

# Annual Operational Plan Quarterly Management Report



**COBAR SHIRE  
COUNCIL**  
outback nsw

Q3 2012/2013

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# Key Activity: Community

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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				
Council Activities				
Community Strategy	Actions	Council Lead	Status	Action Comments
1.1.1.1 Cobar Interagency	Provide secretarial services to the Cobar Interagency.	Special Projects Officer	Progressing	Secretarial support provided to bi-monthly meetings through agenda and minute compilation and distribution, information share and meeting

				coordination. February meeting held. Discussions continuing with the Department of Premier and Cabinet to improve the outcomes achieved through the Interagency.
1.1.1.1 Cobar Interagency	Contribute reports, including an agency report, to each Interagency meeting held.	Special Projects Officer	Progressing	Council has provided secretariat services for the Cobar Interagency. Council reports were provided to the February meeting. Topics included an update of the Cobar Health Council, Council's Youth Opportunities Grant proposal and an agency report.
1.1.1.2 Murrin Bridge and Lake Cargelligo Interagency	Represent Cobar Shire Council at the Interagency.	Special Projects Officer	Progressing	Council represented by Special Projects Officer at meetings as required. Watching brief maintained for all interagency matters and actions as necessary.

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			
Community Strategy	Actions	Council Lead	Status	Action Comments
1.2.1.1 Engage the services of a Youth Development Officer	Employ a Youth Development Officer.	Manager Youth and Fitness Centre	Not Progressing	Not progressing as no grant funding has been successful. Efforts will continue in Q4.

<b>COUNCIL STRATEGY</b>				
<b>1.2.2</b>	<b>A greater range of youth activities are organised and coordinated</b>			
<b>Council Activities</b>				
<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
1.2.2.1 To provide youth services and a facility that provide recreational, sporting and cultural activities and support services for the youth and the community of Cobar.	Maintain and support staff to provide services to the youth of Cobar.	Manager Youth and Fitness Centre	Progressing	Youth Services is a minor component of the role of Manager. The Manager manages the staff and the facility.
1.2.2.1 To provide youth services and a facility that provide recreational, sporting and	Continue existing grant subsidy provided by Family and	Manager Youth and Fitness	Progressing	The grant subsidy is now funding programs which are community based. Community Capacity Builders Program

cultural activities and support services for the youth and the community of Cobar.	Community Services.	Centre		consists of a Social Inclusion Program on Friday nights for young people.
1.2.2.1 To provide youth services and a facility that provide recreational, sporting and cultural activities and support services for the youth and the community of Cobar.	Develop a marketing plan for a sport/nutrition store.	Manager Youth and Fitness Centre	Not Progressing	Not viable to produce and implement a sport/nutrition store at this time.
1.2.2.1 To provide youth services and a facility that provide recreational, sporting and cultural activities and support services for the youth and the community of Cobar.	Enter and maintain partnerships to aid and enhance the provision of Youth Services.	Manager Youth and Fitness Centre	Progressing	Barnardos, PCYC Blue Light, Yarrabin Outreach, COOSH, local schools and local sporting bodies all use the Centre for the benefit of the local youth. Cr Yench's Notice of Motion resolution concerning EOI's is being pursued.
1.2.2.1 To provide youth services and a facility that provide	To be involved in the Cobar Shire Council Steering Committee for	Manager Youth and Fitness	Progressing	No meetings held this quarter. Awaiting outcomes of grant applications.

recreational, sporting and cultural activities and support services for the youth and the community of Cobar.	Cobar Skate Park upgrade.	Centre		
1.2.2.1 To provide youth services and a facility that provide recreational, sporting and cultural activities and support services for the youth and the community of Cobar.	Hold regular youth activities at the centre.	Manager Youth and Fitness Centre	Progressing	The Centre provides the venue for Blue Light discos. Playgroup 0-5 yrs operates each Tuesday. The Centre also organised Friday Night Games Night and Movies in the park on a Friday night in March this quarter.
1.2.2.2 Organise Youth Week Activities	Prepare submission for funding and report of Youth Week activities.	Manager Youth and Fitness Centre	Progressing	Youth Week has been granted funding for 2013.
1.2.2.2 Organise Youth Week Activities	Co-ordinate and consult with the youth of Cobar and Cobar Youth Council on the proposed activities for Youth Week.	Manager Youth and Fitness Centre	Completed	Youth Week activities were organised after consultation with the Cobar Youth Council and youth of Cobar.



1.2.2.3 Provide school holiday activities for children aged 5-14 years at Cobar Shire & TAFE Library	Library staff, community members and/or volunteers plan and provide Christmas craft and other fun activities for small groups of children with a charge applied to recover cost of materials.	Manager Library Services	Completed	Christmas activities were offered in Q2. 26 attendances for card, painting & food craft. Further activities organised for Q4 - April School holidays.
1.2.2.3 Provide school holiday activities for children aged 5-14 years at Cobar Shire & TAFE Library	Library staff, community members and/or volunteers plan and provide craft and other fun activities for small groups of children with a charge applied to recover cost of materials.	Manager Library Services	Progressing	10 holiday activity sessions were offered in the January school break. Pencil drawing, bead and paper craft. 68 attendances.

<b>COUNCIL STRATEGY</b>				
<b>Increased educational opportunities provided locally</b>				
<b>Council Activities</b>				
<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
1.2.3.1 Work with organisations to increase the quality and diversity of educational opportunities available locally	To be involved in the Cobar Interagency and Schools Business Community Partnership Governing Committee to increase educational diversification and opportunities.	General Manager	Progressing	Full attendance and commitment to the Cobar Interagency. Full support provided to the Schools Business Community Partnership Governing Committee, however attendance of Committee meetings has been problematical.
1.2.3.2 Provide training and	Employ apprentices and trainees	Human	Progressing	One apprentice successfully recruited

career opportunities for local youth at Council	as vacancies arise on Council's staff organisational structure.	Resources Officer		for 2013. Other employees signed up to traineeships as the opportunities arise.
1.2.3.3 Provide educational opportunities at Cobar Shire & TAFE Library	Library staff provide basic instruction in the use of computers and the internet to small groups of adults.	Manager Library Services	Progressing	Basic computer instruction offered every Thursday during school terms in Q3. 26 attendances.

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

<b>COUNCIL STRATEGY</b>	
<b>1.3.1</b>	<b>Parents are supported in their role to raise their children and services are available to assist them to build their parenting skills</b>
<b>Council Activities</b>	

<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
1.3.1.1 Provide information on the services available to families	Gather and assemble information from all providers.	Special Projects Officer	Progressing	Information provided to families as it becomes available, including passing on information made available through the Cobar Interagency. Information included in the Community Services Directory, on the What's On slide show and forwarded to the Cobar and District Mothers Association, Far West Family Day Care, Kubby House, schools and preschools
1.3.1.2 Cobar Shire & TAFE Library staff support parents via library services and outreach	Library staff liaise with local parents groups to develop appropriate library services and develop the early literacy skills of local parents.	Manager Library Services	Progressing	E-mail contact made with several community groups every month. Unable to attend CDMA meetings due to budgetary restrictions (lack of staff).

<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
1.3.1.2 Cobar Shire & TAFE Library staff support parents via library services and outreach	Library staff, community members and/or volunteers plan and provide craft and other fun activities for small groups of children aged 5 -14 years with a charge applied to recover cost of materials.	Manager Library Services	Progressing	10 holiday activity sessions were offered in the January school break. Pencil drawing, bead and paper craft. 68 attendances.
1.3.1.2 Cobar Shire & TAFE Library staff support parents via library services and outreach	With story time sessions, Library staff provide activities for children aged 6 months to 5 years, and model early literacy for parents.	Manager Library Services	Progressing	Pre-school story time, rhyme & craft sessions offered every Wednesday during school terms in Q3. Sessions extended to school holiday periods in response to client requests. 100 attendances.

<b>COUNCIL STRATEGY</b>				
<b>1.3.2</b>	<b>Increase the supply of childcare and preschool places and options</b>			
<b>Council Activities</b>				
<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
1.3.2.1 Administer and coordinate Family Day Care and In Home Care	Provide craft & activity packs to In Home Care Educators four (4) times per year.	Manager Children's Services	Progressing	Easter Packs mailed out to 37 families.
1.3.2.1 Administer and coordinate Family Day Care and In Home Care	Write and distribute quarterly newsletters to Families and Educators.	Manager Children's Services	Progressing	Emailed information to all families as needed.
1.3.2.1 Administer and coordinate Family Day Care and In Home Care	Conduct home visits to In Home Care locations for support and monitoring purposes.	Manager Children's Services	Progressing	Very hot weather and holidays limited the number of visits conducted.

1.3.2.1 Administer and coordinate Family Day Care and In Home Care	Enrol and support families and children for Family Day care and In Home Care services.	Manager Children's Services	Progressing	All enrolments completed as required and care available
1.3.2.1 Administer and coordinate Family Day Care and In Home Care	Administration of CCB & CCR for all eligible families enrolled in FDC & IHC.	Manager Children's Services	Progressing	CCB & CCR administered each week as per the Federal Government requirements
1.3.2.1 Administer and coordinate Family Day Care and In Home Care	Maintain and update policies and procedures for FDC to keep abreast of changes to National Regulations and Quality Framework concepts and new information.	Manager Children's Services	Progressing	80% of policies have been reviewed and updated to comply with the new requirements.
1.3.2.1 Administer and coordinate Family Day Care and In Home Care	Provide interesting and stimulating excursions and events for children and educators with Far West FDC.	Manager Children's Services	Progressing	As well as regular visits and activities, Children were offered special activities for Easter.

1.3.2.1 Administer and coordinate Family Day Care and In Home Care	Support Implementation of "Early Years Learning Framework" into educator curriculum.	Manager Children's Services	Progressing	Monthly Educator meetings are held and this topic is investigated.
1.3.2.1 Administer and coordinate Family Day Care and In Home Care	Recruit and support FDC, IHC Educators.	Manager Children's Services	Progressing	In January/ February we started 10 new IHC Educators and 1 FDC educator.
1.3.2.1 Administer and coordinate Family Day Care and In Home Care	Provide weekly play session to local children and their educators and families.	Manager Children's Services	Not Progressing	Still not enough hours available to offer this service.
1.3.2.1 Administer and coordinate Family Day Care and In Home Care	Monitor implementation of National In Home Care Standards.	Manager Children's Services	Progressing	Copies supplied to all new Educators and will be reviewed during home visits.
1.3.2.1 Administer and coordinate Family Day Care and In Home Care	Conduct regular educator meetings and Parent information nights.	Manager Children's Services	Progressing	Three educator meetings held during the quarter. Parent meeting not required.



1.3.2.1 Administer and coordinate Family Day Care and In Home Care	Conduct home visits to FDC educators to provide support, training and monitoring.	Manager Children's Services	Progressing	Fortnightly visits conducted to each Educator, to provide support monitoring and training, if needed.
1.3.2.1 Administer and coordinate Family Day Care and In Home Care	Update & maintain educator manuals and family information packages.	Manager Children's Services	Progressing	Educator Manuals distributed to all educators for completion and Family Packs have been updated for 2013.
1.3.2.1 Administer and coordinate Family Day Care and In Home Care	To provide phone contact and support to all families and educators whilst care is occurring.	Manager Children's Services	Progressing	Phone contact and email available at all times care is occurring.
1.3.2.1 Administer and coordinate Family Day Care and In Home Care	Supervise and monitor Educators.	Manager Children's Services	Progressing	Provided by visits, meetings, emails and phone support, as required.
1.3.2.1 Administer and coordinate Family Day Care and In Home Care	Support Educators working	Manager Children's Services	Progressing	Provided information about training options to 2 more Educators in Jan 2013.

1.3.2.1 Administer and coordinate Family Day Care and In Home Care	Provide educator meetings and training to isolated in home care educators.	Manager Children's Services	Progressing	Educator meeting held in Broken Hill with 12 Educators present. Online training options also sent to all Educators.
1.3.2.2 Administer the After School Care Program	Provide interesting and stimulating craft, activities & excursions for children with COOSH.	Manager Children's Services	Progressing	Program of activities planned and implemented each week COOSH operates.
1.3.2.2 Administer the After School Care Program	Enrol and support families & children	Manager Children's Services	Progressing	Completed as needs and spaces for new enrolments come up. Coosh is currently well utilised 75 - 100% occupation each day.
1.3.2.2 Administer the After School Care Program	Recruit and support COOSH Educators	Manager Children's Services	Progressing	Two new COOSH Educators started during March bringing the number to the required three.
1.3.2.2 Administer the After	Update & maintain family	Manager Children's	Progressing	Family Information packs for all three services have been updated

School Care Program	information packages.	Services		for 2013.
1.3.2.2 Administer the After School Care Program	Write and distribute newsletters to Families.	Manager Children's Services	Completed	We have moved to emails each week, as required, attached to invoices.
1.3.2.2 Administer the After School Care Program	Maintain and update policies and procedures to support implementation of "My Time Our Place" OOSH Framework document & OOSH national Quality Framework.	Manager Children's Services	Progressing	Update of COOSH policies complete, distributed to Staff and attached to Family Information Packs.
1.3.2.2 Administer the After School Care Program	Administration of CCB & CCR for all eligible families enrolled COOSH.	Manager Children's Services	Completed	CCB and CCR administered each week as per Federal Government requirements.
1.3.2.3 Facilitate the availability of childcare and preschool places and options	Develop appropriate Marketing Plan and Annual Action Plan that increases usage of services and increases income received by	Manager Children's Services	Completed	Completed in Q1.

	Council.			
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<b>COUNCIL STRATEGY</b>				
<b>1.3.3</b>	<b>Increase the knowledge of the community on the range of services available in Cobar Shire and how to access them</b>			
<b>Council Activities</b>				
<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
1.3.3.1 Have information readily available to the community and new residents	Update all sections of Council's webpage, including Our Town and Shire.	General Manager	Progressing	Appropriate monitoring of website for required updating undertaken.
1.3.3.1 Have information readily available to the community and new residents	Have an easy to access and navigate Council website that is relevant and a useful resource for residents and visitors.	General Manager	Progressing	Website developed to its full potential within resources. Positive feedback received. Web use monitoring system implemented.
1.3.3.2 Have information readily available to the community and	Update the Community Services Directory and have it easily	General	Progressing	Review undertaken and continuous

new residents	available online and distribute it through New Resident Packs.	Manager		minor changes done on-line.
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<b>COUNCIL STRATEGY</b>				
<b>1.3.4</b>	<b>Have family orientated activities to encourage families to socialise in the community</b>			
<b>Council Activities</b>				
<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
1.3.4.1 Plan, organise and promote festivals, celebrations and activities in the Shire	Promote local and visitor participation in Australia Day celebrations, Senior Citizen's Week events and Festival of the Miner's Ghost.	Manager Tourism and Public Relations	Progressing	The Manager of Tourism and Public Relations organises public meetings to encourage members of the Cobar Shire community to assist in the development of the activity programs of events for Australia Day, Senior's Week and the Festival of the Miner's Ghost. Australia Day 2013 was celebrated at the Cobar swimming pool and was attended by

			<p>some 500 people. The Australia Day ambassador, Mr David Bitton was well received by the community. Senior's Week 2013 events were well attended with the exception of the BBQ in the park which saw numbers well down on previous years. The dinner on Wednesday night was deemed a great success by all who attended.</p> <p>Congratulations to Terese and Gordon Hill who were awarded the Senior's Week community award for their dedication to the Cobar community. The Senior's Week committee thanked the Cobar Rotary Club for the great BBQ lunch in the park and all the emergency services volunteers that attended the park to pass on information to the seniors.</p>
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1.3.4.1 Plan, organise and promote festivals, celebrations and activities in the Shire	Manage the successful conduct of the Festival of the Miner's Ghost through the Festival of the Miner's Ghost Organising Committee.	Manager Tourism and Public Relations	Completed	There has been no planning for the 2013 Festival of the Miner's Ghost.
1.3.4.1 Plan, organise and promote festivals, celebrations and activities in the Shire	Seek grant funding to undertake an International Women's Day activity and work with the Mayor to organise guest speakers and the event.	Special Projects Officer	Completed	NSW Government no longer offers these grants, so no International Women's Day activity was run in 2013.

