AINs currently completing Enrolled Nurse Course. DoN and ADoN reviewing RN rosters to utilize ENs with support.</p> <p>Maintenance Officer resigned- successful recruitment process- replacement to commence mid-October.</p> <p>Part time administration officer resigned- no advertisement yet placed.</p> <p>Need identified for Catering Manager</p>

				consultant to review and streamline process and planning- yet to commence.
	Finalise the new bed licences.	Director of Nursing	0%	Awaiting response from latest licensing application which is "off round".
	Maintain health and personal care of all residents according to their needs and maintain resident lifestyle, rights and choices.	Director of Nursing	90%	<p>Introduction of Resident of the Day allowing for needs of the resident to be reviewed and actioned. Planned outcomes through care planning and changes in assessed needs focusses on required needs in a timely manner which minimizes the risk of "missed opportunities".</p> <p>Complaint from family of deceased resident ongoing with Aged Care Complaints Department- progressed to resolution stage.</p> <p>Weekly toolbox education to support the ongoing educational needs of staff presented by the DoN- documented attendance.</p> <p>Previous three monthly Residents meetings have been changed to monthly meetings to allow for discussion and solutions to be effected in a timely manner.</p> <p>Information related to Covid-10 maintained and disseminated to staff, residents and EPoA by DoN as it comes to hand- checked daily.</p> <p>Planned education for nurses delivered by DoN/ outsourced to improve delivery and service of care. Suite of competencies to support tasks reviewed.</p>
	Monitoring of levels of aged care provided at the Lilliane Brady Village.	Director of Nursing	100%	Introduction of RN 24 hours report which is follow up each shift

				<p>Increased time on floor observing and auditing by ADoN and DoN</p> <p>Monthly meetings with different divisions of staff for feedback and improvement.</p> <p>Increased use of Message Board on Manad to convey information.</p> <p>Reflective Tool used for corrective action by staff as learning and support tool.</p> <p>Increased supervision and surveillance with timely rectifications.</p>
	Promote community awareness and encourage ongoing resident involvement in community events.	Director of Nursing	100%	<p>Covid-19 addressed which has decreased common community activity.</p> <p>Successful 2020 drive-in Fete with on line auction.</p> <p>Continued visitors and concerts in house.</p> <p>Residents continue to take outings with family and friends- social leave.</p> <p>Gardening continues as group and individual activity.</p> <p>Group activities supported by 3 residential activities officers- garden art made with bottle tops, broom art, welcome sign.</p>
	Provide a transparent mechanism for concerns and complaints management from all stakeholders.	Director of Nursing	25%	<p>Manual complaint/ feedback system continues in use. Complaint mechanism discussed at each resident meeting. Feedback/ complaint box reinstated.</p>

				<p>Resident annual feedback survey completed with complaints addressed.</p> <p>Staff annual survey completed- results yet to be released.</p> <p>Linking Quality Improvement with complaints to address and improve issues.</p>
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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	Comments
Work with police and licensed premises to promote a safe community	Attendance and commitment to the Cobar Police Community Precinct Committee.	General Manager	0%	No Cobar Police Community Precinct Committee meetings were held in Q1.
	Provide secretariat services for the Cobar Liquor Accord.	General Manager	0%	No meetings held in Q1 due to COVID-19 restrictions.

COUNCIL STRATEGY				
1.6.2 Implementation of the Cobar Crime Prevention Plan and Strategy				
DP Action	Action	Responsibility	Progress	Comments
Removal of graffiti and recording of graffiti incidents	Supervise the removal of graffiti and ensure all evidence is taken and recorded appropriately.	Urban Services Coordinator	25%	All graffiti has been removed as it is found, a number of graffiti items have been removed from Drummond Park.
Implementation of actions outlined in the Cobar Crime Prevention Plan and Strategy.	Update all action list for the Cobar Crime Prevention Plan and Strategy.	Director Finance & Community Services	0%	On hold until the Grants Officer can progress to undertake this as part of her community involvement.

COUNCIL STRATEGY				
1.6.3 Encourage safe and sustainable development				
DP Action	Action	Responsibility	Progress	Comments
Undertake legislated obligations in relation to building and development	Assess and determine all relevant applications as outlined under Section 68 of the Local Government Act 1993	Director Planning & Environmental Services	25%	Applications lodged seeking an approval under Section 68 of the Local Government Act are assessed and determined in accordance with relevant legislative standards.
	Carry out critical stage and other progress inspections required to ensure completed projects complies.	Director Planning & Environmental Services	25%	Development projects are inspected when necessary to establish level of compliance.
	Complying Development applications assessed and approved in accordance with statutory standards requirements and Council Codes.	Director Planning & Environmental Services	25%	All complying development certificate applications are assessed against legislative and state prescribed development standards, in conjunction with the statutory determination period.

	Develop an Onsite Sewage Management Register for existing systems in priority areas.	Director Planning & Environmental Services	25%	An electronic on site sewage management register is maintained as new systems are installed and given approval to operate.
	Development Applications assessed and approved in accordance with statutory standards and requirements and Council Codes.	Director Planning & Environmental Services	25%	Development Applications lodged with Council are assessed and determined in accordance with relevant legislation requirements.
	Inspect all development when required by approval so as to ensure compliance.	Manager Planning & Environmental Services	25%	All development were inspected when required to assess compliance with the relevant approvals.
	Process applications for Planning Certificates.	Director Planning & Environmental Services	25%	Planning certificate applications are determined expeditiously following lodgment with Council.
	Provide approval and inspection services for the installation of sewage and drainage services.	Director Planning & Environmental Services	25%	Council's role as a plumbing regulator, as delegated by the Office of Fair Trading under the Plumbing and Drainage Act, is undertaken as per required legislative requirements.
	Provide registration, approval and inspection for applications to install and operate OnSite Sewage Management Systems.	Director Planning & Environmental Services	25%	All Section 68 applications seeking approval to install, operate and modify on-site sewage management systems are managed as per relevant legislated requirements, including registration, inspection and approval.
Implement and maintain an appropriate register for leases, licences and land	Maintain the Lease, Licence and Land Register.	Director Planning & Environmental Services	25%	The lease, license and land use register is 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>Comments</b>
To provide the community with an aesthetically pleasing and clean urban environment	Mechanically and manually clean the streets in the urban area to provide suitable environment for the community.	Urban Services Coordinator	25%	Town streets are mechanically and manually cleaned daily.
Maintain Council Buildings to an appropriate standard to ensure that buildings are occupiable	Maintenance and repair of Council buildings undertaken with available resources.	Director Planning & Environmental Services	25%	Council buildings are repaired when necessary and when expenditure budgets permit.
Improve disability access to Council buildings and facilities to improve their accessibility by older people and people with a disability	Implement Council's Disability Action Plan.	Director Finance & Community Services	10%	Ramp is almost complete at the museum and ramp about to be constructed at CWA.  All contemporary developments such as museum will be compliant.
Design and scope system for CCTV for key assets in the Shire	Design and scope a system covering key assets and seek funding to implement CCTV installation.	IT Manager	10%	Funding of \$350,000 has been secured through a grant and approved by the Council Chamber. Key assets and sites of crime have been identified in consultation with Cobar Police.
Provide adequate telemetry for our networks across the Shire for Water and Sewer	Upgrade the telemetry network across the Shire.	Water & Sewer Manager	5%	Currently in scoping phase.
Provide modern and efficient street lighting for Cobar	Upgrade street lighting to current standards and technology.	Infrastructure Manager	75%	Mostly completed, will take some time to identify and replace the remaining units scattered around.

