

# Annual Operational Plan Quarterly Management Report



**COBAR SHIRE  
COUNCIL**  
outback nsw

Q1 2018/2019

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# Key Activity: Community

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

COUNCIL STRATEGY				
1.1.1	<b>Strong and participative interagencies</b>			
DP Action	Action	Responsibility	Progress	Comment
Cobar Interagency, Community Services Forum and other groups such as the Cobar Domestic Violence Action Group	Actively participate in Interagency groups including the Community Services Forum and the Cobar Domestic Violence Action Group or Cobar Interagency (if running).	A Shepherd	25%	Staff participate in the mental health group, and Council has sponsored an RU OK day and other initiatives of this group. Participate via teleconference in the community services forum and DV groups. DV group is concentrating on updating new contacts cards to hand out and the Reclaim the Night and White Ribbon Day celebrations (both to be held end of November). Community Services Forum continue to provide information on services available locally and to investigate ones that we need to use more of.
Murrin Bridge and Lake Cargelligo Interagency	Represent Cobar Shire Council at the Interagency Meetings when required and keep a watching brief through monitoring the minutes.	A Shepherd	25%	No meetings attended, however all minutes and agendas monitored and offered to participate in a community day if they decided to hold one in Euabalong West - decided against attending the Lake Cargelligo one as not in our shire.

<b>COUNCIL STRATEGY</b>				
<b>1.1.2</b>	<b>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)</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Actively participate in the Far North West Joint Organisation and as an affiliate member of the OROC Joint Organisation	Work with member Councils to engage a General Manager and any necessary staff to run the Joint Organisation, work with NSW Public Works to develop plans, engage a consultant and agree on a new roads plan and develop tourism and cultural strategies.	P Vlatko	0%	Council have attended a Joint Organisation Meeting in mid Q1, with majority of the issues being deferred for action at the next meeting scheduled for early Q2.
Actively participate in the Far North West Joint Organisation and as an affiliate member of the OROC Joint Organisation	Work with OROC Councils towards mutually beneficial projects, including procurement, sharing ideas and resources.	P Vlatko	100%	OROC has now been disbanded and has been replaced with the Joint Organisations. The Far North West Joint Organisation (Bourke, Cobar and Walgett) will work closely with the Orana Joint Organisation and Far South Joint Organisation towards mutually beneficial projects, including procurement, sharing ideas and resources.
Actively participate in the Far North West Joint Organisation and as an affiliate member of the OROC Joint Organisation	Work with the NSW Government and other Councils to engage an airline to service the towns in the Far North West Joint Organisation.	P Vlatko	0%	No action to date. There will be a strong focus on this in Q2.

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

COUNCIL STRATEGY				
1.2.1 Implement the actions outlined in the Youth Development Plan				
DP Action	Action	Responsibility	Progress	Comment
Update the Youth Development Plan	Youth Development Plan updated.	N Kriz	0%	No action undertaken in Q1.
Engage the services of a Youth Development Officer	Seek grant funding to engage a Youth Development Officer.	N Kriz	0%	Still seeking funding.
Undertake School Holiday Activities	Library staff, community members and/or volunteers plan and provide craft and fun activities for small groups of children with a charge applied to recover cost of materials.	J Siermans	25%	6 craft sessions and 2 drawing workshops were offered in July. 82 children attended for bead, painting & other fun activities.
Undertake School Holiday Activities	Seek funding to undertake School holiday activities to implement a varied school holiday activities program.	N Kriz	25%	We have held two school holiday activities this quarter, we had Stormco visit and celebrate its 20th year of coming to Cobar, with over 200 people coming and having pancakes and cake at the centre. We held an open centre for drop-in programs like pool comps, skating afternoon comps, arts and crafts. Our craft and cooking programs in the holidays had good attendance with classes full. Manager has applied for club grants to seek funding for supplies e.g. craft and cooking materials but was unsuccessful. Manager has applied to the Heart Foundation's Get Active grant to run school holiday programs to get kids active. Will be announced in December.

COUNCIL STRATEGY				
1.2.2 A greater range of youth activities organised and coordinated				
DP Action	Action	Responsibility	Progress	Comment
To provide youth services and a facility that will create interaction between all ages, interests and social standing by providing recreational, sporting and cultural activities and support services for the youth and the community of Cobar.	Cobar Youth Council undertake activities during the year aimed at young people.	N Kriz	25%	Cobar Youth and Fitness Centre had our annual visit from Storm Co who celebrated its 20th year of visiting Cobar. Games, craft, movie night, pool comps and a BBQ/Basketball night were held. A pancake afternoon was held and we had a surprise cake. We also painted a wall to commemorate the special visit. We have our competitions running, our holiday program, spin classes, playgroups and Friday night games nights.  The Youth Council is currently organising the Colour Run for this year's Festival of the Miners Ghost and has been successful in a couple of grants to get items required for this.
To provide youth services and a facility that will create interaction between all ages, interests and social standing by providing recreational, sporting and cultural activities and support services for the youth and the community of Cobar.	Hold regular youth activities at the centre and enter and maintain partnerships to aid and enhance the provision of Youth Services.	N Kriz	25%	This quarter we had StormCo visit, school holiday x 2, mini Basketball clinic (run by Staff), movie night, games nights. Our new competitions started with Netball, Mixed Netball, Soccer, Squally ball. Spinbike classes are run on Mondays and Thursdays. We were the venue for the inter school basketball competition (Gilgandra vs Broken Hill).
To provide youth services and a facility that will create interaction between all ages, interests and social standing by providing recreational, sporting and cultural activities and support services for the youth and the community of Cobar.	Undertake activities under Family and Community Services grant.	N Kriz	25%	CYFC continues to hold its Tuesday playgroup sessions and Friday night games nights which we receive funding for. We have Centrecare attending every second session, introducing their clients to the centre, encouraging them to attend each week, making new friends and encouraging inter-action for the children.

Organise Youth Week Activities	Youth Week activities to be organised in conjunction with Cobar Youth Council.	N Kriz	25%	CYC have been thinking of ideas and will apply for funding at a later date.
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<b>COUNCIL STRATEGY</b>				
<b>1.2.3 Increased educational opportunities provided locally</b>				
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Work with 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 year olds in Cobar by working with government and NGOs to find a solution.	K Lennon	0%	The speech therapist has left town with the end of her contract. Waiting to see what may be offered to replace this service. The school Councillor that was the driving force has up and left too, without forwarding any of her data/plans to anyone else.
Work with early childhood organisations, schools and TAFE to increase the quality and diversity of educational opportunities available locally and promote them	Hold story time sessions, Library staff provide activities for children aged 6 months to 5 years, and model early literacy for parents. Technology sessions held for interested members of the community.	J Siermans	25%	Pre-school storytime, rhyme & craft sessions were offered in Q1. 129 children attended with parents/carers.

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

<b>COUNCIL STRATEGY</b>				
<b>1.3.1 Parents are supported in their role to raise their children and services are available to assist them to build their parenting skills</b>				
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>

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.	A Shepherd	25%	Facebook and website updates provided regularly. Community Services directory and business directory updated within limited resources.
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<b>COUNCIL STRATEGY</b>				
<b>1.3.2 Increase the supply of childcare and preschool places and options</b>				
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Administer and coordinate Children Services (FDC, COOSH, IHC)	Administration of CCB & CCR for all eligible families in accordance with Federal Legislation.	K Lennon	25%	The roll over to the new CCS system was very bumpy and still not working correctly for COOSH or IHC. Have been working with the software provider since the changes to try and iron things out.
Administer and coordinate Children Services (FDC, COOSH, IHC)	Maintain and update policies, manuals, procedures, quality improvement plans and family information packages for FDC and COOSH to comply with changes to National Regulations and Quality Framework concepts and new information.	K Lennon	25%	All policies have been reviewed and updated as have enrolment packs and educator paperwork. Need to update Educator Manuals.
Administer and coordinate Children Services (FDC, COOSH, IHC)	Monitor Implementation of National In Home Care Standards.	K Lennon	25%	The link to the new National Standards has been sent to Educators for them to examine and develop questions.
Administer and coordinate Children Services (FDC, COOSH, IHC)	Provide craft and activity packs to In Home Care Educators four (4) times per year.	K Lennon	25%	Father's day pack was developed and sent out.
Administer and coordinate Children Services (FDC, COOSH, IHC)	Support Implementation of "Early Years Learning Framework" and the "My Time Our Place" into educator curriculum.	K Lennon	25%	The Educators are using this more routinely and with better understanding. The educational leader of FDC has been working hard on this area.
Administer and coordinate Children	Write and distribute newsletters to Families	K Lennon	25%	Sent out as required.



Services (FDC, COOSH, IHC)	and Educators.			
Improve the quality and availability of children's services in Cobar	Support Early Childhood Services in Cobar to ensure adequate supply of quality childcare to meet the communities needs and expectations.	K Lennon	25%	Have been working with the Preschool to develop policies and staff development. Have offered assistance to the new director at Kubby.
<b>COUNCIL STRATEGY</b>				
<b>1.3.2</b>	<b>Increase the supply of childcare and preschool places and options</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Maintain adequate funding for Children's Services	Lobby for continued levels of funding to maintain children's services.	K Lennon	0%	With the start of the new 'Jobs for Families' child care package there is no more funding for children's services, it is expected to be user pays.

<b>COUNCIL STRATEGY</b>				
<b>1.3.4</b>	<b>Have family orientated activities to encourage families to socialise in the community</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Plan, organise and promote festivals, celebrations and activities in the Shire	Establish a Committee and work towards the development of a full program of activities to celebrate the 150 year anniversary of Cobar.	J Martin	25%	The next 2020 organising group meeting will be held on the 15 November 2018.
Plan, organise and promote festivals, celebrations and activities in the Shire	Organise and facilitate the successful management of the Festival of the Miner's Ghost (FOMG) in cooperation with the community and the FOMG organising committee.	J Martin	25%	The 2018 Festival of the Miner's Ghost program is now being advertised on all council's social media outlets and in the local papers and on posters throughout the shire.
Plan, organise and promote festivals, celebrations and activities in the	Organise community events such as Australia Day celebrations and Senior	J Martin	25%	The 2019 Australia Day location and events will be discussed at a meeting in the second week of

Shire	Citizen's Week events.			October.
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COMMUNITY OUTCOME	
1.4	A generous, engaged and participative community with a strong community spirit

COUNCIL STRATEGY				
1.4.1	Encourage business and volunteer support for local events, organisations and activities			
DP Action	Action	Responsibility	Progress	Comment
Council supports community groups by providing access to facilities	Library Community Meeting room available for community groups and local businesses.	J Siermans	25%	Library arcade rooms were booked for use 80 times in Q1. Privacy screens have been installed in the meeting room to enable use by health and other professionals.
Work with local organisations to build on current activities	Work with local organisations to build on existing events and to help them to develop new ones and promote them.	J Martin	25%	Council is currently working with the Running on Empty group, the Festival of the Miner's Ghost group, the Cobar Business Association's Christmas Parade, the Grey Mardi Gras team and the 2020 organising group.