## COMMUNITY OUTCOME

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

## COUNCIL STRATEGY

1.4.1	<b>Support volunteer organisations by encouraging volunteerism across all age groups and supporting organisations with professional assistance, advice and services</b>			
<b>Council Activities</b>				
<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
1.4.1.1 Provision of information on grant availability and assistance in accessing grants to community groups	Distribute information on available grants to community organisations through the Community Services Database.	Special Projects Officer	Progressing	Regular grant opportunities provided to all community groups. Information provided via the Community Services Database. Assistance to put grants together offered.
1.4.1.2 Facilitate capacity building of community groups	Seek grant funding to run workshops to build capacity of community organisations to improve governance.	Special Projects Officer	Not Progressing	Met with NSW Sport and Recreation in Q1 to discuss the possibility of holding workshops in Cobar on sports coaching and running a sports organisation (improving the skills of voluntary organisations). NSW Sport and Recreation were to progress and implement. No progress at this stage.



<b>COUNCIL STRATEGY</b>				
<b>1.4.2</b>	<b>Business supports local events, organisations and activities</b>			
<b>Council Activities</b>				
<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
1.4.2.1 Council promotes local events	Advertise and promote.	Manager Tourism and Public Relations	Progressing	The Manager of Tourism and Public Relations continues to look for opportunities to promote Cobar Shire.

<b>COUNCIL STRATEGY</b>				
<b>1.4.3</b>	<b>Develop initiatives to maximise the benefits and minimise the negative impact of shift work and FIFO/DIDO on the community</b>			
<b>Council Activities</b>				
<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>

1.4.3.1 Work with local business and government agencies to identify where changes can be made or initiatives developed to reduce the negative impacts	Liaise with local business and government changes to help identify and initiate changes to reduce the negative impacts.	Special Projects Officer	Progressing	No discussions have been held to date to discuss FIFO and it's impact on Cobar. Presentation made to December 2012 Cobar Mining Conference discussing such issues. This will be a topic of the Economic Study, if funding is secured.
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<b>COUNCIL STRATEGY</b>				
<b>1.4.4</b>	<b>Support Aboriginal people and organisations to increase the broader community's awareness ad 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'.</b>			
<b>Council Activities</b>				
<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
1.4.4.1 Undertake activities to increase awareness of aboriginal culture in the Cobar Shire	Liaison with aboriginal stakeholders to determine and undertake appropriate activities that increase awareness of	General Manager	Progressing	Attendance of appropriate stakeholder meetings.

	aboriginal culture.			
1.4.4.2 Improved coordination of the activities and planning of Council, Cobar Community Working Party, Cobar and Murrin Bridge Local Aboriginal Lands Councils and Mount Grenfell Board	Liaison Group established at officer level to improve the coordination of activities and planning.	General Manager	Progressing	Initial liaison being undertaken by General Manager and Special Projects Officer.

COUNCIL STRATEGY				
1.4.5	Support arts and cultural organisations, activities and facilities			
Council Activities				
Community Strategy	Actions	Council Lead	Status	Action Comments

1.4.5.1 Support Outback Arts and cultural activities in the Shire	Provide annual funding to the Regional Arts Development Officer.	General Manager	Completed	Completed.
1.4.5.2 Facilitation of cultural workshops and activities	Arrange and update exhibitions and displays annually at the Great Cobar Heritage Centre and promote exhibitions.	Manager Tourism and Public Relations	Progressing	The curator at the Great Cobar Heritage Centre has organised a Bluey Day which will see the Sam Fullbrook portrait painting of a former well known resident Bluey Munro to be placed on display. The portrait painting of Bluey Munro was a finalist in the Archibald Prize in 1963, the painting didn't win but Fullbrook won other prizes with the painting. Bluey will be on display for a number of months and in that time the curator will be recording stories from locals who remember Bluey Munro.
1.4.5.2 Facilitation of cultural	Receive objects at the Great Cobar Heritage Centre are	Manager Tourism and	Progressing	The Great Cobar Heritage Centre has a Cobar Shire Council adopted collection

workshops and activities	relevant to Cobar's history.	Public Relations		policy which is managed and strictly adhered to by the Museum Curator.
1.4.5.3 Investigation into the need for additional cultural facilities in the Shire	Identify possible grant funding sources to fund the development of a Cultural Plan for the Shire and undertake consultation with the community to identify the priority projects in developing an appropriate Cultural Plan.	Special Projects Officer	Progressing	No further progress made. No grant funds available to undertake a Cultural Plan.

## 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				
Council Activities				
Community Strategy	Actions	Council Lead	Status	Action Comments
1.5.5.1 Lobby NSW Government and Federal Government to ensure high quality health care services, including those offered out of Cobar Hospital and aged care are available in Cobar Shire or are easily accessible where it is not possible to have them provided locally	Participation in the Cobar Hospital Services and Facilities Upgrade Committee.	General Manager	Progressing	General Manager a member of the Cobar Health Council. Council involvement continues with the Cobar Hospital Services and Facilities Upgrade Committee.
1.5.5.1 Lobby NSW Government and Federal Government to ensure high quality health care services, including those offered out of Cobar Hospital and aged	Monitoring of levels of aged care provided at the Lilliane Brady Village.	General Manager	Progressing	Current utilisation levels to approximately 100%. EOI investigation has revealed no interest. Contact commenced with Commonwealth and State Governments for help with

care are available in Cobar Shire or are easily accessible where it is not possible to have them provided locally				funding in some way. An appropriate request has been made to the Western Local Health District to undertake an investigation into the feasibility of a Multi-Purpose Health Service (MPHS) being created in Cobar that incorporates the Cobar District Hospital and Lilliane Brady Village.
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<b>COUNCIL STRATEGY</b>				
<b>1.5.2 Support for the Cobar Primary Health Care Centre model to ensure that it remains viable</b>				
<b>Council Activities</b>				
<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
1.5.2.1 When appropriate, assist financially and lobby to support the CPHCC model to ensure	Participation in the Cobar Interagency to help identify and improve the level of allied health	General Manager	Progressing	Council Officers continue to monitor any gaps of community services provided to Cobar Shire.

good access to local medical practitioners and to increase the level of allied health care services provided locally	care services provided locally.			
1.5.2.1 When appropriate, assist financially and lobby to support the CPHCC model to ensure good access to local medical practitioners and to increase the level of allied health care services provided locally	Coordination of financial support for the CPHCC.	General Manager	Completed	Completed.

<b>COUNCIL STRATEGY</b>				
<b>1.5.3</b>	<b>Increase the use of Council owned and other sporting and recreational facilities across the community</b>			
<b>Council Activities</b>				
<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>



1.5.3.1 Increase the use of the Cobar Youth and Fitness Centre	Develop, implement and review Marketing and Action Plan for the Cobar Youth and Fitness Centre with the focus on new user groups.	Manager Youth and Fitness Centre	Progressing	Draft has been submitted to Director of Corporate and Community Services and is on hold pending costs reduction review.
1.5.3.1 Increase the use of the Cobar Youth and Fitness Centre	Advertise in local newspapers all sporting competitions run by the Centre.	Manager Youth and Fitness Centre	Progressing	Mixed Soccer, Women's Basketball and Squalleyball were advertised this quarter. All competitions ran this quarter, with 4 basketball teams, 5 soccer teams and 5 squalleyball teams. Fitness classes are also well attended on Monday, Wednesday and Thursday nights. Western Studio of Performing Arts-Cobar continues to use the Centre 6 days a week for dance. All activities are advertised in the local newspaper and school newsletters.
1.5.3.1 Increase the use of the	Monthly markets held at Centre	Manager Youth	Not	No markets have been held due to

Cobar Youth and Fitness Centre	on a weekend.	and Fitness Centre	Progressing	Markets in the Park being organised by a community group.
1.5.3.2 Contract management of the Cobar Memorial Swimming Pool	Maintenance carried out in accordance with the Asset Management Plan.	Services Manager	Progressing	Council has carried out all maintenance at the Cobar Memorial Swimming Pool in accordance with the recreation Asset Management Plan. All major works required are planned to be undertaken during the off season.
1.5.3.2 Contract management of the Cobar Memorial Swimming Pool	Supervise the correct operation and maintenance of all pool infrastructure along with promoting the facility also facilitate the learn to swim campaign.	Services Manager	Progressing	Council did supervise the correct operation and maintenance of all pool infrastructure. Council helped to promote and facilitate the learn to swim campaign. This saw over 80 classes held in the season.
1.5.3.2 Contract management of the Cobar Memorial Swimming Pool	Supervision of pool operations ensuring safety and convenience for all patrons is paramount,	Services Manager	Progressing	The pool operations were well supervised. This saw safety and convenience levels at a high level. There

	financial management and customer service.			were minimal injuries or incidents reported. Council had no real criticism of pool operations and the pool was not closed as a result of NSW Health sampling.
1.5.3.3 Maintain the skate park to a high standard	Facilitate the Skate Park Facility Steering Committee.	Services Manager	Progressing	The Skate Park Steering Committee has been facilitated with funding possibilities being actively pursued.
1.5.3.4 Maintain all Council parks and reserves, including plants, trees and public facilities	Provision of a regular gardening and turf maintenance service.	Services Manager	Progressing	Council has maintained a regular garden and turf maintenance service on all required areas within the Shire. This has seen all designated garden beds kept tidy and aesthetically pleasing for the community to enjoy.
1.5.3.4 Maintain all Council parks and reserves, including plants, trees and public facilities	Respond to complaints of inappropriate behaviour in parks & reserves and undertake	Services Manager	Progressing	Council has quickly been responding to complaints of inappropriate behaviour in parks and reserves with appropriate

	appropriate action.			action being taken. This has seen the amount of complaints dramatically reduce to zero in this quarter.
1.5.3.4 Maintain all Council parks and reserves, including plants, trees and public facilities	Inspect and rectify defects of physical assets such as playgrounds and park furniture.	Services Manager	Progressing	All inspection and rectification works on physical assets like playgrounds and park furniture is being routinely completed. These assets are visually inspected three times a week with works diagnosed completed as soon as possible with a prioritised and budget aware approach. If there could be any possible public liability action against Council as a result of injury on or near one of these assets the whole issue is completely investigated and relevant findings are correctly recorded.
1.5.3.4 Maintain all Council parks and reserves, including plants,	Appropriate signage erected to indicate prohibited activities in	Services	Progressing	Council is still in the process of formulating a Signage as Remote

trees and public facilities	parks and reserves.	Manager		Supervision Policy. Council responds to complaints of inappropriate behaviour 24 hours a day with appropriate courses of action taken.
1.5.3.4 Maintain all Council parks and reserves, including plants, trees and public facilities	Tree pruning and husbandry of trees.	Services Manager	Progressing	All Council trees are maintained in a safe and healthy condition. Inspections of trees are completed daily and complaints are investigated promptly with required action taken and recorded. Trees are only removed if it is the last and only option.
1.5.3.4 Maintain all Council parks and reserves, including plants, trees and public facilities	Inspect and rectify defects of physical assets such as irrigation systems.	Services Manager	Progressing	All Council irrigation systems are maintained to ensure that they operate efficiently and effectively. There are minimal breakdowns as a result.
1.5.3.4 Maintain all Council parks and reserves, including plants,	Carry out regular patrols of parks & reserves.	Services Manager	Progressing	Regular patrols undertaken.

trees and public facilities				
1.5.3.4 Maintain all Council parks and reserves, including plants, trees and public facilities	Maintenance of sporting ground and associated facilities.	Services Manager	Progressing	All maintenance works on sporting grounds and associated facilities have been completed. This has seen these facilities always presented in a very good condition for sporting events.

<b>COUNCIL STRATEGY</b>				
<b>1.5.4</b>	<b>Provide adequate infrastructure to care for older residents locally</b>			
<b>Council Activities</b>				
<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
1.5.4.1 Provide appropriate services for residents at the Lilliane Brady Village	Develop budget to ensure adequate resources to appropriate services maintained with funding levels received from Commonwealth Dept	Director of Nursing (Lilliane Brady Village)	Progressing	2012 -2013 budget developed. For Q3 - 63% of total budget expended & 77% of total income received. Occupancy rate for Q3 was 98.4% for Hostel and 100% for Nursing Home. Occupancy is

	Health and resident fees.			currently 100%. Comprehensive assessments and documentation of residents care needs completed as per facility protocol on the 1 new resident entering the facility this quarter to enable ACFI claims to be maximised. Audit report from Commonwealth Dept Health & Ageing undertaken in December 2012 on ACFI claims to validate accuracy of appraisals and claims for Medicare funding received in January 2013. There were no downgrades or funding adjustments.
1.5.4.1 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.	Director of Nursing (Lilliane Brady Village)	Progressing	Audits completed in Q3 include Clinical Management, Food Safety Program & Housekeeping. Only minor issues were identified in these audits with appropriate action taken. NSW Food Authority undertook the annual review

				of the Food Safety Program on 14th March 2013 with 2 “minor CARRS (corrective action required)”. One - not all pest control chemicals have documentary evidence supporting food safe approval. Two - product recall/traceability policy to be modified to enable identification and segregation of any foods subject to a recall.
1.5.4.1 Provide appropriate services for residents at the Lilliane Brady Village	Maximise capital reserves.	Director of Nursing (Lilliane Brady Village)	Progressing	There were a total of 2 complaints received for the quarter: - 1 from family member and 1 from resident. Both have been followed up in line with policy & records filed in complaints register. There were no compulsory reportable incidents for the quarter.
1.5.4.1 Provide appropriate services for residents at the	Ensure adequate and appropriately skilled and	Director of Nursing	Progressing	Staffing levels have been maintained in line with the master roster. Some



Lilliane Brady Village	qualified staffs to ensure all services are delivered in line with facility mission statement and policies	(Lilliane Brady Village)		cleaning shifts have not been able to be filled due inadequate casual pool to cover for sick leave. Positions filled this quarter - casual EENx1, casual AINx3. All new staff have completed the orientation program. There were 5 resignations - 1 RN (casual) due to increased hrs @ CPHC, 1 EEN (PPT) due to relocation, 1 PC (Casual) due to relocation, 1 AIN (PPT) due to relocation, Cook (casual) due to relocation. Positions remain vacant for PPT RN (16hrs/week), PPT Admin Assistant (16hrs/week), PPT AIN/EEN (32hrs/week) & PPT Cleaner (45hrs/week).
1.5.4.1 Provide appropriate services for residents at the	Maintain health and personal care of all residents according to their needs and maintain	Director of Nursing (Lilliane Brady)	Progressing	Both Hostel and Nursing Home sections are accredited until August 2015 having met all 44 outcomes when audited by

Lilliane Brady Village	resident lifestyle, rights and choices.	Village)		the Aged Care Standards & Accreditation Agency in June 2012. There were no unscheduled visits in Q3. Resident care needs continue to be regularly reviewed (monthly for high care residents and 3 monthly for low care residents) as per policy by nursing staff. Resident choice of GPs continue to visit the facility weekly (additionally if requested by nursing staff) to review resident medical management. Allied health services such as dietician, podiatry, counsellor and Australian Hearing have been provided to those residents who required the services.
1.5.4.1 Provide appropriate services for residents at the Lilliane Brady Village	Ensure financial viability of facility and that it is not a drain on Council resources.	Director of Nursing (Lilliane Brady	Progressing	Quarter 3 - running under budget with 63% of total budget expended & 77% of total income received. Budget has been reviewed fortnightly in line with council

