



ATTACHMENTS

ORDINARY MEETING AGENDA

THURSDAY, 24 FEBRUARY 2022

~ REFERENCE TO ATTACHMENTS ~

<u>Recommendation/Action</u>	<u>Page Number</u>
Clause 3 – 20521/2022 Budget Review	54-56
Clause 5 – Second Quarterly Review of the Annual Operational Plan 21/22 (Q2)	57-117
Clause 6 – Meeting Minutes.....	118-118
Clause 12 – Rates Reconciliation Report as at 31 January 2022	119-120

YEAR TO DATE 2021/2022 (as at 15 February 2022)

s94 - Community Facilities	Opening Balance	Contributions Received	Interest Received	Expenditure	Balance as at End of Period
Sudivision Code 1989 as it relates to development contributions	50,311.36	0	0	0	50,311.36
Section 94 Contributions Plan 5/93					
Developer Contributions Plan 10/96	121,161.24	0	0	0	121,161.24
Developer Contribution Plan 2000					
TOTALS	171,472.60	0	0	0	171,472.60

s94 - Open Space	Opening Balance	Contributions Received	Interest Received	Expenditure	Balance as at End of Period
Developer Contribution Plan 2000	10,380.70	0	0	0	10,380.70
TOTALS	10,380.70	0	0	0	10,380.70

s94 - Cobar Local Infrastructure Contribution Plan 2012	Opening Balance	Contributions Received	Interest Received	Expenditure	Balance as at End of Period
Development Type A	0	0	0	0	0
Development Type B - Heavy Haulage	0	0	0	0	0
TOTALS	0	0	0	0	0

s64 - Water & Sewer	Opening Balance	Contributions Received	Interest Received	Expenditure	Balance as at End of Period
Developer Contribution Plan 2000 - Water	13,446.65	0	0	0	13,446.65
Developer Contribution Plan 2000 - Sewerage	92,491.97	0	0	0	92,491.97
TOTALS	105,938.62	0	0	0	105,938.62

s94a - Cobar Local Infrastructure Contribution Plan 2012	Opening Balance	Contributions Received	Interest Received	Expenditure	Balance as at End of Period
Development Type A	752.63	274,769.00	0	0	275,521.63
Development Type C	755,602.65	326,156.00	0	0	1,081,758.65
TOTALS	756,355.28	600,925.00	0	0	1,357,280.28

s64 - Development Servicing Plans for Water Supply & Sewerage Services 2013	Opening Balance	Contributions Received	Interest Received	Expenditure	Balance as at End of Period
s64 - Water (DSP Area 1 - Mount Hope)	0	0	0	0	0
s64 - Water (DSP Area 2 - Nymagee)	0	0	0	0	0
s64 - Water (DSP Area 3 - Cobar, Euabalong, Euabalong West)	47,160.14	0	0	0	47,160.14
s64 - Sewer	58,399.95	0	0	0	58,399.95
TOTALS	105,560.09	0	0	0	105,560.09

Voluntary Planning Agreement - Hera Resources	Opening Balance	Contributions Received	Interest Received	Expenditure	Balance as at End of Period
Community Fund	100,647.04	34,354.00	0	0	135,001.04
Road Contribution	68,848.95	64,414.00	0	0	133,262.95
TOTALS	169,495.99	98,768.00	0	0	268,263.99

Cobar Shire Council

Attachment to Q2 Budget Variance Report

Forecast after including recommendations

	General Fund	Water Fund	Sewer Fund	Total
Adopted operating budget excluding capital grants and contributions	-275,913	-547,748	-192,117	-1,015,058
Carried forward	-11,039			
Q2 recommendations	-10000	-1,452,252	-40,000	-1502252
Revised forecast 30.6.2022	-296,232	-2,000,000	-232,117	-2,528,349
Capital grants and contributions	24,126,000	2,200,000		26,326,000
Forecast including capital grants and contributions	23,829,768	200,000	-232,117	23,797,651

The timing of bringing capital grants and contributions to account is generally dependent on project timing.

The more meaningful guide to performance is the result with capital grants and contributions stripped out as highlighted

I Kym James Miller , Responsible Accounting Officer for Cobar Shire Council have formed the view that the financial position at Q2 2021/2022 having regard to the adopted estimates is satisfactory.

A handwritten signature in black ink, appearing to be 'KJM', with a long horizontal stroke extending to the right.

