

Annual Operational Plan Quarterly Management Report



**COBAR SHIRE
COUNCIL**
outback nsw

Q4 2020/2021

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Key Activity: Community

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

COUNCIL STRATEGY				
1.1.1	Strong and participative interagencies and forums			
DP Action	Action	Responsible Officer	Progress	Comments
Community Services Forum	Actively participate in the Community Services Forums.	Brytt Moore	100%	Cobar Shire Council have continued to host the Community Service Forum here at Council and offer zoom as an option for services from Dubbo, Bourke etc. to be involved without needing to travel. April and June's meetings were both well attended.

COUNCIL STRATEGY				
1.1.2	Work with Government Departments and NGO's to improve service delivery, such as that proposed through initiatives like the reforms of local government			
DP Action	Action	Responsible Officer	Progress	Comments
Actively participate in the Far North West Joint Organisation	Mayor and General Manager to attend all meetings.	Peter VLATKO	100%	All meetings are attended as required.
Actively participate in the Orana Water Utilities Alliance	Attend meetings of the Orana Water Utilities Alliance.	Victor Papierniak	100%	Attended meetings of the Orana Water Utilities Alliance
Work with NSW Health, Department Planning Industry & Environment (DPIE) and EPA to assist with optimisation and improve water and sewer services	Attend meetings with inspectors and measure quality and discuss results.	Victor Papierniak	100%	Worked with NSW Health, Department Planning Industry & Environment (DPIE) and EPA to assist with optimisation and improve water and sewer services

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
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COUNCIL STRATEGY

1.2.1 Implement the actions outlined in the Youth Development Plan

DP Action	Action	Responsible Officer	Progress	Comments
Engage the services of a Youth Development Officer	Seek grant funding to engage a Youth Development Officer.	Narelle KRIZ	100%	Temporary job share youth officers being put into place for the next 18 months & review after that
Undertake School Holiday Activities	Library staff, community members and/or volunteers plan and provide craft and other fun activities for small groups of children with a charge applied to recover cost of materials.	Jane SIERMANS	100%	6 in-library craft sessions were offered in April. 41 children attended for bead, painting & other fun activities.
	Undertake school holiday activities to implement a varied school holiday activities program at the CYFC.	Narelle KRIZ	25%	On hold due to resourcing issues

COUNCIL STRATEGY				
1.2.2	A greater range of youth activities organised and coordinated			
DP Action	Action	Responsible Officer	Progress	Comments
To provide youth services and a facility that will create interaction between all ages, interests and social standing by providing recreational, sporting and cultural activities and support services for the youth and the community of Cobar.	Hold regular youth activities at the centre and maintain partnerships to aid and enhance the provision of Youth Services.	Narelle KRIZ	0%	Nil to report Youth Centre is closed
	Undertake activities under Family and Community Services grant.	Narelle KRIZ	30%	Youth Centre is reopening, we have organized a Friday night games night outside.
Organise Youth Week Activities	Cobar Youth Council undertake activities during the year aimed at young people.	Narelle KRIZ	0%	Nil to report Youth Centre is closed
	Youth Week activities to be organised in-conjunction with Cobar Youth Council	Narelle KRIZ	0%	on hold due to pandemic - resourcing issues
Implement the Drug and Alcohol Action team LDAT Grant	Undertake the activities outlined in the Drug and Alcohol Action team LDAT Grant	Narelle KRIZ	40%	On hold due to pandemic

COUNCIL STRATEGY				
1.2.3 Increased educational opportunities provided locally				
DP Action	Action	Responsible Officer	Progress	Comments
Work with early childhood organisations, schools and TAFE to increase the quality and diversity of educational opportunities available locally and promote them	Bring to fruition the education services goal of a local speech therapy program aimed at 3-8 years in Cobar working with governments and NGO's to find a solution.	Kym MILLER	0%	No action yet.
	Hold regular meetings to determine key issues in delivering education to early childhood services in Cobar and develop solutions to these issues collaboratively.	Peter VLATKO	0%	No action undertaken in Q4.

COMMUNITY OUTCOME				
Families are supported, social inclusion is valued and families who relocate to Cobar stay in Cobar				
COUNCIL STRATEGY				
1.3.1	Parents are supported in their role to raise their children and services are available to assist them to build their parenting skills			
DP Action	Action	Responsible Officer	Progress	Comments
Cobar Shire and TAFE library staff support parents via library services and outreach	Hold story time sessions, Library staff provide activities for children aged 6 months to 5 years, and model early literacy for parents including during isolated periods related to COVID-19.	Jane SIERMANS	100%	Pre-school Storytime, rhyme & craft sessions were offered for most of Q4. 84 children attended with parents/ carers.
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.	Kym MILLER	100%	

COUNCIL STRATEGY

1.3.2 Increase the supply of childcare and preschool places and options

DP Action	Action	Responsible Officer	Progress	Comments
Administer and coordinate Children Services (FDC, COOSH, IHC)	Administration of CCS for all eligible families in accordance with Federal Legislation.	Manager Children Services	100%	Ongoing task of admin officer
	Maintain and update policies, manuals, procedures, quality improvement plans and family information packages for FDC, IHC and COOSH to comply with changes to National Regulations and Quality Framework and National In Home Care Standards concepts and new information.	Manager Children Services	85%	Now that the 'free childcare' period has ended we will be continuing to reviewing policies. Transportation changes have been completed & distributed. Reviewed IHC Educator Registration packages, also moved to online registrations for IHC, FDC & COOSH families
	Provide craft and activity packs to In Home Care Educators four (4) times per year.	Manager Children Services	100%	Packs provided where possible

Administer and coordinate Children Services (FDC, COOSH, IHC)	Support Implementation of Early Years Learning Framework and the "My Time Our Place" into educator curriculum.	Manager Children Services	100%	Ongoing day to day task
Improve the quality and availability of children's services in Cobar and surrounds	Support Early Childhood Services in Cobar to ensure adequate supply of quality childcare to meet the communities needs and expectations.	Manager Children Services	100%	Licence recently expanded to meet demand. Kubby to be transferred to CSC
Maintain adequate service levels for Children's Services providers across Cobar	Assist children service providers to seek service and infrastructure funding to meet the needs of the community.	Peter VLATKO	100%	Design & Commitment for the ELP is progressing.

COUNCIL STRATEGY				
1.3.3	Have family orientated activities to encourage families to socialise in the community			
DP Action	Action	Responsible Officer	Progress	Comments
Plan, organise and promote festivals, celebrations and activities in the Shire	Development of a full program of activities to celebrate the 150 year anniversary of Cobar.	Demi Smith	100%	The COVID-19 pandemic cancelled all event in relation to the 150 years celebration. Council is planning a "Back to Cobar" month celebration in October 2021 pending COVID restrictions.
	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.	Demi SMITH	100%	Event Calendar for 20/21.

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.	Demi SMITH	75%	<p>Australia Day Winners 2021 Citizen of the year: Bruce Shuttle Young Citizen of the Year: Connor McMullen Bossie Mitchell Service to the community: The Rotary Club of Cobar Event of the Year: Cobar Business Associations Christmas Parade & Gala Night Service to Sport: Simone Knight Sports Award of the Year: Cobar Roosters Under 18's Premiers Team Kerrigundi Sporting Award: Sarah Morley Environmental Sustainability Award: Robert & Rachel Colling ridge</p> <p>Council was unsuccessful in securing grant funding for Seniors Week 2021. Council will host a week of activities in September for Seniors Week, pending COVID restrictions.</p>
	Organise the Grey Mardi Gras including seeking funding opportunities.	Demi SMITH	100%	Cobar's Grey Mardi Gras is now rescheduled for April 29-1 May 2022.

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	Responsible Officer	Progress	Comments
Council supports community groups by providing access to facilities	Library Arcade rooms available for community groups and local businesses.	Jane SIERMANS	100%	Both of the arcade rooms are available for use with minimum occupancy restrictions due to COVID-19. The rooms were booked for use 43 times in Q4.
Work with local organisations and businesses to build on current activities	Work with local organisations and businesses to build on existing events and to help them to develop new ones and promote them.	Demi SMITH	100%	Tourism staff work collaboratively with local organisation to help deliver events within the community. Staff worked closely with the Cobar High School staff and students to prepare the music for the Cobar Miners Memorial opening. Staff have met recently with the Aboriginal Local Lands Council to discuss items in relation to Indigenous tourism and Museum exhibition. Staff worked closely and assisted the RSL sub branch in preparation for ANZAC day and provided staff and equipment for the event.