		Village)		protocol. All purchases have been approved in line with budget constraints. There were no unforeseen expenses this quarter.
1.5.4.1 Provide appropriate services for residents at the Lilliane Brady Village	Maintain appropriate physical environment to ensure security, safety of residents, staff and visitors.	Director of Nursing (Lilliane Brady Village)	Progressing	Upgrade/renovation of 5 bathrooms in Nursing Home section still to be commenced. Schedule of work is required to be drawn up to enable comparative quotations by relevant tradesmen. Quotes not sort as no allocation in current budget. Wormald have inspected, tested and reported on all installed fire safety equipment throughout the facility. DRA (Defect Rectification Authority) for stop valve to sprinkler system outstanding for Q2 repaired in March. A mock evacuation exercise is still to be conducted. The Emergency Management policy and

				procedures for the facility is still under review.
1.5.4.1 Provide appropriate services for residents at the Lilliane Brady Village	Provide a transparent mechanism for concerns and complaints management from all stakeholders.	Director of Nursing (Lilliane Brady Village)	Progressing	There were a total of 2 complaints received for the quarter: - 1 from family member and 1 from resident. Both have been followed up in line with policy & records filed in complaints register. There were no compulsory reportable incidents for the quarter.
1.5.4.1 Provide appropriate services for residents at the Lilliane Brady Village	Promote community awareness and encourage ongoing resident involvement in community events.	Director of Nursing (Lilliane Brady Village)	Progressing	Community visitation & involvement in the facility included:- visits and religious services by clergy of all denominations, weekly exercise every Monday run by community volunteers, weekly visits by St Johns school students. The quarterly newsletter for residents, family and friends, was not published due to lack of staff time. Outings attended by

				<p>residents included various activities in the community for Seniors Week and fortnightly visits to the swimming pool (weather permitting). A new walking program in conjunction with community health at the Youth Centre has commenced in place of the swimming activity for the cooler months. The Lilliane Brady Village bus was used for transport to all community activities. In-house activities program has been well attended and residents are seen to be enjoying the activities and have input into the program.</p>
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COMMUNITY OUTCOME	
1.6	A safe and clean community

<b>COUNCIL STRATEGY</b>				
<b>1.6.1</b>	<b>A more visible and engaged police presence</b>			
<b>Council Activities</b>				
<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
1.6.1.1 Work with police and licensed premises to promote a safe community	Attendance and commitment to the Cobar Police Community Precinct Committee.	General Manager	Progressing	Full attendance and commitment to precinct committee meetings and liaison with police. Proposed Crime Prevention CCTV system will be reported to Council in Q4.
1.6.1.1 Work with police and licensed premises to promote a safe community	Provide secretariat services for the Cobar Liquor Accord.	General Manager	Progressing	Full secretariat services provided.

**COUNCIL STRATEGY**

1.6.2		Implementation of the Cobar Crime Prevention Plan and Strategy		
Council Activities				
Community Strategy	Actions	Council Lead	Status	Action Comments
1.6.2.1 Removal of graffiti and recording of graffiti incidents	Supervise and liaise with Urban Supervisor the removal of graffiti and ensure all evidence is taken and recorded appropriately.	Services Manager	Progressing	Council is very proactive in regards to the removal of graffiti and has consistently been eradicating the vandalism within a four (4) hour period. The Urban Supervisor ensures that prior to remedial works, all evidence is taken and recorded appropriately.
1.6.2.2 Implementation of actions outlined in the Cobar Crime Prevention Plan and Strategy	Update the action list for the Crime Prevention Plan.	Special Projects Officer	Progressing	The Crime Prevention Plan action list was implemented and actioned.
1.6.2.3 Lobby for a full-time domestic violence case worker	Approach all agency and grant sources with a robust business	Special Projects Officer	Progressing	Council regularly attends the monthly Cobar Domestic Violence Committee

based in Cobar	case			meetings and this group is making progress in finding suitable accommodation options and how the service may be established in Cobar.
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<b>COUNCIL STRATEGY</b>				
<b>1.6.3</b>	<b>Encourage safe and sustainable development</b>			
<b>Council Activities</b>				
<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
1.6.3.1 Undertake regulatory obligations in relation to building and development	Assess and determine all relevant applications as outlined under Section 68 of the Local Government Act 1993	Director Planning and Environmental Services	Progressing	Applications determined as required under Section 68 of the Local Government Act.
1.6.3.1 Undertake regulatory obligations in relation to building	Development Applications assessed and approved in	Director Planning and	Progressing	Development Applications assessed and approved in accordance with standards



and development	accordance with statutory standards and requirements and Council Codes.	Environmental Services		and requirements.
1.6.3.1 Undertake regulatory obligations in relation to building and development	Provide registration, approval and inspection for applications to install and operate On-Site Sewage Management Systems.	Director Planning and Environmental Services	Progressing	Applications for installation and operation of On-Site Sewage Management Systems processed on receipt.
1.6.3.1 Undertake regulatory obligations in relation to building and development	Inspect all development when required by approval so as to ensure compliance.	Director Planning and Environmental Services	Progressing	Mandatory critical stage inspections undertaken as requested.
1.6.3.1 Undertake regulatory obligations in relation to building and development	Process applications for Section 149 Certificates.	Director Planning and Environmental Services	Progressing	Certificates processed as received.
1.6.3.1 Undertake regulatory obligations in relation to building	Complying Development applications assessed and	Director Planning and	Progressing	Applications generally determined in

and development	approved in accordance with statutory standards requirements and Council Codes.	Environmental Services		the statutory time frames.
1.6.3.1 Undertake regulatory obligations in relation to building and development	Develop an On-site Sewage Management Register for existing systems in priority areas.	Director Planning and Environmental Services	Progressing	Database of properties within priority areas completed. Register complete for new systems and recent approvals relating to existing systems.
1.6.3.1 Undertake regulatory obligations in relation to building and development	Carry out critical stage and other progress inspections required to ensure completed projects complies.	Director Planning and Environmental Services	Progressing	Mandatory critical stage inspections undertaken as requested.
1.6.3.1 Undertake regulatory obligations in relation to building and development	Provide approval and inspection services for the installation of sewage and drainage services.	Director Planning and Environmental Services	Progressing	Inspections carried out as required.
1.6.3.2 Finalise and implement the Cobar LEP and development	Identify required Development Control Plans to support Cobar	Director Planning and	Not	Cobar LEP 2012 complete. Preparation of Development Control Plans not

control plans	LEP 2011.	Environmental Services	Progressing	progressing due to limited resources and pending legislative changes.
1.6.3.2 Finalise and implement the Cobar LEP and development control plans	Appropriate liaison with the Department of Planning for the completion of Cobar LEP 2011.	Director Planning and Environmental Services	Completed	Completed.
1.6.3.3 Implement and maintain an appropriate register for leases, licences and land	Maintain the Lease, Licence & Land Register.	Land Manager Officer	Progressing	Lease, Licence and Land Register is current.

<b>COUNCIL STRATEGY</b>				
<b>1.6.4</b>	<b>Provide and maintain safe and serviceable public facilities and infrastructure</b>			
<b>Council Activities</b>				
<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>

1.6.4.1 To provide the community with an aesthetically pleasing and clean urban environment	Manually street sweep to supplement the mechanical operations to ensure a clean and aesthetically pleasing environment in the urban area.	Services Manager	Progressing	Council completes manual street sweeping works daily to supplement the mechanical operations. This has ensured a clean and aesthetically pleasing environment in the urban area.
1.6.4.1 To provide the community with an aesthetically pleasing and clean urban environment	Regularly clean and maintain amenities building in accordance with frequency of use.	Services Manager	Progressing	Amenities buildings are being cleaned and maintained in accordance with their frequency of use. The level of service the community is receiving is high as staff are being very thorough and diligent with the realisation that the first impression on a tourist is instrumental in whether they stay longer or move on.
1.6.4.1 To provide the community with an aesthetically pleasing and clean urban	Mechanically clean the streets in the urban area to provide suitable environment for the	Services Manager	Progressing	The CBD area is mechanically cleaned five days a week.

environment	community.			
1.6.4.1 To provide the community with an aesthetically pleasing and clean urban environment	Review the Street Sweeping Program and implement an improvement action plan.	Services Manager	Progressing	The Street Sweeping program is being reviewed but some positive changes have already been implemented. An improvement action plan will be formulated incorporating the positive changes that have already been implemented in the short term.
1.6.4.2 To have systems in place for Cobar and village communities to maintain and control their public halls and the Nymagee Old School Community Centre	Development of Cobar Town Hall Cinema Improvement and Operational Action Plan.	Director Planning and Environmental Services	Progressing	No budget allocation for improvements to facility. Expressions of Interest for lease of premises advertised and will be reported to April 2013 Council meeting. Expression of Interest for works to be undertaken under the Resources for Regions Program submitted.
1.6.4.2 To have systems in place for Cobar and village	Supply electricity to the Nymagee Old School Community	Director Planning and	Progressing	Draft licence agreement being prepared for the management and occupation of

communities to maintain and control their public halls and the Nymagee Old School Community Centre	Centre.	Environmental Services		village community facilities.
1.6.4.2 To have systems in place for Cobar and village communities to maintain and control their public halls and the Nymagee Old School Community Centre	Maintenance and Repair in consultation with the local Management Committee for Nymagee Hall.	Director Planning and Environmental Services	Progressing	Draft licence agreement being prepared for the management and occupation of village community facilities. Works commenced on kitchen refurbishment project, will be completed in Q4.
1.6.4.2 To have systems in place for Cobar and village communities to maintain and control their public halls and the Nymagee Old School Community Centre	Maintenance and repair in consultation with the local Management Committee for Euabalong Library and community hall.	Director Planning and Environmental Services	Progressing	Draft licence agreement being prepared for the management and occupation of village community facilities.
1.6.4.2 To have systems in place	Maintenance and repair in	Director	Progressing	Draft licence agreement being prepared

for Cobar and village communities to maintain and control their public halls and the Nymagee Old School Community Centre	consultation with the local Management Committee for Mount Hope Hall.	Planning and Environmental Services		for the management and occupation of village community facilities.
1.6.4.3 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.	Director Planning and Environmental Services	Progressing	Grant funding approved for installation of accessible unisex toilet facility at Ward Oval as part of Men's Shed expansion. Expression of Interest submitted for accessible toilets at the Cobar Youth and Fitness Centre under the Resources for Regions program.
1.6.4.3 Improve disability access to Council buildings and facilities to improve their accessibility by older people and people with a disability	Consider disability access when purchasing and installing new street furniture and fixtures.	Services Manager	Progressing	Council is currently considering disability access when purchasing and installing new street furniture and fixtures.

<b>COUNCIL STRATEGY</b>				
<b>1.6.5</b>	<b>Provide protection from fire, natural disasters, public health and other threats to the community</b>			
<b>Council Activities</b>				
<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
1.6.5.1 Have systems in place to allow a rapid response to a fire emergency within the Rural Fire District	To maintain an organisation to provide the human and physical resources to assist with the control of rural fire threats.	Fire Control Officer	Not Updated	Appropriate organisation and resources in place.
1.6.5.1 Have systems in place to allow a rapid response to a fire emergency within the Rural Fire District	To have a rural community develop an approach to hazard management to minimise the threats of uncontrolled fire.	Fire Control Officer	Not Updated	Hazard reduction activities undertaken.
1.6.5.1 Have systems in place to allow a rapid response to a fire emergency within the Rural Fire	Development, reporting and implementation of Rural Fire Service plant and equipment	Fire Control Officer	Not Updated	Plant and equipment replacement program underway.



District	replacement program.			
1.6.5.1 Have systems in place to allow a rapid response to a fire emergency within the Rural Fire District	Have a response system, which will allow a response to an emergency within a reasonable timeframe.	Fire Control Officer	Not Updated	Response and call-out system in place.
1.6.5.1 Have systems in place to allow a rapid response to a fire emergency within the Rural Fire District	Development, reporting and implementation of Rural Fire Service (RFS) facilities asset management plan and a minimum five (5) year rolling works program.	Fire Control Officer	Not Updated	Limited resources available.
1.6.5.2 Have contingency plans in place to minimise the damage from threats from natural disasters	Develop Rural Addressing Program.	Director of Engineering Services	Not Progressing	Unavailability of resources has delayed this project.
1.6.5.2 Have contingency plans in place to minimise the damage	Ensure reasonable strategic planning to establish local	Director of Engineering	Progressing	DISPLAN to be reviewed to comply with

from threats from natural disasters	disaster management plans which consider the risks to local communities and have in place relevant disaster management plans.	Services		new legislation and renamed EMPLAN.
1.6.5.2 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.	Director of Engineering Services	Progressing	LEMC is in place and meets quarterly. Council provides full secretariat support.
1.6.5.3 Preserve and enhance public health by regulating and inspecting all relevant premises	Appropriate Public Health Education Campaign conducted.	Manager Planning and Environmental Services	Not Progressing	Limited resources available.
1.6.5.3 Preserve and enhance public health by regulating and inspecting all relevant premises	Prepare and provide appropriate reports and information for administration and budget.	Manager Planning and Environmental	Not Progressing	Limited resources available.

		Services		
1.6.5.3 Preserve and enhance public health by regulating and inspecting all relevant premises	Investigation of reportable diseases and sundry public health incidents.	Manager Planning and Environmental Services	Progressing	No reportable disease incidents.
1.6.5.3 Preserve and enhance public health by regulating and inspecting all relevant premises	All food shops and licensed premises inspected.	Manager Planning and Environmental Services	Progressing	Contractors engaged to inspect and report on all food shops during Q4.
1.6.5.3 Preserve and enhance public health by regulating and inspecting all relevant premises	Public swimming pools inspected and water samples taken.	Manager Planning and Environmental Services	Not Progressing	Limited resources available.

## Key Activity: Economy

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

COUNCIL STRATEGY				
2.1.1	Provision of business services locally			
Council Activities				
Community Strategy	Actions	Council Lead	Status	Action Comments
2.1.1.1 Facilitate business development in the Shire	Facilitate business opportunities within Cobar and promote the	General Manager	Progressing	Economic Development strategy adopted by Council. Continuous liaison with prospective businesses. Support

	region.			provided to Cobar Enterprise Facilitation Committee, executive membership of Committee and liaison with industry bodies for funding.
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COUNCIL STRATEGY				
2.1.2		Skills attraction initiatives		
Council Activities				
Community Strategy	Actions	Council Lead	Status	Action Comments
2.1.2.1 Work with relevant government organisations, including Regional Development Australia – Orana, and NSW Industry and Investment to attract skilled people to Cobar to	Work with Regional Development Australia – Orana Inc and Industry and Investment (I&I) on economic development issues within Cobar Shire.	Special Projects Officer	Progressing	Have liaised with RDA - Orana as required regarding their Skilled Migration Officer visiting Cobar, submission of an RDAF Round 3 grant for small communities and general economic development issues. Met with Trade and Investment staff quarterly,

work.				including a March meeting to seek funding for an economic study of the Shire and some business courses/workshop funding. Opportunities to be progressed in Q4.
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<b>COUNCIL STRATEGY</b>				
<b>2.1.3</b>	<b>Develop and implement an Economic Development Strategy</b>			
<b>Council Activities</b>				
<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
2.1.3.1 Prepare an Economic Development Strategy for Cobar.	Prepare a draft strategy for Council.	Special Projects Officer	Completed	Economic Development Strategy completed.
2.1.3.2 Implement the action plan outlined in the Economic Development Strategy	Report on the implementation of the Economic Development Strategy	Special Projects Officer	Progressing	Economic Development Strategy adopted by Council in August 2012. Implementation commenced. NSW

				Government approached for funding to undertake an Economic Study of the Shire to get a better understanding of industry, investment and associated statistics.
2.1.3.3 Promote economic development within Cobar Shire	Work with neighbouring Councils to promote economic development across the region.	Special Projects Officer	Progressing	Provided advice to the Economic Development Officers (a group that sits under OROC) and information on activities being undertaken in Cobar and on potential regional activities.

