

Annual Operational Plan Quarterly Management Report



Running on Empty Festival 2019



COBAR SHIRE
COUNCIL
outback nsw

Q2 2018/2019

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Key Activity: Community

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

COUNCIL STRATEGY				
1.1.1	Strong and participative interagencies			
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	50%	One meeting for Community Services Forum held in quarter. New services introduced. Reclaim the Night march held and supported by Council. Council to hold another round of Mental Health training in Q3.
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	50%	No meetings attended, however all minutes and agendas monitored. Attended the Euabalong West community services expo - there were only four people who sought information or assistance. However DPES attended a community meeting in December, notionally around the planning rules in the area and there was a large community attendance. This meeting covered a number of topics that have been addressed since. Another meeting is planned for Q3.

COUNCIL STRATEGY				
1.1.2	Work with Government Departments and NGO's to improve service delivery, such as that proposed through initiatives like the reforms of local government (including the Far North West Joint Organisation)			
DP Action	Action	Responsibility	Progress	Comment
Actively participate in the Far North West Joint Organisation 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	50%	Council's General Manager has been appointed as the Interim Executive Officer, the Far North West Joint Organisation has appointed a consultant to assist in progressing the JO's development. Strategic Planning workshops have been held to identify regional priorities.
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	25%	In establishing the FNWJO, the NSW Government has provided funding that covers (among other items) the re-establishment of air services to Bourke, Cobar, Walgett and/or Lightning Ridge. The funding for the re-establishment of these critical air services by the NSW Government is acknowledged by the FNWJO. The FNWJO has developed a Request for Tender (RFT), opening 18 December 2018, invited suitably qualified and experienced aviation parties to tender to provide air services to the communities of the Far North West of NSW. With an information session held in January 2019. Tenders close in early Q3.

				The successful Tenderer will deliver air services (for specific routes) based on a model involving an underwriting of operational costs, and a 'profit' share. Tenderers will be required to submit a Conforming Tender based on this model. However, Tenderers may (and are encouraged to do so) submit Alternative Tenders which may involve different routes and different commercial models.
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COMMUNITY OUTCOME	
1.2	Young people are able to reach their full potential, are encouraged to stay in the region and have a wide range of opportunities available to them locally

COUNCIL STRATEGY				
1.2.1	Implement the actions outlined in the Youth Development Plan			
DP Action	Action	Responsibility	Progress	Comment
Update the Youth Development Plan	Youth Development Plan updated.	N Kriz	0%	No action undertaken in Q2.
Engage the services of a Youth Development Officer	Seek grant funding to engage a Youth Development Officer.	N Kriz	0%	No funding options identified in Q2.
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	50%	6 craft sessions and 2 drawing workshops were offered in October. 74 children attended.
Undertake School Holiday Activities	Seek funding to undertake School holiday activities to implement a varied school holiday activities program.	N Kriz	50%	School Holiday program will be a drop in style again this year, we have circus skills running, craft and cooking mornings and sport afternoons. These are free events with a coin donation for cooking and craft.

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	50%	All competitions that have been running in the second half of the year are now completed. We have had our holiday program, spin classes (Monday morning, Thursday and Friday night), playgroups (plus themed events like Halloween and Christmas) and Friday night games nights every second week.
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	50%	All sporting competitions have been completed this quarter, the Youthie have been the venue for other community organisations like LiveBetter, birthday parties, Wednesday table tennis and tennis group, schools sports, sewing group, Family Day Care activities and their Christmas parties.
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	50%	CYFC continues to hold its Tuesday playgroup sessions, and Friday night games nights which we receive funding for. Numbers have been a little low this quarter as the weather is warming up and kids go to the pool. We have had Centercare attend once a month and run playgroup which encourages their clients to attend.
Organise Youth Week Activities	Youth Week activities to be organised in conjunction with Cobar Youth Council.	N Kriz	50%	Funding has been applied for and CYC are planning events for this week but also events that can be run in conjunction with the Grey Mardi Gras.

COUNCIL STRATEGY				
1.2.3 Increased educational opportunities provided locally				
DP Action	Action	Responsibility	Progress	Comment
Work with early childhood organisations, schools and TAFE to increase the quality and diversity of educational opportunities available locally and promote them	Bring to fruition the education services goal of a local speech therapy program aimed at 3-8 year olds in Cobar by working with government and NGOs to find a solution.	K Lennon	0%	Nothing has progressed in this area as most of the people involved have moved on. Start again in the new year.
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	50%	Pre-school storytime, rhyme & craft sessions were offered in Q2. 82 children attended with parents/carers.

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

COUNCIL STRATEGY				
1.3.1 Parents are supported in their role to raise their children and services are available to assist them to build their parenting skills				
DP Action	Action	Responsibility	Progress	Comment
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	50%	Facebook and website updated provided regularly. Community and Business Directories updated within limited resources.

COUNCIL STRATEGY

1.3.2 Increase the supply of childcare and preschool places and options

DP Action	Action	Responsibility	Progress	Comment
Administer and coordinate Children Services (FDC, COOSH, IHC)	Administration of CCB & CCR for all eligible families in accordance with Federal Legislation.	K Lennon	50%	IHC has been working better this quarter. Administration of subsidies for COOSH still experiencing problems.
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	50%	IHC Educator Manual has been updated for 2019.
Administer and coordinate Children Services (FDC, COOSH, IHC)	Monitor Implementation of National In Home Care Standards.	K Lennon	50%	New In Home Standards are provided to all new educators and included in orientation materials.
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	50%	Christmas craft packs provided to fifty Educators in both FDC and IHC.
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	50%	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 Services (FDC, COOSH, IHC)	Write and distribute newsletters to Families and Educators.	K Lennon	50%	Sent out as required.
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	50%	Supporting Educators to enrol children for 2019 to fill all available places.

COUNCIL STRATEGY				
1.3.2	Increase the supply of childcare and preschool places and options			
DP Action	Action	Responsibility	Progress	Comment
Maintain adequate funding for Children's Services	Lobby for continued levels of funding to maintain children's services.	K Lennon	0%	Have applied for a grant to assist drought affected families with the cost of IHC, still awaiting an outcome.