COUNCIL STRATEGY				
1.4.2	Develop initiatives to maximise the benefits and minimise the negative impact of shift work and FIFO/DIDO on the community			
DP Action	Action	Responsible Officer	Progress	Comments
Work with local business and government agencies to identify where changes can be made or initiatives developed to reduce the negative impacts and encourage residential living of employees	Liaise with local business and government organisations to reduce the potential negative impacts of shift changes to mining rosters, absentee workers and mining closures to reduce the community impact and encourage residential livability of Cobar.	Peter VLATKO	50%	This will be completed when the Local Strategic Plan is updated
	Prepare the Local Strategic Planning Statement to include measures to reduce DIDO/FIFO.	Peter VLATKO	0%	This will be completed when the Local Strategic Plan is updated.

COUNCIL STRATEGY				
1.4.3	Support Aboriginal people and organisations to increase the broader communities awareness and recognition of local Aboriginal cultural identity in Cobar and to assist in meeting the targets set out under the current government policy of Closing the Gap.			
DP Action	Action	Responsible Officer	Progress	Comments
Undertake activities to increase awareness of Aboriginal culture in the Cobar Shire and improved coordination of Local Aboriginal Groups	Liaison with Aboriginal stakeholders to determine and undertake appropriate activities that increase awareness of Aboriginal culture.	Peter VLATKO	50%	No action in Q4.

COUNCIL STRATEGY				
1.4.4	Support arts and cultural organisations, activities and facilities			
DP Action	Action	Responsible Officer	Progress	Comments
Support Outback Arts and cultural activities in the Shire	Provide annual funding and support to Outback Arts and actively participate on the Outback Arts Board and support arts and cultural activities in the Shire.	Brytt MOORE	100%	After Council not having a delegate on the Outback Arts board, it was approved by motion at the June Council meeting that Seigrid Peters be Councils delegate on the Outback Arts board. Council have continued to provide annual funding which assists Council in accessing Art and cultural grants. easing, we have been fortunate to have a puppet show attend Cobar through

Support Outback Arts and cultural activities in the Shire				Outback Arts funding as well as 'Outback Out loud' which was an opportunity for locals and anyone to tell their stories and become familiar with the world of podcasting.
	Provide a range of art and culture exhibitions at the Library Gallery.	Jane SIERMANS	100%	The Outback Archie's Exhibition was hosted in Q4. The exhibition featured artworks, photography and sculptures.
	Work with organisations such as Cobar Arts Council to run art workshops, exhibitions and provide artistic opportunities.	Demi SMITH	100%	Recently staff assisted with the promotional assistance for the Cobar Arts Council Cobar Community Collective exhibition at the railway station. Staff continue to work collaboratively on future events.
Provision of Curatorial services at the Great Cobar Heritage Centre.	Arrange, update and promote exhibitions and displays at the Great Cobar Heritage Centre, including master planning and renewing exhibitions as per grant funded projects.	Demi SMITH	100%	The museum team continues to work with consultants to finalise the museum upgrades. Speed framing and plinths have now been

<p>Provision of Curatorial services at the Great Cobar Heritage Centre.</p>				<p>installed on site and all graphic proofs have been finalised and ready for production. Consultants are closely working with manufactures and conservators for graphics, display boxes and object conversation. All objects returning to exhibition space have been catalogued, prepared and cleaned to be moved into the exhibition.</p>
	<p>Receive, document and store objects at the Great Cobar Heritage Centre that are relevant to Cobar's history and are compliant with the Collections Policy. As the upgraded Museum is restocked each item is to be checked for compliance.</p>	<p>Demi SMITH</p>	<p>100%</p>	<p>The Museum collection remains stored in temporarily locations at Barton street and onsite in shipping containers and the coach house at the museum. The collection is currently being catalogued and prepared to be moved back to the museum when the renovations is complete. The museum remains to currently limit collection donations due to limit storage availability.</p>

COMMUNITY OUTCOME	
1.5	A healthy and active community

COUNCIL STRATEGY					
1.5.1		Provide appropriate health care options and services both within the Shire and the region			
DP Action	Action	Responsibility	Progress	Comments	
Provide assistance and incentives to attract Doctors.	Develop policies to support the attraction of Doctors to Cobar.	General Manager	100%	Council has been active with the local mines to support the Outback Division of General Practice in successfully attracting two doctors. Incentives include housing, flights and pool admission	
Lobby NSW Government and the Federal Government to increase and improve health care provision within the Shire, including access to GP and Mental Health services.	Lobby NSW Government and the Federal Government to ensure high quality health care services are available in Cobar Shire or are easily accessible where it is not possible to have them provided locally.	Peter VLATKO	75%	Council attended the Health enquiry to identify the issues related to health services for Cobar.	

COUNCIL STRATEGY				
1.5.2 Increase the use of Council owned and other sporting and recreational facilities across the community				
DP Action	Action	Responsible Officer	Progress	Comments
Increase the use of the Cobar Youth and Fitness Centre	Increase utilisation of the Cobar Youth and Fitness Centre.	Narelle KRIZ	0%	Centre Closed
Contract management of the Cobar Memorial Swimming Pool	Consider whether to the pool extension period will be offered to the Contractor.	Kym MILLER	100%	Extension granted
	Supervision of pool operations ensuring safety and convenience for all patrons is paramount and manage the Pool Contract.	Kym MILLER	100%	No major incidents or complaints
	Undertake promotional programs to increase pool patronage.	Kym MILLER	100%	Pool promotions achieved strong usage in season completed
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.	Carly HUNTER	100%	Project Complete. Officially opened 19 June 2021.
Maintain all Council parks and reserves, including plants, trees and public facilities, the Skate Park and the Miners Memorial.	Inspect and rectify defects of Park assets, reserves, including plants, trees and public facilities and the Skate Park.	Paul SULLIVAN	50%	

	Maintenance of sporting ground and associated facilities.	Paul SULLIVAN	50%	
Extend and expand the Great Cobar Heritage Centre	Undertake consultations and prepare design documents for an expanded Great Cobar Heritage Centre.	Demi SMITH	100%	The Museum project team continues to work closely with consultants in the progression of the Museum upgrades. The team has now finalised and prepared all items for exhibition installation, completed all items for graphic production and finalising the timeline for exhibition installation.

COUNCIL STRATEGY				
1.5.3	Provide adequate infrastructure to care for older residents locally			
DP Action	Action	Responsible Officer	Progress	Comments
Provide appropriate services for residents at the Lilliane Brady Village	Develop annual budget to ensure adequate resources to enable appropriate services are maintained.	Helen SPYT	30%	Meeting with Kym Miller to discuss and formulate staffing budget- planned for week commencing 19/07/2021. Review of consumables ensuring only required stock is ordered. Adequate PPE on hand and spare for Covid -19 and outbreak management. Increase in ACFI revenue commencing May 2021 due to voluntary uplift.
	Develop, implement and review systems to ensure services are provided according to the needs of residents.	Helen SPYT	100%	Completed Covid vaccinations for residents. Completed influenza vaccinations for residents Continued Wellness checking of all visitors/ stakeholders on entering the facility Engage suitable staff to deliver required cares for residents Completion of resident survey using survey monkey (electronic) Continued monthly resident meetings ensuring information is shared and the residents voice/s are heard. Information emailed to family members ensuring information is shared

Provide appropriate services for residents at the Lilliane Brady Village	Ensure adequate and appropriately skilled and qualified staff to ensure all services are delivered in line with facility mission statement and policies.	Helen SPYT	85%	Commencement of Clinical Care Manager to support care staff in service delivery. Increased on floor" presence of DoN to support and assist staff needs Engagement with new pharmacist to ensure pharmaceutical needs are addressed and corrected Participation in newly formed Governance Committee addressing requirements. Ongoing induction and assessed skills of staff
	Finalise the new bed licences.	Helen SPYT	100%	Commencement of Clinical Care Manager to support care staff in service delivery. Increased on floor" presence of DoN to support and assist staff needs Engagement with new pharmacist to ensure pharmaceutical needs are addressed and corrected Participation in newly formed Governance Committee addressing requirements. Ongoing induction and assessed skills of staff
	Maintain health and personal care of all residents according to their needs and maintain resident lifestyle, rights and choices.	Helen SPYT	100%	Daily checking of progress notes, adverse events and care plans to ensure assessed needs are delivered in a timely manner. Completion of quarterly KPI report displaying improvements in all aspects of resident cares- shared with staff. Don participates in daily hand over to