COUNCIL STRATEGY				
2.1.4	Encourage people to shop locally			
Council Activities				
Community Strategy	Actions	Council Lead	Status	Action Comments

2.1.4.1 Administer the Cobar Quids program	Monitor, dispense and reconcile Cobar Quids on a daily basis.	Rates Officer	Progressing	Quids are reconciled daily.
2.1.4.2 Be an active member of the Cobar Business Association	Undertake the secretarial role for the Association.	Special Projects Officer	Progressing	Secretariat role fulfilled for the Cobar Business Association. February and March newsletters produced and emailed to all businesses. Two meetings attended and minutes taken, actions progressed and minutes distributed. Computer security workshop organised for Q4. Proposals submitted to NSW Govt seeking funding for Shop Locally First campaign and workshops on Social Media for Business, Shop Presentation and Customer Loyalty Programs.
2.1.4.2 Be an active member of the Cobar Business Association	Strive to bring affordable, quality training and workshop opportunities to Cobar business operators through the activities	Special Projects Officer	Progressing	No courses were run in this quarter. Funding is being sought to run courses in Q4 and in 2013/2014. A computer



	of the Association.			security workshop is organised for April.
2.1.4.2 Be an active member of the Cobar Business Association	Work with the Cobar Business Association to support local business initiatives such as the Great Cobar Business Awards, shop local promotions and other activities.	Special Projects Officer	Progressing	Council continues to support the Cobar Business Association in their activities. A proposal was put to Trade and Investment seeking funding to undertake an Economic Study of the Shire, workshops for business people on the use of social media in business, shop presentation and creation of customer loyalty schemes. The outcomes of these requests will be known in Q4.

<b>COUNCIL STRATEGY</b>	
<b>2.1.5</b>	<b>Diversify the business base of the Shire and strengthen local businesses</b>
<b>Council Activities</b>	

<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
2.1.5.1 Continued support for the Cobar Enterprise Facilitation project	Work with the Cobar Enterprise Facilitation group to progress the CEF project by sitting on the Board of Management and assisting with fundraising activities, particularly by working with government agencies and attracting government funding.	Special Projects Officer	Progressing	Council continues to support the CEF Board, working with the CEF Facilitator and seeking grant opportunities for the project. The CEF project has to date supported over 127 local businesses and potential business people. Recent meetings with NSW Government officials confirmed that there is no NSW Govt money available for the project.
2.1.5.2 Investigate the availability of industrial land in Cobar and investigate options for the development of a new industrial estate in Cobar	Investigate suitable locations and zoning issues.	Director Planning and Environmental Services	Not Progressing	Limited resources available.
2.1.5.2 Investigate the availability of industrial land in	Undertake assessment of need for industrial land.	Director Planning and	Not Progressing	Limited resources available.

Cobar and investigate options for the development of a new industrial estate in Cobar		Environmental Services		
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<b>COUNCIL STRATEGY</b>				
<b>2.1.6</b>	<b>Support mining and agricultural industries to keep them strong</b>			
<b>Council Activities</b>				
<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
2.1.6.1 Undertake regulatory requirements in regards to the mining industry	Assess and process Part 4 Development Applications.	Director Planning and Environmental Services	Progressing	Applications generally determined in the statutory time frames.
2.1.6.2 Facilitate provision of additional funding to improve the road network	Submit applications for road improvements for appropriate funding providers.	Director of Engineering Services	Progressing	EOI Applications have been submitted for various projects through the Resources for Regions program.

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

COUNCIL STRATEGY				
2.2.1	Develop and implement a Tourism Attraction and Development Strategy			
Council Activities				
Community Strategy	Actions	Council Lead	Status	Action Comments
2.2.1.1 Develop and implement the Tourism Attraction and Development Strategy	Development of an appropriate Tourism Management Plan through consultation with the Tourism Advisory Committee, Business and the Community.	Manager Tourism and Public Relations	Progressing	The Tourism Management plan is still in draft form.

<b>COUNCIL STRATEGY</b>				
<b>2.2.2</b>	<b>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</b>			
<b>Council Activities</b>				
<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
2.2.2.1 Market Cobar as an attractive tourist destination	Participate in tourism based organisations, eg Kidman Way Promotional Committee, Outback NSW Tourism and Tourism NSW.	Manager Tourism and Public Relations	Progressing	Cobar Shire Council has joined the Inland Tourism Organisation. Inland Tourism is an information based organisation and does not provide marketing support. The Tourism Manager has facilitated two meetings with Kidman Way member councils. The Kidman Way Promotional Committee attended the Adelaide Caravan, Holiday Expo which was attended by 45,000 visitors and the Melbourne Caravan,

				Holiday Expo which was attended by 60,000 visitors.
2.2.2.1 Market Cobar as an attractive tourist destination	Provide a high quality "Information Centre" at the Great Cobar Outback Heritage Centre.	Manager Tourism and Public Relations	Progressing	Visitors who attend the Visitor Information Centre at the Great Cobar Heritage Centre are greeted by very professional staff who provide general information on Cobar, why Cobar is here, why Cobar is still here, where to stay, where to eat. This information is provided in the Kidman Way brochure. What to see and do in Cobar and the surrounding district is all explained in the local mudmap. In this quarter there was 500 visitors who paid to visit the museum and 3,000 visitors who were just seeking local information.
2.2.2.1 Market Cobar as an	Meetings with tour and coach	Manager Tourism and	Progressing	There have been three coaches visit the Great Cobar Heritage Centre in this

attractive tourist destination	operators.	Public Relations		quarter.
2.2.2.1 Market Cobar as an attractive tourist destination	Regular media releases and exposure through national, state, regional and local radio, television and print media.	Manager Tourism and Public Relations	Progressing	The Manager of Tourism and Public Relations has provided information on the Kidman Way and Cobar to journalists from the Wanderer magazine and the R M Williams magazine. A number of media releases about the upcoming release of the new Modern Mining Trail has been distributed to all local media outlets.
2.2.2.1 Market Cobar as an attractive tourist destination	Attend consumer shows, travel and holiday expos in the identified target market areas of Australia and disseminate information on Cobar's heritage, natural features, cultural events and tourist attractions and	Manager Tourism and Public Relations	Progressing	The Manager of Tourism and Public Relations has attended with the Kidman Way Promotional Committee, the Adelaide Caravan and Holiday Expo and the Melbourne Caravan and Holiday Expo in this quarter.

	facilities.			
2.2.2.1 Market Cobar as an attractive tourist destination	Direct mailing campaigns.	Manager Tourism and Public Relations	Progressing	The staff at the Great Cobar Heritage Centre mailed out 550 information packs in this quarter. The requests for information come from phone and internet inquiries supplied by Destination NSW, Brochures Online, Go See Australia, Cobar's web site and a number of magazines that carry Cobar's information.
2.2.2.1 Market Cobar as an attractive tourist destination	Provide education packages to schools and universities.	Manager Tourism and Public Relations	Progressing	The Curator at the Great Cobar Heritage Centre has a number of different education packages aimed at different age groups. There hasn't been any school visits in this quarter.
2.2.2.2 Work with local organisations to build on current	Assist sporting clubs promote major events.	Manager Tourism and	Progressing	The Manager of Tourism and Public Relations is continuing to liaise with the



activities		Public Relations		Australian Sheep Dog Championship organisers and the Cliff-hanger event organisers.
2.2.2.3 Develop and implement new ideas to bring people to Cobar	Actively pursue tourism development and marketing opportunities and assist existing and potential “tourist” businesses.	Manager Tourism and Public Relations	Progressing	The Manager of Tourism and Public Relations has facilitated two meetings with the Kidman Way member councils to discuss future promotional activities. The Kidman Way web site has been upgraded and will be refreshed in the next quarter.
2.2.2.3 Develop and implement new ideas to bring people to Cobar	Prepare bids to host relevant conferences.	Manager Tourism and Public Relations	Progressing	There were no bids for meetings and conferences in this quarter.
2.2.2.3 Develop and implement new ideas to bring people to Cobar	Advertise the advantages of the area in conjunction with private sector operators.	Manager Tourism and Public	Progressing	The Manager of Tourism and Public Relations provides opportunities for tourism operators to advertise their

		Relations		businesses in a number of media forms.
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<b>COUNCIL STRATEGY</b>				
<b>2.2.3</b>	<b>Diversify tourism activities and increase the utilisation of current attractions</b>			
<b>Council Activities</b>				
<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
2.2.3.1 Identify, encourage and assist the development of existing and new tourist attractions and facilities	Provide major maintenance and repair to assets, buildings, water mains, sewer mains, roads in accordance with an adopted Asset Management Plan.	Director Planning and Environmental Services	Not Progressing	No budget allocation for major maintenance/refurbishment works on Council's building assets (other than housing). An Expression of Interest has been submitted to undertake refurbishment of the Cobar Youth and Fitness Centre and to undertake works at the Town Hall Cinema.
2.2.3.1 Identify, encourage and	Regular review of lease	Director	Progressing	Reviews undertaken as required by

assist the development of existing and new tourist attractions and facilities	agreement and performance with Caravan Park manager.	Planning and Environmental Services		contract.
2.2.3.1 Identify, encourage and assist the development of existing and new tourist attractions and facilities	Cobar Caravan Park - provide appropriate financial advice and reports.	Director Planning and Environmental Services	Progressing	Quarterly review of income and expenditure undertaken.
2.2.3.2 Work with existing operators and businesses to promote the benefits of tourism and expand the tourism business	Encourage businesses to be receptive to tourist activity and promote Cobar as a “friendly” Shire.	Manager Tourism and Public Relations	Progressing	Business owners and tourism operators are encouraged to attend and participate in the regularly held Tourism Advisory Committee meetings. Staff at the Great Cobar Heritage Centre and the Cobar Caravan Park report that visitors to Cobar generally are very complimentary about their experiences in Cobar.
2.2.3.2 Work with existing	Promote attendance and	Manager	Progressing	The Tourism Advisory Committee is a

operators and businesses to promote the benefits of tourism and expand the tourism business	participation in the Tourism Advisory Committee.	Tourism and Public Relations		Committee of Council. The Committee chairperson is Mr John Dineen, Cobar Caravan Park. All Tourism Advisory Committee meetings are advertised as "Public Meetings" to encourage as many people as possible from the community to attend.
2.2.3.3 Install and maintain tourism signage	Entry to shire, entry to town and tourism signs are installed and maintained.	Manager Tourism and Public Relations	Progressing	Quotes are being sought to upgrade two signs on the eastern entrance to Cobar and one sign on the northern entrance to Cobar.

<b>COUNCIL STRATEGY</b>	
<b>2.2.4</b>	<b>Increase the range and degree of accommodation in the Shire</b>
<b>Council Activities</b>	

Community Strategy	Actions	Council Lead	Status	Action Comments
2.2.4.1 Assist to identify potential new sites and facilitate the development of accommodation providers	Provide statutory planning advice to Councillors, developers, staff and the public.	Director Planning and Environmental Services	Progressing	Advice provided on request.
2.2.4.2 Investigate the need to the develop the next stage of Pioneer Estate and undertake development if required	Estimate market & land availability for future Residential Land Development.	Director Planning and Environmental Services	Progressing	Land identified for future residential development. Demand for additional residential lots and funding sources for development not established. Availability of the land is being promoted on Council's website to private developers.

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

<b>COUNCIL STRATEGY</b>				
<b>2.3.1</b>	<b>Develop a business case to attract businesses to Cobar Airport</b>			
<b>Council Activities</b>				
<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
2.3.1.1 Actively seek out business opportunities to enhance the operations at Cobar Airport	Conduct feasibility study into the need for Light Industrial Land.	Works Manager	Not Progressing	Advertisements have been placed within the aviation industry communications channel seeking expressions of interest in aviation related businesses which can be established in Cobar. To date two verbal expressions have been received which have not progressed to a later stage.
2.3.1.1 Actively seek out business opportunities to enhance the operations at Cobar	Undertake advertising in Airport related journals seeking interested parties to establish	Works Manager	Progressing	Advertising as required. No further progress on Expressions of Interest received.

Airport	business enterprises.			
2.3.1.1 Actively seek out business opportunities to enhance the operations at Cobar Airport	Conduct feasibility study into the need for a Residential Park.	Works Manager	Progressing	Preliminary work has commenced with the draft completion of an overall plan of future development prepared. An inspection of the Residential Airpark at Narromine has demonstrated what can be achieved should a market be available. The next step in the process is to develop a preliminary design to ascertain the feasibility of such a project. Due to the impact of the economy generally no further action has been taken during Q3.

## Key Activity: Governance

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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			
Council Activities				
Community Strategy	Actions	Council Lead	Status	Action Comments
3.1.1.1 Apply for a Special Rate Variation to improve the sustainability of Council's assets	Prepare business case and lodge with DLG.	Special Projects Officer	Progressing	Council resolved to go ahead with a one-off 25% SRV at their 13 December 2012 meeting. The application was put



and services				together and submitted on 11 March 2013. Council will learn of the outcomes in Q4.
3.1.1.2 Reassess all rates, fees and charges	Sound revenue management plan in place including rate recovery, debt recovery, economic development/business opportunities and grant funding initiatives.	General Manager	Progressing	Appropriate plans instigated for rate recovery and debt recovery. Grant opportunities communicated to appropriate staff and community groups. Grants sought when appropriate. High level economic development/business opportunities commenced. Hardship Assistance Policy adopted. Arrangements in train for Sale of Land for unpaid rates in Q4.
3.1.1.3 Undertake private works	Undertaken private works for property owners, contractors and RMS.	Director of Engineering Services	Progressing	Private works undertaken as requested.
3.1.1.4 Increase grant funding	Alert community groups to grant	General	Progressing	All grant opportunities communicated

received	opportunities and assist the community to apply for grants.	Manager		to relevant staff and to all listed groups in the Community Services Directory. Staff also disseminated information to relevant groups as required.
3.1.1.4 Increase grant funding received	Apply for grants to assist Council to undertake activities outlined in the Management Plan.	General Manager	Progressing	Grants regularly applied for and reported to Council in monthly grants report.
3.1.1.5 Regular monitoring and reporting of expenditure	Major elements of the Budget/Management Plan or Delivery Plan/Operational Plan are achieved.	General Manager	Progressing	Operational Plan elements are being slightly delayed by reduced resources and vacant senior positions.
3.1.1.5 Regular monitoring and reporting of expenditure	Appropriate process in place to report to and consult Council on significant proposed variations of the Budget/Management Plan or Delivery Plan/Operational Plan.	General Manager	Progressing	Appropriate reporting mechanisms put in place for Council to be advised of major changes in income or expenditure budgets.