COUNCIL STRATEGY				
1.4.3	Develop initiatives to maximise the benefits and minimise the negative impact of shift work and FIFO/DIDO on the community			
DP Action	Action	Responsibility	Progress	Comment
Work with local business and government agencies to identify where changes can be made or initiatives developed to reduce the negative impacts and encourage	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	P Vlatko	25%	Meeting held with Mine Managers to discuss these issues and the implication to the town.

residential living of employees	living by improving the liveability of Cobar.			
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COUNCIL STRATEGY				
1.4.3 Develop initiatives to maximise the benefits and minimise the negative impact of shift work and FIFO/DIDO on the community				
DP Action	Action	Responsibility	Progress	Comment
Work with local business and government agencies to identify where changes can be made or initiatives developed to reduce the negative impacts and encourage residential living of employees	Understand the extent of DIDO/FIFO in the community and develop strategies to encourage residential living.	A Shepherd	25%	Concerns raised at Aurelia's decision to go to contract staff at Peak Gold Mines as this will add additional uncertainty to the workforce and is likely to increase the number of DIDO staff. GM held a meeting of mine managers to discuss this and other issues affecting the town. Initial discussions also held regarding options to increase or improve the housing stock in Cobar.

COUNCIL STRATEGY				
1.4.4 Support Aboriginal people and organisations to increase the broader community's awareness and recognition of local Aboriginal cultural identity in Cobar and to assist in meeting the targets set out under the current government policy of 'Closing the Gap'.				
DP Action	Action	Responsibility	Progress	Comment
Undertake activities to increase awareness of Aboriginal culture in the Cobar Shire and improved coordination of Local Aboriginal Groups	Liaison with Aboriginal stakeholders to determine and undertake appropriate activities that increase awareness of Aboriginal culture.	P Vlatko	0%	Strong support was provided by most Aboriginal groups in the Shire to Council's funding submissions seeking an extension to the Great Cobar Heritage Centre which would include a culturally appropriate Keeping Place for artefacts and stories.

COUNCIL STRATEGY				
1.4.5 Support arts and cultural organisations, activities and facilities				
DP Action	Action	Responsibility	Progress	Comment

Support Outback Arts and cultural activities in the Shire	Provide a range of art and culture exhibitions at the Library Gallery.	J Siermans	25%	The exhibition by local artist Thelma Wade continued to be displayed in Q1.
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## COUNCIL STRATEGY

### 1.4.5 Support arts and cultural organisations, activities and facilities

DP Action	Action	Responsibility	Progress	Comment
Support Outback Arts and cultural activities in the Shire	Provide annual funding and support to Outback Arts and actively participate on the Outback Arts Board and support arts and cultural activities in the Shire.	A Shepherd	25%	Funding provided. Activities promoted.
Support Outback Arts and cultural activities in the Shire	Work with organisations such as Cobar Arts Council to run art workshops, exhibitions and provide artistic opportunities.	A Shepherd	25%	CASP grant submitted to hold copper smithing workshops.
Provision of Curatorial services at the Great Cobar Heritage Centre.	Purchase and implement a new database to record objects within the collections.	J Martin	25%	The new collection management program Mosaic has been installed and is being managed by the Curator.
Provision of Curatorial services at the Great Cobar Heritage Centre.	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.	J Martin	25%	The Museum has a Council adopted collection management plan which is managed by the Curator.

## COMMUNITY OUTCOME

### 1.5 A healthy and active community

<b>COUNCIL STRATEGY</b>				
<b>1.5.1</b>	<b>Provide appropriate health care options and services both within the Shire and the region</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Continue to work with the NSW Government to progress the construction and fit out of the MPS, including upgrades to the LBV	Complete the legal framework for MPS model for Cobar in conjunction with the Local Health District and prepare for integration of kitchen which will be shared.	K Miller	25%	Currently with the Solicitors for review.
Continue to work with the NSW Government to progress the construction and fit out of the MPS, including upgrades to the LBV	Endeavour to appoint a suitable external Aged Care Provider for LBV (noting that the State Government was unable to).	K Miller	0%	Action no longer applicable.
Lobby NSW Government and the Federal Government to increase and improve health care provision within the Shire	Lobby NSW Government and the Federal Government to ensure high quality health care services are available in Cobar Shire or are easily accessible where it is not possible to have them provided locally.	P Vlatko	0%	Continued to work with the NSW and Federal Governments to seek funding to implement a locally developed plan to assess children for speech therapy requirements and then provide therapy. State Govt departments not interested in funding the program. RFW visited Cobar in late August to meet with the community about this proposal and to see if they could support it through their Windmill program. Awaiting feedback from RFW.

<b>COUNCIL STRATEGY</b>				
<b>1.5.2</b>	<b>Increase the use of Council owned and other sporting and recreational facilities across the community</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Increase the use of the Cobar Youth and Fitness Centre	Increase utilisation of the Cobar Youth and Fitness Centre.	N Kriz	25%	CYFC has been a venue for a number of birthday parties this quarter, which has seen a number of new visitors to the centre. We had a new activity start this quarter with Jujitsu introduced which is going well. We have all of our competitions running, walking group, table tennis, school sport play groups and Family day care play group.
Increase the use of the Cobar Youth and Fitness Centre	Undertake project to renew the Cobar Youth and Fitness Centre, including: replace the roof, kitchen, counter, entrance and construct a new outdoor seating area.	G Ryman	25%	Council has engaged an architect to commence design work as part of the funding application for works. Funding has been obtained to undertake this work. Timelines and processes now need to be reviewed.
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.	K Miller	0%	Pool season commenced on 29 September 2018.L&R Group have engaged Ben O'Kane as the pool manager and swimming lessons have commenced.
Maintain all Council parks and reserves, including plants, trees and public facilities, the Skate Park and the Miners Memorial.	Appropriate signage erected to indicate prohibited activities in parks and reserves.	P Sullivan	25%	No new signage erected. Ongoing replacement of street signs has occurred during this quarter.
Maintain all Council parks and reserves, including plants, trees and public facilities, the Skate Park and the Miners Memorial.	Complete the design and undertake the installation of the Miners Memorial in the Heritage Park once funding is secured.	A Shepherd	25%	This project has attracted funding from both the state and federal governments through grants. We are in the process of engaging Steve Pearse architect (SPA) to undertake the final plans and work with a structural engineer to get plans that are ready for tender. Any additional funds will be used to landscape the area and implement some masterplanning around people and traffic movements in Heritage Park.

<b>COUNCIL STRATEGY</b>				
<b>1.5.2</b>	<b>Increase the use of Council owned and other sporting and recreational facilities across the community</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Maintain all Council parks and reserves, including plants, trees and public facilities, the Skate Park and the Miners Memorial.	Inspect and rectify defects of physical assets.	P Sullivan	25%	We inspect our parks, playgrounds and amenities frequently. Works at Dalton Park are heavily underway, we have installed the new toilet block, playground equipment and pathways, expected to be completed in early Q2. Apex Park has been completed and there have been reports of high usage.
Maintain all Council parks and reserves, including plants, trees and public facilities, the Skate Park and the Miners Memorial.	Maintenance of sporting ground and associated facilities.	P Sullivan	25%	Maintenance schedules are completed monthly. It has been a large task trying to keep the sporting grounds and associated facilities alive due to the current drought conditions. The main focus at this moment is on burr control.
Maintain all Council parks and reserves, including plants, trees and public facilities, the Skate Park and the Miners Memorial.	Provision of a regular gardening and turf maintenance service.	P Sullivan	25%	Regular gardening and turf maintenance service is provided throughout the township. Improvements can be seen from this program.
Extend and expand the Great Cobar Heritage Centre	Undertake consultations and prepare design documents for an expanded Great Cobar Heritage Centre.	A Shepherd	25%	A \$8.5m design created and grants have been applied for, seeking funding to undertake. Steve Pearse Architect (SPA) has undertaken the work to create an innovative design that includes 110m <sup>2</sup> of additional purpose built storage space and 250m <sup>2</sup> of temporary exhibition space, including a Keeping Place for cultural artefacts. It also includes a new entrance at the rear of the building with a new VIC to ensure accessible entry.



COUNCIL STRATEGY				
1.5.3	Provide adequate infrastructure to care for older residents locally			
DP Action	Action	Responsibility	Progress	Comment
Provide appropriate services for residents at the Lilliane Brady Village	Develop annual budget to ensure adequate resources to enable appropriate services are maintained.	S Huon	25%	2017 -2018 budget developed. Quarter 1 running on budget. There is one vacancy in the Nursing home 4 bed female ward with no applications currently waiting placement willing to go into shared accommodation.. •Comprehensive assessments and documentation of residents care needs were completed as per facility protocol on new residents entering facility in quarter 1 to enable ACFI claims to be maximised.
Provide appropriate services for residents at the Lilliane Brady Village	Develop, implement and review systems to ensure services are provided according to the needs of residents.	S Huon	25%	Schedule audits completed in Quarter 1 include infection control, housekeeping & laundry services, medication management • Post admission surveys were distributed and returned with no issues raised. • Annual surveys were sent out to all residents and persons responsible to enable feedback on services and care. Several minor issues were raised and are being followed up and addressed within resources and staffing capacity. All processes are documented and filed as per facility protocol.
Provide appropriate services for residents at the Lilliane Brady Village	Ensure adequate and appropriately skilled and qualified staffs to ensure all services are delivered in line with facility mission statement and policies.	S Huon	25%	Staffing levels have been maintained in line with the master roster utilising full time, part time and casual pool of staff. All new staff completed the orientation program. All staff continues to participate in scheduled in house training utilising the "Aged Care Channel". Staff surveys have been forwarded to all staff and are currently being reviewed with the view to identify any gaps and improvement required in HR management. Many challenges are faced in recruitment, retention and rostering due to the transient nature of the Cobar community, limited childcare the supports shift workers and varied rosters of partners.

