

Annual Operational Plan Quarterly Management Report



COBAR SHIRE
COUNCIL
outback nsw

Q4 2019/2020

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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
Cobar Interagency, Community Services Forum and other groups such as the Cobar Domestic Violence Action Group	Actively participate in Interagency groups including the Community Services Forum and the Cobar Domestic Violence Action Group or Cobar Interagency (if they are running).	Grants Officer	100%	Due to COVID-19 all community meetings have been placed on hold since March.
Murrin Bridge and Lake Cargelligo Interagency	Represent Cobar Shire Council at the Interagency Meetings when required, follow up necessary actions and keep watching brief through monitoring minutes.	Grants Officer	100%	Murrin Bridge is no longer in Cobar Shire Council, as such, Interagency Meetings for these areas will not be monitored for Q3 or Q4.

COUNCIL STRATEGY				
1.1.2	Work with Government Departments and NGO's to improve service delivery, such as that proposed through initiatives like the reforms of local government (including the Far North West Joint Organisation)			
DP Action	Action	Responsible Officer	Progress	Comments
Actively participate in the Far North West Joint Organisation	Work with member Councils to engage a General Manager and any necessary staff to run the JO, work with NSW Public Works to develop plans, engage a consultant and agree on a new roads plan and develop tourism and cultural strategies.	General Manager	100%	Cobar Shire Council maintain the financial obligations for the FNWJO. The FNWJO were presented with a Tourism proposal in Q4 for the Board to consider and to negotiate with the relevant member Councils.

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

COUNCIL STRATEGY				
1.2.1	Implement the actions outlined in the Youth Development Plan			
DP Action	Action	Responsible Officer	Progress	Comments
Update the Youth Development Plan	Youth Development Plan updated.	Manager Youth & Fitness Centre	50%	No action undertaken in Q4 due to COVID-19.
Engage the services of a Youth Development Officer	Seek grant funding to engage a Youth Development Officer.	Manager Youth & Fitness Centre	100%	Grant funding sought. However, the Centre is now closed for renovations/upgrades.

COUNCIL STRATEGY				
1.2.1 Implement the actions outlined in the Youth Development Plan				
DP Action	Action	Responsible Officer	Progress	Comments
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	100%	School holiday craft sessions were not offered in-house due to COVID-19 restrictions. 30 craft packs were home delivered in April. School holiday craft sessions will be reinstated upon further lifting of COVID-19 restrictions.
	Undertake school holiday activities to implement a varied school holiday activities program at the CYFC.	Manager Youth & Fitness Centre	100%	No action undertaken in Q4 due to COVID-19.

COUNCIL STRATEGY				
1.2.2 A greater range of youth activities organised and coordinated				
DP Action	Action	Responsible Officer	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 Centre	100%	No action undertaken in Q4 due to COVID-19.
	Undertake activities under Family and Community Services grant.	Manager Youth & Fitness Centre	80%	No action undertaken in Q4 due to COVID-19.
Organise Youth Week Activities	Cobar Youth Council undertake activities during the year aimed at young people.	Manager Youth & Fitness Centre	100%	No action undertaken in Q4 due to COVID-19.
	Youth Week activities to be organised in-conjunction with Cobar Youth Council.	Manager Youth & Fitness Centre	90%	No action undertaken in Q4 due to COVID-19.

COUNCIL STRATEGY				
1.2.2	A greater range of youth activities organised and coordinated			
DP Action	Action	Responsible Officer	Progress	Comments
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 Centre	100%	No action undertaken in Q4 due to COVID-19. Funding body has extended grant.

COUNCIL STRATEGY				
1.2.3 Increased educational opportunities provided locally				
DP Action	Action	Responsible Officer	Progress	Comments
Work with early childhood organisations, schools and TAFE to increase the quality and diversity of educational opportunities available locally and promote them	Bring to fruition the education services goal of a local speech therapy program aimed at 3-8 years in Cobar working with governments and NGO's to find a solution.	Director Finance & Community Services	0%	No action undertaken in Q4.
	Hold regular meetings to determine key issues in delivering education to early childhood services in Cobar and develop solutions to these issues collaboratively.	General Manager	100%	No meetings have been held in Q4.
	Technology sessions held for interested members of the community.	Manager Library Services	100%	Staff provide technical assistance and instruction on an ad hoc basis several times per week. Distance kept from customers and hand sanitising used before and after assistance.

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

COUNCIL STRATEGY				
1.3.1	Parents are supported in their role to raise their children and services are available to assist them to build their parenting skills			
DP Action	Action	Responsible Officer	Progress	Comments
Cobar Shire and TAFE library staff support parents via library services and outreach	Hold story time sessions, Library staff provide activities for children aged 6 months to 5 years and model early literacy for parents.	Manager Library Services	100%	Pre-school storytime, rhyme & craft sessions were not offered in-house due to covid-19 provisions. 30 storytime craft and rhyme packs were home delivered in April and May. Storytime sessions will be reinstated upon further lifting of COVID-19 restrictions.
Information is provided to the community on the range of services available in Cobar Shire and how to access them	Maintain and update the community services directory and other activities that provide information on services available and how to access them, including Facebook and website updates.	Director Finance & Community Services	100%	There is an ongoing distribution of information across various platforms. Continual adverts across all social media and local media platforms have continued in Q4 to advise the community of what Council are doing during the COVID-19 pandemic. The Business and Community Services Directories have been updated internally, but Council are experiencing technical difficulties with the website.

COUNCIL STRATEGY				
1.3.2	Increase the supply of childcare and preschool places and options			
DP Action	Action	Responsibility	Progress	Comments
Administer and coordinate Children Services (FDC, COOSH, IHC)	Administration of CCS for all eligible families in accordance with Federal Legislation.	Manager Childrens Services	80%	Louth Preschool due to start on July 22 2020.

	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 Childrens Services	70%	Have added Covid 19/pandemic to policies.
	Provide craft and activity packs to In Home Care Educators four (4) times per year.	Manager Childrens Services	100%	Easter and Mothers Day packs have been sent. We sent 'home learning' packs for Louth Preschool for term 2 due to Covid restrictions.
	Support Implementation of Early Years Learning Framework and the "My Time Our Place" into educator curriculum.	Manager Childrens Services	25%	Educational Leader is working with Educators to constantly improve this.
Improve the quality and availability of childrens services in Cobar	Support Early Childhood Services in Cobar to ensure adequate supply of quality childcare to meet the communities needs and expectations.	Manager Childrens Services	45%	Due to Covid no growth in this area, one educator on maternity leave and another found another job.
Maintain adequate service levels for Childrens Services providers across Cobar	Assist children service providers to seek service and infrastructure funding to meet the needs of the community.	General Manager	100%	No action undertaken in Q4 due to COVID-19 restrictions.

COUNCIL STRATEGY				
1.3.3	Have family orientated activities to encourage families to socialise in the community			
DP Action	Action	Responsible Officer	Progress	Comments
Plan, organise and promote festivals, celebrations and activities in the Shire	Establish a Committee and works towards the development of a full program of activities to celebrate the 150 year anniversary of Cobar.	Tourism Manager	100%	Due to the Covid-19 pandemic the Tourism Committee have been unable to meet. All events for the 150 Years of Cobar celebration, Grey Mardi Gras and Festival of the Miners Ghost have been cancelled for 2020. The Tourism committee hopes to meet soon and start preparing for 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	100%	The Festival of the Miners Ghost was held October 22nd- 27th 2019. This was a successful well attended event by the community of Cobar. Major sponsors included Cobar Shire Council, Glencore CSA Mine, Peak Gold Mine and Endeavor Mine. Minor sponsorship and In-Kind donation received from numerous community business's and groups. During the festival the following events included: Art Exhibition, Cemetery Tours, Memorial unveils, Cobar Markets with Live entertainment by Mick Green, Glencore CSA Fireworks display, Lost Miners Event, Mini mining exhibition at the Heritage Park with mines rescue demonstrations, mini mining game, entertainment and 16 exhibition stalls, Mine tours hosted by the Peak Gold Mine. Festival of the Miners Ghost was promoted on all social and digital media platforms within the Cobar Shire Council. Newspaper articles and advertising in Cobar and Dubbo programs distributed to neighboring VICS, Kidman way committee and delivered at Melbourne caravan and camping show.