**COUNCIL STRATEGY**

1.6.5	Provide protection from fire, natural disasters, public health and other threats to the community			
DP Action	Action	Responsibility	Progress	Comments
Have contingency plans in place to minimise the damage from threats from natural disasters	All food shops and licensed premises inspected as per Food Authority Partnership.	Manager Planning & Environmental Services	25%	During this reporting period food premises were not inspected as per instructions from NSW Food Authority due to the COVID-19 pandemic. However, routine inspections will be carried out during the Q2 reporting period.
	Investigation of public health incidents.	Manager Planning & Environmental Services	25%	There were no incidents reported during Q1.
	Public swimming places inspected and water samples taken.	Manager Planning & Environmental Services	0%	No water samples taken as no available test equipment. No inspections were carried out during the current reporting period.
	Swimming pool safety barriers inspected.	Manager Planning & Environmental Services	25%	Upon application - private pools and their barriers are inspected.
	To ensure reasonable strategic planning is made to establish local disaster management plans which consider the risks to local communities and have in place relevant disaster management plans which cover the reasonable foreseeable risks within the community.	Director Engineering Services	25%	The draft local disaster management plans are being considered by Councils insurers.
	To establish an effective and relevant Local Emergency Management Committee to co-ordinate Emergency services with the community.	Director Engineering Services	25%	LEMC have regularly meet over Q1 with COVID management their main focus.

# 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	Encourage business growth and new business opportunities in the Shire			
DP Action	Action	Responsibility	Progress	Comments
Facilitate business development in the Shire	Develop appropriate capital improvement strategy in accordance with the amended lease at the Cobar Caravan Park.	General Manager	25%	The Leasee is currently creating a proposal for Council to consider.
	Facilitate business opportunities within Cobar and promote the region.	General Manager	0%	No action undertaken in Q1 due to COVID-19.
	Review all lease conditions of the Cobar Caravan Park with an objective of striking a balance between revenue and investment.	General Manager	100%	New Lease has bene completed and signed.

COUNCIL STRATEGY				
2.1.2	Review and Implement the Economic Action Plan			
DP Action	Action	Responsibility	Progress	Comments
Review as necessary the Economic Action Plan and implement the actions contained within it	Renew as necessary the Economic Action Plan and implement the actions contained within it.	Director Finance & Community Services	0%	No action undertaken in Q1.

<b>COUNCIL STRATEGY</b>				
<b>2.1.3</b>	<b>Encourage people to shop locally and support the business community more broadly</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comments</b>
Participate in, and work with, the Cobar Business Association to develop programs to support business	Work with the Cobar Business Association to support local business initiatives such as the Great Cobar Business Awards, shop local promotions, training initiatives and other activities.	Tourism Manager	25%	Staff continue to collaborate and communicate closely with the Cobar Business Association. Due to Covid-19 all meetings, events and workshops have been cancelled until further notice due to restrictions.
Support shop local campaigns, including administration of the Cobar Quids program	Monitor, dispense and reconcile Cobar Quids.	Office Coordinator	25%	Council act as the "bank" for Cobar Quids on behalf of the Cobar Business Association. Cobar Quids are legal tender which can only be spent in Cobar Businesses to encourage shopping locally. There were an average of 50 transactions per month for July - September quarter.
Establish the Economic Taskforce	Re-establish the Economic Taskforce and progress priority actions identified by the Taskforce.	Director Finance & Community Services	0%	No action undertaken in Q1.

<b>COMMUNITY OUTCOME</b>	
<b>2.2</b>	<b>A strong and diverse tourist industry with a focus on customer service</b>

COUNCIL STRATEGY				
2.2.1	Update and implement the Tourism, Events and Museum Business Plan			
DP Action	Action	Responsibility	Progress	Comments
Update and implement the Tourism, Events and Museum Business Plan	Complete revision of all Council Tourism Signage and construct, design and prepare a funding plan to achieve.	Tourism Manager	25%	A full signage audit is currently being undertaken with Tourism signage throughout the entire Cobar Shire including the villages. All signage has now been captured and currently being entered into our portfolio system. A timeline is being prepared for current signage condition repairs and proposed new signage designs. A full portfolio presentation with current and proposed signage will be presented at a Council workshop at later date.
	Regularly update and report on implementation of the Tourism, Events and Museum Business Plan.	Tourism Manager	25%	Tourism Staff regularly report on Tourism and Events. Tourism Staff presented at both the August and September Council workshops with The Museum Journey, Running on Empty Festival proposal and update on Events and Festivals for 2020.

COUNCIL STRATEGY				
2.2.2	Develop a diverse range of interesting annual events and promote the activities that are on and the cultural experiences that are available in Cobar to locals and tourists			
DP Action	Action	Responsibility	Progress	Comments
Manage the Visitor Information Centre	Manage the Visitor Information Centre, admissions to Museum and souvenir shop at the Great Cobar Heritage Centre.	Tourism Manager	25%	Due to the COVID-19 pandemic and currently restrictions with border closures this has had a huge impact on our visitors numbers through the Centre this quarter. As July through to September is our peak time and usually our busiest months this hasn't been the case in 2020. Also contributing to the below figures is the museum closure and missed opportunity to capture foot traffic due to temporary location.

				Current Visitors Numbers & Shop Takings July: Visitors 1280 & Shop: \$3085.80 August: Visitors 856 & Shop: \$2038.95 September: Visitors 1372 & Shop: \$3909.30
Develop and implement new ideas to bring people to Cobar	Develop new marketing material to bring new residents and tourists to Cobar.	Tourism Manager	25%	<p>A graphic designer has been engaged as part of the Museum Upgrade to help design exhibition and marketing style manual guides for tourism promotional material. Currently the Museum team is finalising colour, logo, brochure and interior map designs content templates. The style guide will be used for all promotional and marketing material that will be keep everything consistent and uniformed across the Museum and Visitors experience.</p> <p>Visit Cobar our new marketing brand has now been released in September. This has been rolled out with our website, email and social media platforms as a strategic marketing plan to ensure consistency and uniformity with our brand.</p>

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

COUNCIL STRATEGY				
2.3.1	Encourage business development at Cobar Airport and encourage Cobar as a stopover point for aircrafts			
DP Action	Action	Responsibility	Progress	Comments
Actively seek out business opportunities to enhance the operations at Cobar Airport	Promote the airport to interested parties to establish business enterprises as per the actions in the Master Plan.	Director Finance & Community Services	0%	No opportunities have presented and there are insufficient resources to be proactive. It is of merit to establish the impact of the resumption of RPT services before undertaking any promotional activity.