COUNCIL STRATEGY				
1.3.4	Have family orientated activities to encourage families to socialise in the community			
DP Action	Action	Responsibility	Progress	Comment
Plan, organise and promote festivals, celebrations and activities in the Shire	Establish a Committee and work towards the development of a full program of activities to celebrate the 150 year anniversary of Cobar.	J Martin	50%	The 2020 meeting that was to be held in November 2018 was postponed and will be rescheduled in early 2019. The reason for the postponement was so that the Grey Mardi Gras could be given as much time and effort as possible.
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	50%	The 2019 Festival of the Miner's Ghost will have an organising meeting in the early months of 2019.

COUNCIL STRATEGY				
1.3.4	Have family orientated activities to encourage families to socialise in the community			
DP Action	Action	Responsibility	Progress	Comment
Plan, organise and promote festivals, celebrations and activities in the Shire	Organise community events such as Australia Day celebrations and Senior Citizen's Week events.	J Martin	50%	<p>The 2019 Australia Day local awards nomination forms are circulating in the community and nominations close on Friday, 18 January 2019. The 2019 Australia Day events will be held at the Cobar Memorial Swimming Pool on Saturday, 26 January. Cobar's Australia Day Ambassador is Mr Brad Farmer.</p> <p>The 2019 designated Senior's Week is from 13 to 18 February. To apply for a Senior's Week Grant, Council must run the activities in the designated week. February in Cobar is too hot to try and run events for our seniors. Council wrote to Cobar's member of parliament Kevin Humphries MP and explained the situation and requested that Cobar be able to organise their Senior's Week activities in April. The reply was no. The event must be run in the designated week. At this time Cobar Council has not set a date for the 2019 Senior's Week activities.</p>

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

COUNCIL STRATEGY				
1.4.1	Encourage business and volunteer support for local events, organisations and activities			
DP Action	Action	Responsibility	Progress	Comment
Council supports community groups by providing access to facilities	Library Community Meeting room available for community groups and local businesses.	J Siermans	50%	Library arcade rooms were booked for use 82 times in Q2. Reverse cycle air conditioning has been installed in the meeting room enabling more comfortable use in both hot and cold conditions.
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	50%	The Running on Empty Festival, the Festival of the Miner's Ghost and the Business Association Christmas Parade were all well attended by visitors and locals. The three events were all deemed to be very successful. Planning for the Grey Mardi Gras is well on the way, Ward Oval is booked, the band for the dinner dance is booked, the Cobar Dust Burners Vintage Car Club are organising the Show and Shine in Drummond Park and the stage, the sound and production team and the bands for the Baby Boomers Concert are all locked in. There are a number of other events and activities that are still being planned.

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	Liaise with local business and government organisations to reduce the potential negative impacts of shift changes to mining rosters, absentee workers and mining closures to reduce the community impact and encourage residential living by improving the liveability of Cobar.	P Vlatko	50%	No action undertaken in Q2.

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	50%	Continue to investigate housing options. This is currently an issue placing great pressure on Council - analysing DAs regarding mining accommodation and future options.	

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%	No action undertaken in Q2.	

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	50%	The exhibition by local artist Thelma Wade continued to be displayed in Q2. Have booked in the Outback Arts travelling Ag photo exhibition for 2019.	

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	50%	Attended November board meeting. Whilst Brewarrina is now part of the Outback Arts organisation, there are continuing issues with Bogan Shire who are still deciding if they will go with the Dubbo based group, outside of their region. OA is due to prepare their next 3 year strategic plan and this will take place in 2019 - with Create NSW currently rolling funding over a year at a time as they are under resourced at present. RADO funding as a result has remained stagnant for 8 years and the network is currently lobbying for a funding increase. Council will host the ag photo competition in 2019 across multiple sites as we do not have one venue where it can be hosted. Council encouraged OA to play a role in the provision of arts and crafts activities with the community events being rolled out across the region under the Federal Government's Drought Funding. Council was successful in acquiring a CASP grant to undertake coppersmithing workshops as part of the festival in April.
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	50%	CASP grant for \$3,800 successful to hold Coppersmithing workshops as part of the GMG Festival in April.
Provision of Curatorial services at the Great Cobar Heritage Centre.	Purchase and implement a new database to record objects within the collections.	J Martin	50%	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	50%	The museum has a Council adopted collection management plan which is managed by the Curator.

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

DP Action	Action	Responsibility	Progress	Comment
Continue to work with the NSW Government to 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	90%	The only major outstanding item is catering MOU.
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	100%	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	50%	Cobar Health Council was asked to address Council in early Q2. This will be ongoing. Council participated in the Gwydir petition to increase incentives for local practitioners to the region.

COUNCIL STRATEGY				
1.5.2	Increase the use of Council owned and other sporting and recreational facilities across the community			
DP Action	Action	Responsibility	Progress	Comment
Increase the use of the Cobar Youth and Fitness Centre	Increase utilisation of the Cobar Youth and Fitness Centre.	N Kriz	50%	Continuing on from the first quarter the CYFC has had a busy time with the community groups using the building and being on call for wet weather venues (even though it hasn't rained). We have organised activities for Christmas holidays.
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 engaged an architect to prepare a concept plan to secure grant funding for the project. Grant funding approved - waiting on funding agreement to be signed before finalising design work and preparation of tender documents.
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	50%	The Pool has reported great usage numbers over Q2 with 4,228 attendees in October, 3,047 in November and 6,955 in December. In October, damage occurred to the storage shed out the back near heat pumps. A number of minor incidents involving patrons have occurred, but have been quickly rectified by staff. New BBQ and games area has been installed and is recording high patron usage. Hutchinson's Builders have supplied and installed a new pace clock. L&R Group have continued to promote the pool and its events on Facebook.
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	50%	No new signage erected. Ongoing replacement of street signs has occurred during this quarter.