3.1.1.6 Undertake rating functions of Council	Recovery of outstanding rates.	Rates Officer	Progressing	A sale of land for unpaid rates has been set for 19 April 2013. Debt Recovery action has continued. Total outstanding rates and charges are 28.64%.
3.1.1.6 Undertake rating functions of Council	Process Pension Rebate Claims.	Rates Officer	Completed	Pensioner rebate claims have been completed for 2012/2013.
3.1.1.6 Undertake rating functions of Council	Levy and issue rates.	Rates Officer	Completed	Rates Levied.
3.1.1.7 Effectively manage Council investments	Optimum investment of Council's surplus funds.	Rates Officer	Progressing	Council's funds have been invested in accordance with Sec. 625 of the Local Government Act 1993, Clause 212 of Local Government (General) Regulation 2005 and Council's Investment Policy. As at 31 March 2013, Council's investments had earned \$87,085.61 interest from two approved banking institutions. A monthly investment

				report including investment details and balances as at month end and income earned for the month is included in Council's monthly Business Paper.
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<b>COUNCIL STRATEGY</b>				
<b>3.1.2</b>	<b>Implement a modern Section 94 Plan and Section 64 Plan to fund future infrastructure through developer contributions</b>			
<b>Council Activities</b>				
<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
3.1.2.1 Develop a Section 94 Plan	Renew Developer Contributions Plan & Community Enhancement Program.	Director Planning and Environmental Services	Completed	Completed.
3.1.2.2 Develop a Section 64 Plan	Prepare a Section 64 Plan.	Director of Engineering	Progressing	Section 64 Plan was adopted at the March 2013 Council Meeting.

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<b>COUNCIL STRATEGY</b>				
<b>3.1.3</b>	<b>Investigate how to reduce the cost of Council's community facilities through partnerships with other organisations</b>			
<b>Council Activities</b>				
<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
3.1.3.1 Investigate partnership options, and enact if advantageous for the Cobar Youth and Fitness Centre	Seek and initiate discussions with potential appropriate partners.	Director Corporate and Community Services	Progressing	Cr Yench's notice on motion will be concerning EOI's actioned. It would be wise to see if grant funding were won to upgrade building prior to launching EOI.
3.1.3.2 Investigate partnership options, and enact if advantageous for the Lilliane Brady Village	Undertake a Business & Management Review to determine most suitable way to manage & operate the facility.	Director Corporate and Community Services	Progressing	This was done and was unsuccessful. MPS feasibility now requested.
3.1.3.2 Investigate partnership	Development and	Director	Not	This was done and was unsuccessful.

options, and enact if advantageous for the Lilliane Brady Village	implementation of an appropriate Marketing Plan.	Corporate and Community Services	Progressing	MPS feasibility now requested.
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<b>COUNCIL STRATEGY</b>				
<b>3.1.4</b>	<b>Minimise risk for Council and the community</b>			
<b>Council Activities</b>				
<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
3.1.4.1 Develop and implement a risk management strategy suitable for Council operations	Staff report hazards and risks to their immediate supervisor as soon as possible.	General Manager	Progressing	Staffs continuing to be educated to ensure hazards and risks are reported.
3.1.4.1 Develop and implement a risk management strategy suitable for Council operations	Review Insurance Levels annually.	Director Corporate and Community Services	Completed	Completed.

3.1.4.1 Develop and implement a risk management strategy suitable for Council operations	Create an Event Management Plan that will identify any risk or hazard to Council whilst planning any activities or events.	Manager Tourism and Public Relations	Progressing	The Manager of Tourism and Public Relations is, with the assistance of the Orana Regional Risk Manager, preparing a draft Event Risk Management Plan.
3.1.4.1 Develop and implement a risk management strategy suitable for Council operations	Develop and implement a Corporate Risk Management Strategy.	Human Resources Officer	Progressing	Risk Management Strategy risk factors under consideration by Manex. Climate Change risk assessment to be completed in Q4.
3.1.4.1 Develop and implement a risk management strategy suitable for Council operations	Develop WHS Manual	General Manager	Progressing	Further liaison required with consultant undertaking WHS Manual. Project being delayed due to unavailability of relevant senior staff.
3.1.4.1 Develop and implement a risk management strategy suitable for Council operations	Management obligations.	Human Resources Officer	Progressing	Preliminary work done. Manex members are familiar with their obligations. State Records Act obligations explained during inductions and ongoing advice provided.

3.1.4.1 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.	Human Resources Officer	Not Progressing	On hold due to lack of available resources. Investigating IT security options.
3.1.4.1 Develop and implement a risk management strategy suitable for Council operations	Manex will direct the attention and the resources of the organisation towards managing significant risks and hazards.	General Manager	Progressing	Asset Risk Management Plan developed. Risk Management Strategy being developed in conjunction with City of Canterbury.
3.1.4.1 Develop and implement a risk management strategy suitable for Council operations	Develop and implement Gathering Information procedures.	Human Resources Officer	Progressing	Reporting is becoming embedded in culture. Gathering Information Policy and procedures to be developed.
3.1.4.2 Develop and implement suitable internal audit processes for Council operations	Carry out 'In House' Internal Audits.	Director Corporate and Community Services	Progressing	The Internal Audit Committee has carriage of this.
3.1.4.3 WHS obligations are met and safe work practices are	WHS reviews regularly conducted and	General Manager	Progressing	WHS review list being utilised.



promoted and undertaken	recommendations acted upon.			
3.1.4.3 WHS obligations are met and safe work practices are promoted and undertaken	Provide support to Council's WHS Committee.	Human Resources Officer	Progressing	Minutes and agenda prepared and issued within timeframe for meeting held 11 February 2013.
3.1.4.3 WHS obligations are met and safe work practices are promoted and undertaken	Coordinate injury management and return to work programs for injured workers.	Human Resources Officer	Progressing	Three WorkCover accredited Return to Work Coordinators on staff handle all Council's injury management. Rehab Providers engaged as required. Return To Work Plans developed within required timeframes.
3.1.4.3 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.	General Manager	Progressing	WHS Committee meetings attended, liaison with WHS manual project team and consultant.
3.1.4.3 WHS obligations are met and safe work practices are	Workplace Inspections.	General Manager	Progressing	Inspection program arranged, and commenced.

promoted and undertaken				
3.1.4.3 WHS obligations are met and safe work practices are promoted and undertaken	Coordinate Council's Continuous Improvement Program assessment	Human Resources Officer	Progressing	Deadlines for annual audits met. Risk Management Continuous Improvement Plan developed and adopted by Manex.
3.1.4.3 WHS obligations are met and safe work practices are promoted and undertaken	WHS Policy Development and Maintenance.	General Manager	Progressing	Draft WHS manual developed but further liaison required with consultant by project team.
3.1.4.3 WHS obligations are met and safe work practices are promoted and undertaken	Re-development of Councils' WHS Management System in conjunction with WHS Committee and employees.	General Manager	Progressing	Draft WHS manual developed with further liaison required with consultant by project team.
3.1.4.3 WHS obligations are met and safe work practices are promoted and undertaken	Coordinate/arrange safety training programs	Human Resources Officer	Progressing	Safety training programs, such as manual handling, traffic control, chemical handling, water fluoridation, playground equipment and asbestos handling, completed.

3.1.4.4 Administer Council's accident/injury/public liability claims management competently	Effective control of work flow interfaced with risk reporting.	Human Resources Officer	Progressing	All claims have been handled satisfactorily with no rejections.
3.1.4.5 Ensure that documentation and records management provide a framework for easy retrieval and reference	Effective records administration systems and protocols in place	Director Corporate and Community Services	Progressing	On balance these protocols operate successfully
3.1.4.5 Ensure that documentation and records management provide a framework for easy retrieval and reference	Compliance with Records Management obligations.	Director Corporate and Community Services	Progressing	On balance Cobar Shire Council is compliant.
3.1.4.6 Reduce workplace accidents and incidents	Ensure WHS Committee is active and proactive.	Human Resources Officer	Progressing	WHS Committee meeting held February 2013.

3.1.4.6 Reduce workplace accidents and incidents	Train all workers for their tasks and induct all workers into the workplace or job site.	General Manager	Progressing	Full commitment to corporate training presentations by General Manager. Corporate Training Plan developed and being implemented.
3.1.4.6 Reduce workplace accidents and incidents	Coordinate development and train staff in Safe Work Method Statements (SWMS).	General Manager	Progressing	SWMS renewal as required.
3.1.4.6 Reduce workplace accidents and incidents	Facilitate/coordinate regular WHS audits of the workplace and monitor implementation of audit recommendations.	General Manager	Progressing	Audit program developed with some inspections commenced.

<b>COUNCIL STRATEGY</b>	
<b>3.1.5</b>	<b>Strong governance measures in place</b>
<b>Council Activities</b>	

<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
3.1.5.1 Councillors are well trained and informed on their roles and responsibilities	Training provided to Councillors.	General Manager	Progressing	All Councillors are provided information packages and in-house training where available and training sourced through LGSA and DLG for available/interested Councillors.
3.1.5.2 Strategic policy setting undertaken by the elected representatives	Necessary advice and policy recommendations provided to Council in relation.	General Manager	Progressing	Initial review of Policy Register undertaken and development list of new policies arranged for DLG Better Practice Review. Staff continue to work through the policy development list.
3.1.5.2 Strategic policy setting undertaken by the elected representatives	Mayor and Councillor requests are met within Council policy.	General Manager	Progressing	Councillor and Mayor requests appropriately communicated to relevant Council officers for action and monitoring system in place.
3.1.5.2 Strategic policy setting undertaken by the elected	Feedback to Councillors on progress with resolutions and	General	Progressing	Monthly status report communicated,

representatives	Councillor requests.	Manager		updated and monitored.
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COMMUNITY OUTCOME	
3.2	An engaged community that participates in decision making

COUNCIL STRATEGY				
3.2.1	Implementation of Council's Community Engagement Strategy			
Council Activities				
Community Strategy	Actions	Council Lead	Status	Action Comments
3.2.1.1 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.	General Manager	Progressing	Positive media liaison on critical matters undertaken with local newspapers and radio stations by the Management Executive.

3.2.1.1 Engage with the various sectors of the community as required and to a level that adequately addresses the complexity of the issues.	Council's media presence.	General Manager	Progressing	Positive media engagement undertaken with local newspapers on critical issues.
3.2.1.1 Engage with the various sectors of the community as required and to a level that adequately addresses the complexity of the issues.	Appropriate information in relation to Council resolutions and deliberations provided to Directors and relevant staff.	General Manager	Progressing	Monthly status report communicated and continuously updated.
3.2.1.1 Engage with the various sectors of the community as required and to a level that adequately addresses the complexity of the issues.	Appropriate attendance of General Manager at Community groups and external committees, as appropriate.	General Manager	Progressing	Attendance of all public meetings concerning critical matters. Attendance of all necessary advisory committee meetings.

<b>COUNCIL STRATEGY</b>				
<b>3.2.2</b>	<b>Encourage more direct participation and interaction between Council and the community</b>			
<b>Council Activities</b>				
<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
3.2.2.1 Provide up-to-date and relevant information to the public on Council's activities	Management oversight provided in relation to all information from appropriate staff to Council and the Community.	General Manager	Progressing	Major projects and programs communicated to Management Executive.
3.2.2.1 Provide up-to-date and relevant information to the public on Council's activities	Prepare a quarterly Council newsletter to go out with the rates notices.	General Manager	Progressing	Q2 and Q3 newsletter not undertaken, however appropriate liaison completed for Special Rate Variation consultation.
3.2.2.2 Maintain partnerships with community organisations, such as Arts Council, Business Association, Cancer Council,	Appropriate networking with the local government industry and professional organisations.	General Manager	Progressing	Continued membership of the IPWEA and LGEA Boards. Membership of the LGMA working party for staff sharing. Attendance of GMAC and OROC Board



sporting groups etc				meetings. Commitment to the OROC Human Resources and Learning and Development Professional Team as a sponsoring GM.
3.2.3 Increase the participation of youth in community leadership	Provide administration and support to the Cobar Youth Council.	Manager Youth and Fitness Centre	Progressing	Attended 4 Youth Council meetings and Little Big Day Out event in this quarter.
3.2.3 Increase the participation of youth in community leadership	Maintain contact with similar organisations in other local government areas so as to provide interaction.	Manager Youth and Fitness Centre	Progressing	Limited access with organisations in other local government areas due to time/travel/budget constraints. Supported Dubbo City Councils bid to hold 2013 Youth Council Forum.

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

<b>COUNCIL STRATEGY</b>				
<b>3.3.1</b>	<b>Good customer service provided by all Council Officers</b>			
<b>Council Activities</b>				
<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
Focus on the provision of good customer service by all Council staff	Completion of a Customer Service Policy.	Director Corporate and Community Services	Not Progressing	Adopted by Council at the February 2013 Ordinary Meeting of Council.
Focus on the provision of good customer service by all Council staff	Development, reporting and implementation of a Customer Services Policy & Standard.	Director Corporate and Community Services	Not Progressing	Reporting is a low priority.
Focus on the provision of good customer service by all Council	Qualitative measures on response and processing times in relation to queries face to face,	Director Corporate and Community	Not Progressing	Not commenced. Anecdotal evidence suggests low non delivery.

staff	by phone, letter or email.	Services		
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<b>COUNCIL STRATEGY</b>				
<b>3.3.2</b>	<b>Staff are valued, well trained and able to undertake their roles and functions</b>			
<b>Council Activities</b>				
<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
3.3.2.1 Implementation of the Employee Expectation Statement	Staff consultation by a continuing process through Consultative Committee.	Human Resources Officer	Progressing	Reports submitted to Consultative Committee meeting held 25 March 2013.
3.3.2.1 Implementation of the Employee Expectation Statement	Issues and concerns are able to be brought to the General Manager individually or in small groups in accordance with Council's grievance procedure.	General Manager	Progressing	Reasonable open door policy undertaken.

3.3.2.1 Implementation of the Employee Expectation Statement	Build productivity, maintain industrial harmony and increase employee satisfaction.	Human Resources Officer	Progressing	A number of grievances lodged by employees currently under investigation, including a number of meetings with the United Services Union's representatives.
3.3.2.1 Implementation of the Employee Expectation Statement	Drive a biennial staff attitude or culture survey.	Human Resources Officer	Completed	Programmed for 2013/2014.
3.3.2.1 Implementation of the Employee Expectation Statement	General Manager demonstrated strong and effective leadership and management behaviours which transcend the organisation and are consistent with the "positive" culture being promoted and actively sought by the Council.	General Manager	Progressing	Appropriate leadership management behaviours demonstrated.
3.3.2.1 Implementation of the	Provide a strategic focus for	Human	Progressing	Draft HR management plan under

Employee Expectation Statement	workforce issues that is aligned to direction of Council as a whole.	Resources Officer		consideration by Manex. Workforce Plan review scheduled for Q4.
3.3.2.1 Implementation of the Employee Expectation Statement	Formal and informal meetings held with staff as required by organisational need.	Human Resources Officer	Completed	Employee attitude culture survey scheduled for September 2013. Employee Expectation Statement launched September 2012.
3.3.2.1 Implementation of the Employee Expectation Statement	Employees paid appropriately.	Human Resources Officer	Progressing	Employees paid as per the Awards' conditions on a fortnightly basis.
3.3.2.1 Implementation of the Employee Expectation Statement	Increase the level of personal interaction and information dissemination within Council.	General Manager	Progressing	Council meetings information provided to Administration Centre staff monthly.
3.3.2.1 Implementation of the Employee Expectation Statement	Human Resources Management Strategies, objectives, protocols and outcomes aligned with Council strategic initiatives,	Human Resources Officer	Progressing	Draft HR Management Plan currently under consideration by Manex. Biennial survey not scheduled until September

	objectives and applicable legislation.			2013.
3.3.2.1 Implementation of the Employee Expectation Statement	Foster and improve staff confidence, trust and inclusion in decision making	Human Resources Officer	Progressing	Staff attitude survey scheduled for September 2013. Employee Expectation Statement launched September 2012.
3.3.2.2 Good recruitment and selection processes that promote the philosophy of 'recruit for attitude, train for skills'	Provide appropriate accommodation for key positions.	Director Planning and Environmental Services	Progressing	All Council positions that require housing have appropriate housing provided.
3.3.2.2 Good recruitment and selection processes that promote the philosophy of 'recruit for attitude, train for skills'	Identify and implement initiatives that assist in attracting and retaining Council staff.	Human Resources Officer	Progressing	Draft attraction, engagement and retention strategy currently under consideration by Manex. Currently focusing on fostering growth of local talent through traineeships, apprenticeships and ongoing training. No reduction in staff turnover.