Annual Operational Plan Quarterly Management Report



COBAR SHIRE
COUNCIL
outback nsw

Q2 2021/2022

Table of Contents

Table of Contents	2
Key Activity: Community	3
Key Activity: Economy	23
Key Activity: Governance	28
Key Activity: Infrastructure	42
Key Activity: Environment	56

Key Activity: Community

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

COUNCIL STRATEGY			
1.1.1 Strong and participative interagencies and forums			
DP Action	Action	Responsibility	Progress
Community Services Forum	Actively participate in the Community Services Forums.	Grants Officer	45%
			Nil meetings held due to COVID

COUNCIL STRATEGY			
1.1.2 Work with Government Departments and NGO's to improve service delivery, such as that proposed through initiatives like the reforms of local government			
DP Action	Action	Responsibility	Progress
Actively participate in the Far North West Joint Organisation	Mayor and General Manager to attend all meetings.	General Manager	50%
Actively participate in the Orana Water Utilities Alliance	Attend meetings of the Orana Water Utilities Alliance.	Water & Sewer Manager	50%
			All FNWJO's meetings attended via Zoom.
			Attendance of OWUA primarily by Teams meetings due to Covid

Undertake the Project Management for the works agreed to under the Resources for Regions funding to construct a third pipeline and associated works.	Continue to make representation to the Cobar Water Board to have the remaining 100km of the Nyngan to Cobar Pipeline funded and installed.	Water & Sewer Manager	20%	Business case for pipeline and pump station replacement currently underway with final business case delayed to June/July 2022.
Work with NSW Health, Department Planning Industry & Environment (DPIE) and EPA to assist with optimisation and improve water and sewer services	Attend meetings with inspectors and measure quality and discuss results.	Water & Sewer Manager	50%	Regularly liaise with DPIE, NSW Health and EPA to resolve issues.

COMMUNITY OUTCOME

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

COUNCIL STRATEGY

1.2.1 Implement the actions outlined in the Youth Development Plan

DP Action	Action	Responsibility	Progress	Comments
Undertake School Holiday Activities	Library staff, community members and/or volunteers plan and provide craft and other fun activities for small groups of children with a charge applied to recover cost of materials.	Manager Library Services	50%	Unable to offer in-house craft sessions in Q2 due to COVID-19 restrictions. Supported Cobar parents with 30 craft at home packs for school-aged children.
	Undertake school holiday activities to implement a varied school holiday activities program at the CYFC.	Manager Youth & Fitness	50%	Day to day action

COUNCIL STRATEGY					
1.2.2 A greater range of youth activities organised and coordinated					
DP Action	Action	Responsibility	Progress	Comments	
To provide youth services and a facility that will create interaction between all ages, interests and social standing by providing recreational, sporting and cultural activities and support services for the youth and the community of Cobar.	Hold regular youth activities at the centre and maintain partnerships to aid and enhance the provision of Youth Services.	Manager Youth & Fitness	50%	Youth Centre is currently closed, alternatives in place.	
	Undertake activities under Family and Community Services grant.	Manager Youth & Fitness	50%	Day to day action	
Organise Youth Week Activities	Cobar Youth Council undertake activities during the year aimed at young people.	Manager Youth & Fitness	50%	Currently reforming Youth Council	
	Youth Week activities to be organised in conjunction with Cobar Youth Council	Manager Youth & Fitness	50%	Youth Council being reformed	
Implement the Drug and Alcohol Action team LDAT Grant	Undertake the activities outlined in the Drug and Alcohol Action team LDAT Grant	Manager Youth & Fitness	100%	Program complete	

COUNCIL STRATEGY				
1.2.3 Increased educational opportunities provided locally				
DP Action	Action	Responsibility	Progress	Comments
Work with early childhood organisations, schools and TAFE to increase the quality and diversity of educational opportunities available locally and promote them	Bring to fruition the education services goal of a local speech therapy program aimed at 3-8 years in Cobarr working with governments and NGO's to find a solution.	Director of Finance & Community Services	0%	No Resource to allocate
	Hold regular meetings to determine key issues in delivering education to early childhood services in Cobarr and develop solutions to these issues collaboratively.	General Manager	0%	No action undertaken in Q2.
COMMUNITY OUTCOME				
1.3	Families are supported, social inclusion is valued and families who relocate to Cobarr stay in Cobarr			
COUNCIL STRATEGY				
1.3.1	Parents are supported in their role to raise their children and services are available to assist them to build their parenting skills			
DP Action	Action	Responsibility	Progress	Comments
Cobarr Shire and TAFE library staff support parents via library services and outreach	Hold story time sessions, Library staff provide activities for children aged 6 months to 5 years, and model early literacy for parents including during isolated periods related to COVID-19.	Manager Library Services	50%	Unable to offer in-house pre-school storytime, rhyme & craft sessions in Q2 due to COVID-19 restrictions. Supported Cobarr parents with 15 storytime rhyme & craft at home packs.
Information is provided to the community on the range of services available in Cobarr Shire and how to access them	Maintain and update the community services directory and other activities that provide information on services available and how to access them, including Facebook and website updates.	Director of Finance & Community Services	50%	Being prepared with new website