COUNCIL STRATEGY				
1.5.2	Increase the use of Council owned and other sporting and recreational facilities across the community			
DP Action	Action	Responsibility	Progress	Comment
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	50%	Work has continued to finalise the design by Steve Pearse. Council has engaged a number of subcontractors to design aspects such as electrical, mechanical, lighting etc. We are aiming to have tender documents ready for release in February 2019. Once these are done we are going to prepare a masterplan of the Heritage Park (including pedestrian accessways to the museum) to determine what can be completed with the grant funds available.
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	50%	In Q2, Ward Oval was vandalised with graffiti on the road and old toilet block. Further damage to Ward Oval has been reported with smashed windows to the dining room. Lighting in Drummond Park was smashed. Newly planted trees have been snapped in half. We inspect our parks, playgrounds and amenities frequently. A comprehensive CCTV system is being investigated to protect Council assets.
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	50%	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 and heatwave 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	50%	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	50%	Both grant applications were unsuccessful, however Council is now seeking \$1m for the GCHC. We are investigating options for using some of these funds to add in a rear entrance.

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	50%	2018 -2019 budget developed. Quarter 2 budget impacted by multiple vacancies and inability to fill vacancies in shared wards. There is one vacancy in the Hostel- room requires substantial renovation which are scheduled for completion in the new year. There are 2 vacancies in the Nursing home 4 bed female ward with only males applications currently waiting placement. Four bed wards are scheduled for redevelopment and due to be completed in May 2020. 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	50%	Schedule audits completed in Quarter 2 include infection control, employment, , accident incidents, environmental safety, clinical management, service provider survey, housekeeping, laundry services, medication management. Any gaps identified being managed in line with LBV/CSC protocols. Post admission surveys continue to be distributed to new residents with issues raised being addressed within available resources and funding. 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.

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	Ensure adequate and appropriately skilled and qualified staffs to ensure all services are delivered in line with facility mission statement and policies.	S Huon	50%	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. Staff turnover remains an ongoing challenge.
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	50%	The Hostel was audited by the Australian Aged Care Quality Agency in May 2018 and awarded 3 years re-accreditation. The Nursing Home 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. Provision of physiotherapy services are currently being investigated with a new provider and the possibility of services commencing in the new year.
Provide appropriate services for residents at the Lilliane Brady Village	Monitoring levels of aged care services provided at the Lilliane Brady Village.	S HUON	50%	The Lilliane Brady Village Continuous Improvement System incorporating scheduled audits, surveys and policy reviews across all aspects of service delivery, enables gaps in the services to be identified and addressed improved according to resident changing needs and in line with the Aged Care Principles and the Aged Care Act.

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	Promote community awareness and encourage ongoing resident involvement in community events.	S Huon	50%	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 and friends to publicise upcoming events and activities with the wider community.
Provide appropriate services for residents at the Lilliane Brady Village	Provide a transparent mechanism for concerns and complaints management from all stakeholders.	S Huon	50%	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 and responding to physical and sexual abuse of residents. There were 0 reportable incidents for quarter 2.

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	50%	No Cobar Police Community Precinct Committee meetings were held in Q2. Council is aware that a new Sargent has been appointed. The next meeting will be held in early Q3.
Work with police and licensed premises to promote a safe community	Provide secretariat services for the Cobar Liquor Accord.	P VLATKO	50%	A Liquor Accord meeting was held in Q2. The main topics of discussion were a run down on the Running on Empty Festival, footpath dining for pubs and clubs and how this can be achieved, the RMS are again running the Plan B Win a Swag Promotion in-conjunction with participating pubs and clubs. This is a great initiative to get patrons to think of an alternative to drink driving. It has been recommended that one establishment becomes a Master Licence holder for security. The Empire Hotel are now doing deliveries. The next meeting will be held in early Q3.
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	50%	Graffiti has been reported and removed at Ward Oval and primitive graffiti has also been reported at Dalton Park (names have been scratched into the new toilet block).

COUNCIL STRATEGY				
1.6.2 Implementation of the Cobar Crime Prevention Plan and Strategy				
DP Action	Action	Responsibility	Progress	Comment
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 currently a Council 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	50%	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	50%	Critical stage and other required inspections are undertaken during construction.
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	50%	No complying development certificate applications were lodged during this quarter.
Undertake legislated obligations in relation to building and development	Develop an On-site Sewage Management Register for existing systems in priority areas.	G Ryman	50%	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	50%	All received development applications were assessed in accordance with relevant legislative requirements during this quarter.

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	Inspect all development when required by approval so as to ensure compliance.	S Poulter	50%	Council continue to inspect 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	50%	Planning information certificates under s.10.7 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	50%	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	50%	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	50%	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	50%	The street sweeper does the street daily and blower and rubbish collection is done on a daily and need to do basis. Purchased a footpath cleaner, in the process of cleaning the Main Street, this will enable a full clean to be completed every 10 weeks.

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	Regularly clean and maintain amenities buildings in accordance with frequency of use.	P Sullivan	50%	Daily inspections and cleaning of amenities buildings undertaken, fortnightly programming for cleaning and a rotational roster prepared to ensure appropriate service levels.
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	50%	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	50%	The plan is regularly implemented and the new infrastructure funds available through grants has allowed Council to undertake more projects. In particular this quarter, the focus has been on playgrounds and using the Active Play guidelines released by the NSW Government. Design options are also being explored to provide universal access to the GCHC.
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	50%	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	50%	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	50%	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	50%	The Local Emergency Management Committee met in Q2. An airport emergency exercise was held in Q2.
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	50%	Mandatory inspections are conducted on all food shops annually in accordance with the Food Authority Partnership between NSW Food Authority and Cobar Shire Council. Based on performance, follow up inspections may be carried out.
Preserve and enhance public health by regulating and inspecting all relevant premises	Complete appropriate advice to Land Services on Rural Addressing.	K Miller	90%	Minor issues reported and being addressed as arise.
Preserve and enhance public health by regulating and inspecting all relevant premises	Complete quality check of initial rollout of Rural Addressing.	K Miller	50%	Minor issues reported and being addressed as arise.