	Providing Secretariat support to the Airport Advisory Committee to the Cobar Regional Airport.	Director Finance & Community Services	0%	No action undertaken in Q1.
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# 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	Comments
Reassess all rates, fees and charges	Sound revenue management plan in place including rate recovery and debt recovery.	Office Coordinator	25%	Council continues to take action as per the Debt Recovery Policy and restrictions imposed by Covid-19.
Undertake private works	Undertaken private works for property owners, mines, contractors and RMS.	Roads Development Manager	10%	Private works undertaken when requested.
Increase grant funding received	Apply for grants to assist Council to undertake activities outlined in the Annual Operational Plan and to access additional grant opportunities as they become available.	Grants Officer	25%	<p>Council has applied for the following grants:</p> <ul style="list-style-type: none"> <li>- Crown Lands funding - to undertake maintenance on Crown Lands managed by Council. Pending.</li> <li>- Aged Care Workforce Retention Grant - For eligible aged care workers, to assist in the retention of aged care staff during COVID. Successful.</li> <li>- Local Roads and Community</li> </ul>

				<p>Infrastructure - Five applications submitted and all have been successful. To carry out 5 projects inline with Councils Annual Operational Plan (AOP).</p> <p>- Resources for Regions - three separate applications submitted, inline with councils AOP - Water Reticulation upgrades, Old Industrial Estate Upgrades and a Business Case study for front of house at the Cobar Memorial Swimming Pool were all applied for. Pending.</p>
Undertake rating functions of Council	Recovery of outstanding rates	Office Coordinator	25%	Council levied Rates & Charges for the 2020-2021 year in July. The first instalment due date was delayed until the 30 September due to Covid-19. The arrears at 30 June 2020 have been reduced from \$916,892.98 to \$485,719.93 as at 30 September.
	Undertake sale of land under Section 713.	Office Coordinator	100%	Sale of Land Auction was held October 2019 and the process is now complete.
Effectively manage Council investments	Optimum investment of Councils surplus funds in accordance with Council's Investment Policy.	Financial Accountant	25%	Council's surplus funds have been invested to maximise interest revenue after taking Council's current and future working capital and operational needs into consideration. Interest rates have dropped considerably since the inception of COVID-19. Therefore, there has been a reduction in

				interest revenue for the period and this is expected in the future.
Provide services as per contract with Services NSW	Meet the requirements as per Services NSW Contract.	Office Coordinator	25%	Council provides Service NSW Agency services from 9am to 4pm Monday to Friday as per the contract. Driver testing is being conducted again on Wednesday fortnightly.
Implement the Section 94 Plan, Section 64 Plan and VPAs and manage the funds to provide for future infrastructure through developer contributions	Implement the Developer Contributions Plan, Section 64 Plan and VPAs and manage the funds to provide for future infrastructure through developer contributions.	Director Finance & Community Services	25%	Contributions Plan, S.64 Plan and Planning Agreements implemented/utilised during Q1
To provide a Section 64 Plan that meets the community expectation	Review the charging methodology to ensure that it meets the ability to develop Cobar Shire.	Water & Sewer Manager	20%	Financial plan is being undertaken in conjunction with the IWCMP.

<b>COUNCIL STRATEGY</b>				
<b>3.1.2 Minimise risk for Council and the community</b>				
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comments</b>
Develop and implement a risk management strategy suitable for Council operations	Co-ordinate the development of Councils Business Continuity Plan and Disaster Recovery Plan in conjunction with StateCover.	Director Finance & Community Services	25%	It is expected to be completed in Q4.
	Implement a Corporate Risk Management Strategy.	Human Resources Manager	25%	The Corporate Risk Register was reviewed and adopted by Manex in 2019.  Quarterly departmental reviews have commenced to ensure

				updates/additions/deletions are recorded.  Manex review all high level risks at each monthly Manex meeting.
Develop and implement suitable internal audit processes for Council operations	Facilitate Internal Audits functions based on Risk Register commencing with most significant risk.	Director Finance & Community Services	25%	This is now an integral part of the Risk and Audit Committee.
	Internal Audit Committee to meet quarterly and ensure Compliance with all Legislative and Regulatory requirements.	Director Finance & Community Services	25%	Meetings have been held regularly and considered effective. CSC is one of the few western councils to be performing to this level prior to the compulsory introduction of such meetings which has been deferred until 2021/2022.
WHS obligations are met and safe work practices are promoted and undertaken	Consult with WHS Committee to take a proactive stance in promoting a healthy and safe work environment.	Human Resources Manager	25%	WHS Committee meetings are held bi-monthly, with regular agenda items being discussed, addressed and resolved. The committee provides a platform for consultation between Council Management and employees and is more active than ever.
	Provide a safe working environment through advice, safety programs, audits and staff involvement.	Human Resources Manager	25%	Policies & Procedures for WHS have been developed, regularly reviewed and any changes or new policies/procedures are relayed to all staff. To meet our consultation requirements, the Councils WHS Committee are asked to contribute in these reviews, and managers/supervisors are asked to discuss any changes with employees. Council conducts a yearly StateCover WHS Audit to highlight any areas that need attention, and complete yearly

				StateWide Continuous Improvement Pathway (CIP) program to further improve our safety systems in an area of risk chosen by them. Nationally Recognised Training in WHS and high risk activities carried out by Council employees is provided where required.
	Reduce workplace incidents by providing return to work services, supporting the Health and Safety Committee, providing adequate training and appropriate procedures.	Human Resources Manager	25%	Return to Work and injury management services are provided to all areas of Council by the Human Resources team and take a considerable amount of time to facilitate.  Our ageing workforce continues to be a significant driver for workplace degenerative injuries.
	Refinement and implementation of Councils WHS Management System in conjunction with WHS Committee and employees.	General Manager	25%	New WHS policies/procedures are continuously being developed. StateCovers WHS Audit was completed for 2020, results and a new action plan have been received. WHS Advisor will work along with consultant Tanya Gilbert to complete actions from the StateCovers audit, and compare it with 2019 Audit action plan. WHS Advisor will continue to attend the Orana Risk Group meeting, currently being held via online meetings due to Covid-19. The WHS committee meetings are running well, meeting every 2 months, Risk Management Action Plans are being completed and are now being entered as Work Orders to ensure they are being completed. Health and Safety Vault system is still

				to be implemented, WHS and IT Manager are working on a plan to implement the system, starting with introducing Incident reporting module.
Reduce workplace accidents and incidents by supporting the WHS Committee, providing adequate training and appropriate procedures	Coordinate development and training of staff in Safe Work Method Statements (SWMS).	Human Resources Manager	25%	At the Annual Induction Day all outdoor employees are retrained in the 6 SWMS relevant across the whole organisation. A review of Council's WHS Management System will identify the risks and hazards in the workplace, and SWMS will be created from this. Training of the SWMS will follow, through consultation in supervisors meetings, toolbox talks and on the job training.
	Development and implementation of Council wide and Department specific Safety Inductions.	Human Resources Manager	25%	All new staff receive a 'walk through' induction during their first week of employment from their supervisor as well as completing an online Council induction (which is currently under review).  Staff are inducted onto the relevant work sites they will be working at (and onto applicable plant) by their immediate supervisor.
	Facilitate/coordinate regular WHS audits of the workplace and monitor implementation of audit recommendations.	Human Resources Manager	25%	WHS Committee have an active workplace audit schedule.  The action register keeps track of allocated tasks and their completion - with positive feedback from committee members on their progress.  A WHS Audit Procedure has been

				developed and awaiting Manex approval.
Ensure that records management provides a framework for collection, management and retrieval of Councils records to meet Councils needs and compliance requirements	Compliance with Records management obligations.	General Manager	25%	In Q1, held numerous one on one Records inductions for new starters to give them a better overview of Records Management and understanding of their own individual compliance requirements for Records Management. Assisted with a number of complex and extended search requests in order to retrieve information to assist with project work, external information requests and future planning for Council. There were a number of RFQ, EOI and Tenders that Records were involved with including the Great Cobar Heritage Centre Upgrades, Youth Centre, Water and Sewer Contract and Nymagee Toilets. The mandatory annual GIPA and PID reporting has been completed. Records has created an evolving list of outstanding project work to go on with once the critical operational tasks have been completed to improve compliance. Assisted with proofing a number of tenders and clarification of tenderers to ensure better compliance to reduce Councils legal risk.
	Effective records administration systems and protocols in place.	General Manager	25%	In Q1, we facilitated a security inspection and maintenance check across numerous Council sites. Fraud awareness training was held to enable staff to better identify potential fraud and the process and steps involved in