3.3.2.2 Good recruitment and selection processes that promote the philosophy of 'recruit for attitude, train for skills'	Develop and review of policies and procedures to ensure best available applicants are chosen to fill vacant positions.	Human Resources Officer	Progressing	Recruitment policy in place which complies with Local Government Act.
3.3.2.2 Good recruitment and selection processes that promote the philosophy of 'recruit for attitude, train for skills'	Attract and retain competent and professional staff equipped with skills and abilities to achieve Council's objectives.	Human Resources Officer	Progressing	Draft attraction and retention strategy under consideration by Manex.
3.3.2.2 Good recruitment and selection processes that promote the philosophy of 'recruit for attitude, train for skills'	Maintain an up-to-date Organisation Chart in accordance with Council's organisation structure.	Human Resources Officer	Progressing	Org chart usually supplied to Manex for discussion monthly.
3.3.2.2 Good recruitment and selection processes that	Ensures the organisational structure is appropriate to	Human Resources	Progressing	Current organisational structure to be reviewed by new Council by June 2013

promote the philosophy of 'recruit for attitude, train for skills'	achieving the Budget or Delivery Program/Annual Operational Plan.	Officer		as requested by Council. Delegations reviewed and delegations register developed and implemented. HR items in draft AOP for 2013/14.
3.3.2.3 Implement and manage an Employee Assistance Program for Council staff	Implement programmes to promote and encourage employees to develop lifestyle habits that achieve healthy living and work-life balance	Human Resources Officer	Progressing	Employees have knowledge of health and well being programs such as free access to gymnasium, free skin checks, Council's EAP. Hepatitis B Clinic was conducted during Q3. Flu vaccination supported for aged care facility employees. A number of employees with grievances were referred to Council's EAP Provider.
3.3.2.3 Implement and manage an Employee Assistance Program for Council staff	Manage Council's Employee Assistance Programme.	Human Resources Officer	Progressing	EAP Provider engaged and information provided to staff. A number of employees referred to EAP Provider during Q3.



3.3.2.4 Training, instruction and performance evaluations are carried out	Support management in driving and supporting change management and employee development.	Human Resources Officer	Progressing	Council's organisational training plan developed and adopted by Manex. Biennial organisational culture survey scheduled for 2013-14.
3.3.2.4 Training, instruction and performance evaluations are carried out	Demonstrated commitment to employee safety through HR policies and an in-house training capacity.	Human Resources Officer	Progressing	WHS Management System currently being developed. Mandatory and statutory training provided in line with budget constraints.
3.3.2.4 Training, instruction and performance evaluations are carried out	Evaluate all positions by a process that includes senior management.	Human Resources Officer	Completed	Positions evaluated as they become vacant. All position evaluations were reviewed Q3.
3.3.2.4 Training, instruction and performance evaluations are carried out	Training needs analysis conducted and a structured training process in place.	Human Resources Officer	Progressing	Corporate training plan developed and adopted by Manex. Individual training plans developed in conjunction with annual reviews.
3.3.2.4 Training, instruction and performance evaluations are	Provide staff with a positive and supportive introduction to Cobar	Human Resources	Progressing	Inductions conducted as soon as is reasonably practicable after

carried out	Shire Council	Officer		engagement. Probation period appraisals completed and supported in a timely manner.
3.3.2.4 Training, instruction and performance evaluations are carried out	Assist managers/supervisors to access tools which empower them to effectively manage staff.	Human Resources Officer	Progressing	Training provided in annual reviews procedures, manual handling, RMS traffic control, chemical handling, water fluoridation, asbestos handling and playground equipment procedures.
3.3.2.4 Training, instruction and performance evaluations are carried out	Develop and maintain Organisation Training Plan.	Human Resources Officer	Progressing	Organisational training plan developed and approved by Manex. Training being arranged as per the training plan.
3.3.2.4 Training, instruction and performance evaluations are carried out	Work with staff to prepare individual training plans that reflect legislative requirements and personal career paths.	Human Resources Officer	Progressing	Individual training plans developed by supervisors through the performance review process. Unscheduled training arranged as required.
3.3.2.4 Training, instruction and performance evaluations are	Maintain Council's Salary System and associated employment	Human Resources	Completed	Annual review for staff along with skills

carried out	contracts for senior/contract staff.	Officer		assessments completed during Q3.
3.3.2.4 Training, instruction and performance evaluations are carried out	Educate staff with clear messages about Council's operations, culture and values, vision and strategic direction.	Human Resources Officer	Progressing	Information provided during inductions and staff training days.
3.3.2.4 Training, instruction and performance evaluations are carried out	Coordinate annual staff appraisals. Performance Review Processes are in place.	Human Resources Officer	Progressing	Almost all annual reviews have been completed. Performance Management System to be developed.
3.3.2.4 Training, instruction and performance evaluations are carried out	Maximise Council's return on human resources investment.	Human Resources Officer	Progressing	Workforce Plan implemented - to be reviewed Q4.
3.3.2.5 Maintain and actively use the City of Canterbury relationship	Prepare a Council team to attend the annual Corporate Leadership Cup.	Special Projects Officer	Completed	Completed.

3.3.2.5 Maintain and actively use the City of Canterbury relationship	Identify opportunities for Council and community partnerships.	Special Projects Officer	Progressing	Council continues to progress partnerships in a number of areas. Council has sought staff exchanges with City of Canterbury to assist with Cobar's staff shortages in specific areas, has liaised with Northern Grampians Shire Council regarding a FIFO arrangement for their displaced gold mine staff and is working with Peak Gold Mines on a joint skate park project.
3.3.2.5 Maintain and actively use the City of Canterbury relationship	Prepare for, and undertake staff exchanges.	Special Projects Officer	Progressing	Been in regular contact with City of Canterbury General Manager seeking further ways to share staff to assist Cobar to meet our work priorities, particularly in the areas of planning, finance and risk management. Requests submitted, awaiting outcome.

3.3.2.6 Staff are provided with up-to-date and relevant tools to undertake their roles	Review Council's corporate induction session content and other compulsory training programs for new employees.	Human Resources Officer	Completed	Induction documentation reviewed and confirmed.
3.3.2.6 Staff are provided with up-to-date and relevant tools to undertake their roles	Develop and review policies relating to HR matters.	Human Resources Officer	Progressing	HR Policies developed include workplace surveillance and salary sacrifice. Exit procedures checklist developed and being trialled.
3.3.2.6 Staff are provided with up-to-date and relevant tools to undertake their roles	Provide professional advice in relation to People Management.	Human Resources Officer	Progressing	HRO reports to Manex monthly, staff structure charts updated at least monthly, industrial relations advice and people management advice provided in a timely manner as requested. A large number of grievances currently being investigated and reported to General Manager.
3.3.2.6 Staff are provided with	Provide coaching and	General	Progressing	Coaching and support provided to

up-to-date and relevant tools to undertake their roles	encouragement through the probation period and ongoing support.	Manager		relevant staff members, management level and above. Support provided to the necessary arrangements for the Corporate Leadership Cup team. Cobar Shire Council team won the 2012 Corporate Leadership Cup. Majority of Corporate Cup team members have taken the opportunity to show their leadership skills by acting in higher positions and taking on more responsibility.
3.3.2.6 Staff are provided with up-to-date and relevant tools to undertake their roles	Hardware kept in working condition.	Director Corporate and Community Services	Progressing	Hardware is being replaced were appropriate but insufficient resources to do at a satisfactory level.
3.3.2.6 Staff are provided with up-to-date and relevant tools to	Efficient and effective day to day operations and work scheduling	Director of Engineering	Progressing	Progressing satisfactorily.

undertake their roles	for the Engineering Department.	Services		
3.3.2.6 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.	Works Manager	Progressing	Plant operations reviewed and are compliant with company policy. Plant is constantly monitored, repaired and serviced to ensure maximum productivity with no major delays in set works programs in Q3.
3.3.2.6 Staff are provided with up-to-date and relevant tools to undertake their roles	Effective Information Technology and Records administration systems and protocols in place.	Director Corporate and Community Services	Progressing	This is ongoing but is in a high risk position for Cobar Shire Council.
3.3.2.6 Staff are provided with up-to-date and relevant tools to undertake their roles	Preparation of Computer Support Strategic Plan.	Director Corporate and Community Services	Progressing	Council's IT Strategy is being used. IT map recently upgraded and currently being costed.
3.3.2.6 Staff are provided with up-to-date and relevant tools to	Implement action plan for Plant and Equipment Utilisation	Director of Engineering	Progressing	Action plan being implemented within budget. Water pump suitability

undertake their roles	Review Report.	Services		investigated and operational changes put in place. Training for grader crews identified and a program currently being developed. Electronic tracking equipment installed in major items of plant which resulted in a direct increase of productivity levels.
3.3.2.6 Staff are provided with up-to-date and relevant tools to undertake their roles	Review and update 15 Year Plant Rolling Replacement Program.	Works Manager	Completed	Plant Replacement Program updated and readopted by Council. The Program is now being implemented.
3.3.2.6 Staff are provided with up-to-date and relevant tools to undertake their roles	Review of EEO Management Plan.	Human Resources Officer	Not Progressing	EEO Management Plan not yet reviewed.
3.3.2.6 Staff are provided with up-to-date and relevant tools to undertake their roles	Computer system support – Training of Users in New Software Products.	Director Corporate and Community Services	Progressing	Occurring but is a two year plan.



<b>COUNCIL STRATEGY</b>				
<b>3.3.3</b>	<b>Council undertakes adequate strategic planning activities and meets all legislative reporting requirements</b>			
<b>Council Activities</b>				
<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
3.3.3.1 Council updates the Integrated Planning and Reporting framework documents as required	Produce Internal Management Reports.	Director Corporate and Community Services	Progressing	Internal reports are produced - much refinement needed.
3.3.3.1 Council updates the Integrated Planning and Reporting framework documents as required	Produce Annual Estimates.	Director Corporate and Community Services	Completed	2013/2014 draft estimates in progress.
3.3.3.1 Council updates the Integrated Planning and Reporting framework documents	Completion of Annual Financial Statements.	Director Corporate and Community	Progressing	Completed.

as required		Services		
3.3.3.1 Council updates the Integrated Planning and Reporting framework documents as required	Implementation of Council's Community Engagement Strategy.	Special Projects Officer	Progressing	The Community Engagement Strategy continues to be implemented and inform Council's activities. An engagement strategy for the Special Rate Variation for 2013/14 was created to better target groups and required outcomes.
3.3.3.1 Council updates the Integrated Planning and Reporting framework documents as required	Develop Asset Management programs for Shire and Regional roads, drainage, signs and traffic facilities.	Works Manager	Progressing	Asset Management Plans have been developed and form part of Councils Asset Management Strategy. Rural Road Maintenance Programs have been developed and circulated. Priorities within that program are subject to weather conditions prevailing at the time and can cause significant changes to the planned program at short notice.

3.3.3.1 Council updates the Integrated Planning and Reporting framework documents as required	Review Asset Management Policy and Strategy.	Director of Engineering Services	Completed	Asset Management Policy and Strategy were adopted by Council in February 2012 with 4 year life.
3.3.3.1 Council updates the Integrated Planning and Reporting framework documents as required	Compliance with Integrated Planning and Reporting Requirements (IPRR) as outlined by the DLG.	General Manager	Progressing	All plans distributed. DLG provided with copies and has undertaken assessment. All Council and Committee reports now referenced to the Annual Operational Plan. Re-exhibition of plans for new Council commenced. Council has readopted amended CSP, Delivery Program and AOP 2012/2013, LTFP, relevant Asset Management Plans and will consider an amended Workforce Strategy in Q4.
3.3.3.1 Council updates the Integrated Planning and Reporting framework documents	Produce Management Reports for Council.	Director Corporate and Community	Progressing	Reports produced but upgrading needed.

as required		Services		
3.3.3.1 Council updates the Integrated Planning and Reporting framework documents as required	Implement and monitor the Action Plan for Council in the Cobar Shire Social Plan 2011-2016.	Special Projects Officer	Progressing	Implementation and monitoring of Action Plan for the Shire's Social Plan progressing. Priority items being actioned as the budget allows. Information used to inform Council activities and plans, such as the Community Enhancement Plan.
3.3.3.1 Council updates the Integrated Planning and Reporting framework documents as required	Develop and implement annual Works Programmes, for capital and maintenance projects.	Director of Engineering Services	Progressing	Maintenance program progressing. Capital Works program progressing.
3.3.3.1 Council updates the Integrated Planning and Reporting framework documents as required	Workforce Management Strategy, as part of Resourcing Strategy, developed and maintained.	Human Resources Officer	Not Progressing	Review of Workforce Plan scheduled for Q4.

3.3.3.1 Council updates the Integrated Planning and Reporting framework documents as required	Provision of information to Council on progress.	General Manager	Progressing	All Integrated Planning and Reporting documentation distributed within the organisation, to new Councillors and to the DLG. Re-exhibition of plans for new Council completed and Council has readopted the CSP, Delivery Program, LTFP and relevant Asset Management Plans. Water and Sewer AMPs and the Workforce Strategy will be reconsidered by Council in Q4.
3.3.3.1 Council updates the Integrated Planning and Reporting framework documents as required	Implement and monitor the Action Plan for Council in the Cobar Crime Prevention Strategy 2011-2016.	Special Projects Officer	Progressing	The Action Plan for the Crime Prevention Strategy was monitored and implemented.
3.3.3.1 Council updates the Integrated Planning and Reporting framework documents	Development and implementation of a minimum 10 Year Financial Plan for inclusion in the Resourcing	Director Corporate and Community	Progressing	Complete but a living document.

as required	Strategy to support the Cobarr Shire 2025 Community Strategic Plan.	Services		
3.3.3.2 Service level provision planning undertaken as required	Review and amendment of the Corporate Asset Register.	Director Corporate and Community Services	Progressing	Physical review, revaluation is underway. Construction of formal value register (CivicView) is planned for completion in Q4.
3.3.3.3 Undertake legislative reporting requirements	Development of Best Practice Improvement Action Plan and timetabling.	General Manager	Progressing	Best Practice Action Plan developed with timetabling. A further refinement was undertaken in preparation for the DLG Better Practice Review visit and now only medium and long term items to be undertaken.

<b>COUNCIL STRATEGY</b>	
<b>3.3.4</b>	<b>Good procurement processes in place to ensure the most advantageous provision of goods and services to Council</b>

<b>Council Activities</b>				
<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
3.3.4.1 Good contract management and procurement practices are employed	Manage Engineering tenders and contracts in accordance with Councils policy.	Director of Engineering Services	Progressing	All tenders let conformed to Council policy and Local Government Tendering Guidelines. Contract let for the supply and delivery of road signage.
3.3.4.1 Good contract management and procurement practices are employed	Contracts Register updated.	General Manager	Progressing	Contracts register continuously updated and made available on Council's website.
3.3.4.2 Leases and management agreements monitored, implemented and adhered to	Swimming pool, dentist and doctors surgeries, caravan park, and airport agreements monitored and implemented.	Land Management Officer	Progressing	All leases and management agreements are current, being billed correctly and annual reviews are being undertaken and increase advised.