	Organise community events such as Australia Day celebrations and Senior Citizen's Week events.	Tourism Manager	100%	<p>Australia Day was held at the Cobar Memorial Swimming Pool on Sunday, 26 January 2020. Dr Clio Cresswell was this years Australia Day Ambassador. This years Australia Day celebrations consisted of a full day program of events and activities this included triathlon, business house swimming relays, duck race, naturalisation ceremony, Australia day awards and novelty events.</p> <p>Seniors Citizens Week was held from 9-13 March 2020. A full program of activities planned ran over the course of a week period. These events included official morning tea and opening at the Lilliane Brady Village with music by John Peebles and Brad Wynd, Library arts and crafts activities, Bowls and Bingo at the RSL, Garden Party Picnic at the Great Cobar Heritage Centre & Gala Dinner at the Golfie with two course meal, music by John Peebles and Dance performances by Copper City Dance Centre and WSPA.</p>
	Organise the Grey Mardi Gras including seeking funding opportunities.	Tourism Manager	100%	Planning has started for the 2021 Grey Mardi Gras. The 2021 Grey Mardi Gras Date are 9-11 April 2021.

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

COUNCIL STRATEGY				
1.4.1 Encourage business and volunteer support for local events, organisations and activities				
DP Action	Action	Responsibility	Progress	Comments
Council supports community groups by providing access to facilities	Library Arcade rooms available for community groups and local businesses.	Manager Library Services	100%	In accordance with COVID-19 restrictions all Library Arcade room use was suspended. Arcade room use will be reinstated upon further lifting of COVID-19 restrictions.
Work with local organisations to build on current activities	Work with local organisations to build on existing events and to help them to develop new ones and promote them.	Tourism Manager	100%	Tourism Staff 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	Responsible Officer	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 encourage residential living of employees	Liaise with local business and government organisations to reduce the potential negative impacts of shift changes to mining rosters, absentee workers and mining closures to reduce the community impact and encourage residential livability of Cobar.	General Manager	100%	Council have applied for funding to implement and have been successful for the study on the impact of FIFO/DIDO on the community.
	Understand the extent of DIDO/ FIFO in the community and develop strategies to encourage residential living.	General Manager	100%	Council have been successful in the grant application that was submitted in Q2 to do a research study on the implication of FIFO/DIDO on Cobar and similar sized communities. Study to commence in Q1 2020/2021.

COUNCIL STRATEGY				
1.4.3	Support Aboriginal people and organisations to increase the broader community's awareness and recognition of local Aboriginal cultural identity in Cobar and to assist in meeting the targets set out under the current government policy of 'Closing the Gap'.			
DP Action	Action	Responsible Officer	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	0%	No liaison with Aboriginal stakeholders was undertaken in Q4. Council have applied for grant funding for the Pulpulla Road, which will seal the road to Mount Grenfell allowing greater access to visitors to the Historic Site, to date Council are still awaiting the outcome of the application.

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 a range of art and culture exhibitions at the Library Gallery.	Manager Library Services	100%	No exhibitions displayed in Q4. Library closed to visitors for most of the quarter. Planned hosting of touring photograph exhibition postponed during COVID-19 pandemic.
	Provide annual funding and support including Treasury services to Outback Arts and actively participate on the Outback Arts Board and support arts and cultural activities in the Shire.	Grants Officer	100%	I attended the outback arts meeting on the 25th May 2020, this was a telephone meeting due to COVID-19 restrictions. Council have approved the annual funding to be paid for the 2020/2021 financial year. Due to COVID-19, there has been limited opportunities, however, Outback Arts did supply 'make it at home' kits for residents, these were various craft projects and were available for both supermarkets. Creative quarantine has been a campaign delivered across social media, Outback

				Arts email channels and a column printed in local newspapers. It consists of a curated top picks list of three opportunities now made available due to COVID-19. The aim of this campaign was to provide positive news, easily accessible opportunities and skills development courses. It has achieved the original aims and more with greater engagement and extremely positive feedback from all communities.
	Work with organisations such as Cobar Arts Council to run art workshops, exhibitions and provide artistic opportunities.	Tourism Manager	100%	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.
Provision of Curatorial services at the Great Cobar Heritage Centre.	Arrange, update and promote exhibitions and displays at the Great Cobar Heritage Centre, including master planning and renewing exhibitions as per grant funded projects.	Tourism Manager	100%	All exhibitions located inside the Museum have been removed and stored. All exhibitions have been photographed and filmed. A video journey is being created to show the past journey of the museum and exhibitions. Once created this will be displayed on our websites, use for future historical documentation, online media and exhibition content as well as marketing material to promote Tourism and attractions in Cobar.
	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.	Tourism Manager	100%	Great Cobar Heritage Centre staff have been busy packing and moving the Museum collection, preparing for the Museum renovations. All items have been recorded and documentation of temporary storage locations have been combined. Staff have made adjustment to accepting new donations because of decanting of Museum in preparation for renovations. Only accepting donations of very high significance and/ or will be appropriate for new displays.

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	Responsible Officer	Progress	Comments
Continue to work with the NSW Government to complete the construction and fit out of the MPS, including increasing occupancy to fill the new beds to the LBV	Endeavour to appoint a suitable external Aged Care Provider for LBV (noting that the State Government was unable to).	Director Finance & Community Services	0%	Handover due in Q1 2020/2021. Bed Licences being lobbied for.
Lobby NSW Government and the Federal Government to increase and improve health care provision within the Shire, including access to GP and Mental Health services.	Lobby NSW Government and the Federal Government to ensure high quality health care services are available in Cobar Shire or are easily accessible where it is not possible to have them provided locally.	General Manager	0%	No lobbying occurred in Q4.

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 Centre	100%	The Cobar Youth and Fitness Centre have been closed during Q4 due to COVID-19 restrictions. Youth Centre Staff have used this time to decant the centre in preparation of the upgrades.

	Undertake the grant funded (SCCF) project to renew the CYFC including replace the roof, kitchen, counter, entrance and construct a new outdoor seating area.	Director Planning & Environmental Services	75%	This project is progressing through a design and planning stage.
Contract management of the Cobar Memorial Swimming Pool	Supervision of pool operations ensuring safety and convenience for all patrons is paramount and manage the Pool Contract. Contract is renewed.	Director Finance & Community Services	100%	No action undertaken in Q4 as the pool season is complete. Noting: The pool season finished early due to COVID-19 restrictions.
	Undertake promotional programs to increase pool patronage.	Director Finance & Community Services	100%	No promotional programs held in Q4, due to the early closure of the pool following the COVID-19 restrictions.
Maintain all Council parks and reserves, including plants, trees and public facilities, the Skate Park and the Miners Memorial.	Appropriate signage erected to indicate prohibited activities in parks and reserves.	Urban Supervisor	100%	COVID-19 signage was erected in late Q3 and was removed in late Q4.
	Complete the design and undertake the installation of the Miners Memorial in the Heritage Park once funding is secured.	Projects Co-ordinator	20%	Design 2.0 complete. Contractor has re-priced. An REF currently beginning undertaken for the area. Report to go to July Council meeting. Construction expected to commence in August 2020.
	Inspect and rectify defects of Park assets.	Urban Supervisor	100%	Parks are inspected on a regular basis. Removed the old Drummond Park playground, the area will be repurposed as a grass area. The swings were stolen from the new playground, which included the removal of the chain and swing.
	Maintenance of sporting ground and associated facilities.	Urban Supervisor	100%	Spraying for broad leaf has occurred, irrigation repair works have been undertaken.
	Provision of a regular gardening and turf maintenance service.	Urban Supervisor	100%	Council are still maintaining our gardens, no turf has been laid in the quarter.