				<p>reporting it. Records staff undertook online learning for Microsoft Office Word, Excel and PowerPoint; this new knowledge will help to ensure the team is using the programs efficiently and in better alignment with their capacity. Frequently used files for the Project and Grant funding files were identified and provided to the Risk and Project Management Officer. Updated processes for the management of the Far North West Joint Organisation physical mail were developed and communicated to staff. Records requested the retrieval of an archive from the offsite storage facility. Discussions were held to ensure the better capture of CRMs for inclusion in the annual reporting and system for the capture of information that is received outside of Councils official CRM system.</p>
	Electronic Document Management System (EDMS) to be implemented.	General Manager	0%	<p>The Enterprise Resource Planning (ERP) User Group met during Q1 to formalise the evaluation of the EOI Replacement of ERP Software. Since then each requirement of the proposed tender document has been classified using the MoSCoW Prioritisation method including (Must have, Should have, Could have and Will not have) for the Electronic Document Records Management System (EDRMS) and Legal Register. An update was provided to Council staff at the recent staff meeting advising of the progress</p>

				of the EDRMS project, the next steps and increased expectations and requirements for staff moving forward. The finalised tender documents will soon go to MANEX for approval, once approved the tender will go live for selective tendering.
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COUNCIL STRATEGY				
3.1.3	Strong governance measures in place			
DP Action	Action	Responsibility	Progress	Comments
Councillors are well trained and informed on their roles and responsibilities	Training provided to Councillors.	General Manager	0%	No training provided in Q1.

COMMUNITY OUTCOME	
3.2	An engaged community that participates in decision making

COUNCIL STRATEGY				
3.2.1	Encourage more direct participation and interaction between Council and the community			
DP Action	Action	Responsibility	Progress	Comments
Provide up-to-date and relevant information to the public on Councils activities	Dissemination of up-to-date and relevant information to the media and staff on Councils activities.	General Manager	25%	Regular staff newsletters are generated and distributed giving staff an update on projects, corporate issues and staffing. Regular adverts are placed in the paper to the community updates, along with Facebook postings across Council's business units - with Facebook accounts regularly updated by the Youthie, Library, Tourism and Council. Council also uses Instagram to sell what we are doing and to generate interest. Frequent email mail outs have been sent to staff on

				COVID-19 updates. A Council newsletter was distributed with the September Rates Notice.
Maintain partnerships with community organisations, such as Business Groups, Council Committees and Council Alliances	Coordinate and support the Traffic Committee and Rural Roads Advisory Committee.	Director Engineering Services	25%	<p>Local Traffic Committee Meeting: There has been one Local Traffic Committee meeting held in Q1, on 18 August, 2020. Next meeting will be 17 November 2020. Recommendations from the meeting were: Council to install no stopping signs on Woodiwiss Ave in front of Hospital and installing kerb reflectors on Linsley St guttering adjacent to supermarket entrance driveway. From the Status report Increase speed zone on Kidman Way Sth to 110kmph, final inspection and application to be done, once line marking has been completed on recent Burril tank works. Council to prepare report for 40HPAA on Marshall St for public consultation.</p> <p>Rural Roads Advisory Committee Meeting: One meeting held in Q1, 5 August 2020 at the Tilpa Community Hall. Next meeting will be held 26 November 2020 in Council Chambers. No major issues to report.</p>

COUNCIL STRATEGY					
3.2.2	Increase the participation of youth in community leadership				
DP Action	Action	Responsibility	Progress	Comments	
Provide administration and support to the Cobar Youth Council	Provide administration and support to the Cobar Youth Council and maintain contact with similar organisations in other Local Government areas so as to provide interaction.	Manager Youth & Fitness Centre	0%	Nil to report as group has been inactive due to Covid-19.	

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

COUNCIL STRATEGY				
3.3.1	Provision of good customer service			
DP Action	Action	Responsibility	Progress	Comments
Focus on the provision of good customer service by all Council staff	Ensure that all CRM and other complaints registers and reviewed with appropriate actions and responses to complainants.	Director Finance & Community Services	25%	<p>CRM usage is on balance satisfactory across all directorates. The philosophical question needs to be answered as to whether the platform we are using is a works order platform or a CRM platform.</p> <p>The annual report to Council on CRM was adopted and triggered some debate.</p>

COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comments
Human Resources	Continue to promote the Staff Recognition and Reward Program.	Human Resources Manager	25%	<p>Council introduced GEM Awards in 2018 to encourage staff to nominate their peers for "Going the Extra Mile", the awards are presented at a quarterly BBQ for all staff (BBQs on hold due to COVID-19).</p> <p>The updated Reward &amp; Recognition Policy has aligned the nominations with our current core values - ACE IT.</p>
	Continued improvement of the electronic performance appraisal system, with updated skills matrices and position descriptions.	Human Resources Manager	25%	As positions become vacant we are working to review and improve current position descriptions and skills matrixes, including adding standard behavioural assessments in

				<p>line with the expectations in the annual performance review and Council's ACE IT values.</p> <p>We are currently developing the online training matrix through PULSE, aiming for it to be fully operational for the 2021 review process.</p>
	To be an employer of choice including continual review of employee benefits, training plans, succession plans and Traineeships.	Human Resources Manager	25%	<p>Attraction and retention are significant HR issues for all regional Councils in NSW.</p> <p>A training matrix is being developed, with resourcing the main barrier to completing this.</p> <p>Apprenticeships for 2019-20 were put on hold due to the lack of qualified tradesmen to support them.</p> <p>Additional graduate roles for technical areas and administrative trainees are being advertised in October/November 2020.</p> <p>Succession planning for critical roles needs more consideration.</p>
	To build productivity, maintain industrial harmony and increase employee satisfaction.	Human Resources Manager	25%	<p>Overall the industrial harmony is sound. We have had no significant industrial issue this quarter.</p>
	To ensure that a Consultative Committee is effective and efficient in recommending to the General Manager for action.	Human Resources Manager	25%	<p>There continues to be very few items brought to CC by employee representatives on the committee, majority of items are raised by HR for policy review, structure changes or position re-evaluations.</p>

	Undertake electronic performance appraisal annually.	Human Resources Manager	100%	Electronic performance appraisals will be undertaken in Q4.
	Undertake biennial Staff Attitude Survey.	Human Resources Manager	25%	The staff satisfaction survey is due to be conducted in November 2020.
Good recruitment and selection processes that promote the philosophy of recruit for attitude, train for skills	Ensure the organisational structure is appropriate to achieving the Budget or Delivery Program/ Annual Operational Plan.	Human Resources Manager	25%	<p>The current organisational structure is in line with budget availability.</p> <p>Resignations of key roles provide opportunity for re-assessment of organisational requirements.</p> <p>The philosophy to recruit for attitude and train for skill is our entire recruitment strategy.</p>
Implement and manage an Employee Assistance Program for Council staff	Oversee and promote Councils Employee Assistance Program.	Human Resources Manager	25%	<p>Council's Employee Assistance Program is utilised by staff and promoted to individual staff who may benefit from the assistance.</p> <p>We need to review the current contract and potentially go out for EOs to ensure face to face delivery service.</p> <p>We are focusing on all areas of health and well-being for staff and promoting other training and activities throughout the business including a health and wellbeing day for all staff will be held in Q3 each year.</p>
Staff are provided with up-to-date and relevant tools to undertake their roles	Review plant requirements; undertake asset management and maintenance of plant fleet.	Infrastructure Manager	0%	Ongoing, currently reviewing costing, effectiveness of internal booking and internal rates that make up the funding that goes towards plant replacement. Reports on specific plant types are showing just an issue in internal booking process when using