# Key Activity: Infrastructure

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## COMMUNITY OUTCOME

4.1 A clean and reliable water supply

## COUNCIL STRATEGY

4.1.1 Pipe the Albert Priest Channel

### Council Activities

Community Strategy	Actions	Council Lead	Status	Action Comments
4.1.1.1 Facilitate the construction of the Albert Priest Channel Pipeline Augmentation	Facilitate the construction of the Albert Priest Channel Pipeline Augmentation Project.	General Manager	Progressing	Cobar Water Board and Bogan Shire Council have engaged a consultant to investigate and report on lining of the



Project				Albert Priest Channel as an alternative to piping together with a business case and grant information.
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COUNCIL STRATEGY				
4.1.2	Increase Cobar's water allocation			
Council Activities				
Community Strategy	Actions	Council Lead	Status	Action Comments
4.1.2.1 Lobby the NSW Government to have Cobar's town water supply increased	Organise and facilitate a meeting with relevant Government personnel demonstrating the need for town water licence to be increased.	Services Manager	Progressing	Council has actively been pursuing an increase in Cobar's town water licence allocation and a meeting with the NSW Water Commissioner has been formally requested.

COUNCIL STRATEGY				
4.1.3		Improved water treatment systems for the provision of potable water to the villages		
Council Activities				
Community Strategy	Actions	Council Lead	Status	Action Comments
4.1.3.1 Investigate options to improve the water quality and consistency of water supply in the villages of the Shire	Investigate and prepare report on upgrading non-potable water.	Services Manager	Progressing	These works are ongoing with various options being explored and costed. For example, it is believed the best potable water option at Euabalong and Euabalong West would be a pipeline from Lake Cargelligo.

COUNCIL STRATEGY	
4.1.4	Improved water infrastructure across the Shire

<b>Council Activities</b>				
<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
4.1.4.1 Maintenance and repairs of water mains	Review and update Water Supplies Asset Management Plan with 5 year rolling works program.	Services Manager	Progressing	Council is currently in the process of updating the Water Supplies Asset Management Plan. The updated plan will be reported to the April 2013 Council meeting.
4.1.4.1 Maintenance and repairs of water mains	Repairs carried out promptly.	Services Manager	Progressing	All water mains supply repairs are being carried out promptly. The two breaks in Cobar this quarter were completed within four hours and the one break in Euabalong was completed within one day.
4.1.4.1 Maintenance and repairs of water mains	Annual Maintenance schedule prepared.	Services Manager	Progressing	The work diagnosed within the Annual Maintenance Schedule for the water supply system is being completed

				systematically and within budget.
4.1.4.2 Water filtration system adequate and well maintained	Staff record meter readings for data entry.	Services Manager	Progressing	Staff record meter readings daily for data entry purposes.
4.1.4.2 Water filtration system adequate and well maintained	Water tested and treated as required.	Services Manager	Progressing	Water tests are performed daily at the Filtration Plant with jar testing performed as required to ensure the effective treatment of the raw water.
4.1.4.2 Water filtration system adequate and well maintained	Prepare a Developer Servicing Plan for the Water Supply.	Services Manager	Progressing	Council has adopted the recently formulated Developer Servicing Plan for Water Supply Services. This document has been sent to NSW Office of Water for their approval.
4.1.4.3 Water bores drilled in the villages where appropriate	Drill water bores at Euabalong.	Services Manager	Completed	These works have been completed with two bore holes drilled at both Euabalong and Euabalong West.

**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**Council Activities**

<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
4.2.1.1 Lobby the government for improved communications networks	Maintenance of radio base stations and licences.	Director of Engineering Services	Progressing	Base stations and licences maintained.
4.2.1.2 Lobby the government and business to increase the reliability of energy provision	Monitor opportunities for increased reliability and other energies within the shire.	General Manager	Progressing	Appropriate liaison with Essential Energy Regional Management Team undertaken.

within the Shire				
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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			
Council Activities				
Community Strategy	Actions	Council Lead	Status	Action Comments
4.3.1.1 Road works undertaken according to priority, weather conditions and availability of resources	Inspections by Council staff on a monthly basis to identify maintenance works and report any urgent works to minimise	Works Manager	Progressing	Airport and Airstrip inspections have been completed on a monthly basis with priority issues addressed. Road inspections are on a continuing basis

	public liability risk to Council.			with priority being assessed against existing programs.
4.3.1.1 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.	Works Manager	Progressing	Construction and maintenance works have been continuing on both rural and regional roads. Flood damage works are in the main completed with some sealing works to be completed.
4.3.1.1 Road works undertaken according to priority, weather conditions and availability of resources	Street maintenance and sign maintenance.	Works Manager	Progressing	Street maintenance and sign maintenance programmed and undertaken as required according to resource availability and budget constraints.
4.3.1.1 Road works undertaken according to priority, weather conditions and availability of resources	Undertake work on State Roads in accordance with the RTA Contract.	Contracts Manager RMS	Progressing	Final payment received for Hillview works, job now completed. Routine works progressing as required. Annual heavy patching completed.
4.3.1.2 Oversee quarrying	Review and update the Quarry	Works	Not	Lack of staff resources have prevented

<p>activities and ensure an adequate supply of good quality gravel for use on the road network</p>	<p>Safety Management Plan.</p>	<p>Manager</p>	<p>Progressing</p>	<p>the further development of the Quarry Safety Management Plan. It has been identified that a physical review and identification of all sources of gravel is necessary as a first step followed by the establishment of an overall electronic map of all quarry sites within the Shire. Initial progress was due to commence in Q3 but planned staff replacements were delayed.</p>
<p>4.3.1.2 Oversee quarrying activities and ensure an adequate supply of good quality gravel for use on the road network</p>	<p>Establishment of reserve for the rehabilitation and restoration of disused gravel pits and quarries.</p>	<p>Works Manager</p>	<p>Not Progressing</p>	<p>No action has been taken in regard to this as the priority has been established firstly to identify all existing and future quarry sites and to then determine what sites are to be operated and what sites are to be listed for rehabilitation. It will then be possible to estimate the value of the rehabilitation costs and determine a program funding estimate</p>



				based on an annual budget provision by Council.
4.3.1.2 Oversee quarrying activities and ensure an adequate supply of good quality gravel for use on the road network	Use consent for all existing and new quarries progressively obtained.	Works Manager	Not Progressing	No new quarries have been developed nor sought. At the completion of the Quarry Review wherein Council's future requirements will be determined and relevant applications made to formalise all quarries in accordance with statutory requirements.
4.3.1.2 Oversee quarrying activities and ensure an adequate supply of good quality gravel for use on the road network	Develop code of practice for the safe operation and rehabilitation of all Council controlled gravel pits and quarries.	Works Manager	Not Progressing	No action has been taken on this pending a review and stock take of the pits within the shire.

## COUNCIL STRATEGY

4.3.2		Provide and maintain safe and serviceable transport infrastructure including roads, footpaths, bike paths and airport		
Council Activities				
Community Strategy	Actions	Council Lead	Status	Action Comments
4.3.2.1 Provide and maintain a safe and adequate footpath and bike path network	Footpath Maintenance.	Works Manager	Progressing	Footpath maintenance program implemented and works undertaken when requested and budgeted.
4.3.2.1 Provide and maintain a safe and adequate footpath and bike path network	Prepare a Pedestrian Access Mobility Plan (PAMP) and Bike Plan for Cobar.	Contracts Manager	Progressing	Consultant has finished on-site inspection. Awaiting final report for completion.
4.3.2.1 Provide and maintain a safe and adequate footpath and bike path network	Kerb & Gutter maintenance.	Works Manager	Progressing	Kerb and gutter maintenance undertaken when required.
4.3.2.2 Cobar airport maintained and available for RPT and general aviation to meet the	Review of the Airport Management and Strategic Plans.	Works Manager	Progressing	Cobar Airport Management and Strategic Plan drafted. Legal documents relating to the lease of land to private aircraft hanger tenants prepared.

needs of the Cobar community				Future meeting of the Airport Management Committee to be held to approve Strategic Plan and lease proposals.
4.3.2.2 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 adopted plan.	Works Manager	Progressing	In relation to Cobar Regional Airport all Statutory Inspections and corrective actions have been completed as required by CASA. The Airport now complies with all regulations as is required. Inspections and maintenance programs have been completed for all Shire and Regional roads. Grader maintenance programs have been developed and circulated. Capital Works programs have been developed and submitted to Council. Applications have also been submitted to resources for the region for the runway lighting and

				pavement strengthening.
4.3.2.2 Cobar airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Consult with key stakeholders such as Brindabella Airlines.	Works Manager	Progressing	Discussions have been ongoing with Brindabella Airlines and other users of the airport. Hanger leases have been prepared by Council's solicitors for review and approval. Formal agreements with Brindabella Airlines and Aero Re-fuellers are yet to be signed. Efforts to have this completed in Q3 have been unsuccessful and processes are in train to have signed agreements by the end of Q4.
4.3.2.2 Cobar airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Implement the action Plan for the Cobar Aerodrome Strategic Plan.	Works Manager	Progressing	Cobar Airport Strategic Plan drafted. Obstacle Limitation Survey completed and obstacles identified that need to be removed or modified. An Aerodrome Safety Inspection has been completed identifying safety issues that require

				attention. A program has been established to prioritise and address the issues identified within budget limitations.
4.3.2.2 Cobar airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Airport infrastructure meets the requirements of CASA and Air Services Australia.	Works Manager	Completed	Cobar Airport complies with all statutory requirements for operation as a RPT Airport and meets the requirements of General Aviation. CASA to be reviewed in Q4.
4.3.2.2 Cobar airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Undertake regular maintenance program, according to the adopted budget.	Works Manager	Progressing	Maintenance operations have been continuing on a planned basis. Operational priorities may change due to the requirements of weather conditions.
4.3.2.2 Cobar airport maintained and available for RPT and general aviation to meet the	To have an operational plan to ensure that the airport is maintained to the standards set	Works Manager	Progressing	A review of all maintenance and capital requirements of the airport has been completed. All regulatory work has also

needs of the Cobar community	by the CASA and the associated regulations.			been completed ensuring that the airport meets statutory requirements. With the introduction of the larger capacity RPT service to Cobar, real concerns are now evident as to the continued serviceability of the sealed runway. Council is currently developing avenues to seek adequate funding from either the state or federal governments for the refurbishment of the sealed runway. Applications have been made to Resources for Regions Program to strengthen the runway pavement and to install new runway lighting.
4.3.2.3 Landing strips at Nymagee, Euabalong and Mt hope adequately maintained	To maintain runways as a grass surface in a state that is acceptable for dry weather operation. To ensure that the airstrips comply with the	Works Manager	Progressing	The grass runway at Cobar Regional Airport has been maintained in accordance with the conditions required by CASA. All rural airstrips have been graded and windsocks replaced.

	minimum standards for operation.			Council needs to be mindful of the necessity to replace the majority of gable markers at these airstrips in order to provide adequate visibility for pilots on approach. The cost of these gable markers has not been provided for in the current budget.
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<b>COUNCIL STRATEGY</b>				
<b>4.3.3</b>	<b>Maintain the rail network in the Shire to maximise the benefits to the community and to provide an alternative to road freight.</b>			
<b>Council Activities</b>				
<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
4.3.3.1 Lobby the NSW Government to ensure that the	Continually lobby NSW Government to maintain rail	Director of Engineering	Progressing	No complaints of lack of maintenance received.

rail network in well maintained, safe, affordable and well used, particularly for freight movements to reduce the impact of road movements on the community.	network.	Services		
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COMMUNITY OUTCOME	
4.4	Good quality and affordable community facilities and infrastructure

COUNCIL STRATEGY				
4.4.1	Develop well designed and expanded playgrounds catering for all age groups			
Council Activities				
Community Strategy	Actions	Council Lead	Status	Action Comments



4.4.1.1 Provide and maintain safe and adequate playground facilities	Supervision of playground facilities ensuring safety and convenience for all prospective users.	Services Manager	Progressing	Council has proactively supervised all playground facilities to ensure safety and convenience for all prospective users. This has seen no accidents or incidents reported at any playground facilities in this quarter.
4.4.1.1 Provide and maintain safe and adequate playground facilities	Financial Management to ensure gradual upgrade of equipment to meet Australian Standards.	Services Manager	Progressing	There is ongoing financial management to ensure the gradual upgrade of equipment to meet Australian Standards. This has seen Council not receive any complaints or negative feedback in regards to playground facilities.

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

<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
4.4.2.1 Implement the Ward Oval Masterplan	Suitable investigation, design, tender letting and project supervision.	Director of Engineering Services	Progressing	Application for Resources for Regions funding made to implement the Ward Oval Masterplan. Response will be received in Q4.
4.4.2.1 Implement the Ward Oval Masterplan	Work with government agencies to attract funding for the project.	Special Projects Officer	Progressing	Council continues to seek funding to implement various parts of the Master Plan. Have replaced Number 2 cricket pitch and constructed a new turf wicket adjacent to the Number 1 pitch. Successful grant sought for universal access toilet facility to be constructed in Q4.
4.4.2.2 Undertake Council's cemetery operations in an appropriate and dignified manner	Develop appropriate Improvement Action Plan and Financial Plan that will increase the Improvements to the	Services Manager	Progressing	Council has undertaken cemetery operations in an appropriate and dignified manner. This has seen the creation of an improvement action plan

	Cemetery and to increase Fees as required on a regular basis.			for the site. Required works within this plan are systematically being completed within budget.
4.4.2.2 Undertake Council's cemetery operations in an appropriate and dignified manner	Provide strategic direction and management, through the Cobar Cemetery Management Plan in consultation with the Cobar Cemetery Committee and interested persons.	Services Manager	Progressing	Council has provided strategic direction and management, through the Cobar Cemetery Management Plan in consultation with the Cobar Cemetery Committee and interested persons. This has seen the repair works required as a result of the March 2012 vandalism act almost completed.
4.4.2.2 Undertake Council's cemetery operations in an appropriate and dignified manner	Provide assistance and supervision and materials etc to the Cemetery committee contractor.	Services Manager	Progressing	Assistance, supervision and materials have been provided to the Cemetery Committee contractor. This has seen the Cemetery maintained to the satisfaction of the community inline with the recommendations of the Cemetery Committee. There is always a

				rapid repair of any vandalism damage excluding the graves and headstones.
4.4.2.2 Undertake Council's cemetery operations in an appropriate and dignified manner	Internment of deceased persons	Services Manager	Progressing	All internments of deceased persons have been completed in accordance with regulations.
4.4.2.2 Undertake Council's cemetery operations in an appropriate and dignified manner	Enquiries dealt with in a sympathetic manner.	Services Manager	Progressing	All enquiries dealt with in a sympathetic manner and actioned within 10 working days.
4.4.2.2 Undertake Council's cemetery operations in an appropriate and dignified manner	Keep stock of pre-dug graves in reserve.	Services Manager	Progressing	Council is currently maintaining an appropriate number of pre-dug graves.
4.4.2.3 To provide quality and readily accessible library services	The Library provides public access to the internet service	Manager Library Services	Progressing	9 computers provided for public access. 2,292 hours of computer use for Q3.

to Cobar and villages	where possible.			308 hours of wireless bookings for Q3.
4.4.2.3 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.	Manager Library Services	Progressing	Library staff skills developed in money procedures, and printing of downloaded documents.
4.4.2.3 To provide quality and readily accessible library services to Cobar and villages	Develop, implement and review Marketing and Action Plan for Library Services.	Manager Library Services	Progressing	Draft plan not yet prepared. Staff support hours reduced to minimise library budget.
4.4.2.3 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.	Manager Library Services	Progressing	577 items added to the collection in Q3. 356 items = value \$13,858(at cost) removed in Q3. 6,742 items loaned in Q3.
4.4.2.3 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	Manager Library Services	Progressing	Monthly new book list and events calendar e-mailed to press and community groups. Personally visited Seniors Week Sunday BBQ to distribute

	community groups.			and promote legal information and home library service. 77 new members joined in Q3. Total membership = 2,581 members. 9,039 visits counted in Q3.
4.4.2.4 Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Carry out regular patrols of Council properties and report any vandalism	Ranger	Progressing	Regular patrols of Council properties carried out and vandalism reported. Police and Councillors notified of any irregularities.
4.4.2.4 Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Arrange contracts and construction work for capital works.	Director Planning and Environmental Services	Progressing	Only capital funds available in budget are for housing upgrades. Essential works only being undertaken.
4.4.2.4 Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Provide staff and tradesmen to carry out approved maintenance in accordance with Council's policy and current lease arrangements	Ranger	Progressing	Maintenance carried out as required on Council's buildings.