Extend and expand the Great Cobar Heritage Centre	Undertake consultations and prepare design documents for an expanded Great Cobar Heritage Centre.	Tourism Manager	100%	Staff have been involved with ongoing consultations with the architects, graphic designers and museum consultants in preparations with the Museum renovations. Staff and consultants have been finalising the Museum joinery, lighting, interior color schemes and the Museum journey.
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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 Nursing	100%	<p>Quarter 4 budget running at a deficit due to loss of income as a result of ongoing vacancies and renovations of bathrooms.</p> <p>There are two vacancies in the nursing home and two vacancies in the hostel. There are applications currently wanting permanent placement when ACAT assessments completed.</p> <p>The vacant beds have been utilised for respite care where possible which has led to applications for permanent residency.</p> <p>Comprehensive assessments and documentation of residents care needs were completed as per facility protocol on new residents entering facility in quarter 3 to enable ACFI claims to be maximised.</p> <p>Awaiting extention handover and 10 beds to come on line to maximize full income potential.</p>

	Develop, implement and review systems to ensure services are provided according to the needs of residents.	Director Nursing	100%	<p>Schedule audits completed in Quarter 4 include infection control infection rates remain low, environmental safety no hazards were identified, medication management incidents identified managed as per facility policy, document control, clinical management, medication administration, resident accident/incidents, housekeeping, meal satisfaction, food safety program, food monitoring verification and external services. Minor issues identified were addressed and managed as per facility policy and procedures.</p> <p>engaging residents in monthly meetings rather than previously three monthly to allow for actioning, feedback and implementation of quality improvements.</p>
	Ensure adequate and appropriately skilled and qualified staffs to ensure all services are delivered in line with facility mission statement and policies.	Director Nursing	100%	<p>Staffing levels have been maintained in line with the master roster. All staff recruited have appropriated qualifications and skill sets where possible. If not they receive on the job training, competency assessment and commence certificate level qualification utilising TAFE NSW as the RTO as soon as course available. All new staff completed comprehensive orientation program aligned to their PD. All staff continues to participate in scheduled in-house training utilising the Aged Care Channel that are aligned with the aged care standards.</p> <p>June saw three resignations of staff who were underperforming - staffing deficit covered in short term with view to re-advertise vacant positions. Staff meetings in June set guidelines for accountability and responsibility reflecting</p>

				aged care standards, expectations of the residents, best practice and legislation.
	Maintain health and personal care of all residents according to their needs and maintain resident lifestyle, rights and choices.	Director Nursing	100%	<p>Resident care needs were regularly reviewed as per policy (monthly for high care residents and 3 monthly for low care residents). Residents have a choice of GP and these GPs have visited the facility on a weekly basis (additionally if requested by nursing staff) to review resident medical management. Allied health services such as dietician, podiatry, speech pathology and hearing services were provided to those residents that required them.</p> <p>Introduced telehealth services to maintain health support during COVID-19. Increased health checks of residents, staff and visitors for early detection of COVID symptoms - increased vigilance with infection control processes. Increase and wider scope of hours of RAO to assist with resident needs and behaviour management.</p>
	Monitoring of levels of aged care provided at the Lilliane Brady Village.	Director Nursing	100%	<p>Ten additional hostel units and four new single nursing home rooms with ensuites were built to enable the restructure of the two four bed wards into single rooms, as part of NSW Health infrastructure MPS development.</p> <p>Renovation of the remaining 1982 built bathroom across the whole facility are planned to be renovated along with laying of new carpet and vinyl, instillation of new blinds and painting throughout is planned over the next 12-18 months. This will enable the application for additional funding in the form of accommodation supplements from the</p>

				commonwealth department of health for "major refurbishment".
	Promote community awareness and encourage ongoing resident involvement in community events.	Director Nursing	75%	The in-house recreational activity program continues to be well attended with residents having input into the program. Publication of the quarterly newsletter for residents, family & friends in publicises upcoming events and shares activities with the wider community. Q4 was met by COVID-19 restrictions which decreased visitor numbers at the village and saw social distancing being adopted.
	Provide a transparent mechanism for concerns and complaints management from all stakeholders.	Director Nursing	100%	POL/GM2 Comments, Suggestions and Complaints covers the protocol and procedures for complaint resolution & escalation process for Lilliane Brady Village. The facility maintains a register for all complaints. Investigation and resolutions including any actions required such as staff training, resources etc. are recorded. Pol/RM17 Compulsory Reporting covers process for reporting and responding to physical and sexual abuse of residents. There no reportable incidents for the quarter.

COMMUNITY OUTCOME	
1.6	A safe and clean community

COUNCIL STRATEGY				
1.6.1 A more visible and engaged police presence				
DP Action	Action	Responsible Officer	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	100%	No Cobar Police Community Precinct Committee meetings were held in Q4.
	Provide secretariat services for the Cobar Liquor Accord.	General Manager	100%	No meetings held in Q4 due to COVID-19 restrictions and the closure of pubs and clubs.

COUNCIL STRATEGY				
1.6.2 Implementation of the Cobar Crime Prevention Plan and Strategy				
DP Action	Action	Responsible Officer	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 Supervisor	100%	Graffiti has been removed from the Newey Toilet block. There is a small amount of graffiti in Drummond Park and the display screen in the Main Street has been vandalised. Six plants were stolen from the new Cobar Sign.
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%	No action undertaken in Q4. Not a current priority.

COUNCIL STRATEGY				
1.6.3	Encourage safe and sustainable development			
DP Action	Action	Responsible Officer	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	100%	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	100%	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	100%	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	100%	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	100%	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	100%	All development were inspected when required to assess compliance with the relevant approvals.

	Process applications for Planning Certificates.	Director Planning & Environmental Services	100%	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	100%	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	100%	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	100%	The lease, license and land use register are maintained.

COUNCIL STRATEGY				
1.6.4 Provide and maintain safe and serviceable public facilities and infrastructure				
DP Action	Action	Responsibility	Progress	Comments
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 Supervisors	75%	Mechanically and manually clean the streets this is undertaken on a daily basis.
Maintain Council Buildings to an appropriate standard to ensure that buildings are occupiable	Maintenance and repair of Council buildings undertaken with available resources.	Director Planning & Environmental Services	75%	Council buildings are repaired when necessary and when expenditure budgets permit.

COUNCIL STRATEGY				
1.6.4	Provide and maintain safe and serviceable public facilities and infrastructure			
DP Action	Action	Responsibility	Progress	Comments
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	100%	The 2020-2024 Disability Plan has been developed and will be adopted by Council in Q1 2020/2021. There are a number of accessibility projects identified, foot path upgrades, Main Street parking and pedestrian crossings, mobility scooter training has been identified and Council will be looking to appoint a Disability Inclusion Action Committee that will meet annually.
	Install disability access to Council buildings as funding becomes available.	Director Planning & Environmental Services	100%	Where development projects to Council building assets are commenced, improved means of universal access is included within design scopes to meet relevant Commonwealth legislative obligations and Council policy.
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	20%	This has become a low priority project due to lack of funding.

COUNCIL STRATEGY				
1.6.5 Provide protection from fire, natural disasters, public health and other threats to the community				
DP Action	Action	Responsible Officer	Progress	Comments
Have systems in place to allow a rapid response to a fire emergency within the Rural Fire District	Liaise with the RFS to ensure that systems are in place to allow for a rapid response to fire emergencies within the Rural Fire District.	Thomas Martin	100%	Ongoing communications being undertaken.
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	75%	During this reporting period food premises were not inspected as per instructions from NSW Food Authority due to the COVID-19 pandemic.
	Complete appropriate advice to Land Services on Rural Addressing.	Director Finance & Community Services	0%	No action undertaken in Q4.
	Investigation of public health incidents.	Manager Planning & Environmental Services	100%	There were no incidents reported during Q4.
	Maintain RAP (Rural Addressing Posts) as required.	Director Finance & Community Services	100%	No replacements called for in Q2.
	Public swimming places inspected and water samples taken.	Manager Planning & Environmental Services	100%	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	100%	Upon application - private pools and their barriers were 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	Director Engineering Services	100%	Strategic Planning continues to occur through the Local Emergency Management Committee. Local Emergency Management Committee have met weekly in Q4 and are currently

	reasonable foreseeable risks within the community.			focusing on managing the COVID-19 pandemic.
	To establish an effective and relevant Local Emergency Management Committee to co-ordinate Emergency services with the community.	Director Engineering Services	100%	Local Emergency Management Committee Meeting have met weekly in Q4 and are focusing on reducing the spread of the COVID-19 pandemic.