				<p>contract labour on plant and particularly in regard to graders the internal rate applied at time of purchase does not increase with CPI or future cost of plant, to allow for self-funding of replacement at end of plant life cycle. Based on current booking expectation is for hours of operation which makes this an internal rate issue. Alternatively, we could apply a booking system that is based on hours the plant is on the work site.</p> <p>Discussions ongoing to define best way forward without over pricing our services.</p>
	Review and update 10 Year Plant Rolling Replacement Program.	Infrastructure Manager	100%	Completed.
Provide Cobar Shire Council with a secure, reliable and cost-effective information technology network.	Audit and analysis of software used and future needs and identify software champions.	IT Manager	25%	Analysis of on premise software has been completed and documented in asset register.
	Continuing to upgrade security systems and staff awareness.	IT Manager	10%	Deficiencies in current environment have been identified and a plan for security is being developed.
	Create business rules/ policies to assist in creating a much more focused and visible organisation.	IT Manager	25%	Completing as required.
	Development of 10 Year IT Strategy/ Plan.	IT Manager	0%	To be completed in Q2\Q3.
	Ongoing upgrade of IT innovations, which includes training of staff.	IT Manager	25%	Replacement of ERP has moved to tender stage.
Maintain and actively use the Public Libraries NSW Membership	Identify opportunities for information share and services development.	Manager Library Services	25%	Participated in information sharing activities via e-mail in Q1.





COUNCIL STRATEGY				
3.3.3 Council undertakes adequate strategic planning activities and meets all legislative reporting requirements				
DP Action	Action	Responsibility	Progress	Comments
Council updates the Integrated Planning and Reporting framework documents as required	Compliance with Integrated Planning and Reporting (IPR) Framework Requirements as outlined by the OLG.	General Manager	25%	All Integrated Planning and Reporting (IPR) Framework compliance requirements have been met.
	Implementation of Council's Community Engagement Strategy.	Grants Officer	25%	To be completed by Q4.
	Make changes to IP&R documents in line with Audit Office requirements.	Director Finance & Community Services	15%	The audit will feature in Q2 - however at the end of Q1 no changes were required by Audit Office.
	Workforce Management Strategy, as part of Resourcing Strategy, developed and maintained.	Human Resources Manager	25%	Council's Workforce Plan has been renewed and adopted for the coming four years, effective 1 July 2017. The document reflects the key elements from other workforce plans that are considered model documents throughout the State. Next review date is February 2021 in preparation for 1 July 2021.
	Works Program developed for Shire and Regional roads, drainage, signs and traffic facilities.	Road Development Manager	25%	Works Program developed.
Meeting NSW Health and EPA legislative requirements for Water and Sewer	Quarterly report submitted to NSW Health and Annual Report to EPA.	Water & Sewer Manager	25%	Quarterly reports submitted with null negative feedback.

<b>COUNCIL STRATEGY</b>				
<b>3.3.4 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>Comments</b>
Good contract management and procurement practices are employed	Maintain a current Contracts Register, update policies and procedures and identify improvements in procurement processes.	Director Finance & Community Services	15%	This is maintained as a component of our overall improved procurement processes.
	Update Trades and Miscellaneous Services Register with alternate options to be investigated.	Director Finance & Community Services	25%	The procurement focus is to now use Vendor Panel with a procurement officer having oversight over all procurement activities.
Provision of Cobar Water Board Administration and Financial Services	Undertake administration and financial services for the Cobar Water Board as per the Agreement.	Director Finance & Community Services	25%	This is progressing to the satisfaction of both parties.
Implement Vendor Panel as Councils main Procurement tool	Implementation of Vendor Panel as Councils main Procurement tool.	Financial Accountant	25%	VendorPanel has been implemented across Council. Local supplier reaction has been positive. The use of registers in order to maintain Council compliance has been effective, as well as the use for higher level procurement including tenders. Staff require further education around the purpose and how it relates to our policy and procedures in order to encourage use as the main procurement tool.

# Key Activity: Infrastructure

COMMUNITY OUTCOME	
4.1	A clean and reliable water supply

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

DP Action	Action	Responsibility	Progress	Comments
To support the Cobar Water Board in seeking funding for improvements to water supply infrastructure to bring quality water and a reliable supply of water to Cobar for treatment and distribution	Negotiate with Cobar Water Board and Bogan Shire Council to provide grant funding and options for the improving the Albert Priest Channel, completing the Pipeline Augmentation Project and undertaking improvements to other water supply infrastructure.	Water & Sewer Manager	10%	Representation has been made to the Minister for funding. Regional water strategies have been updated to reflect the option for improving the APC.

COUNCIL STRATEGY	
4.1.2	Increase Cobar's water allocation

DP Action	Action	Responsibility	Progress	Comments
Lobby the NSW Government to have Cobars town water supply increased	Continue meeting with relevant Government personnel demonstrating the need for the town water licence to be increased.	General Manager	25%	Application has been submitted to NRAR for an additional 1,300ML allocation per year.

COUNCIL STRATEGY				
4.1.3 Improved water infrastructure across the Shire, including the town reticulation system				
DP Action	Action	Responsibility	Progress	Comments
Upgrade the reticulation network in Cobar, replacing old pipework, valves etc to improve water flow and water quality	Undertake repairs to potable water storages, including re-roofing.	Water & Sewer Manager	20%	Million gallon roof repairs has proceeded to tender phase.  7meg roof repairs is currently being assessed.
	Upgrade the reticulation network in Cobar, replacing old pipework, valves etc to improve water flow and water quality.	Water & Sewer Manager	25%	Current cast iron reticulation project expected to be completed in December 2020. Funding has been applied for to replace the dead ends and low-pressure regions.  Internal reticulation project to replace high risk AC mains to commence late 2020.
Maintenance and repairs of water mains and water filtration system	Implement Water Supplies Asset Management Plan with 5 Year Rolling Works Program.	Water & Sewer Manager	25%	This is being undertaken in conjunction with the IWCMP.
Undertake fair valuation of water and sewer	In conjunction with Councils Asset Management team and Auditor undertake revaluation of Councils water and sewer assets.	Director Engineering Services	100%	Desktop valuation undertaken for the 2019/2020 financial year.

COUNCIL STRATEGY				
4.1.4 Seek alternate supply solutions to improve water supply to Villages				
DP Action	Action	Responsibility	Progress	Comments

Improve water supply to villages	Scoping study to be completed for Nymagee, Euabalong and Euabalong West.	Water & Sewer Manager	90%	Scoping study in final draft and review. Outcomes from the report to be added as issues to the IWCMP.
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COUNCIL STRATEGY				
4.1.5 Provide contract services to Cobar Water Board				
DP Action	Action	Responsibility	Progress	Comments
Provide contract services to Cobar Water Board	Provide technical advice and maintenance activities to the Cobar Water Board.	Water & Sewer Manager	25%	Contract services have been provided to a satisfactory standard to the CWB.
Support the Cobar Water Board application for replacing the 100km of remaining pipeline	Continue to make representation to the Cobar Water Board to have the remaining 100km of the Nyngan to Cobar Pipeline funded and installed.	General Manager	25%	A formal letter and representation to the Minister has been made for the remaining 100km of pipeline to be funded.