COUNCIL STRATEGY				
1.5.3	Provide adequate infrastructure to care for older residents locally			
DP Action	Action	Responsibility	Progress	Comment
Provide appropriate services for residents at the Lilliane Brady Village	Maintain health and personal care of all residents according to their needs and maintain resident lifestyle, rights and choices.	S Huon	25%	The Hostel section was been audited by the Australian Aged Care Quality Agency in May 2018 and awarded 3 years re-accreditation. The Nursing Home section is due for assessment early 2019. Comprehensive assessments continue to be completed as per facility protocol on all new residents to enable appropriate care. Resident care needs were regularly reviewed as per policy. Residents have a choice of GP and these GP's have visited the facility on a weekly basis (additionally if requested by nursing staff) to review resident medical management. Allied health services such as dietitian, podiatry, speech pathology and hearing services were provided to those residents that required them.
Provide appropriate services for residents at the Lilliane Brady Village	Monitoring levels of aged care services provided at the Lilliane Brady Village.	S Huon	25%	The Lilliane Brady Village Continuous Improvement System incorporating scheduled audits, surveys and policy reviews across all aspects of service delivery, has ensured that services are provided according to resident changing needs and in line with the Aged Care Principals and the Aged Care Act.
Provide appropriate services for residents at the Lilliane Brady Village	Promote community awareness and encourage ongoing resident involvement in community events.	S Huon	25%	Community involvement included: - visitation by clergy, student visits from local schools, placement of TAFE students completing Cert 3 in aged care work. Outings in the community attended by residents with the Lilliane Brady Village bus being used for transport. The in-house recreational activity program continues to be well attended with residents having input into the program and volunteers from the community assisting with delivery of program. Publication of the quarterly newsletter for residents, family & friends in to publicise upcoming events and activities with the wider community.

COUNCIL STRATEGY				
1.5.3 Provide adequate infrastructure to care for older residents locally				
DP Action	Action	Responsibility	Progress	Comment
Provide appropriate services for residents at the Lilliane Brady Village	Provide a transparent mechanism for concerns and complaints management from all stakeholders.	S Huon	25%	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 & resolutions including any actions required such as staff training, resources etc. have been recorded. All complaints received followed up in line with policy and procedures. Pol/RM17 Compulsory Reporting covers process for reporting & responding to physical and sexual abuse of residents. There were 0 reportable incidents for quarter 1.

COMMUNITY OUTCOME	
1.6	A safe and clean community

COUNCIL STRATEGY				
1.6.1 A more visible and engaged police presence				
DP Action	Action	Responsibility	Progress	Comment
Work with police and licensed premises to promote a safe community	Attendance and commitment to the Cobar Police Community Precinct Committee.	P Vlatko	25%	A Cobar Police Community Precinct Committee was held in this quarter. The Police provided the crime statistics and have advised that they have reduced from the previous quarter. They have also advised that Sargent John Bennett has retired and that they are in the process of recruiting.

**COUNCIL STRATEGY****1.6.1 A more visible and engaged police presence**

<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Work with police and licensed premises to promote a safe community	Provide secretariat services for the Cobar Liquor Accord.	P Vlatko	25%	A Liquor Accord Meeting was held in Q1. A Public Access Session was held with an update on the upcoming Running on Empty Festival. The Police reported on the alcohol related incidents for the period February to July and they have advised that the number of incidents have reduced. The Accord farewelled member Sargent John Bennett and he was thanked for his service to the Board and the Community. Discussions were held on the Accord running a Christmas Campaign to try and reduce and raise awareness on drink driving. The Education and Drug Program is now completed and ready to be undertaken by Accord Members.
Work with Police, Cobar Business Association And the Crime Prevention Committee to undertake a Community Safety Audit.	Undertake a Community Safety Audit and implement the Crime Prevention Plan and Strategy.	A Shepherd	0%	Not currently a priority.

COUNCIL STRATEGY				
1.6.2 Implementation of the Cobar Crime Prevention Plan and Strategy				
DP Action	Action	Responsibility	Progress	Comment
Removal of graffiti and recording of graffiti incidents	Supervise the removal of graffiti and ensure all evidence is taken and recorded appropriately.	P Sullivan	25%	There has been no graffiti reported in Q1. However, there has been a large number of vandalism incidents across the Shire, mainly in the parks.
Implementation of actions outlined in the Cobar Crime Prevention Plan and Strategy.	Update the action list for the Crime Prevention Plan and Strategy.	A Shepherd	0%	Not a current priority.

COUNCIL STRATEGY				
1.6.3 Encourage safe and sustainable development				
DP Action	Action	Responsibility	Progress	Comment
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	G Ryman	25%	All Section 68 applications were assessed and determined in accordance with relevant statutory requirements.
Undertake legislated obligations in relation to building and development	Carry out critical stage and other progress inspections required to ensure completed projects complies.	G Ryman	25%	Critical stage and other required inspections were undertaken during this quarter.
Undertake legislated obligations in relation to building and development	Complying Development applications assessed and approved in accordance with statutory standards requirements and Council Codes.	G Ryman	25%	No complying development certificate applications were lodged during this quarter.

<b>COUNCIL STRATEGY</b>				
<b>1.6.3 Encourage safe and sustainable development</b>				
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Undertake legislated obligations in relation to building and development	Develop an On-site Sewage Management Register for existing systems in priority areas.	G Ryman	25%	A register is updated as new on-site sewage management systems are installed or are removed.
Undertake legislated obligations in relation to building and development	Development Applications assessed and approved in accordance with statutory standards and requirements and Council Codes.	G Ryman	25%	All received development applications were assessed in accordance with relevant legislative requirements during this quarter.
Undertake legislated obligations in relation to building and development	Inspect all development when required by approval so as to ensure compliance.	S Poulter	25%	Council has been inspecting sites to verify compliance with the Environmental Planning and Assessment Act 1979 during this quarter.
Undertake legislated obligations in relation to building and development	Process applications for Section 149 Certificates.	G Ryman	25%	Planning information certificates under s.10.7 (prev s.149) are processed expeditiously following lodgement with Council.
Undertake legislated obligations in relation to building and development	Provide approval and inspection services for the installation of sewage and drainage services.	G Ryman	25%	New or modified sewage or drainage systems are inspected by Council officers.
Undertake legislated obligations in relation to building and development	Provide registration, approval and inspection for applications to install and operate On-Site Sewage Management Systems.	G Ryman	25%	On-site sewage management systems are regulated by Council in accordance with the Local Government Act.
Implement and maintain an appropriate register for leases, licences and land	Maintain the Lease, Licence & Land Register.	G Ryman	25%	The lease, license and land use register is maintained.

## COUNCIL STRATEGY

### 1.6.4 Provide and maintain safe and serviceable public facilities and infrastructure

DP Action	Action	Responsibility	Progress	Comment
To provide the community with an aesthetically pleasing and clean urban environment	Mechanically and manually clean the streets in the urban area to provide suitable environment for the community.	P Sullivan	25%	The street sweeper does the street daily and blower and rubbish collection is done on a daily and as needed basis.
To provide the community with an aesthetically pleasing and clean urban environment	Regularly clean and maintain amenities buildings in accordance with frequency of use.	P Sullivan	25%	Daily inspections and cleaning of amenities buildings undertaken, fortnightly programming for cleaning and a rotational roster prepared to ensure appropriate service levels. Dalton Park will need to be added to the roster, with the erection of the new toilet amenities.
Maintain Council Buildings to an appropriate standard to ensure that buildings are occupiable	Maintenance and repair of Council buildings undertaken with available resources.	G Ryman	25%	Councils buildings are maintained in line with available budget and risk factor to our occupants.
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.	A Shepherd	25%	Plan implemented as projects happen. In particular, focus has been on improving accessibility to public places and buildings. Staff participated in workshops on Active Play spaces in terms of improving the parks and playgrounds in Cobar. Works at the pool have had a heavy focus on accessibility.
Improve disability access to Council buildings and facilities to improve their accessibility by older people and people with a disability	Install disability access to Council buildings as funding becomes available.	G Ryman	25%	New projects are currently being designed to incorporate means of compliant access into buildings

## COUNCIL STRATEGY

### 1.6.4

#### Provide protection from fire, natural disasters, public health and other threats to the community

DP Action	Action	Responsibility	Progress	Comment
Have systems in place to allow a rapid response to a fire emergency within the Rural Fire District	Liaise with the RFS to ensure that systems are in place to allow for a rapid response to fire emergency within the rural fire district.	S Taylor	25%	Regular liaison has continued with RFS.
Have contingency plans in place to minimise the damage from threats from natural disasters	To ensure reasonable strategic planning is made to establish local disaster management plans which consider the risks to local communities and have in place relevant disaster management plans which cover the reasonably foreseeable risks within the community.	S Taylor	25%	Cobar's Local Emergency Management Plan is current and up to date.
Have contingency plans in place to minimise the damage from threats from natural disasters	To establish an effective and relevant Local Emergency Management Committee to co-ordinate Emergency services with the community.	S Taylor	25%	The Local Emergency Management Committee met in Q1. LEMC undertook the planning required to hold an emergency exercise at the Cobar airport, planned for October, to test the ability of emergency services organisations to respond in an emergency.
Preserve and enhance public health by regulating and inspecting all relevant premises	All food shops and licensed premises inspected as per Food Authority Partnership.	G Ryman	25%	Annual inspections are conducted on food shop inspections as per the renewed Food Authority Partnership between NSW Food Authority and Cobar Shire Council.
Preserve and enhance public health by regulating and inspecting all relevant premises	Complete appropriate advice to Land Services on Rural Addressing.	K Miller		No Comments



Preserve and enhance public health by regulating and inspecting all relevant premises	Complete quality check of initial rollout of Rural Addressing.	K Miller	25%	Initial roll out complete. Council follow up on queries will be ongoing.
Preserve and enhance public health by regulating and inspecting all relevant premises	Investigation of public health incidents.	G Ryman	25%	All public health incidents or concerns are investigated when required.
Preserve and enhance public health by regulating and inspecting all relevant premises	Public swimming pools inspected and water samples taken.	S Poulter	25%	Testing of water sampled from public swimming pools will commence in the second quarter of this year to coincide with the commencement of the swimming season.
Preserve and enhance public health by regulating and inspecting all relevant premises	Swimming pool safety barriers inspected.	S Poulter	25%	Where requested swimming pool safety barriers were inspected, and where necessary upgraded to comply with the Swimming Pools Act 1992.

# 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	Comment
Facilitate business development in the Shire	Facilitate business opportunities within Cobar and promote the region.	P Vlatko	25%	Council have submitted an EOI to develop a new Industrial Estate. Council received \$5,000 for Back to Business Week in Q4 2017/2018 and worked with the Cobar Business Association to host a business dinner which will be held in early Q2.
To encourage the development and utilisation of the Cobar Caravan Park	Review the capital investment component of the lease agreement with the lessee of the Cobar Caravan Park with the view to amending it in line with current turnover and turnover expectations.	G Ryman	25%	Discussions are on-going with the caravan park operators to ascertain whether the capital investment component of the lease agreement needs to be amended and how.

COUNCIL STRATEGY				
2.1.2 Review and Implement the Economic Action Plan				
DP Action	Action	Responsibility	Progress	Comment
Review as necessary the Economic Action Plan and implement the actions contained within it	Renew as necessary the Economic Action Plan and implement the actions contained within it.	A Shepherd	25%	Limited implementation of actions due to there being no economic development staff. Mostly focused around the tourism activities.