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	Facilitate business opportunities within Cobar and promote the region.	General Manager	0%	No action undertaken in Q4.
	Review all lease conditions of the Cobar Caravan Park with an objective of striking a balance between revenue and investment.	General Manager	100%	New lease has been negotiated and implemented.

COUNCIL STRATEGY				
2.1.2	Review and Implement the Economic Action Plan			
DP Action	Action	Responsibility	Progress	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 Q4.

COUNCIL STRATEGY				
2.1.3	Encourage people to shop locally and support the business community more broadly			
DP Action	Action	Responsibility	Progress	Comments
Participate in, and work with, the Cobar Business Association to develop programs to support business	Work with the Cobar Business Association to support local business initiatives such as the Great Cobar Business Awards, shop local promotions, training initiatives and other activities.	Tourism Manager	100%	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 Co-Ordinator	100%	Council acts as the 'bank" for the issue and collection of Cobar Quids which is a Shop locally initiative of the Cobar Business Association. There was a decline in activity for the April to June quarter due to the Covid 19 restrictions.
Support the Economic Taskforce and progress priority actions identified by the Taskforce	Support the Economic Taskforce and progress priority actions identified by the Taskforce.	Director Finance & Community Services	0%	No action undertaken in Q4.

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

COUNCIL STRATEGY				
2.2.1 Update and implement the Tourism, Events and Museum Business Plan				
DP Action	Action	Responsibility	Progress	Comments
Update and implement the Tourism, Events and Museum Business Plan	Regularly update and report on implementation of the Tourism, Events and Museum Business Plan.	Tourism Manager	100%	A six-month Tourism report was recently prepared and submitted to Council.

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	100%	The Great Cobar Heritage Centre closed March 17, 2020 due to COVID-19 restrictions. The Museum remains closed until further notice due to renovations. The Museum Building will be fully vacant by Mid July in preparations for Museum renovations to start. The Visitors Information Centre closed March 24, 2020 due to Covid-19 restrictions. The Visitors Centre re-opened June 5, 2020 at its temporary space 43 Linsley Street with a Covid-19 safety management plan implemented. The Visitors Centre will be located at this space whilst the Museum is under renovations. The Visitors Centre has souvenirs available for purchase and are looking at new product branding for the new museum journey when the museum re-opens.
Develop and implement new ideas to bring people to Cobar	Develop new marketing material to bring new residents and tourists to Cobar.	Tourism Manager	100%	The Great Cobar Heritage Centre staff continues to promote Cobar and surrounding villages. Staff regularly update websites, social media and communicate directly with neighbouring Visitors Centres and tourism operators.

				Unfortunately, due to COVID-19 all events, festivals, trade shows and promotional trips have been cancelled for 2020. The Today show visited Cobar recently and film seven segments around Cobar as part of a promotional campaign for Regional Tourism. Tim Davies presented the weather and shot different segments with community groups and local businesses.
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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 action undertaken in Q4. This action is now on hold until the COVID-19 pandemic is over.
	Providing Secretariat support to the Airport Advisory Committee to the Cobar Regional Airport.	Director Finance & Community Services	0%	No action undertaken in Q4.

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 Co-Ordinator	75%	Fees and Charges were reviewed and adopted for 2019-2020 as part of council's Annual Operation Plan in June. Rate recovery and Debt recovery are conducted as per council's Debt Recovery Policy. Outstanding rate balances have been reduced from \$1,797,313.76 at the 30 June 2019 to \$398,164.26 at the 30 June 2020.
Undertake private works	Undertaken private works for property owners, mines, contractors and RMS.	Roads Development Officer	100%	Private works being undertaken as required and staff available.
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	100%	Grants applied for in align with Councils strategic plans are as follows: - Drought Communities Program – Extension - \$1 million (round two) - including Bus and Taxi Shelter Upgrade, 150 year celebrations for Cobar community, PA system in Main Street, toilets/ shower block at Dalton Park horse complex, Shade cover over BBQ area at Dalton Park, CWA - Accessibility ramp, Cobar Memorial Swimming Pool - Swimming Club/ yabbies and School

				<p>Carnival shade, Copper City and Heritage Park fence Photo Display, Footpath Upgrades.</p> <ul style="list-style-type: none"> - Combatting Social Isolation - Reach out to isolated seniors via outreach phone calls, delivery of books and craft. - Infrastructure Grant through the NSW Club Grants - Shade Structure at the Euabalong Park - Showgrounds Stimulus Funding - Seal carpark, electrical upgrades in stabling area, demolish existing stables and install 90 new (compliant) stables. - Streets as Shared Spaces - Install 170 meters of footpath along Blakey Street to link walking trail, line marking and install animal cut-outs along walking trail at the Newey. - Community Building Partnerships - Refurbishment of soft fall in the Splash Park area of Cobar Memorial Swimming Pool.
Undertake rating functions of Council	Recovery of outstanding rates.	Office Co-Ordinator	100%	Council levied rates in July in accordance with the NSW Local Government Act 1993. Council continues to recover outstanding rates as per the Debt Recovery Policy. A sale of land for unpaid rates was conducted on the 25 October 2019 which has reduced the outstanding balances.
	Undertake sale of land under Section 713.	Office Co-Ordinator	100%	A Sale of Land for Unpaid Rates under Section 713 was conducted on the 25 October 2019. Settlement of these properties has finalised. The land which were passed in will be sold by private treaty.

COUNCIL STRATEGY				
3.1.1	Increase Council's income stream			
DP Action	Action	Responsibility	Progress	Comments
Effectively manage Council investments	Optimum investment of Council's surplus funds in accordance with Council's Investment Policy.	Financial Accountant	100%	Councils 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.
Provide services as per contract with Services NSW	Meet the requirements as per Services NSW Contract.	Office Co-Ordinator	100%	<p>Council provides a Service NSW Agency Monday to Friday from 8:30am to 4pm.</p> <p>Customer Service is provided as per the contract and relevant legislation.</p> <p>The level of face to face service has been reduced this quarter due to COVID-19 restrictions. Staff have continued to provide assistance over the telephone and educating customers on how to process transactions online. Transactions which could not be processed online have been processed face to face.</p>
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 Planning & Environmental Services	100%	Contributions Plan, S64 Plan and Planning Agreements implemented/ utilised during Q4.

COUNCIL STRATEGY				
3.1.2	Implement initiatives of the NSW Government designed to reform and improve the functioning of local government			
DP Action	Action	Responsibility	Progress	Comments
Undertake reviews of Councils own service delivery levels	Undertake service level reviews to inform community consultations and budgeting processes.	General Manager	0%	No service level reviews were undertaken in Q4. Parks and Gardens is the only service area marked for review that has not been finalised.

COUNCIL STRATEGY				
3.1.3	Minimise risk for Council and the community			
DP Action	Action	Responsibility	Progress	Comments
Develop and implement a risk management strategy suitable for Council operations	Co-ordinate the development of Council's Business Continuity Plan and Disaster Recovery Plan in conjunction with StateCover.	Director Finance & Community Services	75%	The enterprise risk register was adopted by Manex in July 2019. The Business Continuity Plan was drafted and presented to the IRAC for review, however with updates to IT security it now needs to be reviewed again before finalisation and adoption by the internal audit committee. We will still need to run a mock disaster once adopted.
	Implement a Corporate Risk Management Strategy.	Human Resources Manager	100%	The Corporate Risk Register has been reviewed and adopted by Manex. Quarterly departmental reviews will commence Q1 2020-2021 to ensure the content remains current. Manex review all high-level risks at each monthly Manex meeting.