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
Preserve and enhance public health by regulating and inspecting all relevant premises	Investigation of public health incidents.	G Ryman	50%	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	50%	Time is needed to undertake testing of swimming pools. Testing chemicals arrived during this quarter to allow testing.
Preserve and enhance public health by regulating and inspecting all relevant premises	Swimming pool safety barriers inspected.	S Poulter	50%	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	50%	No action undertaken in 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%	This task is progressing as time permits.

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	50%	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	50%	Council continues to be a member of the Business Association. There will be a meeting in early 2019.
Support shop local campaigns, including administration of the Cobar Quids program	Monitor, dispense and reconcile Cobar Quids.	J Brown	50%	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	50%	Meetings cancelled for quarter due to difficulty in agreeing to a date where a quorum could be obtained and also a lack of direction for the group. It is intended to refocus this group in Q3 and if an Economic Development Officer can be engaged, more items can be progressed.

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	50%	A report was provided to the 2018 November 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	50%	The museum curator and the permanent part time tourist officer are under going training in shop stock purchasing and stock 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	50%	The 2018 - 2020 Kidman Way brochure is being distributed throughout Australia and New Zealand.

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.

COUNCIL STRATEGY				
2.2.3 Diversify tourism activities and increase the utilisation of current attractions				
DP Action	Action	Responsibility	Progress	Comment
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	50%	The Museum Curator continually looks at how best to display objects and the relevant information for the objects. New display options, master planning this exhibition space and developing new displays, these are being developed as grant funding is accessed.

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	50%	There is currently no pressure for new residential land in the Cobar LGA, as existing sites in new subdivisions remaining to be vacant.

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	50%	Cobar Shire Council are working with the Far North West Joint Organisation, which has now taken the lead in delivering Air Services to Cobar, Bourke and Walgett, the Tender was released in early Q2 and will be awarded in Q3.
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	0%	No action undertaken in Q2.
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	50%	No meetings held in Q2.

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	50%	Invoices have been raised in a timely manner and debts are closely monitored and debt recovery action taken when required as per the Policy.
Undertake private works	Undertaken private works for property owners, mines, contractors and RMS.	S Taylor	50%	Private works are 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	50%	Council has had a busy quarter applying for grant funding. \$1 million in Drought Communities Program was applied for with a wide range of projects across the Shire identified. Six applications with a number of projects in each were submitted in December, with Council being awarded \$250,000 for sinking water bores to access water for road works - the other applications are still being assessed. Council submitted an application for \$1.5 million under the Far North West JO tourism funding to undertake exhibition upgrades at the GCHC. Council was awarded \$395,000 under the Regional Cultural Fund Rd2 for exhibition upgrades at the GCHC. Work continued on developing the Industrial estate project under the Growing Local Economies Fund. \$3,800 was allocated under the Country Arts Support Program for coppersmithing workshops as part of the Grey Mardi Gras Festival. The incubator application for the GMG was unsuccessful.

COUNCIL STRATEGY				
3.1.1	Increase Council's income stream			
DP Action	Action	Responsibility	Progress	Comment
Undertake rating functions of Council	Recovery of outstanding rates.	J Brown	50%	Rates and charges arrears as at the 30 June 2018 have been reduced from \$1,514,209.71 to \$758,630.66. Council has collected 46% 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	50%	Term Deposits have been invested as per the Policy to maximise interest income and meet Council's cashflow requirements.
Undertake the new requirements as per Services NSW Contract.	Meet the requirements as per Services NSW Contract.	K Miller	50%	Services NSW Agency staff have provided customer service as per the contract and met all audit requirements.
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	50%	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	50%	The service review into Parks and Gardens continued, with staff identifying possible parks to reduce inputs to, however these potential savings would be very small. The process has identified issues with data collection on water use and these are being worked through.

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	50%	Now that the Airport Emergency Plan has been finalised and tested in a mock emergency, focus will be on the finalisation of the business continuity plan.
Develop and implement a risk management strategy suitable for Council operations	Develop and implement a Corporate Risk Management Strategy.	S Patterson	50%	Consultant assisting with this process. The review and update of the register is completed, awaiting Manex final sign off.
Develop and implement suitable internal audit processes for Council operations	Carry out Internal Audits.	K Miller	50%	Following discussions at the Risk and Audit Committee an external review of IT security has been ordered.
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	50%	Risk and Audit Committee are meeting quarterly and have planned Internal Audit processes.

COUNCIL STRATEGY				
3.1.3	Minimise risk for Council and the community			
DP Action	Action	Responsibility	Progress	Comment
WHS obligations are met and safe work practices are promoted and undertaken	Consult with WHS Committee to take a proactive stance in promoting a healthy and safe work environment.	P Vlatko	50%	No WHS Committee meetings held in Q2. The next meeting is scheduled for Q3. Promotion of mental health initiatives has been well received and will be continuing throughout this coming year, one mental health awareness session has been completed, with another scheduled for Q3.
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	50%	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 was 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	50%	Updates have been made to our WHS Management Plan, and these changes will be adopted by the WHS Committee at their next meeting in February. The current committee has strong ties back to the general workforce, with many issues being addressed and brought to the committee and addressed issues taken but to the staff. The annual safety audit inspections scheduled is being followed and audits are being actioned in accordance with that schedule each month.
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	50%	Following the Annual Induction Day all outdoor employees have been trained in the 6 SWMS relevant across the whole organisation. The Water and Sewer team have been through and updated all SWMS relevant to the work completed within their team. All other teams will be updated in Q3-Q4.

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	Development and implementation of Council wide and Department specific Safety Inductions.	S Patterson	50%	All new staff receive a 'walk through' induction during their first week of employment from their supervisor as well as an online WHS induction. Staff are inducted onto the relevant worksites they will be working at (and onto applicable plant) by their immediate supervisor. Council host a Corporate Induction every quarter for new employees.
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	50%	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.
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	50%	Further to Council Records Department undertaking a comprehensive Service Review for Records Management with an aim to build organisation capacity for the future and improve understanding of service levels in Q1, no further action has been undertaken in Q2. 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.