COUNCIL STRATEGY				
2.1.4 Encourage people to shop locally and support the business community more broadly				
DP Action	Action	Responsibility	Progress	Comment
Participate in, and work with, the Cobar Business Association to develop programs to support business	Work with the Cobar Business Association to support local business initiatives such as the Great Cobar Business Awards, shop local promotions, training initiatives and other activities.	J Martin	25%	The CBS continues to struggle to attract volunteers to host activities. Council has been working with the Association to hold the Back to Business Week dinner in October. The next focus will be on the annual street parade and Christmas celebrations.
Support shop local campaigns, including administration of the Cobar Quids program	Monitor, dispense and reconcile Cobar Quids.	J Brown	25%	Council acts as 'the bank' for dispensing and receiving Cobar Quids on behalf of the Cobar Business Association to encourage people to shop locally. They are reconciled daily and reported to the Business Association monthly.
Support the Economic Taskforce and progress priority actions identified by the Taskforce	Support the Economic Taskforce and progress priority actions identified by the Taskforce.	A Shepherd	25%	One Taskforce meeting held. Focus was on information provision around upcoming festivals and events. Members were asked to contribute towards activities in the CEP, to identify priority actions to progress from the Economic Action Plan and REDS. No responses received. The Taskforce is not functioning as envisaged and further discussions need to be held to determine the purpose of the Taskforce and the future of it.

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

COUNCIL STRATEGY				
2.2.1	Update and implement the Tourism, Events and Museum Business Plan			
DP Action	Action	Responsibility	Progress	Comment
Update and implement the Tourism, Events and Museum Business Plan	Regularly update and report on the implementation of the Tourism, Events and Museum Business Plan.	J Martin	25%	The Tourism and Public Relations Manager will have a report presented at the October Council meeting.

COUNCIL STRATEGY				
2.2.2	Develop a diverse range of interesting annual events and promote the activities that are on and the cultural experiences that are available in Cobar to locals and tourists			
DP Action	Action	Responsibility	Progress	Comment
Manage the Visitor Information Centre	Manage the "Visitor Information Centre", admissions to Museum and souvenir shop at the Great Cobar Heritage Centre.	J Martin	25%	The Museum Curator and the Tourist Officer are currently undergoing training in shop stock purchasing and management.
Develop and implement new ideas to bring people to Cobar	Develop new marketing material to bring new residents and tourists to Cobar.	J Martin	25%	The new 2018 - 2020 Kidman Way brochure is being distributed throughout Eastern Australia. Work has continued on the new Tourism Website, but progress is disappointing as is the quality.

COUNCIL STRATEGY				
2.2.3 Diversify tourism activities and increase the utilisation of current attractions				
DP Action	Action	Responsibility	Progress	Comment
To encourage the development and utilisation of the Cobar Caravan Park.	Oversee the lease and assist the lease as required.	G Ryman	25%	The caravan lease is managed appropriately with the caravan park management group.
Continually enhance and upgrade the exhibition space at the Great Cobar Heritage and Mining Centre and maximise available space	Continually enhance and upgrade the exhibition space at the Great Cobar Heritage and Mining Centre and maximise available space.	J Martin	25%	Council submitted a \$500,000 project to revitalise the exhibitions at the GCHC. The proposal will allow us to purchase more flexible display infrastructure (at present it is all fixed to the walls), renew carpet, paint the rooms and develop new displays based on visitor expectations (eg fossils, geology) etc. If successful, the project will generate great new interest in the Centre and allow continual exhibition changes for the next 30 years. It has been this long since exhibition upgrades were last undertaken.

COUNCIL STRATEGY				
2.2.4 Increase the range and degree of accommodation in the Shire				
DP Action	Action	Responsibility	Progress	Comment
Investigate the need to the develop the next stage of Pioneer Estate and undertake development if required	Estimate market and land availability for future Residential Land Development.	G Ryman	25%	There is currently no pressure for new residential land in the Cobar LGA, as existing sites in new subdivisions remaining to be vacant. There is a great need for investment in new housing in Cobar, however the economic factors preventing this at present need to be understood.

## 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	Comment
Actively seek out business opportunities to enhance the operations at Cobar Airport and develop a Master Plan for the site.	Lobby and work with other Councils to reinstate an RPT service that meets the needs of Cobar businesses and residents.	P Vlatko	25%	Cobar Shire Council is now part of the Far North West Joint Organisation, which has taken the lead in delivering air services to Cobar, Bourke and Walgett, with an estimated return of a service in late Q2 2018/2019.
Actively seek out business opportunities to enhance the operations at Cobar Airport and develop a Master Plan for the site.	Promote the airport to interested parties to establish business enterprise.	K MILLER		No Comments
Actively seek out business opportunities to enhance the operations at Cobar Airport and develop a Master Plan for the site.	Providing Secretariat support to the Airport Advisory Committee to the Cobar Regional Airport.	K Miller	25%	One meeting held in the quarter, with the focus on the Airport Master Plan.

# Key Activity: Governance

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

COUNCIL STRATEGY				
3.1.1	Increase Council's income stream			
DP Action	Action	Responsibility	Progress	Comment
Reassess all rates, fees and charges	Sound revenue management plan in place including rate recovery and debt recovery.	K Miller	25%	Revenue Policy adopted.
Undertake private works	Undertaken private works for property owners, mines, contractors and RMS.	S Taylor	25%	Private works is being undertaken as required.
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.	A Shepherd	25%	Council has been working hard to submit large scale grants that meet the state governments priorities. In this quarter we submitted a \$8.5m grant for an extension to the GCHC under the Regional Growth Environment and Tourism Fund and also under the Regional Cultural Fund. We submitted a \$500,000 project under the Regional Cultural Fund for renewing the exhibitions at the GCHC. We were unsuccessful for a large grant under the Resources for Regions program to build a new pavillion at Ward Oval. All of our SCCF applications were successful and planning has commenced. Work is progressing on developing the full application under Growing Local Economies Fund for the new industrial park in Cobar.

<b>COUNCIL STRATEGY</b>				
<b>3.1.1</b>	<b>Increase Council's income stream</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Undertake rating functions of Council	Recovery of outstanding rates.	J Brown	40%	Rates and charges arrears as at the 30 June 2018 have been reduced from \$1,514,209.71 to \$789,291.35. Council has collected 38% of the current year's rates and arrears. Council will continue to follow up arrears as documented in the Rates Recovery Policy.
Undertake rating functions of Council	Undertake sale of land under Section 713.	J Brown	10%	Council has identified properties which qualify to be sold for non payment of rates under Section 713 of the Local Government Act, and will continue with the process.
Effectively manage Council investments	Optimum investment of Council's surplus funds in accordance with Council's Investment Policy.	N Mitchell	25%	Term deposits have been made to maximise interest revenue after taking Council's current and future working capital into consideration.
Undertake the new requirements as per Services NSW Contract.	Meet the requirements as per Services NSW Contract.	K Miller	25%	Performance compliant with contract.
Implement the Section 94 Plan, Section 64 Plan and VPAs and manage the funds to provide for future infrastructure through developer contributions	Implement the Section 94 Plan, Section 64 Plan and VPAs and manage the funds to provide for future infrastructure through developer contributions.	K Miller	25%	Reported each quarter to Council.



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	Comment
Undertake reviews of Council's own service delivery levels	Undertake service level reviews to inform community consultations and budgeting processes.	P Vlatko	25%	This year service reviews will focus on roads, buildings and parks and gardens. Road condition assessments have commenced with the use of new technology. Parks and gardens review has commenced and data is being gathered to progress it in Q2. Buildings condition assessments are planned to be undertaken in line with Morrison and Lowe work in Q3.

COUNCIL STRATEGY				
3.1.3	Minimise risk for Council and the community			
DP Action	Action	Responsibility	Progress	Comment
Develop and implement a risk management strategy suitable for Council operations	Co-ordinate the development of Council's Business Continuity Plan and Disaster Recovery Plan in conjunction with StateCover.	S Patterson	25%	The risk register has been reviewed by Manex and is all but been finalised. The Airport Emergency Management Plan has been finalised with a mock emergency to take place on 20 October to test that plan. The BCP is next to be reviewed and updated.
Develop and implement a risk management strategy suitable for Council operations	Develop and implement a Corporate Risk Management Strategy.	S Patterson	25%	Consultant assisting with this process. Review and update of the register all but completed, now to review and update the associated policy documents.
Develop and implement suitable internal audit processes for Council operations	Carry out Internal Audits.	K Miller	25%	Internal Audits are to be undertaken by the Internal Audit Committee.

<b>COUNCIL STRATEGY</b>				
<b>3.1.3</b>	<b>Minimise risk for Council and the community</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Develop and implement suitable internal audit processes for Council operations	Internal Audit Committee to meet quarterly and strive for compliance with Treasury requirements..	K Miller	25%	One meeting held in Q1.
WHS obligations are met and safe work practices are promoted and undertaken	Consult with WHS Committee to take a proactive stance in promoting a healthy and safe work environment.	P Vlatko	25%	Quarterly WHS Committee meetings are being held. The annual safety audit inspections scheduled has been developed and audits are being actioned in accordance with that schedule each month. Regular reporting to Manex in relation to WHS related issues needs to be improved and we are working on fine tuning that this quarter. Promotion of mental health initiatives has been well received and will be continuing throughout this coming year.
WHS obligations are met and safe work practices are promoted and undertaken	Reduce workplace incidents by providing return to work services, supporting the Health and Safety Committee, providing adequate training and appropriate procedures.	S Patterson	25%	Return to Work services are provided to all areas of Council by the Human Resources team. WH&S training is provided as required/requested to staff. Payroll Officer to be trained in return to work coordination in Q2.
WHS obligations are met and safe work practices are promoted and undertaken	Refinement and implementation of Councils' WHS Management System in conjunction with WHS Committee and employees.	P Vlatko	25%	Council has now developed an Action Plan with WHS improvements actions. There are a number if improvements that will take place over the next 6 month. The WHS Committee have been undertaking regular inspections of different areas of Council. These inspections have been reported back to the Committee and actions have been put in place to further improve the results of the inspections. Participation from the members of the WHS Committee has improved, with the next meeting scheduled for November. Two way consultation is regularly occurring with the committee and Council employees.