COUNCIL STRATEGY				
3.1.3	Minimise risk for Council and the community			
DP Action	Action	Responsibility	Progress	Comments
Develop and implement suitable internal audit processes for Council operations	Facilitate Internal Audits functions based on Risk Register – commencing with most significant risk.	Director Finance & Community Services	100%	The Risk Register was developed and adopted by MANEX and the IRAC. High rated risks and accompanying actions are reported to MANEX on a monthly basis for review. Quarterly meetings have been set with each department to discussed and update their risks/actions. An Internal Audit Committee Meeting was held in Q4.
	Internal Audit Committee to meet quarterly and ensure Compliance with all Legislative and Regulatory requirements.	Director Finance & Community Services	100%	No meetings held in Q4. RAC is functioning satisfactorily.
WHS obligations are met and safe work practices are promoted and undertaken	Consult with WHS Committee to take a proactive stance in promoting a healthy and safe work environment.	Human Resources Manager	100%	WHS Committee meetings are held bi-monthly, with regular agenda items being discussed, addressed and resolved. The committee provides a platform for consultation between Council Management and employees.
	Provide a safe working environment through advice, safety programs, audits and staff involvement.	Human Resources Manager	100%	Polices & 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.

COUNCIL STRATEGY				
3.1.3	Minimise risk for Council and the community			
DP Action	Action	Responsibility	Progress	Comments
WHS obligations are met and safe work practices are promoted and undertaken	Reduce workplace incidents by providing return to work services, supporting the Health and Safety Committee, providing adequate training and appropriate procedures.	Human Resources Manager	100%	Return to Work and injury management services are provided to all areas of Council by the Human Resources team. Our ageing workforce continue to be a significant driver for workplace degenerative injuries. This year has seen a marked reduction in Council's workcover premiums, which is directly impacted by a reduction in lost time through a conscious effort on returning staff to work as soon as possible.
	Refinement and implementation of Councils' WHS Management System in conjunction with WHS Committee and employees.	General Manager	100%	New WHS policies/procedures have been created and approved by the WHS Committee, awaiting approval by Manex. The new policies/procedures will continuously be developed in 2020/2021. An action plan from the StateCover WHS audit has been put in place. Council will continue to attend quarterly Orana Risk Group meeting (online meeting forum with the COVID-19 risks). The WHS Committee has been running well and meets every two months. April's meeting was cancelled due to COVID-19. A special meeting is organised for July to discuss Site Inspections, to ensure actions from the Risk Management Actions Plans are being completed. A new cloud-based health and safety software (VAULT - provided by StateCover and is a free resource to Council) will be introduced in 2020. This is a collaborative effort by the HR Manager, WHS Officer and IT Manager (who is project managing the installation). It will allow a more efficient way to manage our risk, health and safety responsibilities.

COUNCIL STRATEGY

3.1.3 Minimise risk for Council and the community

DP Action	Action	Responsibility	Progress	Comments
Reduce workplace accidents and incidents by supporting the WHS Committee, providing adequate training and appropriate procedures	Coordinate development and training of staff in Safe Work Method Statements (SWMS).	Human Resources Manager	100%	At the Annual Induction Day all outdoor employees are retrained in the 6 SWMS relevant across the whole organisation. A review of Councils WHS Management System will identify the risks and hazards in the workplace, and SWMS will be created from this. Training of the SWMS will follow, through consultation in supervisors meetings, toolbox talks and on the job training.
	Development and implementation of Council wide and Department specific Safety Inductions.	Human Resources Manager	100%	All new staff receive a 'walk through' induction during their first week of employment from their supervisor as well as completing an online Council induction (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	100%	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 is currently being developed.

COUNCIL STRATEGY				
3.1.3	Minimise risk for Council and the community			
DP Action	Action	Responsibility	Progress	Comments
Ensure that records management provides a framework for collection, management and retrieval of Council's records to meet Council's needs and compliance requirements	Compliance with Records management obligations.	General Manager	100%	<p>In Q4, Councils Records Department continued to train newly appointed Records Management Operational Staff. Several RFQ, EOI & RFT also closed; records staff have commenced completing various tender checklists to ensure the records management compliance requirements are met for each project. The Records & Information Supervisor researched obligations, risk mitigation and alternatives for the ongoing management of the Far North West Joint Organisation (FNWJO) in respect to recordkeeping and compliance with the State Records Act 1998.</p> <p>Council Records Department has undertaken a comprehensive Service Review for Records Management with an aim to build organisation capacity for the future and improve understanding of service levels. From this outstanding compliance requirements were identified; with an update provided on the progress that has been made within compliance areas over the last 12-24 months. Council Records Department is running at capacity and is registering 4 x times the records of any OROC paper-based Council. By focussing on EDRMS over the next 3 years a lot of areas within compliance will improve; once staff are trained and using the system the records team can address outstanding operational and strategic backlog including outstanding compliance requirements.</p>

	Effective records administration systems and protocols in place.	General Manager	100%	<p>In Q4, frequently used files were identified for the newly appointed Director of Nursing. Councils Rating records were identified in the General Retention and Disposal Authority: Local Government Records (GA39) to allow records to be sentenced, archived and disposed where appropriate. Council will soon start to automatically acknowledge receipt of any external emails that mailcsc receives; helping to improve Councils customer service process. A future proof strategy for Councils building security is being developed following some difficulties issuing and cancelling any new access cards.</p> <p>The Records Department is running at capacity and a Service Review has been prepared for Councils Records Department. In order to improve the records administration systems and protocols Council has been exploring EDRMS. Work plans have been developed; however time constraints and operational demands prove to be an ongoing issue. In the coming months there will be a shift in focus from operational tasks to strategic focus when the Records and Information Supervisor steps into a more strategic role in order to progress EDRMS particularly with the commencement of the new IT Manager.</p>
	Investigate options to use CivicView as an Electronic Document Management System (EDMS) to meet our needs.	General Manager	100%	<p>In Q4, Records & Information Supervisor, IT Manager & Financial Accountant met to discuss and finalise the EDRMS scope and criteria for inclusion in the upcoming ERP Tender. The EOI for the ERP replacement has closed and evaluated by the ERP User Group evaluation panel with a recommendation to Council to proceed with Selective Tendering from the complying EOI candidates in Q1 2019/2020.</p>

COUNCIL STRATEGY				
3.1.4	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	100%	No training was provided to Councillors in Q3.

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	100%	Regular staff newsletters are generated and distributed giving staff an update on projects, corporate issues and staffing. Regular adverts are placed in the paper to 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.

COUNCIL STRATEGY				
3.2.1	Encourage more direct participation and interaction between Council and the community			
DP Action	Action	Responsibility	Progress	Comments
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 of Engineering Services	100%	No meetings held in Q4. The May 2020 Rural Roads and Traffic Committee were cancelled due to COVID-19.
	Participation in Lower Macquarie Water Utilities Alliance (LMWUA).	Water & Sewer Manager	100%	Meetings of the Orana Water Utilities Alliance (OWUA) are regularly attended and are actively participated in.

COUNCIL STRATEGY				
3.2.2	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	100%	No meetings held in Q4 due to COVID-19 restrictions.

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	100%	Requests and complaints are recorded via work orders in CivicView and distributed for action. Council still needs to improve on capturing all requests and responding to customers after we have actioned the request. A full report will be presented to Council in Q1 2019/2020.