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	Effective records administration systems and protocols in place.	P Vlatko	50%	The Records Department is running at capacity and a Service Review was prepared for Council's Records Department in Q1. 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 Q2. 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.
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	50%	An investigation has been undertaken to determine CivicView's suitability as an Electronic Document Management System (EDMS) and it has been deemed as unsuitable. In Q2, the IT Services Manager has commenced an Audit of our IT systems which will have implications for the planning and rollout of an EDRMS. 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	50%	No training was undertaken by Councillors in Q2. In Q3, a Samsung Galaxy Tab refresher session will be held and Councillor Winders will be given Councillor Induction Training.
Strategic policy setting undertaken by the elected representatives	Feedback to Councillors on progress with resolutions and Councillor requests and Policy advice.	P Vlatko	50%	Monthly Status Report provided to Councillors, fortnightly workshops held and Motions taken on Notice from Council Meetings and responded to in a timely manner. Regular updates on important matters are also communicated via email to Councillor Tablets.

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	50%	Regular staff newsletter prepared outlining projects, strategic directions and issues arising. Regular adverts are placed in the Cobar Weekly on specific topics, such as water, to keep the community informed of progress of projects, issues arising etc. Facebook and the websites are used to disseminate information, as are the database Council maintains for this purpose.

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	Appropriate networking with the local government industry and professional organisations.	P Vlatko	50%	The Mayor, General Manager and Deputy Mayor attended the LGNSW Annual Conference and the General Manager attended the LGNSW Professionals Conference. Staff have been encouraged to attend conferences and seminars relevant to their positions.
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	50%	Rural Roads Advisory Committee and Traffic Committee met in Q2
Maintain partnerships with community organisations, such as Business Groups, Council Committees and Council Alliances	Participation in Lower Macquarie Water Utilities Alliance LMWUA	E Poga	50%	Ongoing support and participation in Orana Water Utility Alliance.

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	50%	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	50%	Cobar Youth Council held its major fundraiser this quarter with the Peaks of Colour Fun Run. Raising approx. \$5,000 from this event. Cobar Youth Council is organising the events for Australia Day – Fun activities. Youth Council will be looking at holding a movie night at the pool in the next quarter.

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 registers and reviewed with appropriate actions and responses to complainants.	K Miller	50%	Manex and staff are sent a weekly updated list of outstanding work orders to be actioned. Action times have improved, but 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	50%	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.
Human Resources	Develop a Staff Recognition and Reward Program.	S Patterson	50%	GEM Awards are awarded quarterly, with 2 awards being given at the Christmas party for Q2. There are never any suggestions in the allocated staff suggestion boxes Could do more as an organisation to celebrate team/departmental successes.
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	50%	Some areas of Council have regular team meetings. Changes to operating hours have allowed for regularly scheduled team meetings for Administration/Finance tea. Manex have 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	50%	Council's Payroll Officer ensures that all staff are paid accurately and timely in accordance with the relevant Awards. All raised payroll queries are addressed and rectified (if required) in the next available pay run.

COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comment
Human Resources	To be an employer of choice including the development of an attraction and Retention Strategy, training plans, succession plans and traineeships.	S Patterson	50%	CC committee 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	50%	Overall the industrial harmony is sound. We have had no serious industrial issues this quarter. Those identified issues have been dealt with without the requirement for industrial intervention by the Union or the Commission.
Human Resources	To ensure that a Consultative Committee is effective and efficient in recommending to the General Manager for action.	S Patterson	50%	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 was conducted in Q1, to clarify their role and therefore generate more functionality.
Human Resources	Undertake biennial Staff Attitude Survey.	S Patterson	50%	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.

COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comment
Good recruitment and selection processes that promote the philosophy of 'recruit for attitude, train for skills'	Ensure the organisational structure is appropriate to achieving the Budget or Delivery Program/Annual Operational Plan.	S Patterson	50%	The current organisational structure is in line with budget availability, our biggest issue continues to be the availability of suitable staff at management level and above. Vacant roles are not replaced if not required, job redesigns are undertaken where appropriate. Resignations of key roles provide opportunity for re-assessment of organisational requirements. The philosophy to recruit for attitude and train for skill is our entire recruitment strategy.
Implement and manage an Employee Assistance Program for Council staff	Oversee and promote Council's Employee Assistance Program.	S Patterson	50%	Council's Employee Assistance Program is still heavily utilised by staff and promoted internally on a regular basis to individuals who may benefit from the assistance. We are focusing on all areas of health and wellbeing for staff and promoting other training and activities throughout the business.
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	50%	A five year plant replacement program has been prepared. Two graders have been purchased and a street sweeper has been ordered.
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	50%	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.	E Jones	10%	Quotation request to ASI Solutions for IT Risk Assessment for 2018-2019 Audit.

COUNCIL STRATEGY					
3.3.2	Staff are valued, well trained and able to undertake their roles and functions				
DP Action	Action	Responsibility	Progress	Comment	
Provide Cobar Shire Council with a secure, reliable and cost effective information technology network.	Audit and analysis of software used and future needs and identify software champions.	E Jones	20%	Internal audit to be completed by ASI Solutions to assist with identifying current software. Office products usage identified and quotation received for Office 365- user requirements analysis and lifecycle analysis to be complete for on-site vs Office 365 products.	
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.	E Jones	10%	Level of IT awareness\savviness in the business has been assessed. Development of strategy to be part of IT review by IT Manager.	
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.	E Jones	0%	Required Business rules and policies to be determined by internal review by IT Manager of current policies against ITIL v3 (Best Practice Guide for IT operations).	
Provide Cobar Shire Council with a secure, reliable and cost effective information technology network.	Ensure that a systematic review of services is in place.	E Jones	5%	Need for internal audit of systems and strategic plan identified and in 100 day plan for IT Manager.	
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.	E Jones	100%	Internal IT Manager appointed and has started in the position.	
Provide Cobar Shire Council with a secure, reliable and cost effective information technology network.	Review and ensure that backup systems are secure and reliable.	E Jones	15%	Initial review has been completed and immediate actions carried out to restore basic backup functions. Full internal review, strategy and options for restore of full backup and DR services to be completed.	
Maintain and actively use the Public Libraries NSW Membership	Identify opportunities for information share and services development.	J Siermans	50%	In Q2 participated in information sharing activities via e-mail. Library staff participated in mental health first aid training.	