Provide appropriate services for residents at the Lilliane Brady Village				update staff with information, ensuring GP requests and directives are managed. Closely works with RAO to ensure the choices of the residents are maintained, privacy and dignity a key element in lifestyle choices
	Monitoring of levels of aged care provided at the Lilliane Brady Village.	Helen SPYT	100%	Daily review of notes and incidents-ensuring protocol and policy is maintained Manages and reviews complaints/ comments and feedback- engages to continuous improvement. Completes and reports on audits looking to negate risk management and comply with legislation Cleaning outsourced to improve required standard of infection control Monthly staff meetings in various groups to identify/ rectify/ improve and listen to staff ideas and feedback Engage with residents asking if they are satisfied with cares/ meals/ cleaning/ laundry
	Promote community awareness and encourage ongoing resident involvement in community events.		100%	Email sent to Cobar High School making myself available to speak to the student body regarding job opportunities at LBV. Weekly newspaper distributed and discussed with residents keeping them informed of the happenings in their community. Strong participation by residents in the

Provide appropriate services for residents at the Lilliane Brady Village				Annual Cobar Show- awards given to entries.
	Provide a transparent mechanism for concerns and complaints management from all stakeholders.	Helen SPYT	100%	Complaints and feedback electronically recorded within Manad. Same shared with Council during Governance meetings. Complaints discussed with staff sharing management/ outcome and feedback as lessons learned.
	Successfully onboarded the new licences.	Helen SPYT	100%	nil further to add

COMMUNITY OUTCOME	
1.6	A safe and clean community

COUNCIL STRATEGY				
1.6.1	A more visible and engaged police presence			
DP Action	Action	Responsible Officer	Progress	Comments
Work with police and licensed premises to promote a safe community	Attendance and commitment to the Cobar Police Community Precinct Committee.	Peter VLATKO	0%	Police are present at all Liquor Accord meetings & have undertaken foot patrols in the main street.
	Provide secretariat services for the Cobar Liquor Accord.	Peter VLATKO	100%	All meetings attended & support provided

COUNCIL STRATEGY				
1.6.2 Implementation of the Cobar Crime Prevention Plan and Strategy				
DP Action	Action	Responsible Officer	Progress	Comments
Removal of graffiti and recording of graffiti incidents	Supervise the removal of graffiti and ensure all evidence is taken and recorded appropriately.	Paul SULLIVAN	50%	
Implementation of actions outlined in the Cobar Crime Prevention Plan and Strategy.	Update all action list for the Cobar Crime Prevention Plan and Strategy.	Kym MILLER	0%	Insufficient resources.

COUNCIL STRATEGY				
1.6.3 Encourage safe and sustainable development				
DP Action	Action	Responsible Officer	Progress	Comments
Undertake legislated obligations in relation to building and development	Assess and determine all relevant applications as outlined under Section 68 of the Local Government Act 1993	Garry RYMAN	100%	Applications lodged seeking an approval under Section 68 of the Local Government Act are assessed and determined in accordance with relevant legislative standards.

Undertake legislated obligations in relation to building and development	Carry out critical stage and other progress inspections required to ensure completed projects comply.	Garry RYMAN	75%	Development projects are inspected when necessary to establish level of compliance.
	Complying Development applications assessed and approved in accordance with statutory standards requirements and Council Codes.	Garry RYMAN	75%	Development Applications lodged with Council are assessed and determined in accordance with relevant legislation requirements.
	Develop an Onsite Sewage Management Register for existing systems in priority areas.	Garry RYMAN	75%	An electronic on-site sewage management register is maintained as new systems are installed and given approval to operate.
	Development Applications assessed and approved in accordance with statutory standards and requirements and Council Codes.	Garry RYMAN	100%	All complying development certificate applications are assessed against legislative and state prescribed development standards, in conjunction with the statutory determination period
	Inspect all development when required by approval so as to ensure compliance.	Jessica MCFARLANE	100%	All development inspections as required were inspected as requested or required for appropriate conformance.
	Process applications for Planning Certificates.	Garry RYMAN	100%	Planning certificate applications are determined expeditiously following lodgment with Council.

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.	Garry RYMAN	100%	All Section 68 applications seeking approval to install, operate and modify on-site sewage management systems are managed as per relevant legislated requirements, including registration, inspection and approval.
Implement and maintain an appropriate register for leases, licences and land	Maintain the Lease, Licence and Land Register.	Garry RYMAN	100%	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	Responsible Officer	Progress	Comments
To provide the community with an aesthetically pleasing and clean urban environment	Mechanically and manually clean the streets in the urban area to provide suitable environment for the community.	Paul SULLIVAN	50%	Town streets are mechanically and manually cleaned daily as per a maintenance schedule.
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.	Kym MILLER	50%	Ongoing investment front of chamber & Museum just completed.

Design and scope system for CCTV for key assets in the Shire	Design and scope a system covering key assets and seek funding to implement CCTV installation.	It Manager	80%	In the main completed - fine tuning required
Provide adequate telemetry for our networks across the Shire for Water and Sewer	Upgrade the telemetry network across the Shire.	Victor Papierniak	5%	Draft audit report of telemetry assets completed.
Provide modern and efficient street lighting for Cobar	Upgrade street lighting to current standards and technology.	Thomas Martin	95%	This project is 98% complete; there is some payback from carbon credits but from readings to date no obvious reduction in power or maintenance costs; will continue to observe power usage.

COUNCIL STRATEGY				
1.6.5				
Provide protection from fire, natural disasters, public health and other threats to the community				
DP Action	Action	Responsible Officer	Progress	Comments
Have contingency plans in place to minimise the damage from threats from natural disasters	All food shops and licensed premises inspected as per Food Authority Partnership.	Jessica MCFARLANE	75%	Routine Inspections commenced again in this quarter, with most food premises (that were accessible and operational during business hours) being inspected and data reported to the relevant food authority.
	Investigation of public health incidents.	Jessica MCFARLANE	95%	Council is managing the incidence of frequent fires at Nymagee and West

Have contingency plans in place to minimise the damage from threats from natural disasters				Nymagee which are a public health hazard due to smoke and given the sites are unsupervised. These landfills are subject to compliance audits and long-term plans of management to minimize risk to the public and Council staff.
	Public swimming places inspected, and water samples taken.	Jessica MCFARLANE	100%	Water samples are not completed by staff.
	Swimming pool safety barriers inspected.	Jessica MCFARLANE	75%	Upon application, private swimming pools are inspected by Council. Hotel and Motel swimming pools are completed.
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 reasonable foreseeable risks within the community.	Scott CASEY	100%	LEMC meeting was held on 3 May and this body continues to undertake strategic planning and liaison for the region.
	To establish an effective and relevant Local Emergency Management Committee to co-ordinate Emergency services with the community.	Scott CASEY	100%	The LEMC met on 3 May 2021.

Key Activity: Economy

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

COUNCIL STRATEGY				
2.1.1	Encourage business growth and new business opportunities in the Shire			
DP Action	Action	Responsibility	Progress	Comments
Facilitate business development in the Shire	Develop appropriate capital improvement strategy in accordance with the amended lease at the Cobar Caravan Park.	Peter VLATKO	75%	No action undertaken in Q4 due to COVID-19.
	Facilitate business opportunities within Cobar and promote the region.	Peter VLATKO	0%	No action undertaken in Q4 due to COVID-19.
	Review all lease conditions of the Cobar Caravan Park with an objective of striking a balance between revenue and investment.	Peter VLATKO	100%	New Lease has been completed and signed.

COUNCIL STRATEGY				
2.1.2		Review and Implement the Economic Action Plan		
DP Action	Action	Responsibility	Progress	Comments
Review as necessary the Economic Action Plan and implement the actions contained within it	Renew as necessary the Economic Action Plan and implement the actions contained within it.	Kym MILLER	0%	On hold other options being employed

COUNCIL STRATEGY				
2.1.3		Encourage people to shop locally and support the business community more broadly		
DP Action	Action	Responsibility	Progress	Comments
Participate in, and work with, the Cobar Business Association to develop programs to support business	Work with the Cobar Business Association to support local business initiatives such as the Great Cobar Business Awards, shop local promotions, training initiatives and other activities.	Demi Smith	100%	Council remains to work with the Cobar Business Association. Council staff hold the secretary role on the committee and continues to work closely with the committee on future campaigns and events.
Support shop local campaigns, including administration of the Cobar Quids program	Monitor, dispense and reconcile Cobar Quids.	Jo-Louise BROWN	100%	Council act as the "bank" for Cobar Quids on behalf of the Cobar Business Association. Cobar Quids are legal tender which can only be spent in Cobar Businesses to encourage shopping locally. There was an average of 45 transactions each month this quarter.
Establish the Economic Taskforce	Re-establish the Economic Taskforce and progress priority actions identified by the Taskforce.	Kym MILLER	0%	Insufficient resources.