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	Continued improvement of the electronic performance appraisal system, with updated skills matrices and position descriptions.	Human Resources Manager	100%	<p>As positions become vacant we are working to review and improve current position descriptions and skills matrixes, including adding standard behavioural assessments in 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, but with COVID-19 this process got delayed and we aim for it to be fully operational for the 2021 review process.</p>

	Develop a Staff Recognition and Reward Program.	Human Resources Manager	100%	<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.</p> <p>Following a staff suggestion, we will align the 2020-2021 GEM Awards with Council's Corporate Values.</p> <p>Council's IT Trainee was the Q3 GEM Award recipient.</p>
	Develop Staff and promote their inclusion in decision making through consultation through measures such as the Staff Suggestion Program, regular team meetings and site visits by Manex.	Human Resources Manager	100%	<p>Manex (GM specifically) are meeting with teams across Council (outside of the administration building) on a regular basis to provide an opportunity for feedback and sharing of information.</p> <p>Staff suggestion box is available, but does not generate any feedback, however informal feedback is provided to Management on a regular basis.</p>
	To be an employer of choice including the development of an attraction and Retention Strategy, training plans, succession plans and traineeships.	Human Resources Manager	100%	<p>Attraction and retention are significant HR issues for all regional Councils in NSW.</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 considered.</p> <p>Succession planning for critical roles needs more consideration.</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	To build productivity, maintain industrial harmony and increase employee satisfaction.	Human Resources Manager	100%	Overall the industrial harmony is sound. We have had no significant industrial issue this quarter.
	To ensure that a Consultative Committee is effective and efficient in recommending to the General Manager for action.	Human Resources Manager	100%	There continues to be very few items brought to CC by employee representatives on the committee, majority of items are raised by HR for policy review, structure changes or position re-evaluations.
	Undertake electronic performance appraisal annually.	Human Resources Manager	100%	Since April 2017, Council has been conducting electronic performance appraisals through PULSE. Improvements are made each year to enhance the results from the process and to make it easier for staff to complete.
Good recruitment and selection processes that promote the philosophy of 'recruit for attitude, train for skills'	Ensure the organisational structure is appropriate to achieving the Budget or Delivery Program/Annual Operational Plan.	Human Resources Manager	100%	The current organisational structure is in line with budget availability. Resignations of key roles provide opportunity for re-assessment of organisational requirements. The philosophy to recruit for attitude and train for skill is our entire recruitment strategy.
Implement and manage an Employee Assistance Program for Council staff	Oversee and promote Council's Employee Assistance Program.	Human Resources Manager	100%	Council's Employee Assistance Program is utilised by staff and promoted to individual staff who may benefit from the assistance. Council 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 held in February 2020. The day received positive feedback from all workgroups, we hope it will become a biennial event.

COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comments
Staff are provided with up-to-date and relevant tools to undertake their roles	Review plant requirements; undertake asset management and maintenance of plant fleet.	Infrastructure Manager	95%	10 year replacement program being revised, following reprioritisation of plant replacement based on latest plant condition reports and availability, as there have been some supply limitations with COVID impacting manufacturing and imports.
	Review and update 15 Year Plant Rolling Replacement Program.	Infrastructure Manager	10%	15 Year Plant Rolling Replacement Program to be updated.
Provide Cobar Shire Council with a secure, reliable and cost-effective information technology network.	Audit and analysis of software used and future needs and identify software champions.	IT Manager	90%	Road map created for deployment of software and IT solutions for 2019-2020 and 2020-2021 financial years. Budget build to deliver solutions for Organisation has been approved.
	Continue to promote the concept of IT savviness with a view of creating an IT focused business.	IT Manager	90%	Security awareness training was put on hold due to COVID-19 restrictions. Will create two sessions- one online and one face to face for when restrictions are eased. Increased laptops introduced to the Organisation and use of collaborative platforms such as video and teleconferencing through Zoom and Skype. Online training in Microsoft applications (Word, Excel and Outlook) is being trialed as online training.
	Create business rules/ policies to assist in creating a much more focused and visible organisation.	IT Manager	50%	Acceptable use policy and Change Management policy are with Director for review.
	Ensure that a systematic review of services are in place.	IT Manager	100%	Has been completed.

	Report any identified system breaches.	IT Manager	100%	Breaches have been identified and reported to MANEX on a monthly basis.
	Review and ensure that backup systems are secure and reliable.	IT Manager	100%	Onsite backups are configured to occur on a daily basis. Backups are replicated to an offsite location for disaster recovery purposes. Backups have been tested to ensure they are reliable.
Maintain and actively use the Public Libraries NSW Membership	Identify opportunities for information share and services development.	Library Manager	100%	Participated in information sharing activities via e-mail in Q4.

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	100%	All requirements of IP&R met to date.
	Implementation of Councils Community Engagement Strategy.	Grants Officer	100%	The Community Engagement Plan will require community consultation to be undertaken - on hold due to COVID-19.
	Make changes to IP&R documents in line with Audit Office requirements	Director Finance & Community Services	100%	All IP&R documents have been updated and adopted.
	Workforce Management Strategy, as part of Resourcing Strategy, developed and maintained.	Human Resources Manager	100%	Council's Workforce Plan has been renewed and adopted for the coming four years, effective 1 July 2017. The document reflects the key elements from other workforce plans that are considered model documents throughout the State.

				Next review date is February 2021 in preparation for 1 July 2021.
	Works Program developed for Shire and Regional roads, drainage, signs and traffic facilities.	Roads Development Manager	100%	Updated works program completed.
Complete and regularly update Councils Asset Registers for recreation, buildings, transport, water, sewer and stormwater	Have Morrison Low review and update the Asset Management Policy and Strategy.	Director Finance & Community Services	50%	This action will be completed in 2020/2021 when staffing resources are available.
	Roll out outsourced arrangement (Morrison Low) for Asset Management integration, commencing with a gap analysis.	Director Finance & Community Services	100%	This action has been completed.
Undertake service level reviews for key services and assets	Undertake condition assessments, asset purpose and lifecycle analysis to determine current service levels and create option for service levels that are then discussed during community consultation.	Director Finance & Community Services	50%	This has now commenced. A number of roads have been completed, but there is still a lot of work to be undertaken. Will be completed as staffing resources become available.

COUNCIL STRATEGY				
3.3.4	Good procurement processes in place to ensure the most advantageous provision of goods and services to Council			
DP Action	Action	Responsibility	Progress	Comments
Good contract management and procurement practices are employed	Maintain a current Contracts Register, update policies and procedures and identify improvements in procurement processes.	Director Finance & Community Services	100%	The Contracts Register is reviewed on a regular basis. Policies and procedures are reviewed regularly.
	Update Trades and Miscellaneous Services Register with alternate options to be investigated.	Director Finance & Community Services	100%	Investigations have continued into a suitable trades and miscellaneous services register.

Provision of Cobar Water Board Administration and Financial Services	Undertake administration and financial services for the Cobar Water Board as per the Agreement.	Director Finance & Community Services	100%	Administration and financial services being performed to expectation.
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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	5%	Lining of the APC is being investigated as part of DPIE Regional Water Strategies and also as part of a drought mitigation measure by providing a pipeline from Narromine to Nyngan.

COUNCIL STRATEGY				
4.1.2	Increase Cobar's water allocation			
DP Action	Action	Responsibility	Progress	Comments
Lobby the NSW Government to have Cobar's town water supply increased	Continue meeting with relevant Government personnel demonstrating the need for the town water licence to be increased.	General Manager	100%	Application to the NARA for the additional 1,300mg town water licence has been applied for on the recommendation from the government agencies and the Minister for Water.

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	30%	Tender to be released in July 2020.
	Upgrade the reticulation network in Cobar, replacing old pipework, valves etc to improve water flow and water quality.	Water & Sewer Manager	60%	Variations approved to undertake additional cast iron pipes identified. Expected completion date November 2020.
Maintenance and repairs of water mains and water filtration system	Implement Water Supplies Asset Management Plan with 5 Year Rolling Works Program.	Water & Sewer Manager	30%	Mike Brearley from MBA Consultants has been engaged to undertake an Asset Management Plan and 5 Year Rolling Works Program.
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 of Engineering	0%	No action undertaken in Q4.

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	85%	Scope in draft, finalising documentation.

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	100%	Technical advice and maintenance activities undertaken.

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	10%	General Manager to have discussions with Michael Blackmore from DPIE regarding funding as CWB is not currently eligible for SSWP funding, even though water security is listed as rank 5 (high risk).
	Undertake the Project Management for the works agreed to under the Resources for Regions funding to construct a third pipeline and associated works.	Director of Engineering	5%	No action undertaken in Q4.