COUNCIL STRATEGY				
3.1.3	Minimise risk for Council and the community			
DP Action	Action	Responsibility	Progress	Comment
Reduce workplace accidents and incidents by supporting the WHS Committee, providing adequate training and appropriate procedures	Coordinate development and training of staff in Safe Work Method Statements (SWMS).	P Vlatko	25%	Some staff have been updated and trained in Q1.
Reduce workplace accidents and incidents by supporting the WHS Committee, providing adequate training and appropriate procedures	Development and implementation of Council wide and Department specific Safety Inductions.	S Patterson	25%	All new staff receive an induction during their first week of employment from their supervisor. Staff are inducted onto the relevant worksites they will be working at (and onto applicable plant) and they are provided with a copy of their job description prior to commencement. Council also host a Corporate Induction every quarter for new employees. Council's WHS Officer has developed an eLearning induction for new staff to complete prior to commencement - this has been rolled out and will continue to be developed and enhanced.
Reduce workplace accidents and incidents by supporting the WHS Committee, providing adequate training and appropriate procedures	Facilitate/coordinate regular WHS audits of the workplace and monitor implementation of audit recommendations.	S Patterson	25%	WHS Officer works with the WHS Committee and regular workplace audits are conducted in accordance with the annual calendar. It is virtually impossible to reduce our increasing premiums with our existing ageing workforce - majority of injuries are degenerative, some are stupidity - but Council is still liable.

COUNCIL STRATEGY				
3.1.3	Minimise risk for Council and the community			
DP Action	Action	Responsibility	Progress	Comment
Ensure that records management provides a framework for collection, management and retrieval of Council's records to meet Council's needs and compliance requirements	Compliance with Records Management obligations.	P Vlatko	25%	Council Records Department has recently 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 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 will then have the opportunity to address outstanding operational and strategic backlog including outstanding compliance requirements.
Ensure that records management provides a framework for collection, management and retrieval of Council's records to meet Council's needs and compliance requirements	Effective records administration systems and protocols in place.	P Vlatko	25%	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.

COUNCIL STRATEGY				
3.1.3 Minimise risk for Council and the community				
DP Action	Action	Responsibility	Progress	Comment
Ensure that records management provides a framework for collection, management and retrieval of Council's records to meet Council's needs and compliance requirements	Investigate options to use CivicView as an Electronic Document Management System (EDMS) to meet our needs.	P Vlatko	25%	An investigation has been undertaken to determine CivicViews suitability as an EDRMS. Unfortunately in spite of being a cost effective option it would be in violation of principle 3, 5 ,11 & 12 of the 12 Information Protection Principles due to the lack of security and protection of information CivicView EDRMS offers. Currently the records team registers records for the whole of Council. Using CivicView as an EDRMS all staff would have access to every record in CivicView; including other peoples personnel files and information that is not required in order to do their role etc. Council will need to investigate other options to deliver an EDRMS for Council. An EDRMS timeline; including the steps required to undertake EDRMS, risks contained within the project as well as the risks of not converting to an EDRMS have been identified and presented as part of the Service Review for Records Management.

COUNCIL STRATEGY				
3.1.4 Strong governance measures in place				
DP Action	Action	Responsibility	Progress	Comment
Councillors are well trained and informed on their roles and responsibilities	Training provided to Councillors.	P Vlatko	25%	Councillors have been asked to complete their PD in a Box, which will identify any skills gaps, which will help Council to create a Councillor Training Plan. A number of Councillors are still to complete theirs. Councillor Peter Yench has undertaken Code of Meeting Practice Training.
Strategic policy setting undertaken by the elected representatives	Feedback to Councillors on progress with resolutions and Councillor requests and Policy advice.	P Vlatko	25%	Monthly Status Report provided to Councillors, fortnightly workshops held and Motions taken on Notice from Council Meetings and responded to in a timely manner.

**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	Comment
Provide up-to-date and relevant information to the public on Council's activities	Dissemination of up-to-date and relevant information to the media and staff on Council's activities.	A Shepherd	25%	Facebook used well to promote Council's activities or updates to the community. Website likewise. The tourism Facebook site is being used more and the destination Cobar website is still under construction. No newsletters for the community were developed this quarter however a water update was provided in the paper.
Maintain partnerships with community organisations, such as Business Groups, Council Committees and Council Alliances	Appropriate networking with the local government industry and professional organisations.	P Vlatko	25%	Attended OROC and MERC Dinners. The General Manager attended the Local Government Professionals Conference. In Q2, the Mayor, General Manager and Deputy Mayor will attending the LGNSW Annual Conference.
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.	S Taylor	25%	Rural Roads Advisory Committee and Traffic Committee met in Q1.

COUNCIL STRATEGY				
3.2.1	Encourage more direct participation and interaction between Council and the community			
DP Action	Action	Responsibility	Progress	Comment
Maintain partnerships with community organisations, such as Business Groups, Council Committees and Council Alliances	Participation in Lower Macquarie Water Utilities Alliance LMWUA	E Poga	25%	Participation in the LMWUA has been ongoing. The LMWUA has now been reformed as the Orana Water Utility Alliance and Cobar has agreed to join.

COUNCIL STRATEGY				
3.2.2	Implementation of Council's Community Engagement Strategy			
DP Action	Action	Responsibility	Progress	Comment
Engage with the various sectors of the community as required and to a level that adequately addresses the complexity of the issues.	Dissemination of information to the media and staff.	P Vlatko	25%	Regular press releases and articles on relevant matters sent to the paper, stories and articles placed on Council's Website and Facebook page.

COUNCIL STRATEGY				
3.2.3	Increase the participation of youth in community leadership			
DP Action	Action	Responsibility	Progress	Comment
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.	Provide administration and support the Cobar Youth Council and maintain contact with similar organisations in other local government areas so as to provide interaction.	N Kriz	25%	CYFC Manager is providing support to the CYC, who have been busy planning the Peaks of Colour Fun Run for October. The President applied for a grant from the Cobar Bowling and Golf Club and the Intermine Golf Challenge, both of which were successful - receiving \$500 from each to run a movie night at the pool and purchase new water bottles and a gazebo for events. CYC have been holding monthly meetings.

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

COUNCIL STRATEGY				
3.3.1	Provision of good customer service			
DP Action	Action	Responsibility	Progress	Comment
Focus on the provision of good customer service by all Council staff	Ensure that all CRM and other complaints register and reviewed with appropriate actions and responses to complainants.	K Miller	25%	Progressing. CRM module in Civicview has been activated and staff are sent a weekly updated list of outstanding work orders to be actioned. Improvement is needed in responding to complainants.

COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comment
Human Resources	Continued improvement of the electronic performance appraisal system, with updated skills matrices and position descriptions.	S Patterson	25%	As positions become vacant we are working to review and improve current position descriptions and skills matrices, including adding standard behavioural assessments in line with the expectations in the annual performance review. Many outdated and/or inconsistent skills matrices were reviewed during the 2018 performance review process.
Human Resources	Develop a Staff Recognition and Reward Program.	S Patterson	25%	We awarded our first GEM Award in August at an all staff BBQ. Do not get any nominations via staff suggestion box and haven't for years. Community Consultative members are calling for Management to look at what non-monetary rewards we can offer high performing staff, have put it back on them to bring suggestions to the next meeting.



COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comment
Human Resources	Develop Staff and promote their inclusion in decision making through consultation and through measures such as the Staff Suggestion Program and with regular team meetings.	S Patterson	25%	Some areas of Council have regular team meetings. Changes to operating hours have allowed regularly scheduled team meetings for front of house. Manex have commenced scheduled site visits to meet with employees in other locations (ie LBV, Library, Museum, Youthie, Children's Services, Euabalong). Staff suggestion box doesn't generate any feedback.
Human Resources	Employees paid accurately and on time.	S Patterson	25%	Council's Payroll Officer ensures that all staff are paid accurately and timely in accordance with the relevant Awards, this includes working on weekends and Public Holidays on occasion to ensure that employees are unaffected when a Public Holiday falls early in the week - this is not required, nor is it generally realised by the wider employee body. All raised payroll queries are addressed and rectified (if required) in the next available pay run.
Human Resources	To be an employer of choice including the development of an attraction and Retention Strategy, training plans, succession plans and traineeships.	S Patterson	25%	CC committee have requested Manex come up with ideas for non-monetary retention initiatives, have put it back on them to speak to staff to generate the ideas for Manex to consider. Succession plans need to be looked at for key personnel (including LBV). Apprenticeships are difficult with a shortage of tradesmen, but traineeships and additional graduate roles are currently being considered.
Human Resources	To build productivity, maintain industrial harmony and increase employee satisfaction.	S Patterson	25%	Overall the industrial harmony is sound. We have had no industrial issues this quarter.

<b>COUNCIL STRATEGY</b>				
<b>3.3.2</b>	<b>Staff are valued, well trained and able to undertake their roles and functions</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Human Resources	To ensure that a Consultative Committee is effective and efficient in recommending to the General Manager for action.	S Patterson	25%	The role of the CC was communicated to all staff at the end of 2017 with the view to increase participation and activity - but it has remained status quo, the only items brought before the committee are raised by HR. Training for the entire committee has been organised for October 2018, hoping this will assist with clarity of their function and therefore generate more functionality.
Human Resources	Undertake biennial Staff Attitude Survey.	S Patterson	25%	GM would like to re-do last years' staff satisfaction survey - just need the resources to accommodate this request.
Human Resources	Undertake electronic performance appraisal annually.	S Patterson	100%	Since April 2017, Council has been conducting electronic performance appraisals through PULSE.
Good recruitment and selection processes that promote the philosophy of 'recruit for attitude, train for skills'	Ensure the organisational structure is appropriate to achieving the Budget or Delivery Program/Annual Operational Plan.	S Patterson	25%	The current organisational structure is in line with budget availability, our biggest issue is the availability of suitable staff at management level and above. We need to identify the skill gaps. Vacant roles are not replaced if not required, job redesigns are undertaken where appropriate. 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.	S Patterson	25%	Recent changes to EAP Policy have been rolled out and have seen a significant reduction in the monthly spend on such services, allowing room in the health and wellbeing budget for other initiatives. The program is still regularly promoted to staff who require such assistance.
Staff are provided with up-to-date and relevant tools to undertake their roles	Review and update 15 Year Plant Rolling Replacement Program.	S Taylor	25%	Plant replacement program has been prepared and discussed with Council. Contracts have been let for the replacement of two graders.