COUNCIL STRATEGY				
4.1.6 Work with NSW Public Works to implement the Resources for Regions project to replace the pipeline, in line with direction provided by Cobar Water Board				
DP Action	Action	Responsibility	Progress	Comments
Undertake the Project Management for the works agreed to under the Resources for Regions funding to construct a third pipeline and associated works.	Continue to make representation to the Cobar Water Board to have the remaining 100km of the Nyngan to Cobar Pipeline funded and installed.	Water & Sewer Manager	5%	Funding has been applied for to replace the additional 100km of pipeline between Nyngan and Cobar.
	Undertake the Project Management for the works agreed to under the Resources for Regions funding to construct a third pipeline and associated works.	Director Engineering Services	25%	Cobar Water Board has applied for funding for the third pipeline and continues to pressure the government, with Councils support.

**COMMUNITY OUTCOME**

<b>4.2</b>	<b>Good communications networks with services equal to the metropolitan areas</b>
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**COUNCIL STRATEGY**

<b>4.2.1</b>	<b>Improved access to telecommunications, radio, TV and broadband services</b>
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DP Action	Action	Responsibility	Progress	Comments
Lobby the government for improved communications networks	Lobby to reduce Mobile Blackspots across the Shire.	General Manager	0%	No action undertaken in Q1.
	Maintenance of radio base stations and licences.	Infrastructure Manager	0%	Radio and television transmitter building has an aged and failing air-conditioning system. Have received a few callouts already this spring with high temp alarms to find the AC stopped due to faults. Will be looking to replace AC unit this summer.

**COMMUNITY OUTCOME**

<b>4.3</b>	<b>Good transport networks that increase the accessibility of Cobar and markets</b>
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**COUNCIL STRATEGY**

<b>4.3.1</b>	<b>Seek ways to expand the sealed road network and improve and maintain the unsealed road network</b>
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DP Action	Action	Responsibility	Progress	Comments
Road works undertaken according to priority,	Construction and maintenance works carried out on Regional and Shire Road Network in accordance with approved programs and standards.	Roads Development Manager	20%	Additional resources have been engaged to undertake routine maintenance grading.

weather conditions and availability of resources	Inspections by Council staff on a routine basis to identify maintenance works and report any urgent works to minimise public liability risk to Council.	Roads Development Manager	25%	Inspections are being undertaken. Council is in the process of segmenting local roads to enable more useful information to be gathered.
	Street maintenance and sign maintenance, including alcohol free signage.	Roads Works Manager	60%	This is ongoing and new street signage has been ordered and is being erected.
	Undertake ordered works on behalf of RMS within the agreed budget.	Roads Development Manager	10%	Proposal for Heavy Patching and Resealing have been submitted - awaiting Works Orders.
	Undertake routine and supplementary works on State Roads in accordance with the RMS Contract.	Roads Development Manager	25%	Works undertaken as required.
Oversee quarrying activities and ensure an adequate supply of good quality gravel for use on the road network	Ensure that all Contractors have a Quarry Safety Management Plan.	Roads Development Manager	25%	Gravel pits are being progressively won and crushed.
	Establishment and use of funding reserve for the rehabilitation and restoration of disused gravel pits and quarries.	Roads Development Manager	5%	No restoration works yet commenced.
	Licences for all existing and new quarries progressively obtained.	Roads Development Manager	10%	Licensing and registering of quarries undertaken as required.
Seal The Wool Track	Apply for funding for The Wool Track Seal Extension Project.	Grants Officer	25%	Funding applied for under the 'Fixing Country Roads' program in December 2019. This was due to be announced in May 2020. However, as yet no announcement has been made.

Extend the Seal on the Pulpulla Road	Apply for funding for extending the seal on the Pulpulla Road.	Grants Officer	25%	Funding applied for through the 'Fixing Local Roads' program, this application was successful, and Council will receive \$5,000,000 to seal 29 km of Pulpulla Road. This will seal from the Barrier Highway to the entrance of the Mt Grenfell reserve. This funding has been announced, however, Council is yet to sign a Deed/ Agreement.
Seal the remainder of the Wilga Downs Road	Apply for funding for Wilga Downs Road Seal Extension Project.	Grants Officer	25%	Council submitted an application to seal the remaining 13.8km of Wilga Downs Road (SR26) (two separate lengths 8.2km and 5.6km) - through the 'Fixing Local Roads' program. While we haven't been notified of the outcome, this was in the same round and stream as SR6 (Pulpulla Rd) which we have been notified about. Therefore, it is likely that this application for Wilga Downs Roads was unsuccessful. Will continue to investigate further funding options and applications will be made when this project meets funding criteria.

COUNCIL STRATEGY				
4.3.2	Provide and maintain safe and serviceable transport infrastructure including roads, footpaths, bike paths and airport			
DP Action	Action	Responsibility	Progress	Comments
Provide and maintain a safe and adequate	Identify priority works required to improve the safety of the footpath network and undertake works as funding becomes available.	Urban Services Coordinator	0%	No action undertaken in Q1, due to staffing resources.



footpath and bike path network	Implement the actions outlined in the Active Transport Plan.	Roads Works Manager	80%	Defects of footpaths has been identified and maintenance and replacement will be ongoing.
	Kerb & Gutter maintenance.	Urban Services Coordinator	25%	No kerb and gutter maintenance undertaken in Q1.
Cobar Airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Conduct regular and statutory maintenance program in accordance with Airport Operational Manual.	Infrastructure Manager	25%	Maintenance is occurring as defined by the manual and the SRO checklist.
	Implement the Cobar Aerodrome Master Plan.	Director Finance & Community Services	0%	This has been put on hold due to lack of resources and a chance to assess the re-introduction of RPT services.
	Provision of services to key stakeholders such as airlines and Charters.	Infrastructure Manager	0%	Ongoing as per normal.
Review the maintenance requirements of the Village Airports.	Address the use of airstrips for purposes other than emergencies and determine best way forward to meet needs of all stakeholders.	Infrastructure Manager	25%	A minimal maintenance program is being undertaken at Village Airports. Mine charter and contractors are using village airports.
	Maintain runways in a state that is acceptable for dry weather operation and ensure that the airstrips comply with the minimum standards for operation.	Infrastructure Manager	0%	The auxiliary runway has serious deformation which has been reported. Restoration and preventative works have been requested through Engineering - Roads.  The main runway has multiple cracks appearing which has been reported. Restoration and preventative works have been requested through Engineering - Roads.

<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>Comments</b>
Lobby the NSW Government to ensure that the rail network is well maintained, safe, affordable and well used, particularly for freight movements to reduce the impact of road movements on the community.	Lobby NSW Government to maintain rail network and develop initiatives to increase its use.	General Manager	0%	No actions undertaken in Q1.

<b>COMMUNITY OUTCOME</b>	
<b>4.4</b>	<b>Good quality and affordable community facilities and infrastructure</b>

<b>COUNCIL STRATEGY</b>				
<b>4.4.1</b>	<b>Upgrade priority playgrounds and parks with good designs to cater for all age groups and abilities and maintain the rest at agreed service levels</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comments</b>
Provide and maintain safe and adequate playground facilities	Inspection of playground facilities ensuring safety and convenience for all users with the aim for gradual upgrade of playground equipment to meet Australian Standards.	Urban Services Coordinator	25%	Inspections on standards undertaken on a regular basis.
	Remove Drummond Park Playground and reclaim area.	Urban Services Coordinator	100%	Drummond Park playground has been removed. Area has been reclaimed.