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

COUNCIL STRATEGY				
2.2.1	Update and implement the Tourism, Events and Museum Business Plan			
DP Action	Action	Responsibility	Progress	Comments
Update and implement the Tourism, Events and Museum Business Plan	Complete revision of all Council Tourism Signage and construct, design and prepare a funding plan to achieve.	Demi SMITH	100%	New Tourism signage has been installed at the entry points to Cobar and boundaries. This signage is a short-term solution to repair the signs that were in desperate need of care in these locations. Council have prepared a portfolio of current tourism signage and will work on a signage style guide to be presented to council in the future.
	Regularly update and report on implementation of the Tourism, Events and Museum Business Plan.	Demi SMITH	100%	A six-month tourism report was prepared for the June Council meeting. This provided Council with a full update on activities and events carried out over a six-month period for Tourism Staff. Tourism Staff continue to keep in close communication with businesses, tourism operators and community groups to assist with regular promotional activity for events hosted within the community.

COUNCIL STRATEGY				
2.2.2	Develop a diverse range of interesting annual events and promote the activities that are on and the cultural experiences that are available in Cobar to locals and tourists			
DP Action	Action	Responsibility	Progress	Comments
Manage the Visitor Information Centre	Manage the Visitor Information Centre, admissions to Museum and souvenir shop at the Great Cobar Heritage Centre.	Demi SMITH	100%	<p>The Visitors Information Centre continues to operate at 43 Linsley Street whilst the Museum is under renovation. Staff at the Centre keep regular contact with all Tourism operators who have expressed how busy they have been during the months of April to June. On board coach tours have remained solid over the past months with staff delivering tours to seven companies with over 200 people on board for the tours.</p> <p>General Tourism Stats April: Visitors: 1303, Phone enquires 74 & shop \$2795.20 May: Visitors: 1368, Phone enquiries 130 & Shop \$2137.35 June: Visitors: 1472, Phone enquiries 146 & Shop \$2085.00</p>
Develop and implement new ideas to bring people to Cobar	Develop new marketing material to bring new residents and tourists to Cobar.	Demi Smith	100%	<p>Urban enterprises were engaged by the far North West Joint organisation as a consultant to prepare a Tourism Marketing Strategy for the Councils Cobar, Bourke and Walgett. The aim of the project is to establish a shared vision and direction for the Far North West region as a visitor destination, guide future tourism development initiatives and</p>

<p>Develop and implement new ideas to bring people to Cobar</p>			<p>marketing activities. The stagey has now been presented by Urban Enterprise and each shire will now work on the short and long-term goals of rolling it out.</p> <p>The Kidman Way promotional committee featured in The Australian Traveler online digital feature for the month of April. Cobar was also featured in the April edition for the Wanderer which is Australis largest RV club magazine. Cobar was featured in a 8-page editorial piece and was awarded the front cover photo for the CMCA 35th Birthday edition.</p>
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COMMUNITY OUTCOME

2.3 A strong business hub operating out of the Cobar airport

COUNCIL STRATEGY

2.3.1 Encourage business development at Cobar Airport and encourage Cobar as a stopover point for aircrafts

DP Action	Action	Responsibility	Progress	Comments
Actively seek out business opportunities to enhance the operations at Cobar Airport	Promote the airport to interested parties to establish business enterprises as per the actions in the Master Plan	Kym MILLER	100%	2 new footprints released. no business queries
	Providing Secretariat support to the Airport Advisory Committee to the Cobar Regional Airport.	Kym MILLER	5%	On hold due to resourcing shortage

Key Activity: Governance

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

COUNCIL STRATEGY				
3.1.1	Increase Council's income stream			
DP Action	Action	Responsibility	Progress	Comments
Reassess all rates, fees and charges	Sound revenue management plan in place including rate recovery and debt recovery.	Jo-Louise BROWN	100%	Council continues to take action as per the Debt Recovery Policy and restrictions imposed by Covid 19.
Undertake private works	Undertaken private works for property owners, mines, contractors and RMS.	Maurice BELL	100%	
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.	Brytt MOORE	100%	Council has continued to apply for grants in line with its Annual Operational Plan. Grants applied for are reported on on a monthly basis through the Council agenda

Undertake rating functions of Council	Recovery of outstanding rates	Jo-Louise BROWN	100%	Council levied Rates & Charges for the 2020-2021 year in July. The first instalment due date was delayed until the 30 September due to Covid 19. The arrears at 30 June 2020 have been reduced from \$916,892.98 to \$350,787.86 as at 30 June 2021. Water was levied late June so is not due until 23 July 2021.
	Undertake sale of land under Section 713.	Jo-Louise BROWN	100%	
Effectively manage Council investments	Optimum investment of Councils surplus funds in accordance with Council's Investment Policy.	Sandra DAVEY	100%	Councils surplus funds have been invested to maximise interest revenue after taking Council's current and future working capital and operational needs into consideration. Interest rates have dropped considerably since the inception of COVID-19. Therefore, there has been a reduction in interest revenue for the period and this is expected in the future.
Implement the Section 94 Plan, Section 64 Plan and VPAs and manage the funds to provide for future infrastructure through developer contributions	Implement the Developer Contributions Plan, Section 64 Plan and VPAs and manage the funds to provide for future infrastructure through developer contributions.	Garry RYMAN	100%	Contributions Plan, S.64 Plan and Planning Agreements implemented/utilised during Q4 reporting period.

To provide a Section 64 Plan that meets the community expectation	Review the charging methodology to ensure that it meets the ability to develop Cobar Shire.	Victor PAPIERNIAK	40%	IWCM project reviews charging methodology.
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COUNCIL STRATEGY				
3.1.2	Minimise risk for Council and the community			
DP Action	Action	Responsibility	Progress	Comments
Develop and implement a risk management strategy suitable for Council operations	Co-ordinate the development of Council's Business Continuity Plan and Disaster Recovery Plan in conjunction with StateCover.	Kym MILLER	35%	We are struggling to complete this
	Implement a Corporate Risk Management Strategy.	Summer PATTERSON	100%	The Enterprise Risk Register was completely reviewed and adopted by Manex in 2019. Quarterly departmental reviews have commenced to ensure updates/additions/deletions are recorded. Manex review all high level risks at each monthly Manex meeting.

Develop and implement suitable internal audit processes for Council operations	Facilitate Internal Audits functions based on Risk Register commencing with most significant risk.	Kym MILLER	100%	Attention is currently in Cyber avails
	Internal Audit Committee to meet quarterly and ensure compliance with all Legislative and Regulatory requirements.	Kym MILLER	50%	March meeting cancelled due to impact of absence of Peter & Kym
	Provide a safe working environment through advice, safety programs audits and staff involvement.	Summer PATTERSON	100%	<p>Policies & Procedures for WHS have been developed, regularly reviewed and any changes or new policies/procedures are relayed to all staff. To meet our consultation requirements, the Council's WHS Committee are asked to contribute in these reviews, and managers/supervisors are asked to discuss any changes with employees.</p> <p>Council conducts a yearly StateCover WHS Audit to highlight any areas that need attention, and complete yearly StateWide Continuous Improvement Pathway (CIP) program to further improve our safety systems in an area of risk chosen by them.</p>
	Reduce workplace incidents by providing return to work services, supporting the Health and Safety Committee, providing adequate training and appropriate procedures.	Summer PATTERSON	100%	<p>Return to Work and injury management services are provided to all areas of Council by the Human Resources team and take a considerable amount of time to facilitate.</p> <p>Our ageing workforce continues to be a significant driver for workplace degenerative injuries as does managerial issues at LBV which has</p>

Develop and implement suitable internal audit processes for Council operations				generated an increase in psychological injuries in the past 12 months.
	Refinement and implementation of Councils WHS Management System in conjunction with WHS Committee and employees.	Peter VLATKO	100%	WHS policies/procedures are continuously being developed and reviews. Following the StateCover WHS Audit in July 2020 an action plan was developed. The WHS Advisor is continuing to work alongside consultant Tanya Gilbert to complete actions from the audit. WHS Advisor will continue to attend the Orana Risk Group meetings each quarter. The WHS Committee meetings are running well, meeting every 2 months. The Vault system has been rolled out to all staff with the incident reporting and site inspection modules (Vault Check). Risk Management Action Plans are being completed electronically through the new Vault system and corrective actions are tracked and reported through that system.
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).	Summer PATTERSON	100%	At the Annual Induction Day all outdoor employees are retrained in the 6 SWMS relevant across the whole organisation. A review of Council's WHS Management System will identify the risks and hazards in the workplace, and SWMS will be created from this. Training of the SWMS will follow, through consultation in supervisors meetings, toolbox talks and on the job training.