COUNCIL STRATEGY				
3.3.3	Council undertakes adequate strategic planning activities and meets all legislative reporting requirements			
DP Action	Action	Responsibility	Progress	Comment
Council updates the Integrated Planning and Reporting framework documents as required	Compliance with Integrated Planning and Reporting (IPR) Framework Requirements as outlined by the OLG.	A Shepherd	50%	All activities undertaken to date. Annual report completed and submitted on time.
Council updates the Integrated Planning and Reporting framework documents as required	Implementation of Council's Community Engagement Strategy.	A Shepherd	50%	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 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	5%	Works Program currently developed for Shire and Regional roads, drainage, signs and traffic facilities.
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	50%	Morrison Low have completed the review. Medium term plan in place to complete all Asset Management Policy and Strategy tasks.
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	100%	Arrangements in place.

COUNCIL STRATEGY				
3.3.3	Council undertakes adequate strategic planning activities and meets all legislative reporting requirements			
DP Action	Action	Responsibility	Progress	Comment
Undertake service level reviews for key services and assets	Undertake condition assessments, asset purpose and lifecycle analysis to determine current service levels and create option for service levels that are then discussed during community consultation.	A Shepherd	50%	Currently investigating Parks and Gardens service levels but it is proving very difficult to identify areas where cost savings can be made. It has been a worthwhile exercise to identify issues with water costing and to rectify those.
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.

COUNCIL STRATEGY				
3.3.4	Good procurement processes in place to ensure the most advantageous provision of goods and services to Council			
DP Action	Action	Responsibility	Progress	Comment
Good contract management and procurement practices are employed	Maintain a current Contracts Register.	S Taylor	50%	Contracts register has been maintained. A call for businesses to register a new procurement register undertaken in December to assist with procurement for drought projects. Will continue to encourage local businesses to register.
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	50%	Administration and financial services undertaken as per the agreement in Q2.

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%	A business case has been prepared for the Cobar Water Board to seek State Government funding assistance to upgrade the remaining 100km of the Nyngan to Cobar 300mm mild steel pipeline.

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	5%	Business case for Safe and Secure funding application is progressing and site inspection by Public Works was carried out in December 2018.
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	5%	Site survey for the replacement of the corroded cast iron pipework has been completed by Public Works.
Maintenance and repairs of water mains and water filtration system	Implement Water Supplies Asset Management Plan with 5 Year Rolling Works Program.	E Poga	5%	Public Works has been engaged to design and document the cast iron pipe replacement as well as some of the asbestos pipe and site survey has been completed. The business case for the reservoir roof replacement has commenced and site inspection by Public Works was carried out in December 2018.
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	50%	The construction of the new Water Treatment Plant has continued 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.

COUNCIL STRATEGY				
4.1.4	Seek alternate supply solutions to improve water supply to Villages			
DP Action	Action	Responsibility	Progress	Comment
Improve water supply to villages where appropriate	Investigate and prepare a report on upgrading non-potable water.	E Poga	10%	Business cases for funding of scoping studies for Nymagee and Euabalong villages under the Safe and Secure programme have been completed and submitted to the State Government.
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	50%	The construction of the new Water Treatment Plant has continued and is due to be commissioned in April 2019.

COUNCIL STRATEGY				
4.1.5	Provide contract services to Cobar Water Board			
DP Action	Action	Responsibility	Progress	Comment
Provide contract services to Cobar Water Board	Provide technical advice and maintenance activities to the Cobar Water Board.	E Poga	50%	Ongoing.

COUNCIL STRATEGY				
4.1.6	Work with NSW Public Works to implement the Resources for Regions project to replace the pipeline, in line with direction provided by Cobar Water Board			
DP Action	Action	Responsibility	Progress	Comment
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	50%	After the unsuccessful application to the Safe and Secure Water Fund in Q1, no further applications were made in Q2. Further investigations and reporting will be potentially undertaken in Q3.

COUNCIL STRATEGY				
4.1.6	Work with NSW Public Works to implement the Resources for Regions project to replace the pipeline, in line with direction provided by Cobar Water Board			
DP Action	Action	Responsibility	Progress	Comment
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 was completed in Q2 and the remainder of the valve replacement will be undertaken in Q4.

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

COUNCIL STRATEGY				
4.2.1	Improved access to telecommunications, radio, TV and broadband services			
DP Action	Action	Responsibility	Progress	Comment
Lobby the government for improved communications networks	Lobby to reduce Mobile Blackspots across the Shire.	P Vlatko	0%	No action undertaken in Q2. Council is awaiting the availability of funding opportunities.
Lobby the government for improved communications networks	Maintenance of radio base stations and licences.	S Taylor	50%	Radio base stations have been maintained in Q2.

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	60%	Contractor is expected to realign approaches in Q3.
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	50%	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	50%	
Road works undertaken according to priority, weather conditions and availability of resources	Street maintenance and sign maintenance, including alcohol free zone signage.	M Bell	10%	This should be an item for the Urban Services Coordinator
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	40%	Routine works is ongoing. Musheroo Project is halfway through hauling the gravel to site.
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	50%	Progressing satisfactorily.

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
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	60%	Licences have been obtained for five quarries.
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 action has been completed.

COUNCIL STRATEGY				
4.3.2	Provide and maintain safe and serviceable transport infrastructure including roads, footpaths, bike paths and airport			
DP Action	Action	Responsibility	Progress	Comment
Provide and maintain a safe and adequate footpath and bike path network	Develop and implement a Footpath and Bike Path Maintenance Works Program.	P Sullivan	50%	Maintenance of damaged footpaths have been prioritised, the top of Marshall Street will be contracted out, lifted gutters due to tree damage have also been prioritised.
Provide and maintain a safe and adequate footpath and bike path network	Implement the Active Transport Grant awarded by RMS.	M Bell	50%	Draft Active Transport Plan is on display for public feedback, comments due 31 January 2019.
Provide and maintain a safe and adequate footpath and bike path network	Kerb & Gutter maintenance.	P Sullivan	50%	Kerb and Gutter maintenance is ongoing. Gutter, kerb and footpath works in Marshall Street will be undertaken in Q3, by a Contractor, due to staffing availability.