<b>COUNCIL STRATEGY</b>	
<b>4.4.2</b>	<b>Increase the range of community facilities and maintain those that we have to an appropriate standard</b>

DP Action	Action	Responsibility	Progress	Comments
Implement the Ward Oval Masterplan	Update the Ward Oval Masterplan and seek funding for a new building at the site and other improvements.	Project Coordinator	5%	Funding received. Ward Oval Pavilion building design being reviewed.
Undertake the BBRF grant funded project of the update of Ward Oval and the Early Learning Precinct	Apply for Federal Funding for the Ward Oval and the Early Learning Precinct.	Grants Officer	25%	Funding agreement for Building Better Regions Fund is currently being negotiated (this includes milestones and payment installments). This agreement should be complete and signed by November 2020. While this is taking place, works on the final plans of both Ward Oval and the Early Learning Precinct (ELP) are continuing.
Undertake Councils cemetery operations in an appropriate and dignified manner	Keep stock of pre-dug graves in reserve and maintain Cemetery to the appropriate level.	Urban Services Coordinator	25%	No new graves dug in Q1, due to high demand for pre-dug graves.
To provide quality and readily accessible library services to Cobar and villages	Offer high quality and relevant library services for five (5) hours per week at both Nymagee and Euabalong.	Manager Library Services	25%	Nymagee and Euabalong library services operated for five hours per week in Q1.
	Participate in State and National events that promote literacy.	Manager Library Services	25%	No State or National literacy events were promoted in Q1.
	The Library acquires, processes, maintains and lends library materials that are up to date and appropriate.	Manager Library Services	25%	683 physical items and 854 eBooks and eAudio were added to the collection in Q1. 540 items = value \$9,763 (at cost) were removed. 4.363 items loaned in Q1 (includes 622 eBook & eAudio loans).
	The Library provides public access to the internet service where possible.	Manager Library Services	25%	3 computers provided for public access to enable COVID-19 physical spacing. 181 hours of computer use and 96 hours of WIFI use for Q1.

	To ensure that well trained, professional and highly motivated staff are responsive to serving the needs of the community.	Manager Library Services	25%	Library extremely short-staffed as 2 Library Assistant vacancies are yet to be filled. Staff motivation and sense of safety maintained with limited opening hours. This enables uninterrupted time to be applied to vital tasks, COVID-19 cleaning and seniors craft preparation.
	To ensure that the Library service is utilised by Cobar Shire residents of all ages and community groups.	Manager Library Services	25%	Library opening hours were reduced to enable COVID-19 cleaning and other administrative tasks.  18 new members joined in Q1. Total membership = 2,160 members. 3,184 visits in Q1. Made 26 home delivery trips with loans of books, magazines and DVDs.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Apply for funding to update the facilities at the Cobar Memorial Swimming Pool.	Grants Officer	25%	Council have applied for funding to undertake a business case study at the Cobar Memorial Swimming Pool. This will be required for any future funding opportunities to upgrade the Pool and will clearly identify areas that need addressing and upgrading. If Council is successful in obtaining funding to undertake a business case study this will be undertaken and would be used as supporting documentation for any grant applications made to update the facilities at the Pool.
	Depot upgrade works undertaken as per the master plan.	Director Planning & Environmental Services	25%	Master plan no longer relevant to future works being planned and is subject to review.
	Each season a review of the plant and equipment to ensure timely expenditure on plant costs.	Director Finance & Community Services	25%	The community centre will reconsider what it offers prior to re-opening. Ward Oval development will offer significant increase in range of community facilities. The Girl Guides Hall is currently being upgraded. There is still

				much to do in the area of maintaining buildings on a planned basis.
	Maintenance of Buildings Asbestos Register.	Manager Planning & Environmental Services	25%	Council building assets are progressively going through a process of being assessed for asbestos presence to develop a respective register for that asset.
	Undertake upgrades to the Cobar Youth and Fitness Centre, including roof replacement/repairs as per SCCF funding agreement.	Director Planning & Environmental Services	25%	All relevant upgrades to the Cobar Youth and Fitness Centre are progressing.
	Undertake condition assessments in order to Review Buildings Asset Management Plan and undertake building condition reports and review service levels of building assets.	Director Planning & Environmental Services	0%	No resources available at this point in time to progress this task.
	Undertake upgrades to the Great Cobar Heritage Centre including, improving access, fire safety and weather proofing to the building.	Director Planning & Environmental Services	25%	Tender awarded; work will commence in Q2.
Develop community facility building to be used as a Girl Guides Hall.	Development undertaken for the community facility building to be used as a Girl Guides Hall.	Project Coordinator	50%	Construction commenced. On schedule to be completed by December 2020.

COUNCIL STRATEGY				
4.4.3	Improve recreational facilities at the water reserves			
DP Action	Action	Responsibility	Progress	Comments

Maintain and improve recreational facilities that are available at the Newey and Old Reservoir reserves	Develop and adopt a plan of management for the Newey Reservoir.	Director Planning & Environmental Services	0%	The Plan of Management for the Newey Reservoir is currently on public exhibition until 6 Nov 2020.
	Undertake actions outlined in the Newey Reservoir Plan of Management.	Urban Services Coordinator	0%	No action undertaken in Q1.

COUNCIL STRATEGY				
4.4.4	Maintain and expand where necessary, the stormwater and sewer networks			
DP Action	Action	Responsibility	Progress	Comments
Maintain suitable stormwater network including kerb and guttering	Maintenance of CBD and older areas of town, where overland flow is the only means of runoff, annually, including removal of obstructions.	Urban Services Coordinator	25%	Presently undertaking vegetation removal and maintenance in Prince Street.
Provide, maintain and operate a sewer network and disposal system and treatment works	Ensure EPA licence completed annually and at a minimal cost.	Water & Sewer Manager	25%	Compliant sewer network and treatment works.
	Implement the Sewerage Services Asset Management Plan with 5 year rolling works program.	Water & Sewer Manager	25%	This is being undertaken in conjunction with the IWCMP.
	Investigate options for implementing Liquid Trade Waste Policy and program.	Water & Sewer Manager	5%	Liquid trade waste policy being investigated through the ORANA alliance. Currently on hold due to COVID-19.
	Repair the sewer embankment and replace the aerators.	Water & Sewer Manager	25%	Embankments structurally repaired. Erosion protection to be installed.
	Undertake works to upgrade the three minor Sewer Pump Stations and inlet works at Sewer Treatment Plant.	Water & Sewer Manager	25%	Tender has been awarded to Precision Civil. The Contract is expected to be delayed by approximately 2 months due to Contractor issues.

COUNCIL STRATEGY				
4.4.5	Maintain and service villages parks, streets, footpaths and community facilities			
DP Action	Action	Responsibility	Progress	Comments
Maintain and improve village facilities and services	Arrange for works to be undertaken that have been identified as priority projects by the Nymagee Progression Association (to use Nymagee VPA funds).	General Manager	25%	Nymagee Progress Association were asked to work on their Priority projects list at their first meeting back after the break due to COVID-19. This was their August meeting, and this agenda item was deferred until their September meeting. At their September meeting (which a Council representative attended) they worked on their priority list, however it is yet to be formalised or distributed.
	Regularly maintain parks, streets and footpaths in all villages.	Urban Services Coordinator	25%	No action undertaken in Q1.
	Upgrade Euabalong Oval, install new playground and other associated works.	Urban Services Coordinator	25%	No action undertaken in Q1.