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.	Summer PATTERSON	100%	All new staff receive a 'walk through' induction during their first week of employment from their supervisor as well as completing an online Council induction. Our online induction was recently reviewed with all existing staff required to complete the updated induction and a scheduled refresher every two years. Staff are inducted onto the relevant work sites they will be working at (and onto applicable plant) by their immediate supervisor.
	Facilitate/coordinate regular WHS audits of the workplace and monitor implementation of audit recommendations.	Summer PATTERSON	100%	WHS Committee have an active workplace audit schedule. The action register keeps track of allocated tasks and their completion via Vault.
Ensure that records management provides a framework for collection, management and retrieval of Councils records to meet Councils needs and compliance requirements	Compliance with Records management obligations.	Peter VLATKO	100%	In the Q4 reporting period numerous one on one Records inductions were held for new starters to give them a better overview of Records Management and understanding of their own individual compliance requirements for Records Management. Records staff prepared for the interim audit. Discussions were held and instructions prepared for various Council run services to improve their capture and management of information into Councils corporate records system, to better meet Council's Records Management compliance obligations.

Ensure that records management provides a framework for collection, management and retrieval of Councils records to meet Councils needs and compliance requirements				Assistance was provided with the RFT Ward Oval Fabrication and Installation of Stables at Ward Oval as well as extensive search requests undertaken for various Council assets and services.
	Effective records administration systems and protocols in place.	Peter VLATKO	100%	In the Q4 reporting period a titan user security audit was undertaken, as well as changes to the after-hour call outs for the Council Administration Building and the Great Cobar Museum. Clarification was sought and instructions issued for the correct disposal classification of Councils planning records. The Records Management Hazard Manual Tasks Register was updated. Improvements were drafted for the Responsible Officer Tendering Checklist for better efficiency and compliance of the tendering process. The Document Control procedure for the Lilliane Brady Village was revised and amended to reflect the revised legislated protocols.
	Electronic Document Management System (EDMS) to be implemented.	Peter VLATKO	95%	The RFT for the ERP Replacement (with an EDRMS component) was awarded to Magiq Software at the May Committee of the Whole Council Meeting. Following this, discussions commenced with Magiq Software regarding stipulation of the contract as well as project management considerations. Internal meetings have

<p>Ensure that records management provides a framework for collection, management and retrieval of Councils records to meet Councils needs and compliance requirements</p>				<p>been held to determine ways to streamline the way documents and records are saved to make it easier to migrate data to the new EDRMS.</p>
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COUNCIL STRATEGY				
3.1.3	Strong governance measures in place			
DP Action	Action	Responsibility	Progress	Comments
Councillors are well trained and informed on their roles and responsibilities	Training provided to Councillors.	Peter VLATKO	0%	No training provided in Q4.

COMMUNITY OUTCOME	
3.2	An engaged community that participates in decision making

COUNCIL STRATEGY				
3.2.1	Encourage more direct participation and interaction between Council and the community			
DP Action	Action	Responsibility	Progress	Comments
Provide up-to-date and relevant information to the public on Councils activities	Dissemination of up-to-date and relevant information to the media and staff on Councils activities.	Peter VLATKO	100%	Regular newsletters are generated and distributed giving an update on projects, corporate issues. Regular adverts are placed in the paper to the community updates, along with Facebook postings across Council's business units - with Facebook accounts regularly updated by the Youthie, Library, Tourism and Council. Council also uses Instagram to sell what we are

Provide up-to-date and relevant information to the public on Councils activities				doing and to generate interest. Frequent email mail outs have been sent to staff on COVID-19 updates. A Council newsletter was distributed with the September Rates Notice. Water restrictions were advertised in Q4 as well as a water information update.
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.	Scott CASEY	100%	Rural Roads Committee meeting at Berangabah was held on 5 May. There was a large attendance and wide range of matters discussed. Local Traffic Committee met on 18 May.

COUNCIL STRATEGY				
3.2.2	Increase the participation of youth in community leadership			
DP Action	Action	Responsibility	Progress	Comments
Provide administration and support to the Cobar Youth Council	Provide administration and support to the Cobar Youth Council and maintain contact with similar organisations in other Local Government areas so as to provide interaction.	Narelle KRIZ	30%	On hold

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

COUNCIL STRATEGY				
3.3.1	Provision of good customer service			
DP Action	Action	Responsibility	Progress	Comments
Focus on the provision of good customer service by all Council staff	Ensure that all CRM and other complaints registers and reviewed with appropriate actions and responses to complainants.	Kym MILLER	100%	Report to Council will give full details

COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comments
Human Resources	Continue to promote the Staff Recognition and Reward Program.	Summer PATTERSON	100%	Council GEM Awards encourage staff to nominate their peers for "Going the Extra Mile", the awards are presented at a quarterly BBQ for all staff (BBQs on hold due to COVID-19). We consistently receive several nominations each quarter. The updated Reward & Recognition Policy has aligned the nominations with our current core values - ACE IT.

Human Resources	Continued improvement of the electronic performance appraisal system with updated skills matrices and position descriptions.	Summer PATTERSON	100%	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 and Council's ACE IT values.
	To be an employer of choice including continual review of employee benefits, training plans, succession plans and Traineeships.	Summer PATTERSON	100%	Attraction and retention are significant HR issues for all regional Councils in NSW. It used to mainly effect professional and technical roles, but is now impacting recruitment for all roles (including entry level administrative positions) Apprenticeships for 2019-20 and 2020-21 were put on hold due to the lack of qualified tradesmen to support them. We currently employ 1 x Graduate (Engineering), 2 x Trainees (Administration & IT Support) and will be advertising for a second Graduate (planning) in Q1 2022.

Human Resources	To build productivity, maintain industrial harmony and increase employee satisfaction.	Summer PATTERSON	100%	Overall the industrial harmony is sound. We have had no industrial issues this quarter.
	To ensure that a Consultative Committee is effective and efficient in recommending to the General Manager for the action.	Summer PATTERSON	100%	There continues to be very few items brought to CC by employee representatives on the committee, majority of items are raised by HR for policy review, structure changes or position re-evaluations.
	Undertake electronic performance appraisal annually.	Summer PATTERSON	100%	
	Undertake biennial Staff Attitude Survey.	Summer PATTERSON	100%	The staff satisfaction survey is due to be conducted by the end of Q2 2022.
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.	Summer PATTERSON	100%	The current organisational structure is in line with budget availability. Resignations of all roles provides the opportunity for re-assessment of organisational requirements. The philosophy to recruit for attitude and train for skill is the foundation of our recruitment strategy.

<p>Implement and manage an Employee Assistance Program for Council staff</p>	<p>Oversee and promote Councils Employee Assistance Program.</p>	<p>Summer PATTERSON</p>	<p>100%</p>	<p>Council's Employee Assistance Program is utilised by staff and promoted to individual staff who may benefit from the assistance. We have researched options for EAP services and will be recommending a more holistic approach to that benefit to commence in Q4. We are focusing on all areas of health and well-being for staff and promoting other training and activities throughout the business including our health and wellbeing day for all staff which was held on 18 March 2021.</p>
<p>Staff are provided with up-to-date and relevant tools to undertake their roles.</p>	<p>Review plant requirements; undertake asset management and maintenance of plant fleet.</p>	<p>Thomas MARTIN</p>	<p>100%</p>	<p>Budget submission to Council approved, still undergoing adjustment in line with changing business needs. New roles have required inclusion of additional vehicles.</p>
	<p>Review and update 10 Year Plant Rolling Replacement Program.</p>	<p>Thomas MARTIN</p>	<p>100%</p>	<p>Being revised based on new roads operation plan, which would reduce CSC grader crews and increase use of contractors. This in turn reduces CSC plant requirements and brings forward replacement schedule of some very old fleet. The structure of the 20year plan is established, but will continuously need adjusting based on latest data and direction of CSC teams.</p>

Provide Cobar Shire Council with a secure, reliable and cost effective information technology network.	Audit and analysis of software use and future needs and identify software Champions.	It Manager	100%	Will be ongoing. A number of champions are in place and a cross portfolio group is being established
	Continuing to upgrade security systems and staff awareness.	It Manager	100%	Cyber security is to be ongoing & reviewed on a regular basis
	Create business rules/ policies to assist in creating a much more focused and visible organization.	It Manager	100%	This is ongoing by nature
	Development of 10 Year IT Strategy/ Plan.	It Manager	0%	No further progress to date.
	Ongoing upgrade of IT innovations, which includes training of staff.	It Manager	100%	No further progress

Maintain and actively use the Public Libraries NSW Membership	Identify opportunities for information share and services development.	Jane SIERMANS	100%	Participated in information sharing activities via e-mail in Q4.
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COUNCIL STRATEGY				
3.3.3	Council undertakes adequate strategic planning activities and meets all legislative reporting requirements			
DP Action	Action	Responsibility	Progress	Comments
Council updates the Integrated Planning and Reporting framework documents as required	Compliance with Integrated Planning and Reporting (IPR) Framework Requirements as outlined by the OLG.	Peter VLATKO	100%	All Integrated Planning and Reporting (IPR) Framework compliance requirements have been met.
	Implementation of Councils Community Engagement Strategy.	Brytt MOORE	100%	Where possible, Council has actively Implemented Councils Community Engagement Strategy, however during COVID and with COVID restrictions affecting Councils ability to deliver most aspects we have been restricted for the last 12 months as to what Council can/ cannot do. Council recognises the need to update the Community Engagement Strategy but to date, Council have been unable to do this due to COVID-19 restrictions. It is a

Council updates the Integrated Planning and Reporting framework documents as required				high priority for Council to complete when restrictions ease.
	Make changes to IP&R documents in line with Audit Office requirements	Kym MILLER	100%	
	Workforce Management Strategy, as part of Resourcing Strategy, developed and maintained.	Summer PATTERSON	0%	With the postponing of Council elections for 12 months, Council's Workforce Plan is now due for review and renewal in February 2022 in preparation for 1 July 2022.
	Works Program developed for Shire and Regional roads, drainage, signs and traffic facilities.	Maurice BELL	100%	
Meeting NSW Health and EPA legislative requirements for Water and Sewer	Quarterly report submitted to NSW Health and Annual Report to EPA.	Victor PAPIERNIAK	100%	Quarterly reports submitted with null negative feedback.