COUNCIL STRATEGY				
4.3.2	Provide and maintain safe and serviceable transport infrastructure including roads, footpaths, bike paths and airport			
DP Action	Action	Responsibility	Progress	Comment
Provide and maintain a safe and adequate footpath and bike path network	Undertake bike path rejuvenation works.	M Bell	20%	Works are undertaken as required.
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	15%	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	50%	<p>In Q2, Council in conjunction with the Cobar LEMC, Exercise Cazbah was endorsed by the Cobar LEMC to test response to an airport emergency and the Airport Emergency Plan. The Exercise was written by Sergeant Karen Bartholemew of Central North PD.</p> <p>The Multi-Agency Field Rescue Exercise was a small scale simulated emergency involving a small private plane with only the pilot and a passenger on board. One occupant of the plane left the scene requiring a search along with a fire and associated HAZMAT.</p> <p>All agencies responded within acceptable time frames and supplied sufficient operators to effectively participate in the exercise.</p> <p>The exercise was concluded within two hours of activation and a hot debrief was performed on site within each agency. Directly after the debrief, participants returned to the Cobar airport terminal and participated in a formal debrief. This exercise was required to be undertaken as part of Council's maintaining CASA Accreditation.</p>
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.

COUNCIL STRATEGY

4.3.2 Provide and maintain safe and serviceable transport infrastructure including roads, footpaths, bike paths and airport

DP Action	Action	Responsibility	Progress	Comment
Cobar Airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Lobby for reinstatement of an RPT service, operating from Cobar Airport at times suitable for users.	P Vlatko	50%	This action is now an initiative of the Far North West Joint Organisation. Cobar Shire Council are working with the Far North West Joint Organisation, which has now taken the lead in delivering Air Services to Cobar, Bourke and Walgett, the Tender was released in early Q2 and will be awarded in Q3.
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	50%	Services provided to a high standard.
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	50%	Nymagee Airstrip will be shortened after consultation with the Airport Advisory Committee and relevant stakeholders. Mount Hope Airstrip has been used regularly.
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	50%	Runways are maintained.

COUNCIL STRATEGY				
4.3.3	Maintain the rail network in the Shire to maximise the benefits to the community and to provide an alternative to road freight.			
DP Action	Action	Responsibility	Progress	Comment
Lobby the NSW Government to ensure that the rail network is well maintained, safe, affordable and well used, particularly for freight movements to reduce the impact of road movements on the community.	Continually lobby NSW Government to maintain rail network.	S Taylor	30%	A fatal accident at a rail crossing at Euabalong West in December 2018 has highlighted the need for ongoing Council input into rail network maintenance and improvements. Council had prior to this accident applied to RMS to reduce the road speed at this rail crossing and this is still being considered by RMS.

COMMUNITY OUTCOME	
4.4	Good quality and affordable community facilities and infrastructure

COUNCIL STRATEGY				
4.4.1	Upgrade priority playgrounds and parks with good designs to cater for all age groups and abilities and maintain the rest at agreed service levels			
DP Action	Action	Responsibility	Progress	Comment
Provide and maintain safe and adequate playground facilities	Inspection of playground facilities ensuring safety and convenience for all users with the aim for gradual upgrade of playground equipment to meet Australian Standards.	P Sullivan	50%	Inspection of playground facilities have been undertaken and an audit of all playgrounds is in progress. A number of parks has 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	50%	Equipment is in the depot and will be installed in Q3 after the Christmas break. Specialist installers have been engaged to assist due to the complex nature of the project. A park design has been agreed to by Manex and further funding is being sought to implement it. Consultation has occurred with LiveBetter on placement of their item.

COUNCIL STRATEGY				
4.4.1	Upgrade priority playgrounds and parks with good designs to cater for all age groups and abilities and maintain the rest at agreed service levels			
DP Action	Action	Responsibility	Progress	Comment
Provide and maintain safe and adequate playground facilities	Undertake upgrade works to Dalton Park.	P Sullivan	50%	Dalton Park playground has been completed. Further grant funding has been sought for a sensory garden in Q2.
Provide and maintain safe and adequate playground facilities	Undertake upgrade works to Rankin Street Park.	P Sullivan	100%	Upgrade works to Rankin Street Park (Apex Park) have been completed. No further action undertaken in Q2. Seeking grants for additional footpath works, to link Elizabeth Crescent to Rankin Street.

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%	No further work undertaken on this project for the quarter. A new plan forward is required.
Undertake Council's cemetery operations in an appropriate and dignified manner	Keep stock of pre-dug graves in reserve.	P Sullivan	50%	6 pre-dug graves have been undertaken in Q2. Survey works of the Cemetery are currently being undertaken, results expected in Q3.
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	50%	Nymagee and Euabalong library services operated for five hours per week in Q2.
To provide quality and readily accessible library services to Cobar and villages	Participate in State and National events that promote literacy.	J Siermans	50%	No State or National literacy events were promoted in Q2. Council will participate in the Summer Reading Club during the school holidays.

COUNCIL STRATEGY				
4.4.2	Increase the range of community facilities and maintain those that we have to an appropriate standard			
DP Action	Action	Responsibility	Progress	Comment
To provide quality and readily accessible library services to Cobar and villages	The Library acquires, processes, maintains, and lends library materials that are up to date and appropriate.	J Siermans	50%	895 physical items and 350 eBooks and eAudio were added to the collection in Q2. 2,614 items = value \$36,417 (at cost) were removed. 4,912 items loaned (includes 531 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	50%	10 computers provided for public access. 1,147 hours of computer use and 245 hours of wireless bookings for Q2.
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	50%	55 new members joined in Q2. Total membership = 2,114 members. 7,632 visits counted. 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	50%	Library staff participated in mental health first aid training.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Commercial building maintenance.	G Harbison	50%	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	50%	The acid storage shed built to lock up stage. Further works will continue as budget permits.