4.4.2.4 Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Development of Cobar Shire Councils' Asbestos Register.	Director Planning and Environmental Services	Not Progressing	Limited resources have not allowed this project to progress to-date.
4.4.2.4 Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Provide staff and tradesmen to carry out house maintenance.	Ranger	Progressing	Council's housing stock maintained as required.
4.4.2.4 Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Prepare Plans of Management for Council's controlled Land.	Land Management Officer	Progressing	Some Plans of Management are in draft form.
4.4.2.4 Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Housing stock upgrade and budget accordance with Council's policy.	Director Planning and Environmental Services	Progressing	Priority works undertaken as required.

4.4.2.4 Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Commercial building and surgery maintenance.	Ranger	Progressing	Structures maintained. Air conditioners serviced.
4.4.2.4 Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Development of Cobar Shire Council Staff Housing Strategic Plan.	Director Planning and Environmental Services	Not Progressing	Limited resources available.

<b>COUNCIL STRATEGY</b>				
<b>4.4.3</b>	<b>Improve recreational facilities at the water reserves</b>			
<b>Council Activities</b>				
<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>



4.4.3.1 Maintain and improve recreational facilities that are available at the Newey and Old Res reserves	Increase availability and utilisation of facilities at the Newey and Old Res reserves.	Services Manager	Progressing	Council staff have been increasing the availability and actively encouraging the community to utilise the Newey and Old Res reserves. This has seen the numbers of people using these facilities steadily rising.
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<b>COUNCIL STRATEGY</b>				
<b>4.4.4</b>	<b>Maintain and expand where necessary, the stormwater and sewer networks</b>			
<b>Council Activities</b>				
<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
4.4.3.2 Maintain suitable stormwater network including kerb and guttering	Maintenance of overland flow areas to prevent build up of obstructions, which could lead to 'backwater' effect.	Services Manager	Progressing	Council has maintained the stormwater and sewer networks including kerb and guttering and expanding the systems as required within budget.

4.4.3.2 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.	Services Manager	Progressing	Council has completed all maintenance works of the CBD and older areas of town. This has ensured that when there are overflows, damage and clean up works required are at a minimum.
4.4.3.3 Provide, maintain and operate a sewer network and disposal system and treatment works	Repairs carried out promptly.	Services Manager	Progressing	Council has provided, maintained and operated a sewer network, disposal system and treatment works. All required repairs were completed within a 6hr time period.
4.4.3.3 Provide, maintain and operate a sewer network and disposal system and treatment works	Implement a detection program for illegal Stormwater connections into Sewerage Scheme.	Services Manager	Progressing	Council has implemented an ongoing detection program for illegal stormwater connections into the sewerage scheme which has dramatically reduced the stormwater infiltration rate.
4.4.3.3 Provide, maintain and	Annual Maintenance schedule	Services	Progressing	Council has completed all scheduled

operate a sewer network and disposal system and treatment works	prepared.	Manager		maintenance within the stormwater and sewer systems within budget.
4.4.3.3 Provide, maintain and operate a sewer network and disposal system and treatment works	Prepare Developer Servicing Plan for Sewerage Scheme.	Services Manager	Progressing	Councils Developer Servicing Plan has been adopted and sent away to NSW Office of Water to be formally recognised.
4.4.3.3 Provide, maintain and operate a sewer network and disposal system and treatment works	Quality of water to meet EPA criteria.	Services Manager	Progressing	Council has met all requirements of its EPA licences.
4.4.3.3 Provide, maintain and operate a sewer network and disposal system and treatment works	Review and update Sewerage Services Asset Management Plan with 5 year rolling works program.	Services Manager	Progressing	Council is currently reviewing and updating the Sewerage Services Asset Management Plan. This will see the updating of the 5 Year Rolling Works Program.

4.4.3.3 Provide, maintain and operate a sewer network and disposal system and treatment works	Review and update Sewerage business plan.	Services Manager	Completed	The Water Supply and Sewerage Services Strategic Business Plan has been formulated and adopted by Council.
4.4.3.3 Provide, maintain and operate a sewer network and disposal system and treatment works	Monitor quality.	Services Manager	Progressing	All relevant flowmeters are read daily and all testing has been completed as per EPA licence requirements. Furthermore these test results have been displayed on Councils website as per new requirements.
4.4.3.3 Provide, maintain and operate a sewer network and disposal system and treatment works	Implement Liquid Trade Waste policy and program.	Services Manager	Progressing	Council has formally adopted a Liquid Trade Waste Policy with the implementation and licensing of premises ongoing.
4.4.3.3 Provide, maintain and operate a sewer network and disposal system and treatment	Monitor quality and maximise use.	Services Manager	Progressing	Effluent water usage is being maximised with quality being monitored. Council still has to complete additional works to

works				gain approval from NSW Office of Water to supply effluent water for re use. These works are ongoing with prices currently being considered for a Recycled Water Management Plan as a first requirement from the NSW Office of Water.
4.4.3.3 Provide, maintain and operate a sewer network and disposal system and treatment works	Investigate possible extension of Sewerage Reticulation into the East Cobar Area.	Services Manager	Progressing	The investigation into the possible extension of Sewerage Reticulation into the East Cobar area is ongoing with some different options being considered.

COUNCIL STRATEGY	
4.4.5	Maintain and service villages

<b>Council Activities</b>				
<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
4.4.5.1 Maintain and improve village facilities and services	Regularly maintain parks, streets and footpaths in all villages.	Services Manager	Progressing	Council has maintained all parks, streets and footpaths within the shire to an appropriate hierarchy standard.

# Key Activity: Environment

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

COUNCIL STRATEGY				
5.1.1	Develop an alternative energy industry in Cobar			
Council Activities				
Community Strategy	Actions	Council Lead	Status	Action Comments
5.1.1.1 Lobby business and government to encourage the development of an alternative	Monitor opportunities for development of an alternative energy industry in Cobar.	General Manager	Progressing	Sunlease proposal obtained and being investigated. Subsidised community energy efficiency program for solar hot

energy industry in Cobar				water systems being investigated. Solar Energy Exchange Initiative being investigated through OROC and will be reported to Council in Q4.
5.1.1.2 Encourage solar energy use and the efficient use of energy by residents and businesses	Apply for funding.	Land Management Officer	Progressing	Funding available next quarter for Council to install hot water systems in some facilities.
5.1.1.2 Encourage solar energy use and the efficient use of energy by residents and businesses	Implement projects that have received funding.	Land Management Officer	Progressing	Project is progressing and will be completed by end of next quarter.
5.1.1.2 Encourage solar energy use and the efficient use of energy by residents and businesses	Continue information sessions about the OEH Save Power Program.	Land Management Officer	Progressing	Borrowing of kits continuing. Two kits have now been placed in the Nymagee and Euabalong libraries and will be promoted to the community as part of Council's project to promote the OEH



				Save Power program.
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<b>COUNCIL STRATEGY</b>				
<b>5.1.2</b>	<b>Develop community leadership on becoming leaders in resource use, reuse and recycling</b>			
<b>Council Activities</b>				
<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
5.1.2.1 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.	Manager Planning and Environmental Services	Progressing	All street and park bins emptied regularly.
5.1.2.1 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.	Manager Planning and Environmental Services	Progressing	Trade waste collection service provided and utilised.

5.1.2.1 Undertake kerbside garbage collection and recycling in Cobar and kerbside garbage collection in the relevant villages	Prepare Waste Services Strategy that includes Cobar Recycling, Euabalong, Euabalong West & Murrin Bridge for Consultation.	Manager Planning and Environmental Services	Not Progressing	Limited resources available.
5.1.2.1 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.	Manager Planning and Environmental Services	Progressing	Domestic waste collected weekly and transported to Depot for Cobar.
5.1.2.2 Maintain the town and village tips to a high standard	Prepare Landfill Management Plan.	Manager Planning and Environmental Services	Not Progressing	Limited resources available.
5.1.2.2 Maintain the town and village tips to a high standard	Provide waste disposal facilities for Nymagee & Canbelego and depots at Euabalong & Euabalong West.	Manager Planning and Environmental Services	Progressing	Waste services being provided.

5.1.2.2 Maintain the town and village tips to a high standard	Provide for the management of the Cobar Waste Disposal Depot so as to comply with statutory obligations.	Manager Planning and Environmental Services	Progressing	Depot being maintained in accordance with legislation.
5.1.2.2 Maintain the town and village tips to a high 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.	Manager Planning and Environmental Services	Progressing	Regular patrols being maintained.
5.1.2.3 Encourage efficient water use by Shire residents	Prepare an advertising campaign promoting efficient water use by Shire residents with the assistance of Savewater.	Services Manager	Completed	An advertising campaign including television advertisements has been conveyed to the community and positive results are being displayed by the community in regards to the

				efficient use of water.
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COMMUNITY OUTCOME	
5.2	Well managed public and private land

COUNCIL STRATEGY				
5.2.1	Develop a grazing industry that is based on managed, not feral, stock to improve pasture management			
Council Activities				
Community Strategy	Actions	Council Lead	Status	Action Comments
5.2.1.1 Provide support to industry bodies for improved grazing management practices	Maintain an awareness of government land management incentives and programs.	Land Management Officer	Progressing	Any incentive and programs that are known about are circulated to relevant people.

<b>COUNCIL STRATEGY</b>				
<b>5.2.2</b>	<b>Have a planting program for Cobar and villages and encourage the schools and businesses to participate</b>			
<b>Council Activities</b>				
<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
5.2.2.1 Develop and instigate a planting program	Prepare a program for planting in the whole Shire utilising correct plant material for the correct application/location.	Services Manager	Progressing	Council has developed and instigated a planting program resulting in the establishment of a greenhouse operated by council staff. This greenhouse is stocked with appropriate plant material ready to be utilised as required.
5.2.2.1 Develop and instigate a planting program	Apply for funding to undertake planting activities.	Services Manager	Progressing	No funding opportunities available.
5.2.2.1 Develop and instigate a planting program	Implement Street Tree Policy.	Services Manager	Progressing	Council is currently developing a Street Tree Policy.

5.2.2.1 Develop and instigate a planting program	Develop a Street Tree Policy.	Services Manager	Progressing	A Street Tree Policy is currently being developed with the assistance of Councils Land Management Officer.
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COUNCIL STRATEGY				
5.2.3	Manage the crown land and commons			
Council Activities				
Community Strategy	Actions	Council Lead	Status	Action Comments
5.2.3.1 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.	Ranger	Progressing	Council maintains the pound and dogs and other animals regularly seized and impounded.
5.2.3.1 Provide ranger services to control animals in public places and to manage the	Provide services for the registration and micro-chipping of dogs and cats.	Ranger	Progressing	Services provided and regular micro-chipping of cats and dogs undertaken.

common areas and crown land				
5.2.3.1 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.	Ranger	Progressing	Dog and cat database kept up-to-date. Promotion of responsible dog and cat ownership undertaken. Signs on noticeboards promoting the need to have all puppies microchipped prior to sale. Adverts placed in the Cobar Weekly promoting responsible pet ownership.
5.2.3.1 Provide ranger services to control animals in public places and to manage the common areas and crown land	Provide annual registration of commoners and maintain roll.	Ranger	Progressing	Annual registration of commoners undertaken and roll maintained.
5.2.3.1 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 & surrendered animals and undertake appropriate enforcement action.	Ranger	Progressing	Dogs and cats impounded. Appropriate enforcement action undertaken. 49 dogs seized, 15 of which were euthanised, 6 stolen, 19 released, 4 re-

				homed and 5 remain in the pound. 11 feral cats seized and euthanised.
5.2.3.1 Provide ranger services to control animals in public places and to manage the common areas and crown land	Impound straying stock.	Ranger	Progressing	No stock impounded.
5.2.3.1 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.	Ranger	Progressing	15 dogs euthanised and 11 cats.
5.2.3.1 Provide ranger services to control animals in public places and to manage the common areas and crown land	Maintain pound yards.	Ranger	Progressing	Pound yards maintained and utilised.
5.2.3.1 Provide ranger services to control animals in public places and to manage the	Carry out regular patrols of the Common.	Ranger	Progressing	Regular patrols of the Common undertaken.



common areas and crown land				
5.2.3.1 Provide ranger services to control animals in public places and to manage the common areas and crown land	Register all stock on Common.	Ranger	Progressing	All stock over six months of age on the Common registered.

<b>COUNCIL STRATEGY</b>				
<b>5.2.4</b>	<b>Long term management of noxious weeds</b>			
<b>Council Activities</b>				
<b>Community Strategy</b>	<b>Actions</b>	<b>Council Lead</b>	<b>Status</b>	<b>Action Comments</b>
5.2.4.1 Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Implement a regional communications strategy.	Land Management Officer	Progressing	Display stall will manned at the Cobar Show at the end of April.

5.2.4.1 Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Monitoring Program implemented	Land Management Officer	Progressing	Mapping and photo points being undertaken where appropriate and re-inspection program for relevant sites is continuing.
5.2.4.1 Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Promote use of hygienic practices within Council and increase their weed identification skills.	Land Management Officer	Progressing	Toolbox meeting and education materials to be attended next quarter.
5.2.4.1 Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Increased participation of community groups.	Land Management Officer	Progressing	Database is being maintained and contact with these groups continues.
5.2.4.1 Monitor noxious weed infestations, provide advice,	Invasive weeds effectively managed on private lands.	Land Management	Progressing	Anticipate that all private property targets will be met by the end of next

undertake spraying on public areas and complete appropriate reports		Officer		quarter.
5.2.4.1 Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Provide effective and targeted on-ground weed control.	Land Management Officer	Progressing	Biological control release sites being monitored and the control agents continue to be spread to new sites.
5.2.4.1 Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Invasive Species on public lands are managed effectively.	Land Management Officer	Progressing	Inspection of Council owned land completed and inspection of state owned/managed land expected to be completed next quarter.
5.2.4.1 Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Continue Implementation of Regional Inspection Plan.	Land Management Officer	Progressing	All targets expected to be met by the end of the next quarter.

reports				
5.2.4.1 Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Management Programs prioritised to give the greatest benefit.	Land Management Officer	Progressing	Works are on-going and undertaken as required.
5.2.4.1 Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Improve/Update knowledge of Weeds Inspector.	Land Management Officer	Progressing	Training opportunities being undertaken when appropriate.
5.2.4.1 Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	An increase in the number of weed awareness program run (eg weed warriors).	Land Management Officer	Completed	Contact made with local schools to encourage weed awareness.

5.2.4.1 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.	Land Management Officer	Progressing	Rapid Response Plan in place, no new weed incursion, however, monitoring of past sites is continuing.
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COUNCIL STRATEGY				
5.2.5	Vibrant and well run national parks that are accessible and well used			
Council Activities				
Community Strategy	Actions	Council Lead	Status	Action Comments
5.2.5.1 Lobby the NSW government to ensure the local national parks are vibrant and	Monitoring of services provided for local national parks.	General Manager	Not Progressing	No action taken this quarter.

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			
Council Activities				
Community Strategy	Actions	Council Lead	Status	Action Comments
5.2.5.1 Monitoring and regulation of activities to minimise air pollution	Respond to mining related air pollution complaints.	Director Planning and Environmental Services	Progressing	None received to-date.