COUNCIL STRATEGY				
3.3.4	Good procurement processes in place to ensure the most advantageous provision of goods and services to Council			
DP Action	Action	Responsibility	Progress	Comments
Good contract management and procurement practices are employed	Maintain a current Contracts Register, update policies and procedures and identify improvements in procurement processes.	Kym MILLER	100%	
	Update Trades and Miscellaneous Services Register with alternate options to be investigated	Kym MILLER	100%	Is maintained
Provision of Cobar Water Board Administration and Financial Services	Undertake administration and financial services for the Cobar Water Board as per the Agreement.	Kym MILLER	100%	
Implement Vendor Panel as Councils main Procurement tool	Implementation of Vendor Panel as Councils main Procurement tool.	Sandra DAVEY	100%	Vendor Panel has been implemented across Council. Local supplier reaction has been positive. The use of registers in order to maintain Council compliance has been effective, as well as the use for higher level procurement including tenders. Staff require further education around the purpose and how it relates to our policy and procedures in order to encourage use as the main procurement tool. Further procurement training will be provided to Council Staff in September.

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	Responsible Officer	Progress	Comments
To support the Cobar Water Board in seeking funding for improvements to water supply infrastructure to bring quality water and a reliable supply of water to Cobar for treatment and distribution	Negotiate with Cobar Water Board and Bogan Shire Council to provide grant funding and options for the improving the Albert Priest Channel, completing the Pipeline Augmentation Project and undertaking improvements to other water supply infrastructure.	Victor PAPIERNIAK	20%	Representation has been made to the minister for funding. Regional water strategies have been updated to reflect the option for improving the APC.

COUNCIL STRATEGY				
4.1.2	Increase Cobar's water allocation			
DP Action	Action	Responsible Officer	Progress	Comments
Lobby the NSW Government to have Cobars town water supply increased	Continue meeting with relevant Government personnel demonstrating the need for the town water licence to be increased.	Peter VLATKO	100%	Application has been submitted to NRAR for an additional 1,300ML allocation per year. Still awaiting response.

COUNCIL STRATEGY				
4.1.3	Improved water infrastructure across the Shire, including the town reticulation system			
DP Action	Action	Responsible Officer	Progress	Comments
Upgrade the reticulation network in Cobar, replacing old pipework, valves etc to improve water flow and water quality	Undertake repairs to potable water storages, including re-roofing.	Victor PAPIERNIAK	100%	Internal steelwork and roof framing installed. Internal coating and roof installation expected to be completed by end of September.
	Upgrade the reticulation network in Cobar, replacing old pipework, valves etc to improve water flow and water quality.	Victor PAPIERNIAK	55%	Cast iron project has reached completion in January 2021. Funding deed for dead-end mains installation/upgrade is approved. Project currently out for Tender.
Maintenance and repairs of water mains and water filtration system	Implement Water Supplies Asset Management Plan with 5 Year Rolling Works Program.	Victor PAPIERNIAK	50%	The IWCM has commenced and the revaluation and condition assessment of assets is completed. The issues paper is underway.

Undertake fair valuation of water and sewer	In conjunction with Councils Asset Management team and Auditor undertake revaluation of Councils water and sewer assets.	Scott CASEY	100%	Complete.
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COUNCIL STRATEGY				
4.1.4	Seek alternate supply solutions to improve water supply to Villages			
DP Action	Action	Responsible Officer	Progress	Comments
Improve water supply to villages	Scoping study to be completed for Nymagee, Euabalong and Euabalong West.	Victor PAPIERNIAK	90%	Report requires review and Council workshop.

COUNCIL STRATEGY				
4.1.5	Provide contract services to Cobar Water Board			
DP Action	Action	Responsible Officer	Progress	Comments
Provide contract services to Cobar Water Board	Provide technical advice and maintenance activities to the Cobar Water Board.	Victor PAPIERNIAK	100%	Contract services have been provided to a satisfactory standard to the CWB.
Support the Cobar Water Board application for replacing the 100km of remaining pipeline	Continue to make representation to the Cobar Water Board to have the remaining 100km of the Nyngan to Cobar Pipeline funded and installed.	Peter VLATKO	100%	Together with NSW Government \$1 Million from the Federal Government has been applied for. A business case to be undertaken to support additional funds for the remaining 100km.

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	Responsible Officer	Progress	Comments
Undertake the Project Management for the works agreed to under the Resources for Regions funding to construct a third pipeline and associated works.	Continue to make representation to the Cobar Water Board to have the remaining 100km of the Nyngan to Cobar Pipeline funded and installed.	Victor PAPIERNIAK	15%	Funding has been applied for to replace the additional 100km of pipeline between Nyngan and Cobar. Federal govt funding has also been applied for by DPIE on behalf of the CWB.
	Undertake the Project Management for the works agreed to under the Resources for Regions funding to construct a third pipeline and associated works.	Scott CASEY	75%	Cobar Water Board (CWB) has continued to advocate to State government the public consultation for the Draft Regional Water for the renewal of the Nyngan to Cobar pipeline. Council continues to support these submissions by BWB and has reinforced these points in its response Strategy.

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	Responsible Officer	Progress	Comments
Lobby the government for improved communications networks	Lobby to reduce Mobile Blackspots across the Shire.	Peter VLATKO	0%	No action undertaken in Q4.
	Maintenance of radio base stations and licences.	Thomas Martin	100%	Critical repairs made in Q3.

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	Responsible Officer	Progress	Comments
Road works undertaken according to priority, weather conditions and availability of resources	Construction and maintenance works carried out on Regional and Shire Road Network in accordance with approved programs and standards.	Maurice BELL	100%	
	Inspections by Council staff on a routine basis to identify maintenance works and report any urgent works to minimise public liability risks to Council.	Maurice BELL	90%	Maintenance software has had segments added. Requires review to ensure accuracy.
	Street maintenance and sign maintenance, including alcohol free signage.	Kane KREECK	100%	
	Undertake ordered works on behalf of RMS within the agreed budget.	Maurice BELL	100%	
	Undertake routine and supplementary works on State Roads in accordance with the RMS Contract.	Maurice BELL	100%	Works being undertaken as required.

Oversee quarrying activities and ensure an adequate supply of good quality gravel for use on the road network	Ensure that all Contractors have a Quarry Safety Management Plan.	Maurice BELL	100%	Licencing, winning and crushing of gravel is ongoing.
	Establishment and use of funding reserve for the rehabilitation and restoration of disused gravel pits and quarries.	Maurice BELL	5%	No restoration works have been undertaken to date.
	Licences for all existing and new quarries progressively obtained.	Maurice BELL	100%	Licencing continues to be updated as new gravel pits are used.
Seal The Wool Track	Apply for funding for The Wool Track Seal Extension Project.	Brytt MOORE	100%	Council will continue to investigate possible funding options for The Wool Track. Currently there is no funding streams open for this project.
Extend the Seal on the Pulpulla Road	Apply for funding for extending the seal on the Pulpulla Road.	Brytt MOORE	100%	Funding for Pulpulla Road (SR6) was successfully received through the states 'fixing Local Roads' program - Round 1. Works commenced in April and are progressing well despite some wet weather received. Council will continue to apply for funding to expand the shires sealed road network and maintain the unsealed road network.
Seal the remainder of the Wilga Downs Road	Apply for funding for Wilga Downs Road Seal Extension Project.	Brytt MOORE	100%	Wilga Downs Road (SR6) was successful in receiving funding to seal two sections of road. This was received through the states 'fixing Local Roads' Program - Round 2.