COUNCIL STRATEGY				
4.4.2	Increase the range of community facilities and maintain those that we have to an appropriate standard			
DP Action	Action	Responsibility	Progress	Comment
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Maintenance of Buildings Asbestos Register.	S Poulter	50%	The asbestos register is updated as new work is planned.
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.
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	50%	The chess set and board, table tennis table and the barbeques have been installed. They were completed in Q2, with an official opening held, with great attendance numbers recorded.
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 engaged an architect to prepare a concept plan to secure grant funding for the project. Grant funding approved - waiting on funding agreement to be signed before finalising design work and preparation of tender documents.

COUNCIL STRATEGY					
4.4.3		Improve recreational facilities at the water reserves			
DP Action	Action	Responsibility	Progress	Comment	
Maintain and improve recreational facilities that are available at the Newey and Old Reservoir reserves	Develop and adopt a plan of management for the Newey Reservoir.	G Ryman	50%	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.	
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	50%	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. The drain out the front of the Cobar Bowling and Golf Club has been cleared in Q2.	
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.	

COUNCIL STRATEGY				
4.4.4	Maintain and expand where necessary, the stormwater and sewer networks			
DP Action	Action	Responsibility	Progress	Comment
Provide, maintain and operate a sewer network and disposal system and treatment works	Implement the Resources for Regions Sewer Upgrade Project.	S Taylor	50%	NSW Public Works Advisory have been engaged to prepare contract documents for the upgrade of the sewer pump stations and the rag and grit screening for the Sewer Treatment Plant. Contract will be tendered in Q3.
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%	Public Works have been engaged to design and document the upgrade of three minor pumps stations and installation of screens and grit removal at the sewage treatment plant. Preliminary site inspections including initial geotechnical and environmental assessments have been carried out.
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%	Council does not have a trade waste officer to implement and monitor a liquid trade waste policy and programme. The Orana Water Utilities Alliance will be requested to investigate options to assist Alliance Councils who have resources issues with trade waste implementation and monitoring.

COUNCIL STRATEGY				
4.4.5	Maintain and service villages parks, streets, footpaths and community facilities			
DP Action	Action	Responsibility	Progress	Comment
Maintain and improve village facilities and services	Arrange for works to be undertaken that have been identified as priority projects by the Nymagee Progress Association (to use Nymagee VPA funds).	P Vlatko	50%	Cooperation between the Nymagee Progress Association and Council has been ongoing. DES attended a Progress Association Meeting on behalf of the GM in Q2. A number of projects submitted under the Australia Government Drought Program.
Maintain and improve village facilities and services	Regularly maintain parks, streets and footpaths in all villages.	P Sullivan	50%	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 Q2.

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	50%	A report will be drafted for Council consideration in the near future that proposes a particular charging mechanism and some other improvements.
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	50%	Regular domestic waste collections have taken place throughout Cobar 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	50%	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	50%	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	50%	There is currently no resources available to proactively survey these areas.
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	50%	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	50%	All village tips have recently had their trenches re-excavated. Further improvements are proposed in this financial year where expenditure allows.
Encourage efficient water use by Shire residents	Promote efficient water use by Shire residents.	P Vlatko	50%	From 1 December 2018 an 'odds and evens' water restriction system was introduced. These measures are in order to ensure the water supply to Cobar does not reach critical levels which will require more severe restrictions such as a complete ban on outside watering. Restrictions will be reviewed again in January 2019.

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	50%	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	50%	Q2 focus is on keeping the 200 trees that have been planted within the last financial year alive. Parks and Gardens are awaiting their next budget to determine what will occur in 2019/2020.

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	50%	Provide this service as resources permits.
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	50%	All suitable unclaimed and unwanted animals chipped and 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	50%	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	50%	Stray dogs and cats seized from public areas & impounded.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Impound straying stock.	G Harbison	50%	Ranger services provided where resources permit.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Maintain stock pound yards.	G Harbison	50%	Pound yards are maintained & available for use when necessary
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	50%	Pound is cleaned and animals fed daily.

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	Provide services for the euthanasia of dogs and cats that have been seized or surrendered.	G Harbison	50%	Only animals unsuitable for rehoming or injured are euthanized. Two dangerous declared dogs were 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	50%	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	50%	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	50%	Meetings were held on the 20th September and 4th December and the Regional Inspection Plan and the Rapid Response Plan were accepted, Council report for the December meeting to adopt both plans has been prepared.

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	An increase in the number of weed awareness programs run (eg weed warriors).	M Gunn	0%	Work is being undertake to run another field day in Euabalong, but due to drought conditions this is delayed.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Attend toolbox meetings and provide education material.	M Gunn	50%	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	50%	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%	Due to drought conditions, no inspections have been conducted so no data has been collected.
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%	No re-inspections have occurred due to the drought conditions, mapping and photo points and re-inspections will continue in the New Year period
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Improve/Update knowledge of Weeds Inspector.	M Gunn	0%	Traffic Control training was undertaken on the 18th September, unfortunately Chemcert ticket has not been updated and training will need to be completed in the New Year.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Increased participation of community groups.	M Gunn	50%	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	50%	No information packs for new property owners were sent out in Q2 due to drought conditions. When conditions improve information packs will be sent.
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	50%	No spraying has been conducted this quarter due to the very dry conditions, spraying will begin in the New Year when conditions are favorable.
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%	No private property inspections have been conducted, difficult due to dry conditions. If conditions are favorable in the New Year inspections will continue.
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%	No inspections and mapping data collected for any new invasive weed. Inspections will continue in the New Year if conditions are favorable.
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%	No public property inspections have been completed due to drought conditions. This will be undertaken in the New Year if conditions are favorable.

COUNCIL STRATEGY				
5.2.5	Vibrant and well run national parks that are accessible and well used			
DP Action	Action	Responsibility	Progress	Comment
Lobby the NSW government to ensure the local national parks are vibrant and	Monitoring of services provided for local National Parks. Identify the current services shortfall provided by National parks and Wildlife Services for National Parks.	M Gunn	25%	No monitoring has occurred in Q2.

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	50%	Concerns about various mining activities have been raised with either the mine directly or the appropriate regulator within this quarter.