# Key Activity: Environment

COMMUNITY OUTCOME	
5.1	Ability to adapt to climate change and benefit from climate change and carbon policy initiatives

COUNCIL STRATEGY				
5.1.1	Develop an alternative energy industries in Cobar			
DP Action	Action	Responsibility	Progress	Comments
Lobby business and government to encourage the development of an alternative energy industry in Cobar	Monitor opportunities for development of an alternative energy industry in Cobar.	General Manager	0%	No action undertaken in Q1.
Provide alternative energy supply to Water and Sewer Infrastructure	Investigate the feasibility of solar installations at all major pump stations, Water Treatment Plant and the Sewer Treatment Plant.	Water & Sewer Manager	25%	The CWB has adopted to install 2x500kW (AC) solar installations at Nyngan and Hermidale. A tender has been called through Beam Energy late September 2020.

COUNCIL STRATEGY				
5.1.2	Develop community leadership on becoming leaders in resource use and waste management			
DP Action	Action	Responsibility	Progress	Comments
Undertake kerbside garbage collection in Cobar and prepare a Waste Services Strategy	Prepare a Waste Services Strategy Discussion Paper.	Manager Planning & Environmental Services	75%	Discussion paper has been prepared and submitted to General Manager for consideration.
	Provide a trade waste, domestic waste and street bin collection service to all customers as per agreed service levels.	Manager Planning & Environmental Services	25%	Trade waste, domestic kerbside and street bin collections are being undertaken in accordance with required service levels.



Maintain the town and village tips to an acceptable standard	Provide waste disposal facilities for Cobar, Nymagee, Mt Hope, Canbelego, Euabalong and Euabalong West and develop initiatives to reduce unauthorised waste disposal.	Manager Planning & Environmental Services	25%	Waste disposal facilities are being provided in all villages.
Encourage efficient water use by Shire residents	Promote efficient water use by Shire residents.	Water & Sewer Manager	25%	Drought management plan developed. Water saving initiatives being added to website.

COMMUNITY OUTCOME	
5.2	Well managed public and private land

COUNCIL STRATEGY				
5.2.1	Encourage sustainable and profitable agricultural industries			
DP Action	Action	Responsibility	Progress	Comments
Support the establishment of sustainable and profitability of agricultural industries	Maintain an awareness of government land management incentives and programs.	Environmental Supervisor	0%	No action undertaken in Q1.

COUNCIL STRATEGY				
5.2.2	Have a street tree planting program for Cobar and Villages			
DP Action	Action	Responsibility	Progress	Comments
Develop and instigate a street tree planting program	Develop and instigate a street tree planting program.	Urban Services Coordinator	15%	A Pyros tree has been planted on the BP corner, old tree removed and landscaping around area has been undertaken. Trees have been order for Marshall Street, they will be planted in Q2.

COUNCIL STRATEGY				
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5.2.3		Manage the Crown Land			
DP Action	Action	Responsibility	Progress	Comments	
Provide ranger services to control animals in public places and to manage areas and crown land	Deliver and microchip unclaimed animals to Rescue Organisation for rehoming.	Compliance & Regulation Supervisor	25%	All unwanted & unclaimed animals suitable for rehoming are microchipped & taken to ROAR for rehoming.	
	Implement provisions of the Companion Animals Act and promote community awareness and responsibilities of dog and cat ownership.	Compliance & Regulation Supervisor	25%	Carry out routine patrols , deal with animal complaints & provide information & feedback to the public on all aspects of the Companion Animals Act.	
	Impound straying stock.	Compliance & Regulation Supervisor	25%	Deal with stock & domestic animals on roads & in public places in a timely manner.	
	Operate and maintain the pound and stock pound yard.	Compliance & Regulation Supervisor	25%	Pound & pound yards (Dalton Park) are cleaned & maintained.	
	Provide services for the registration and microchipping of dogs and cats.	Compliance & Regulation Supervisor	25%	Micro-chipping of impounded animals is carried out before being released & registration services are available through the Administration Centre. Registration services are also available online.	
	Remove abandoned vehicles.	Compliance & Regulation Supervisor	25%	Remove abandoned vehicles which are endangering the public in a timely manner. All other abandoned/burnt out vehicles are removed as time permits.	
Develop Management Plans for Council managed Crown Land.	Provide management plans for Council managed Crown Land.	Environmental Supervisor	0%	No action undertaken in Q1.	

## COUNCIL STRATEGY

5.2.4		Long term management of noxious weeds		
DP Action	Action	Responsibility	Progress	Comments
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Actively participate in the Western Regional Weeds Committee (RWC).	Environmental Supervisor	0%	No action undertaken in Q1, due to staffing resources and COVID-19.
	An increase in the number of weed awareness programs run (eg weed warriors).	Environmental Supervisor	0%	No action undertaken in Q1, due to staffing availability and COVID-19.
	Continue Implementation of Regional Inspection Plan to meet the inspection targets of roadsides, TSRs, water courses etc.	Environmental Supervisor	0%	No action undertaken in Q1 due to staffing availability.
	Develop a centralised data set of weed distribution and abundance information.	Environmental Supervisor	0%	No action undertaken in Q1.
	Implementation of the Mapping, Photo Point and reinspection program.	Environmental Supervisor	0%	No action undertaken in Q1.
	Increased participation of community groups.	Environmental Supervisor	0%	No action undertaken in Q1.
	Maintain and update an introductory weeds information pack for new property owners.	Environmental Supervisor	0%	No action undertaken in Q1 due to staffing availability.
	On-Ground Spraying Programs prioritised to give the greatest benefit.	Environmental Supervisor	0%	No action undertaken in Q1.
	Private property inspections to manage invasive weeds effectively.	Environmental Supervisor	0%	No action undertaken in Q1 due to staffing availability.
	Prompt containment or eradication and ongoing monitoring of new incursions of invasive weeds.	Environmental Supervisor	0%	No action undertaken in Q1.
	Public property inspections to manage invasive weeds effectively.	Environmental Supervisor	0%	No action undertaken in Q1 due to staffing availability.
To negotiate a new WAP.	Environmental Supervisor	0%	No action undertaken in Q1.	

COUNCIL STRATEGY				
5.2.5	Vibrant and well-run national parks that are accessible and well used			
DP Action	Action	Responsibility	Progress	Comments
Lobby the NSW government to ensure the local national parks are vibrant and well run	Identify the current services shortfall provided by National parks and Wildlife Services for National Parks.	General Manager	0%	No action undertaken in Q1.
	Lobby to have Pulpulla Road upgraded to allow all weather access both on the Council owned and NPWS owned sections to increase visitation to Mount Grenfell.	Roads Works Manager	100%	Lobbying was successful and funding approved.
	Monitoring of services provided for local National Parks.	General Manager	0%	No action undertaken in Q1.

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 and other negative impacts			
DP Action	Action	Responsibility	Progress	Comments
That safe air quality is maintained in Cobar.	That relevant complaints are forwarded to EPA. Other complaints handled by Council Staff.	Manager Planning & Environmental Services	25%	Any complaints or concerns relating to the mining industry are referred to relevant State authorities.