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

COUNCIL STRATEGY				
4.2.1	Improved access to telecommunications, radio, TV and broadband services			
DP Action	Action	Responsibility	Progress	Comments
Lobby the government for improved communications networks	Lobby to reduce Mobile Blackspots across the Shire.	General Manager	100%	No action undertaken in Q4, still awaiting response from Mark Coutlon's Office in support of a Mobile Black spot application sent through for Hermidale.
	Maintenance of radio base stations and licences.	Infrastructure Manager	100%	Licences have been paid for, no maintenance has been undertaken in Q4.

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

COUNCIL STRATEGY				
4.3.1	Seek ways to expand the sealed road network and improve and maintain the unsealed road network			
DP Action	Action	Responsibility	Progress	Comments
Road works undertaken according to priority, weather conditions and availability of resources	Construction and maintenance works carried out on Regional and Shire Road Network in accordance with approved programs and standards.	Roads Development Manager	95%	REPAIR program has been extended to end of August.
	Inspections by Council staff on a routine basis to identify maintenance works and report any urgent works to minimise public liability risk to Council.	Roads Development Manager	90%	State Highway inspections are being undertaken as required. Local and Regional road inspections are being undertaken.
	Street maintenance and sign maintenance, including alcohol free signage.	Roads Works Manager	100%	Maintenance conducted as required.

	Undertake ordered works on behalf of RMS within the agreed budget.	Roads Development Manager	95%	Burril Tank Project slightly delayed due to rain. All other ordered works completed within timeframe.
	Undertake routine and supplementary works on State Roads in accordance with the RMS Contract.	Roads Development Manager	100%	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	100%	All Contractors have a Quarry Safety Management Plan and are conforming.
	Establishment and use of funding reserve for the rehabilitation and restoration of disused gravel pits and quarries.	Roads Development Manager	85%	No rehabilitation has commenced yet.
	Licences for all existing and new quarries progressively obtained.	Roads Development Manager	90%	Registering and licencing are being undertaken as required.
Undertake Grain Road Seal Extension Project	Undertake upgrade to Grain Road as per funding agreements.	Roads Works Manager	100%	Project completed, over budget by \$40,000.

COUNCIL STRATEGY				
4.3.2	Provide and maintain safe and serviceable transport infrastructure including roads, footpaths, bike paths and airport			
DP Action	Action	Responsibility	Progress	Comments
Provide and maintain a safe and adequate footpath and bike path network	Identify priority works required to improve the safety of the footpath network and undertake works as funding becomes available.	Urban Supervisor	100%	A number of patching works were undertaken. 70 metres of footpaths completed in Harcourt Street including a pram ramp.

	Implement the Pedestrian Access Mobility Plan (PAMP) and Bike Plan Action Plan for Cobar.	Roads Works Manager	0%	Pedestrian Access Mobility Plan (PAMP) has been superseded by the Active Transport Plan (ATP).
	Implement the actions outlined in the Active Transport Plan.	Roads Works Manager	10%	Council have identified the footpaths required for replacement/upgrade and works will commence in Q1 2020/2021.
	Kerb & Gutter maintenance.	Urban Supervisor	100%	No kerb and gutter maintenance undertaken in Q4.
Cobar Airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Conduct regular and statutory maintenance program in accordance with Airport Operational Manual.	Infrastructure Manager	100%	Airport Operational Manual has been updated to align with latest requirements. Security audit has identified some areas we need to improve, but appears to be primarily managing of records, familiarisation of records/self audit system and ease of accessibility to readily be able to show evidence of compliance.
	Implement the Cobar Aerodrome Master Plan.	Director Finance & Community Services	10%	On hold. No action undertaken in Q4.
	Provision of services to key stakeholders such as airlines and Charters.	Infrastructure Manager	100%	Services are being provided. Additional cleaning personnel engaged to maintain service levels as per recommendations to prevent spread of COVID-19.
Review the maintenance requirements of the Village Airports.	Address the use of airstrips for purposes other than emergencies and determine best way forward to meet needs of all stakeholders.	Infrastructure Manager	100%	My understanding of this was raised during a period we had no regular commercial or charter flights servicing Cobar and was based on evaluating the potential of

				<p>reducing our requirements and costs, by dropping from a Category 6 airport (closed charter up to 10,750kg/regular public or open charter 5,700kg to 20,000kg) to a Category 7 airport (no closed charter/no regular public or open charter over 5,700kg), basically becoming an unmanned airport.</p> <p>This seems an unrealistic expectation at this time and in the foreseeable future, so I suggest this item put towards the Airport Committee to be removed as an action item.</p> <p>If and when there are no regular commercial and charter flights operating this question can be raised again with the committee at that time.</p>
	Maintain runways in a state that is acceptable for dry weather operation and ensure that the airstrips comply with the minimum standards for operation.	Infrastructure Manager	100%	Runways are monitored by the ARO on every day of work and based on observations the appropriate maintenance or repair works are planned and carried out. Currently secondary runway is being scheduled for resurfacing works based on surface deformation observed in recent months.

COUNCIL STRATEGY				
4.3.3	Maintain the rail network in the Shire to maximise the benefits to the community and to provide an alternative to road freight.			
DP Action	Action	Responsibility	Progress	Comments
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 lobbying occurred in Q4.

COMMUNITY OUTCOME	
4.4	Good quality and affordable community facilities and infrastructure

COUNCIL STRATEGY				
4.4.1	Upgrade priority playgrounds and parks with good designs to cater for all age groups and abilities and maintain the rest at agreed service levels			
DP Action	Action	Responsibility	Progress	Comments
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 Supervisor	100%	All playgrounds are inspected fortnightly and all meet Australian Standards. Little Tassie, Mulga and one in Acacia need to be decommissioned. This will be investigated in 2020/2021.
	Remove Drummond Park Playground and reclaim area.	Urban Supervisor	100%	Removed the old Drummond Park Playground. This area will be reclaimed in 2020/2021.

COUNCIL STRATEGY				
4.4.2	Increase the range of community facilities and maintain those that we have to an appropriate standard			
DP Action	Action	Responsibility	Progress	Comments
Implement the Ward Oval Masterplan	Update the Ward Oval Masterplan and seek funding for a new building at the site and other improvements.	Projects Co-ordinator	20%	Architect working on final DA plans for the new Ward Oval Building. Funding secured for further upgrades to the Ward Oval precinct. Master plan to be developed in the future to include all updates.
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 Supervisor	100%	Council did 8 pre-dug graves in Q4.
To provide quality and readily accessible library services to Cobar and villages	Offer high quality and relevant library services for five (5) hours per week at both Nymagee and Euabalong.	Manager Library Services	100%	Nymagee and Euabalong library services doors were closed to visitors April - May in accordance with COVID-19 restrictions. Home and postal delivery of loans was offered to Nymagee and Euabalong Library customers. Nymagee and Euabalong Library services re-opened and operated for five hours per week in June.
	Participate in State and National events that promote literacy.	Manager Library Services	100%	Supported the Premier's Reading Challenge with purchase and loan of listed books.
	The Library acquires, processes, maintains and lends library materials that are up to date and appropriate.	Manager Library Services	100%	538 physical items and 851 eBook and eAudio titles were added to the collection in Q4.