## COUNCIL STRATEGY

### 3.3.2 Staff are valued, well trained and able to undertake their roles and functions

DP Action	Action	Responsibility	Progress	Comment
Staff are provided with up-to-date and relevant tools to undertake their roles	Review plant requirements; undertake asset management and maintenance of plant fleet.	S Taylor	25%	Plant replacements are discussed with relevant operators prior to replacement plant being purchased.
Provide Cobar Shire Council with a secure, reliable and cost effective information technology network.	Appointment of an independent consultant to report on security and access annually.	K Miller	0%	No action undertaken in Q1.
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.	K Miller	0%	No action undertaken in Q1. Audit and analysis of software used and future needs will be undertaken in Q2, when the IT Manager commences employment.
Provide Cobar Shire Council with a secure, reliable and cost effective information technology network.	Continue to promote the concept of IT savviness with a view of creating an IT focused business.	K Miller	0%	No action undertaken in Q1. This will be progressed when the IT Manager commences employment.
Provide Cobar Shire Council with a secure, reliable and cost effective information technology network.	Create business rules/ policies to assist in creating a much more focused and visible organisation.	K Miller	0%	No action undertaken in Q1. This will be progressed when the IT Manager commences employment.
Provide Cobar Shire Council with a secure, reliable and cost effective information technology network.	Ensure that a systematic review of services is in place.	K Miller	0%	No action undertaken in Q1. This will be progressed when the IT Manager commences employment.
Provide Cobar Shire Council with a secure, reliable and cost effective information technology network.	Evaluate the appropriateness of an outside consultant verse an internal IT Support Staff.	K Miller	100%	This action has been undertaken and completed; a full time IT Manager has been appointed and will commence employment in Q2.

<b>COUNCIL STRATEGY</b>				
<b>3.3.2</b>	<b>Staff are valued, well trained and able to undertake their roles and functions</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Provide Cobar Shire Council with a secure, reliable and cost effective information technology network.	Review and ensure that backup systems are secure and reliable.	K Miller	0%	A complete review of the backup systems to be undertaken in Q2.
Maintain and actively use the Public Libraries NSW Membership	Identify opportunities for information share and services development.	J Siermans	25%	In Q1 participated in information sharing activities via e-mail and attended the Central West Zone meeting in Mudgee. Due to lack of staff and budget, library staff were not trained in Q1.

<b>COUNCIL STRATEGY</b>				
<b>3.3.3</b>	<b>Council undertakes adequate strategic planning activities and meets all legislative reporting requirements</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Council updates the Integrated Planning and Reporting framework documents as required	Compliance with Integrated Planning and Reporting (IPR) Framework Requirements as outlined by the OLG.	A Shepherd	25%	All activities undertaken to date.
Council updates the Integrated Planning and Reporting framework documents as required	Implementation of Council's Community Engagement Strategy.	A Shepherd	25%	Engagement strategy implemented as required.
Council updates the Integrated Planning and Reporting framework documents as required	Workforce Management Strategy as part of the Resource Strategy is developed and maintained.	S Patterson	100%	Council's Workforce Plan 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.

COUNCIL STRATEGY				
3.3.3	Council undertakes adequate strategic planning activities and meets all legislative reporting requirements			
DP Action	Action	Responsibility	Progress	Comment
Council updates the Integrated Planning and Reporting framework documents as required	Works Program developed for Shire and Regional roads, drainage, signs and traffic facilities.	M Bell	0%	
Complete and regularly update Council's Asset Registers for recreation, buildings, transport, water, sewer and stormwater	Have Morrison Low review and update the Asset Management Policy and Strategy.	K Miller	25%	Morrison Low have been engaged to review and update the Asset Management Policy and Strategy. They are expected to have the documents finalised by 30 June 2019.
Complete and regularly update Council's Asset Registers for recreation, buildings, transport, water, sewer and stormwater	Roll out outsourced arrangement for (Morrison Low) for Asset Management integration, commencing with a gap analysis.	K Miller	25%	Morrison Low have been engaged to undertake the Asset Management integration, commencing with a gap analysis, no action undertaken in Q1.
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.	A Shepherd	25%	Records, tourism and Youthie reviews presented to Council. Parks and Gardens progressing. Options for roads being explored, proposal received from UTS, to be considered in Q2.
Undertake legislative reporting requirements	Implementation of OLG Best Practice Improvement Action Plan.	P Vlatko	0%	This action is ongoing. All IP&R reporting met on time. High demands being placed on Council through the Audit Office as the new requirements are rolled out.

<b>COUNCIL STRATEGY</b>				
<b>3.3.4</b>	<b>Good procurement processes in place to ensure the most advantageous provision of goods and services to Council</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Good contract management and procurement practices are employed	Maintain a current Contracts Register.	S Taylor	25%	Contracts register has been maintained.
Provision of Cobar Water Board Administration and Financial Services	Undertake administration and financial services for the Cobar Water Board as per the Agreement.	K Miller	25%	Administration and financial services undertaken as per the agreement in Q1.

# 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	Comment
To support the Cobar Water Board in seeking funding for improvements to water supply infrastructure to bring quality water and a reliable supply of water to Cobar for treatment and distribution	Negotiate with Cobar Water Board and Bogan Shire Council to provide grant funding and options for the improving the Albert Priest Channel, completing the Pipeline Augmentation Project and undertaking improvements to other water supply infrastructure.	E Poga	10%	Piping of the Albert Priest Channel is unlikely to proceed due to lack of Government funding and opposition to the pipeline project. CWB resolved to upgrade Nyngan and Hermidale pump stations and negotiations on implementing the upgrade are currently proceeding with Public Works. 30 of the 120km of old mild steel pipe between Nyngan and Cobar have been replaced, funding for the remaining 90km has been declined by the State Government. The telemetry upgrade contract for the Nyngan and Hermidale pump stations and the Cobar storages has been awarded.

COUNCIL STRATEGY				
4.1.2	Increase Cobar's water allocation			
DP Action	Action	Responsibility	Progress	Comment
Lobby the NSW Government to have Cobar's town water supply increased	Attend meetings with relevant Government personnel demonstrating the need for the town water licence to be increased.	E Poga	100%	Request made to State Government for increase in town water allocation however advice received from Minister for Water that allocation will not be increased.

## COUNCIL STRATEGY

### 4.1.3 Improved water infrastructure across the Shire, including the town reticulation system

DP Action	Action	Responsibility	Progress	Comment
Upgrade the reticulation network in Cobar, replacing old pipework, valves etc to improve water flow and water quality	Undertake repairs to the potable water storages including re-roofing.	E Poga	25%	Business case for Safe and Secure funding for the reservoir repairs is being prepared.
Upgrade the reticulation network in Cobar, replacing old pipework, valves etc to improve water flow and water quality	Upgrade the reticulation network in Cobar, replacing old pipework, valves etc to improve water flow and water quality.	E Poga	25%	State Government funding of \$6.9M for the old pipework replacement has been approved. Discussions are proceeding with Public Works to commence the site survey work.
Maintenance and repairs of water mains and water filtration system	Implement Water Supplies Asset Management Plan with 5 Year Rolling Works Program.	E Poga	25%	Construction of new Cobar water treatment plant will be completed in April 2019. State Government has announced funding approval of \$6.9M from the Safe and Secure programme for replacement of corroded cast iron pipes in Cobar and work on the water reservoir.
Work with Public Works NSW to implement the restart NSW Water Treatment Plant project	Undertake the actions outlined in the Project Management Plan for the Cobar Water Treatment Plant Replacement Project.	S Taylor	25%	The construction of the new Water Treatment Plant is continuing and is due to be commissioned in April 2019.
Undertake fair valuation of water and sewer	In conjunction with Councils Asset Management team and Auditor undertake revaluation of Council's water and sewer assets.	E Poga	0%	Revaluation programme to be determined.



<b>COUNCIL STRATEGY</b>				
<b>4.1.4</b>	<b>Seek alternate supply solutions to improve water supply to Villages</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Improve water supply to villages where appropriate	Investigate and prepare a report on upgrading non-potable water.	E Poga	0%	Business cases for upgrading of Nymagee and Euabalong village water supplies under the Safe and Secure programme are currently being prepared.
Undertake Resources for Regions Water Filtration Plant Project	Undertake the actions outlined in the Project Management Plan for the Cobar Filtration Plant Replacement Program.	S Taylor	25%	The construction of the new Water Treatment Plant is continuing and is due to be commissioned in April 2019.

<b>COUNCIL STRATEGY</b>				
<b>4.1.5</b>	<b>Provide contract services to Cobar Water Board</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Provide contract services to Cobar Water Board	Provide technical advice and maintenance activities to the Cobar Water Board.	E Poga	25%	Reports provided quarterly to the Board Meeting and advice provided as required.

<b>COUNCIL STRATEGY</b>				
<b>4.1.6</b>	<b>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</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Undertake the Project Management for the works agreed to under the Resources for Regions funding to construct a third pipeline and associated works.	As the Secretariat of the Cobar Water Board seek funding to complete the installation of the third pipeline.	P Vlatko	25%	An application submitted in Q1 under the Safe and Secure for the pipeline extension was unsuccessful.

<b>COUNCIL STRATEGY</b>				
<b>4.1.6</b>	<b>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</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Undertake the Project Management for the works agreed to under the Resources for Regions funding to construct a third pipeline and associated works.	Undertake the Project Management for the works agreed to under the Resources for Regions funding to construct a third pipeline and associated works.	S Taylor	90%	The telemetry upgrade and valve replacement associated with the installation of the third pipeline is progressing with contract documents being prepared for the telemetry upgrade. Urgent valve replacement will be completed in Q2 and the remainder of the valve replacement will be undertaken in Q4.

<b>COMMUNITY OUTCOME</b>	
<b>4.2</b>	<b>Good communications networks with services equal to the metropolitan areas</b>

<b>COUNCIL STRATEGY</b>				
<b>4.2.1</b>	<b>Improved access to telecommunications, radio, TV and broadband services</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Lobby the government for improved communications networks	Lobby to reduce Mobile Blackspots across the Shire.	P Vlatko	0%	Council is awaiting the availability of funding opportunities.
Lobby the government for improved communications networks	Maintenance of radio base stations and licences.	S Taylor	25%	Radio base stations have been maintained in Q1.

**COMMUNITY OUTCOME**

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

**COUNCIL STRATEGY**

**4.3.1 Seek ways to expand the sealed road network and improve and maintain the unsealed road network**

DP Action	Action	Responsibility	Progress	Comment
Road works undertaken according to priority, weather conditions and availability of resources	Complete the Fixing Country Roads Project to install culverts at acres Billabong floodway on RR7518.	S Taylor	25%	Culverts have been installed. Road realignment will be undertaken in Q2.
Road works undertaken according to priority, weather conditions and availability of resources	Construction and maintenance works carried out on Regional and Shire Road Network in accordance with approved programs and standards.	M Bell	25%	Roadworks are being undertaken as water becomes available.
Road works undertaken according to priority, weather conditions and availability of resources	Inspections by Council staff on a routine basis to identify maintenance works and report any urgent works to minimise public liability risk to Council.	M Bell	25%	Review of grid inspections being undertaken.
Road works undertaken according to priority, weather conditions and availability of resources	Street maintenance and sign maintenance, including alcohol free zone signage.	M Bell	25%	As required.
Road works undertaken according to priority, weather conditions and availability of resources	Undertake ordered works on behalf of RMS within the agreed budget.	M Bell	25%	Routine works is ongoing. Musheroo Project is in the commencement phase.
Road works undertaken according to priority, weather conditions and availability of resources	Undertake routine and supplementary works on State Roads in accordance with the RMS Contract.	M Bell	20%	Progressing satisfactorily.