COUNCIL STRATEGY				
4.3.2 Provide and maintain safe and serviceable transport infrastructure including roads, footpaths, bike paths and airport				
DP Action	Action	Responsible Officer	Progress	Comments
Provide and maintain a safe and adequate footpath and bike path network	Identify priority works required to improve the safety of the footpath network and undertake works as funding becomes available.	Paul SULLIVAN	0%	No action undertaken in Q4, due to staffing resources.
	Implement the actions outlined in the Active Transport Plan.	Kane KREECK	100%	
	Kerb & Gutter maintenance.	Paul SULLIVAN	50%	
Cobar Airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Conduct regular and statutory maintenance program in accordance with Airport Operational Manual.	Thomas MARTIN	100%	Maintenance is occurring as defined by the manual and the SRO check list. This is an ongoing task and therefore will always be "Progressing" and I can only mark % progress in relation to progression through the year.
	Implement the Cobar Aerodrome Master Plan.	Kym MILLER	0%	Extra Hanga space approved.
	Provision of services to key stakeholders such as airlines and Charters.	Thomas MARTIN	100%	Electrical issues will be addressed in the 2021/22 FY. Runway

				repair mentioned elsewhere.
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.	Thomas MARTIN	100%	Tom suggested this item be put to the Airport Committee for consideration including the use of the Village Airports and removed as an action item.
	Maintain runways in a state that is acceptable for dry weather operation and ensure that the airstrips comply with the minimum standards for operation.	Thomas MARTIN	100%	Council has allocated funds in the FY2122 budget to enable a permanent solution to be delivered. Temporary repairs were conducted in Q3.

COUNCIL STRATEGY				
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	Responsible Officer	Progress	Comments
Lobby the NSW Government to ensure that the rail network is well maintained, safe, affordable and well used, particularly for freight movements to reduce the impact of road movements on the community.	Lobby NSW Government to maintain rail network and develop initiatives to increase its use.	Peter VLATKO	0%	No actions undertaken in Q4.

COMMUNITY OUTCOME	
4.4	Good quality and affordable community facilities and infrastructure

COUNCIL STRATEGY				
4.4.1	Upgrade priority playgrounds and parks with good designs to cater for all age groups and abilities and maintain the rest at agreed service levels			
DP Action	Action	Responsible Officer	Progress	Comments
Provide and maintain safe and adequate playground facilities	Inspection of playground facilities ensuring safety and convenience for all users with the aim for gradual upgrade of playground equipment to meet Australian Standards.	Paul SULLIVAN	50%	
	Remove Drummond Park Playground and reclaim area.	Paul SULLIVAN	100%	Drummond Park playground has been removed. Area has been reclaimed.

COUNCIL STRATEGY				
4.4.2	Increase the range of community facilities and maintain those that we have to an appropriate standard			
DP Action	Action	Responsible Officer	Progress	Comments
Implement the Ward Oval Masterplan	Update the Ward Oval Masterplan and seek funding for a new building at the site and other improvements.	Carly HUNTER	100%	Master Plan complete. Adopted by Council in June 2021.
Undertake the BBRF grant funded project of the update of Ward Oval and the Early Learning Precinct	Apply for Federal Funding for the Ward Oval and the Early Learning Precinct.	Brytt MOORE	100%	Council have developed a Ward Oval Master Plan to take into consideration the current and future use of Ward Oval. This also encapsulates all the current funded projects at Ward Oval and identifies future growth the community and Council wish to see. Community consultation sessions were held as well as an online survey with 67 responses. Council

Undertake the BBRF grant funded project of the update of Ward Oval and the Early Learning Precinct				with Public Works, Architects, Project Managers and sub-consultants are actively working on the development of the Ward Oval Community Hub and Early Learning Precinct as well as smaller funded projects such as the Car Park, Stables etc.
Undertake Councils cemetery operations in an appropriate and dignified manner	Keep stock of pre-dug graves in reserve and maintain Cemetery to the appropriate level.	Paul SULLIVAN	50%	
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.	Jane SIERMANS	100%	Nymagee and Euabalong library services operated for five hours per week in Q4.
	Participate in State and National events that promote literacy.	Jane SIERMANS	100%	The Premier's Reading Challenge was supported by customer loans throughout Q4.

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.	Jane SIERMANS	100%	691 physical items and 698 eBooks and eAudio were added to the collection in Q4. 627 items = value \$12,477 (at cost) were removed. 4,592 items loaned in Q4 (includes 524 eBook & eAudio loans).
	The Library provides public access to the internet service where possible.	Jane SIERMANS	100%	3 computers were provided for public access to enable COVID-19 physical spacing. 304 hours of computer use and 211 hours of wifi use for Q4.
	To ensure that well trained, professional and highly motivated staff are responsive to serving the needs of the community.	Jane SIERMANS	100%	2 new library assistants were recruited to job-share 1 position. Staff motivation was enhanced by the opportunity to provide the regular library activities of

<p>To provide quality and readily accessible library services to Cobar and villages</p>	<p>To ensure that the Library service is utilised by Cobar Shire residents of all ages and community groups.</p>	<p>Jane SIERMANS</p>	<p>100%</p>	<p>Storytime and book club meetings. 25 new members joined. Total membership = 2,238 members. 4,347 visits counted in Q4. Home delivery still offered but demand is much reduced. Other activities provided for Cobar residents: Bookaholics meetings - 13 attended; adult craft workshops - 20 attended; special book nook craft for adults - 4 attended; memoir writing workshop - 7 attended.</p>
<p>Maintain all Council land and buildings to an appropriate standard and use them appropriately.</p>	<p>Apply for funding to update the facilities at the Cobar Memorial Swimming Pool.</p>	<p>Brytt Moore</p>	<p>100%</p>	<p>Funding to undertake a business case study on the ageing infrastructure at the Cobar Memorial Swimming Pool through Resources For Regions (round 7) was successful. A business case study</p>

Maintain all Council land and buildings to an appropriate standard and use them appropriately.				will be required for any future funding opportunities to upgrade the Pool, and will clearly identify areas that need addressing and upgrading. This document will be extremely important in supporting any future grant applications for the pool. Council is always looking for ways to improve and maintain community infrastructure through grant funding opportunities.
	Depot upgrade works undertaken as per the master plan.	Garry RYMAN	25%	Master plan no longer relevant to future works being planned and is subject to review.
	Each season a review of the plant and equipment to ensure timely expenditure on plant costs.	Scott CASEY	100%	Much progress has been seen in the public open spaces with completion of

Maintain all Council land and buildings to an appropriate standard and use them appropriately.				the Miner Memorial, footpaths and park upgrades being completed. Work on buildings continues on a more reactive basis.
	Maintenance of Buildings Asbestos Register.	Jessica MCFARLANE	80%	Council buildings assets are progressively going through a process of being assessed for asbestos to develop a respective register for that asset. Given the risk of this to Council staff and the public, this project should be prioritised.
	Undertake upgrades to the Cobar Youth and Fitness Centre, including roof replacement/ repairs as per SCCF funding agreement.	Garry RYMAN	30%	All relevant upgrades to the Cobar Youth and Fitness Centre are progressing.
	Undertake condition assessments in order to Review Buildings Asset Management Plan and undertake build	Garry RYMAN	0%	No resources available at this

Maintain all Council land and buildings to an appropriate standard and use them appropriately.	ding condition reports and review service levels of building assets.			point in time to progress this task.
	Undertake upgrades to the Great Cobar Heritage Centre including, improving access, fire safety and weather proofing to the building.	Garry RYMAN	25%	
Develop community facility building to be used as a Girl Guides Hall.	Development undertaken for the community facility building to be used as a Girl Guides Hall.	Carly HUNTER	100%	Project completed.

COUNCIL STRATEGY				
4.4.3	Improve recreational facilities at the water reserves			
DP Action	Action	Responsible Officer	Progress	Comments
Maintain and improve recreational facilities that are available at the Newey and Old Reservoir reserves	Develop and adopt a plan of management for the Newey Reservoir.	Garry RYMAN	50%	
	Undertake actions outlined in the Newey Reservoir Plan of Management.	Paul SULLIVAN	0%	No action undertaken.