				<p>405 items = value \$4,915 (at cost) were removed.</p> <p>3,047 items loaned (includes 629 eBook & eAudio loans).</p> <p>Cobar library service doors were closed to visitors April - May in accordance with covid-19 provisions. 207 home deliveries were made to library customers during this time. The home delivery services is being continued on a weekly basis.</p>
	The Library provides public access to the internet service where possible.	Manager Library Services	100%	46.5 hours of computer use and 24 hours of wireless bookings for Q4. Library services doors were closed to visitors April - May in accordance with covid-19 provisions and Library customers were not able to access the library internet service. With the necessary spacing of covid-19 provisions 3 computers are being provided for public access.
	To ensure that well trained, professional and highly motivated staff are responsive to serving the needs of the community.	Manager Library Services	100%	Training not provided in Q4.
	To ensure that the Library service is utilised by Cobar Shir e residents of all ages and community groups.	Manager Library Services	100%	<p>8 new members joined in Q4. Total membership = 2,142 members as inactive members were removed from the computer system. 1,417 visits counted in Q4 (includes phone, email, Facebook, face-to-face enquiries counted for April and May.</p> <p>Cobar library service doors were closed to visitors April - May in</p>

				<p>accordance with covid-19 provisions. Activities were provided as packs for Cobar residents to complete at home. Activities provided for Cobar residents: adult craft packs - 46 packs delivered; kids' craft packs - 40 packs delivered; how to knit/crochet packs - 17 packs delivered; adults-only colouring in competitions (Easter and coffee cups) - 25 participants.</p> <p>Home delivery of loans was offered to library customers and 207 deliveries were made. Customer engagement took place via Facebook and phone contact.</p>
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Depot upgrade works undertaken as per the master plan.	Director Planning & Environmental Services	50%	Master plan no longer relevant to future works being planned and is subject to review in next financial year.
	Each season a review of the plant and equipment to ensure timely expenditure on plant costs.	Director Finance & Community Services	100%	No review undertaken in Q4.
	Maintenance of Buildings Asbestos Register.	Manager Planning & Environmental Services	75%	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	100%	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	100%	The project design and planning is complete. Contract in place for ramp construction with work about to commence. Tender for remaining work progressing and will be reported to Council early in the new financial year.

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	75%	A Draft Plan has been submitted to Crown Lands to approve public exhibition. Awaiting advice.
	Undertake actions outlined in the Newey Reservoir Plan of Management.	Urban Supervisor	0%	No action undertaken in Q4, as there is no Newey Reservoir Plan of Management.

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 Supervisor	100%	In Q4, Council patched the stormwater drain off Prince Street and finalised the clearing out the drain behind Booroomugga Street.
Provide, maintain and operate a sewer network and disposal system and treatment works	Ensure EPA licence completed annually and at a minimal cost.	Water & Sewer Manager	100%	EPA licence submit.
	Implement the Sewerage Services Asset Management Plan with 5 year rolling works program.	Water & Sewer Manager	30%	Mike Brearley from MBA Consultants has been engaged to undertake the AMP and FMP.
	Investigate options for implementing Liquid Trade Waste Policy and program.	Water & Sewer Manager	0%	Orana Water Utilities Alliance is looking at engaging a trade waste officer to assist Councils in the implementation of a liquid trade waste policy.

	Undertake works to upgrade the three minor Sewer Pump Stations and inlet works at Sewer Treatment Plant.	Water & Sewer Manager	35%	Expected completion date November 2020.
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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 NPA (to use Nymagee VPA funds).	General Manager	75%	Meetings are being regularly attended by the General Manager or allocated Council Staff. One Progress Association Meeting was held in Q4. A number of projects have been identified and the funding is being held in trust.
	Regularly maintain parks, streets and footpaths in all villages.	Urban Supervisor	100%	Regularly maintenance on the parks, streets and footpaths in all villages is undertaken.
	Upgrade Euabalong Oval, install new playground and other associated works.	Urban Supervisor	100%	A new irrigation system has been installed at Euabalong Oval along with the oval being levelled and turf laid, a new park was also installed.

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 industry 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	10%	No opportunities identified for an alternative energy industry in Cobar.

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 and recycling in Cobar and kerbside garbage collection in the relevant villages	Prepare a Waste Services Strategy Discussion Paper.	Manager Planning & Environmental Services	50%	Operational Plan being prepared for ongoing operation of the Cobar Landfill site.
	Provide a trade waste, domestic waste and street bin collection service to all customers as per agreed service levels.	Manager Planning & Environmental Services	100%	Trade waste, domestic kerbside and street bin collections are being undertaken in accordance with required service levels.

COUNCIL STRATEGY				
5.1.2	Develop community leadership on becoming leaders in resource use and waste management			
DP Action	Action	Responsibility	Progress	Comments
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	100%	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	100%	The CSC is consuming minimal water. Water restrictions released as Burrendong Dam level now >20%.

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	100%	Continually researching funding opportunities and provide this information to landholders when conducting weed inspections.

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

COUNCIL STRATEGY				
5.2.3	Manage the Crown Land			
DP Action	Action	Responsibility	Progress	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 & Regulations Supervisor	100%	All suitable unclaimed companion animals are microchipped and taken to R.O.A.R.
	Implement provisions of the Companion Animals Act and promote community awareness and responsibilities of dog and cat ownership.	Compliance & Regulations Supervisor	100%	Ongoing face to face contact with animal owners regarding responsible pet ownership and obligations under The Companion Animals Act.
	Impound straying stock.	Compliance & Regulations Supervisor	100%	Straying stock on roads has been very minimal this quarter. The roaming horses on the Kidman Way North have disappeared.
	Operate and maintain the pound and stock pound yard.	Compliance & Regulations Supervisor	100%	Pound is cleaned daily and totally disinfected whenever it becomes empty, stock pound yards are maintained and available for use when necessary.

	Provide services for the registration and microchipping of dogs and cats.	Compliance & Regulations Supervisor	100%	Microchipping service still available. Registration services available at Administration centre as well as on line.
	Remove abandoned vehicles.	Compliance & Regulations Supervisor	100%	Abandoned vehicles removed from areas where they present a public danger A.S.A.P All burnt-out vehicles that are dumped on reserves bordering town are picked up when time permits. There are still several burnt-out vehicles scattered around the Greenbelt and Old Reservoir area.

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	100%	No meetings attended in Q4.
	An increase in the number of weed awareness programs run (eg weed warriors).	Environmental Supervisor	100%	No weed awareness programs have been conducted due to COVID-19, limited funding, resources and the drought. Council will continue to research funding opportunities.
	Continue Implementation of Regional Inspection Plan to meet the inspection targets of roadsides, TSRs, water courses etc.	Environmental Supervisor	100%	No inspections undertaken in Q4 due to COVID- 19 and staffing levels.
	Develop a centralised data set of weed distribution and abundance information.	Environmental Supervisor	100%	No action undertaken in Q4, due to no staffing resources.
	Implementation of the Mapping, Photo Point and reinspection program.	Environmental Supervisor	100%	No action undertaken in Q4.

	Improve/Update knowledge of Weeds Inspector.	Environmental Supervisor	100%	No training was conducted during this quarter.
	Increased participation of community groups.	Environmental Supervisor	100%	No community engagement this quarter due to COVID-19.
	Maintain and update an introductory weeds information pack for new property owners.	Environmental Supervisor	100%	Research of new information to apply to the 'welcome' information package to new landholders is continuing.
	OnGround Spraying Programs prioritised to give the greatest benefit.	Environmental Supervisor	100%	No on-ground spraying undertaken in Q4 due to the unavailability of relevant staff and COVID-19 restrictions.
	Private property inspections to manage invasive weeds effectively.	Environmental Supervisor	100%	No private property inspections undertaken in Q4.
	Prompt containment or eradication and ongoing monitoring of new incursions of invasive weeds.	Environmental Supervisor	100%	No action undertaken in Q4.
	Public property inspections to manage invasive weeds effectively.	Environmental Supervisor	100%	No public property inspections undertaken in Q4.

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 Q4.
	Lobby to have Pulpulla Road upgraded to allow all weather access both on the Council owned and NPWS owned sections to increase visitation to Mount Grenfell.	Roads Works Manager	100%	Lobbying has been successful with Council receiving \$5 million in grant funding through Fixing Local Roads - Round 1.

	Monitoring of services provided for local National Parks.	General Manager	0%	No monitoring has occurred in Q4.
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COMMUNITY OUTCOME	
5.3	Clean air in the community

COUNCIL STRATEGY				
5.3.1	Manage the externalities of mining and other industries operating close to towns and villages to minimise air pollution			
DP Action	Action	Responsible Officer	Progress	Comments
Communicate any complaints or concerns or air pollution to the mines and or relevant state regulatory authorities	Communicate any complaints or concerns or air pollution to the mines and or relevant state regulatory authority.	Manager Planning & Environmental Services	100%	Any complaints or concerns relating to the mining industry are referred to relevant State authorities during this quarter.