<b>COUNCIL STRATEGY</b>					
<b>4.3.1</b>	<b>Seek ways to expand the sealed road network and improve and maintain the unsealed road network</b>				
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>	
Oversee quarrying activities and ensure an adequate supply of good quality gravel for use on the road network	Establishment and use of reserve for the rehabilitation and restoration of disused gravel pits and quarries.	M Bell	0%	No restoration works have been undertaken at this time.	
Oversee quarrying activities and ensure an adequate supply of good quality gravel for use on the road network	Licences for all existing and new quarries progressively obtained.	S Taylor	25%	Licence application for three quarries are progressing.	
Oversee quarrying activities and ensure an adequate supply of good quality gravel for use on the road network	Review and update the Quarry Safety Management Plan.	M Bell	100%	This has been completed and is now incorporated in the Quality Management Plan.	

<b>COUNCIL STRATEGY</b>					
<b>4.3.2</b>	<b>Provide and maintain safe and serviceable transport infrastructure including roads, footpaths, bike paths and airport</b>				
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>	
Provide and maintain a safe and adequate footpath and bike path network	Develop and implement a Footpath and Bike Path Maintenance Works Program.	P Sullivan	25%	Footpath improvements have been put on hold due to staff availability.	
Provide and maintain a safe and adequate footpath and bike path network	Implement the Active Transport Grant awarded by RMS.	M Bell	25%	Active transport plan is being created at this time.	
Provide and maintain a safe and adequate footpath and bike path network	Kerb and Gutter maintenance.	P Sullivan	25%	Kerb and Gutter maintenance is ongoing. Majority of replacement works have been placed on hold, as Team Members are working on another project. Gutter, kerb and footpath works in Marshall Street will be undertaken in Q2, by a Contractor, due to staffing availability.	

<b>COUNCIL STRATEGY</b>				
<b>4.3.2</b>	<b>Provide and maintain safe and serviceable transport infrastructure including roads, footpaths, bike paths and airport</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Provide and maintain a safe and adequate footpath and bike path network	Undertake bike path rejuvenation works.	M Bell	0%	No action undertaken in Q1.
Provide and maintain a safe and adequate footpath and bike path network	Update the Pedestrian Access Mobility Plan (PAMP) and Bike Plan for Cobar.	M Bell	25%	Will be updated when the Active transport plan is completed.
Cobar Airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Conduct regular and statutory maintenance program in accordance with Airport Operational Plan.	K Miller	25%	Regular maintenance is undertaken of the Cobar Airport when required.
Cobar Airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Implement the Cobar Aerodrome Master Plan.	K Miller	0%	There are a number of items that need further review within the Cobar Aerodrome Master Plan before the plan can be finalised.
Cobar Airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Lobby for reinstatement of an RPT service, operating from Cobar Airport at times suitable for users.	P Vlatko	0%	The Far North West Joint Organisation has been given funding for a new RPT Service. Further action will be undertaken in Q2 to secure services.
Cobar Airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Provision of services to key stakeholders such as airlines and Charters.	K Miller	25%	Existing stakeholders serviced satisfactorily.
Review the maintenance requirements of the Village Airports.	Address the use of airstrips for purposes other than emergencies and determine best way forward to meet needs of all stakeholders.	K Miller	25%	Airport Emergency exercise scheduled for Q2, to show areas that are required for improvement and to ensure that the Disaster Recovery Action Plan is relevant.

<b>COUNCIL STRATEGY</b>				
<b>4.3.2</b>	<b>Provide and maintain safe and serviceable transport infrastructure including roads, footpaths, bike paths and airport</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Review the maintenance requirements of the Village Airports.	Maintain runways in a state that is acceptable for dry weather operation and ensure that the airstrips comply with the minimum standards for operation.	K Miller	25%	Regular maintenance checks are undertaken.

<b>COUNCIL STRATEGY</b>				
<b>4.3.3</b>	<b>Maintain the rail network in the Shire to maximise the benefits to the community and to provide an alternative to road freight.</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Lobby the NSW Government to ensure that the rail network is well maintained, safe, affordable and well used, particularly for freight movements to reduce the impact of road movements on the community.	Continually lobby NSW Government to maintain rail network.	S Taylor	0%	No action has been undertaken in Q1.

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

<b>COUNCIL STRATEGY</b>				
<b>4.4.1</b>	<b>Upgrade priority playgrounds and parks with good designs to cater for all age groups and abilities and maintain the rest at agreed service levels</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Provide and maintain safe and adequate playground facilities	Inspection of playground facilities ensuring safety and convenience for all users with the aim for gradual upgrade of playground equipment to meet Australian Standards.	P Sullivan	25%	Inspection of playground facilities have been undertaken and an audit of all playgrounds is in progress. A number of parks have been identified for equipment removal and we will see if they are viable for continued use, if the budget is available we will look at replacing the equipment.
Provide and maintain safe and adequate playground facilities	Install new playground equipment in Drummond Park.	A Shepherd	25%	Playground equipment is ordered. Park is being designed, to include the new toilet block and proposed works at the Youthie. Ideas for the old playground area being canvassed.
Provide and maintain safe and adequate playground facilities	Undertake upgrade works to Dalton Park.	P Sullivan	25%	Upgrade works to Dalton Park will be completed in early Q2. The works undertaken have included the installation of a new amenities block, flying fox, new pathways, new playground equipment and a half court basketball court and soccer goal posts.
Provide and maintain safe and adequate playground facilities	Undertake upgrade works to Rankin Street Park.	P Sullivan	25%	Upgrade works to Rankin Street Park (Apex Park) have been completed. Equipment, tables and soft fall have all been installed. We have been receiving reports of high usage. Pathways will be installed at future time.

## COUNCIL STRATEGY

### 4.4.2 Increase the range of community facilities and maintain those that we have to an appropriate standard

DP Action	Action	Responsibility	Progress	Comment
Implement the Ward Oval Masterplan	Update the Ward Oval Masterplan and seek funding for a new building at the site and other improvements.	A Shepherd	25%	Grant was submitted for the new pavilion at Ward Oval - using new costings. Unsuccessful. Feedback has identified that this project will never meet the BCR of 1 required under Restart funding streams.
Undertake Council's cemetery operations in an appropriate and dignified manner	Keep stock of pre-dug graves in reserve.	P Sullivan	25%	No pre-dug graves have been undertaken due to budget and time constraints in Q1.
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.	J Siermans	25%	Nymagee and Euabalong library services operated for five hours per week in Q1. The Nymagee library service was relocated to the Old School Building.
To provide quality and readily accessible library services to Cobar and villages	Participate in State and National events that promote literacy.	J Siermans	25%	No State or National literacy events were promoted in Q1.
To provide quality and readily accessible library services to Cobar and villages	The Library acquires, processes, maintains, and lends library materials that are up to date and appropriate.	J Siermans	25%	719 physical items and 1,570 eBooks and eAudio were added to the collection in Q1. 2,795 items = value \$56,379 (at cost) were removed in Q1. 5,565 items loaned in Q1 (includes 540 eBook and eAudio loans).
To provide quality and readily accessible library services to Cobar and villages	The Library provides public access to the internet service where possible.	J Siermans	25%	10 computers provided for public access. 1,182 hours of computer use and 339 hours of wireless bookings for Q1.



<b>COUNCIL STRATEGY</b>				
<b>4.4.2</b>	<b>Increase the range of community facilities and maintain those that we have to an appropriate standard</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
To provide quality and readily accessible library services to Cobar and villages	To ensure that the Library service is utilised by Cobar residents of all ages and community groups.	J Siermans	25%	70 new members joined in Q1. Total membership = 2,063 members. 6,559 visits counted in Q1. Monthly new book list and events calendar e-mailed to stakeholders, press, and community groups. Library resources and services promoted via Facebook and the Council website.
To provide quality and readily accessible library services to Cobar and villages	To ensure that well trained, professional and highly motivated staff are responsive to serving the needs of the community.	J Siermans	25%	No training provided due to lack of staff and budget.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Commercial building maintenance.	G Harbison	25%	In conjunction with Councils maintenance team all commercial buildings have been maintained when necessary to an acceptable level.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Depot upgrade works undertaken as per the master plan.	G Ryman	25%	The acid storage shed commenced construction during this quarter. Further works will continue as budget permits.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Maintenance of Buildings Asbestos Register.	S Poulter	25%	The asbestos register is updated as new work is planned for each building asset.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Undertake condition assessments in order to Review Buildings Asset Management Plan and undertake building condition reports and review service levels of building assets.	G Ryman	0%	There is limited capacity to complete condition assessments of buildings at this point in time. Building assets are maintained as required.

<b>COUNCIL STRATEGY</b>				
<b>4.4.2</b>	<b>Increase the range of community facilities and maintain those that we have to an appropriate standard</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Undertake major pool renovations and complete Stronger Country Communities grant requirements.	K Miller	25%	All equipment has been ordered and the barbeques have been installed. The works are expected to be completed in Q2. Currently we are experiencing issues in keeping the slide pool clean, due to the works currently being undertaken.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Undertake upgrades to the Cobar Youth and Fitness Centre, including roof replacement/ repairs as per SCCF funding agreement.	G Ryman	25%	Council has engaged an architect to commence design work on the works to be undertaken externally and internally.

<b>COUNCIL STRATEGY</b>				
<b>4.4.3</b>	<b>Improve recreational facilities at the water reserves</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
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.	G Ryman	25%	The development of the Newey Reservoir Plan of Management is currently being developed by an external consultant. The matters needed for consideration are complex and require a comprehensive level of assessment to ensure that all relevant use opportunities are understood and managed to ensure the overall sustainability and equitability of the site.
Maintain and improve recreational facilities that are available at the Newey and Old Reservoir reserves	Undertake actions outlined in the Newey Reservoir Plan of Management.	P Sullivan	0%	No action to date as the Newey Reservoir Plan of Management has not yet been completed.