COUNCIL STRATEGY				
Maintain and expand where necessary, the stormwater and sewer networks				
DP Action	Action	Responsible Officer	Progress	Comments
Maintain suitable stormwater network including kerb and guttering	Maintenance of CBD and older areas of town, where overland flow is the only means of runoff, annually, including removal of obstructions.	Paul SULLIVAN	50%	
Provide, maintain and operate a sewer network and disposal system and treatment works	Ensure EPA licence completed annually and at a minimal cost.	Victor PAPIERNIAK	100%	Provided, maintained and operated a sewer network and disposal system and treatment works compliantly
	Implement the Sewerage Services Asset Management Plan with 5 year rolling works program.	Victor PAPIERNIAK	50%	The IWCM has commenced and the revaluation and condition assessment of assets is completed. The issues paper is underway.
	Investigate options for implementing Liquid Trade Waste Policy and program.	Victor PAPIERNIAK	5%	Currently on hold due to COVID-19 and other commitments
	Repair the sewer embankment and replace the aerators.	Victor PAPIERNIAK	50%	Erosion protection being installed. Aerator replacement program being developed.
	Undertake works to upgrade the three minor Sewer Pump Stations and inlet works at Sewer Treatment Plant.	Victor PAPIERNIAK	80%	Commissioning completed. Defects and training is outstanding. Outstanding work on hold due to Covid.

COUNCIL STRATEGY				
4.4.5	Maintain and service villages parks, streets, footpaths and community facilities			
DP Action	Action	Responsible Officer	Progress	Comments
Maintain and improve village facilities and services	Arrange for works to be undertaken that have been identified as priority projects by the Nymagee Progression Association (to use Nymagee VPA funds).	Peter VLATKO	75%	Working with progress association to obtain quotes for the project.
	Regularly maintain parks, streets and footpaths in all villages.	Paul SULLIVAN	50%	Ongoing maintenance.
	Upgrade Euabalong Oval, install new playground and other associated works.	Paul SULLIVAN	100%	Completed

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	Responsible Officer	Progress	Comments
Lobby business and government to encourage the development of an alternative energy industry in Cobar	Monitor opportunities for development of an alternative energy industry in Cobar.	Peter VLATKO	0%	No action undertaken in Q4.
Provide alternative energy supply to Water and Sewer Infrastructure	Investigate the feasibility of solar installations at all major pump stations, Water Treatment Plant and the Sewer Treatment Plant.	Victor PAPIERNIAK	50%	On hold due to issues with the power supply metering at the treatment plant.

COUNCIL STRATEGY				
5.1.2	Develop community leadership on becoming leaders in resource use and waste management			
DP Action	Action	Responsible Officer	Progress	Comments
Undertake kerbside garbage collection in Cobar and prepare a Waste Services Strategy	Prepare a Waste Service Strategy Discussion Paper.	Jessica MCFARLANE	75%	The concept of a LTPoM has been adopted by Council in principle with an estimated budget prepared and also adopted. It is now decided that the LTPoM and it's recommendations be put in front of the New Council after the 2021 election. Kerbside garbage collection continues as per normal
	Provide a trade waste, domestic waste and street bin collection service to all customers as per agreed service levels.	Jessica MCFARLANE	75%	
Maintain the town and village tips to an acceptable standard	Provide waste disposal facilities for Cobar, Nymagee, Mt Hope, Canbelego, Euabalong and Euabalong West and develop initiatives to reduce unauthorized waste disposal.	Jessica MCFARLANE	85%	A LTPoM has been adopted in principle by Council however needs to be put in front of the new elected Council in 2021 for implementation. This LTPoM will then be extended upon to include the unmanned landfills in the villages as they are subject to the same rules of compliance. The landfills are currently not maintained to an acceptable standard by DPiE guidelines.

Encourage efficient water use by Shire residents	Promote efficient water use by Shire residents.	Victor PAPIERNIAK	30%	Drought management plan in draft for Council and public review. Education program to be rolled out with smartwater mark shortly.
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COMMUNITY OUTCOME	
5.2	Well managed public and private land

COUNCIL STRATEGY				
5.2.1	Encourage sustainable and profitable agricultural industries			
DP Action	Action	Responsible Officer	Progress	Comments
Support the establishment of sustainable and profitability of agricultural industries	Maintain an awareness of government land management incentives and programs.	Garry RYMAN	0%	Anticipate work by LLS staff to commence by June 2021.

COUNCIL STRATEGY				
5.2.2	Have a street tree planting program for Cobar and Villages			
DP Action	Action	Responsible Officer	Progress	Comments
Develop and instigate a street tree planting program	Develop and instigate a street tree planting program.	Paul SULLIVAN	55%	

COUNCIL STRATEGY				
5.2.3	Manage the Crown Land			
DP Action	Action	Responsible Officer	Progress	Comments
Provide ranger services to control animals in public places and to manage areas and crown land	Deliver and microchip unclaimed animals to Rescue Organisation for rehoming.	Graham HARBISON	100%	All unwanted & unclaimed animals suitable for rehoming are microchipped & taken to ROAR for rehoming
	Implement provisions of the Companion Animals Act and promote community awareness and responsibilities of dog and cat ownership.	Graham HARBISON	100%	Carry out routine patrols , deal with animal complaints & provide information & feedback to the public on all aspects of the Companion Animals Act
	Impound straying stock.	Graham HARBISON	100%	Deal with stock & domestic animals on

Provide ranger services to control animals in public places and to manage areas and crown land				roads & in public places in a timely manner.
	Operate and maintain the pound and stock pound yard.	Graham HARBISON	100%	Pound & pound yards (Dalton Park) are cleaned & maintained.
	Provide services for the registration and microchipping of dogs and cats.	Graham HARBISON	100%	Micro-chipping of impounded animals is carried out before being released & registration services are available through the Administration Centre. Registration services are also available online.
	Remove abandoned vehicles.	Graham HARBISON	100%	Remove abandoned vehicles which are endangering the public in a timely manner. All other abandoned/burnt out vehicles are removed as time permits
Develop Management Plans for Council managed Crown Land.	Provide management plans for Council managed Crown Land.	Garry RYMAN	25%	Work by LLS staff commenced June 2021.

COUNCIL STRATEGY				
5.2.4	Long term management of noxious weeds			
DP Action	Action	Responsible Officer	Progress	Comments
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Actively participate in the Western Regional Weeds Committee (RWC).	Garry RYMAN	0%	No action undertaken in Q4, due to staffing resources and COVID-19. Memorandum of understanding signed between Council and Local Land Services to action weed control activities using LLS staff.
	An increase in the number of weed awareness programs run (eg weed warriors).	Garry RYMAN	0%	Anticipate work by LLS staff to commence by June 2021
	Continue Implementation of Regional Inspection Plan to meet the inspection targets of roadsides, TSRs, water courses etc.	Garry RYMAN	0%	Anticipate work by LLS staff to commence by June 2021.
	Develop a centralised data set of weed distribution and abundance information.	Garry RYMAN	0%	Anticipate work by LLS staff to commence by June 2021.

Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Implementation of the Mapping, Photo Point and reinspection program.	Garry RYMAN	0%	Anticipate work by LLS staff to commence by June 2021.
	Increased participation of community groups.	Garry RYMAN	0%	Anticipate work by LLS staff to commence by June 2021.
	Maintain and update an introductory weeds information pack for new property owners.	Garry RYMAN	0%	Anticipate work by LLS staff to commence by June 2021.
	OnGround Spraying Programs prioritised to give the greatest benefit.	Garry RYMAN	0%	Anticipate work by LLS staff to commence by June 2021.
	Private property inspections to manage invasive weeds effectively.	Garry RYMAN	0%	Anticipate work by LLS staff to commence by June 2021.
	Prompt containment or eradication and ongoing monitoring of new incursions of invasive weeds.	Garry RYMAN	0%	Anticipate work by LLS staff to commence by June 2021.
	Public property inspections to manage invasive weeds effectively.	Garry RYMAN	0%	Anticipate work by LLS staff to commence by June 2021.
	To negotiate a new WAP.	Garry RYMAN	100%	Completed.

COUNCIL STRATEGY				
5.2.5	Vibrant and well-run national parks that are accessible and well used			
DP Action	Action	Responsible Officer	Progress	Comments
Lobby the NSW government to ensure the local national parks are vibrant and well run	Identify the current services shortfall provided by National parks and Wildlife Services for National Parks.	Peter VLATKO	0%	No action undertaken in Q4.
	Lobby to have Pulpulla Road upgraded to allow all weather access both on the Council owned and NPWS owned sections to increase visitation to Mount Grenfell.	Kane KREECK	100%	
	Monitoring of services provided for local National Parks.	Peter VLATKO	0%	No action undertaken in Q4.

COMMUNITY OUTCOME				
5.3	Clean air in the community			
COUNCIL STRATEGY				
5.3.1	Manage the externalities of mining and other industries operating close to towns and villages to minimise air pollution			
DP Action	Action	Responsible Officer	Progress	Comments
That safe air quality is maintained in Cobar.	That relevant complaints are forwarded to EPA. Other complaints handled by Council Staff.	Jessica MCFARLANE	100%	Any concerns or complaints relevant are investigated by Council and communicated to the EPA as required.