## COUNCIL STRATEGY

### 4.4.4 Maintain and expand where necessary, the stormwater and sewer networks

DP Action	Action	Responsibility	Progress	Comment
Maintain suitable stormwater network including kerb and guttering	Maintenance of CBD and older areas of town, where overland flow is the only means of runoff, annually, including removal of obstructions.	P Sullivan	25%	Drain networks are kept clear to a degree, there have been a couple of complaints, but as there has been no rain there hasn't been too much vegetation to control, a further review will be undertaken in Q2. The drains from the Council Depot to Ward Oval have been undertaken as part of the Vegetation Management Plan of the Council Depot.
Provide, maintain and operate a sewer network and disposal system and treatment works	Ensure EPA licence completed annually and at minimal cost.	E Poga	100%	Annual return lodged on time at minimal cost.
Provide, maintain and operate a sewer network and disposal system and treatment works	Implement the Resources for Regions Sewer Upgrade Project.	S Taylor	25%	Verbal advice has been received from Infrastructure NSW that Council's application for a change of scope of works has been approved, however this has not been confirmed in writing.
Provide, maintain and operate a sewer network and disposal system and treatment works	Implement the Sewerage Services Asset Management Plan with 5 year rolling plant works.	E Poga	5%	Temporary repair carried out on sewage treatment plant pond embankment erosion. Funding approved from Infrastructure NSW for upgrade of minor sewage pump stations and installation of screens and grit removal at sewage treatment plant.
Provide, maintain and operate a sewer network and disposal system and treatment works	Investigate options for implementing the Liquid Trade Waste policy and program.	E Poga	0%	Dubbo Regional Council were intending to employ a Trade Waste Officer who could assist other Councils in the region however this has not progressed to date. Council has no spare resources to implement a liquid trade waste policy.

<b>COUNCIL STRATEGY</b>				
<b>4.4.5</b>	<b>Maintain and service villages parks, streets, footpaths and community facilities</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Maintain and improve village facilities and services	Arrange for works to be undertaken that have been identified as priority projects by the Nymagee Progress Association (to use Nymagee VPA funds).	P Vlatko	25%	The General Manager has attended one Nymagee Progress Association meeting. All matters raised have been brought to Councils attention for implementation.
Maintain and improve village facilities and services	Regularly maintain parks, streets and footpaths in all villages.	P Sullivan	25%	The Village parks, streets and footpaths are maintained to an appropriate standard.

# 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	Comment
Lobby business and government to encourage the development of an alternative energy industry in Cobar	Monitor opportunities for development of an alternate energy industry in Cobar.	P Vlatko	0%	No action undertaken in Q1.

COUNCIL STRATEGY				
5.1.2	Develop community leadership on becoming leaders in resource use and waste management			
DP Action	Action	Responsibility	Progress	Comment
Undertake kerbside garbage collection and recycling in Cobar and kerbside garbage collection in the relevant villages	Prepare a Waste Services Strategy.	S Poulter	25%	A further draft LGA waste management discussion paper has been developed and is currently being considered by MANEX.
Undertake kerbside garbage collection and recycling in Cobar and kerbside garbage collection in the relevant villages	Provide a once weekly domestic waste collection and transportation service for residents located within the waste collection area of Cobar.	S Poulter	25%	Once weekly domestic waste collections have taken place during this quarter.

COUNCIL STRATEGY				
5.1.2 Develop community leadership on becoming leaders in resource use and waste management				
DP Action	Action	Responsibility	Progress	Comment
Undertake kerbside garbage collection and recycling in Cobar and kerbside garbage collection in the relevant villages	Provide a trade waste collection service to all customers on a fee for service.	S Poulter	25%	Trade waste collections have continued to operate during this quarter.
Undertake kerbside garbage collection and recycling in Cobar and kerbside garbage collection in the relevant villages	Provide service to empty street bins in central business district twice weekly and other street bins and parks once weekly.	S Poulter	25%	Street bins were emptied relevant to their expected fill rate for this time of year.
Maintain the town and village tips to an acceptable standard	Carry out surveillance of waste depot and access roads to minimise the spread of waste from vehicles and surrounding areas so as to detect unauthorised waste disposal and undertake appropriate enforcement action.	S Poulter	25%	In addition to surveillance activities, litter counts have been undertaken since the commencement of the container deposit scheme to identify littering hotspots.
Maintain the town and village tips to an acceptable standard	Provide for the management of the Cobar Waste Disposal Depot so as to comply with statutory obligations.	S Poulter	25%	The Cobar waste depot has been operated in accordance with its relevant statutory obligations, such as the EPA license.
Maintain the town and village tips to an acceptable standard	Provide waste disposal facilities for Nymagee, Mt Hope, Canbelego, Euabalong and Euabalong West.	S Poulter	25%	Waste disposal facilities were provided in our villages. Quotes are currently being sought to re-develop the waste trenches at all village waste facilities, excluding Canbelego.
Encourage efficient water use by Shire residents	Promote efficient water use by Shire residents.	P Vlatko	25%	Water Restrictions are in place, with tighter restrictions to come into effect in Q2.

COMMUNITY OUTCOME	
5.2	Well managed public and private land

COUNCIL STRATEGY				
5.2.1	Encourage sustainable and profitable agricultural industries			
DP Action	Action	Responsibility	Progress	Comment
Provide support to industry bodies for improved grazing management practices and other initiatives to maintain the profitability of agricultural enterprises	Maintain an awareness of government land management incentives and programs.	M Gunn	25%	Continually researching funding opportunities for land management incentives and programs to assist landholders and Council.

COUNCIL STRATEGY				
5.2.2	Have a street tree planting program for Cobar and Villages			
DP Action	Action	Responsibility	Progress	Comment
Develop and instigate a street tree planting program	Develop and instigate a street tree planting program.	P Sullivan	25%	There have been a large number of trees planted in Q1; the main areas of focus have been Woodiwiss Avenue out the front of the High school and along Lewis Street. The back of the Council Carpark will be a focus in Q2.

## COUNCIL STRATEGY

### 5.2.3 Manage the crown land and commons

DP Action	Action	Responsibility	Progress	Comment
Provide ranger services to control animals in public places and to manage the common areas and crown land	Carry out monthly patrols of the Common.	G Harbison	25%	The Cobar Wrightville Common has been handed back to Crown Lands to manage therefor regular patrols have been reduced, however stock have had to be removed from highways where they have escaped through gates left open by idiots & fences cut by unknown ferals, to keep travellers safe.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Deliver and microchip unclaimed animals to Rescue Organisation for rehoming.	G Harbison	25%	All suitable unclaimed and unwanted animals chipped & sent to rescue group R.O.A.R.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Implement provisions of the Companion Animals Act and promote community awareness and responsibilities of dog and cat ownership.	G Harbison	25%	Companion Animal act implemented & enforced where necessary.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Impound dogs and cats found on a public place and surrendered animals and undertake appropriate enforcement action.	G Harbison	25%	Stray dogs and cats seized from public areas and impounded.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Impound straying stock.	G Harbison	25%	Straying stock dealt with appropriately. Horses on Kidman Way have proved difficult to remove as they are quite wild. The owner has been notified that they will be destroyed if they are not removed.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Maintain stock pound yards.	G Harbison	25%	Pound yards are maintained & available for use when necessary.



COUNCIL STRATEGY				
5.2.3	Manage the crown land and commons			
DP Action	Action	Responsibility	Progress	Comment
Provide ranger services to control animals in public places and to manage the common areas and crown land	Operate and maintain a pound for the keeping of seized dogs and cats.	G Harbison	25%	Pound is cleaned and animals fed daily.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Provide services for the euthanasia of dogs and cats that have been seized or surrendered.	G Harbison	25%	Only animals unsuitable for rehoming or injured are euthanized.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Provide services for the registration and micro-chipping of dogs and cats.	G Harbison	25%	Council provides a microchipping service for impounded animals or organised multiple animals (we are not in competition with the Vets).
Provide ranger services to control animals in public places and to manage the common areas and crown land	Register all stock on Common.	G Harbison	0%	This is now Crown Lands responsibility.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Remove abandoned vehicles.	G Harbison	25%	Abandoned vehicles removed on request or where creating a hazard. There are some burnt out vehicles in remote spots that have not been picked up due to time and resource deficiencies.

COUNCIL STRATEGY				
5.2.4	Long term management of noxious weeds			
DP Action	Action	Responsibility	Progress	Comment
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Actively participate in the Western Regional Weeds Committee (RWC).	M Gunn	25%	A meeting was held in early Q1, at the meeting it was voted that the Committee would now be called the Macquarie Valley Weeds Committee.

<b>COUNCIL STRATEGY</b>				
<b>5.2.4</b>	<b>Long term management of noxious weeds</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	An increase in the number of weed awareness programs run (eg weed warriors).	M Gunn	0%	No weed awareness programs have been run in Q1.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Attend toolbox meetings and provide education material.	M Gunn	25%	Informal toolbox meetings have been held with staff when weed infestations are seen on field and road inspections.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Continue Implementation of Regional Inspection Plan to meet inspection targets of roadsides, TSR's, water courses etc.	M Gunn	25%	Continued inspections along roadsides to ensure no new weed incursions and spraying of weeds at appropriate times. Little has been done this quarter due to dry conditions.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Develop a centralised data set of weed distribution and abundance information.	M Gunn	25%	The BIS reporting for the DPI has continued, most targets have been completed for the quarter.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Implementation of the Mapping, Photo Point and Re-inspection Program.	M Gunn	25%	Continued mapping, photo points and re-inspection program has progressed.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Improve/Update knowledge of Weeds Inspector.	M Gunn	0%	No training undertaken in Q1.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Increased participation of community groups.	M GUNN	25%	Continually keeping in contact with groups, stakeholders and landholders in the area.

COUNCIL STRATEGY					
5.2.4		Long term management of noxious weeds			
DP Action	Action	Responsibility	Progress	Comment	
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Maintain and update an introductory weeds information pack for new property owners.	M Gunn	25%	No information packs for new property owners were sent out in Q1.	
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	On Ground Spraying Programs prioritised to give the greatest benefit.	M Gunn	25%	Little spraying has been conducted this quarter due to the very dry conditions.	
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Private property inspections to manage invasive weeds effectively.	M Gunn	25%	Continual private property inspections have been conducted, difficult due to dry conditions.	
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Prompt containment or eradication and ongoing monitoring of new incursions of invasive weeds.	M Gunn	25%	Ongoing inspections and mapping data collected for any new invasive weed. No new weed incursions were recorded.	
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Public property inspections to manage Invasive Weeds effectively.	M Gunn	25%	Continual public property inspections have been completed.	

COUNCIL STRATEGY					
5.2.5		Vibrant and well run national parks that are accessible and well used			
DP Action	Action	Responsibility	Progress	Comment	
Lobby the NSW government to ensure the local national parks are vibrant and well run	Monitoring of services provided for local National Parks. Identify the current services shortfall provided by National parks and Wildlife Services for National Parks.	M Gunn	25%	No monitoring has occurred in Q1.	

COMMUNITY OUTCOME	
5.3	Clean air in the community

COUNCIL STRATEGY				
5.3.1	Manage the externalities of mining and other industries operating close to towns and villages to minimise air pollution			
DP Action	Action	Responsibility	Progress	Comment
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.	S Poulter	25%	Concerns about various mining activities have been raised with either the mine directly or the appropriate regulator within this quarter.