COUNCIL STRATEGY					
1.3.2 Increase the supply of childcare and preschool places and options					
DP Action	Action	Responsibility	Progress	Comments	
Administer and coordinate Children Services (FDC, COOSH, IHC)	Administration of CCS for all eligible families in accordance with Federal Legislation.	Manager Children Services	50%	Day to day action	
	Maintain and update policies, manuals, procedures, quality improvement plans and family information packages for FDC, IHC and COOSH to comply with changes to National Regulations and Quality Framework and National In-Home Care Standards concepts and new information.	Manager Children Services	50%	Day to day activity	
Improve the quality and availability of childrens services in Cobar and surrounds	Provide craft and activity packs to In Home Care Educators four (4) times per year.	Manager Children Services	50%	Day to day action	
	Support Implementation of Early Years Learning Framework and the "My Time Our Place" into educator curriculum.	Manager Children Services	50%	Day to day action	
	Support Early Childhood Services in Cobar to ensure adequate supply of quality childcare to meet the communities needs and expectations.	Manager Children Services	50%	Day to day action	
	Assist children service providers to seek service and infrastructure funding to meet the needs of the community.	General Manager	50%	Design for the new facilities underway	
Maintain adequate service levels for Children's Services providers across Cobar					

COUNCIL STRATEGY				
1.3.3	Have family orientated activities to encourage families to socialise in the community			
DP Action	Action	Responsibility	Progress	Comments
Plan, organise and promote festivals, celebrations and activities in the Shire.	Development of a full program of activities to celebrate the 150 year anniversary of Cobar.	Tourism Manager	50%	Unfortunately due to the COVID-19 pandemic all 150 years celebration was cancelled.
	Organise and facilitate the successful management of the Festival of the Miner's Ghost (FOMG) in cooperation with the community and the FOMG organising committee.	Tourism Manager	50%	Festival of the Miners Ghost was cancelled this year due to the COVID-19 pandemic restrictions. Tourism Committee Meetings were cancelled during this period due to the lockdown requirements.
	Organise community events such as Australia Day celebrations and Senior Citizen's Week events.	Tourism Manager	50%	The Australia Day Ambassadors program open to applications in October. In December Council received confirmation that Doug Hawkins would be Cobar's Ambassador for 2022. A full program of activities has been planned for Australia Day and Award nominations were opened in November through to January.
	Organise the Grey Mardi Gras including seeking funding opportunities.	Tourism Manager	50%	Cobar's Grey Mardi Gras remains to be scheduled for 29 April-1st May 2022. Bookings and tickets have yet to be released due to the ongoing crisis with COVID and the uncertainty of mass event restrictions.

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

COUNCIL STRATEGY				
1.4.1	Encourage business and volunteer support for local events, organisations and activities			
DP Action	Action	Responsibility	Progress	Comments
Council supports community groups by providing access to facilities	Library Arcade rooms available for community groups and local businesses.	Manager Library Services	50%	Library arcade rooms were booked for use 25 times in Q2.
Work with local organisations and businesses to build on current activities	Work with local organisations and businesses to build on existing events and to help them to develop new ones and promote them.	Tourism Manager	250%	Staff continue to work with businesses and local organisation with assistance through marketing/ promotion for business and event assistance.

COUNCIL STRATEGY			
1.4.2	Develop initiatives to maximise the benefits and minimise the negative impact of shift work and FIFO/DIDO on the community		
DP Action	Action	Responsibility	Progress
Work with local business and government agencies to identify where changes can be made or initiatives developed to reduce the negative impacts and encourage residential living of employees	Liaise with local business and government organisations to reduce the potential negative impacts of shift changes to mining rosters, absentee workers and mining closures to reduce the community impact and encourage residential livability of Cobar.	General Manager	0% No action in Q2.
	Prepare the Local Strategic Planning Statement to include measures to reduce DIDO/FIFO.	General Manager	0% No action in Q2.

-66-

COUNCIL STRATEGY			
1.4.3	Support Aboriginal people and organisations to increase the broader communities awareness and recognition of local Aboriginal cultural identity in Cobar and to assist in meeting the targets set out under the current government policy of Closing the Gap.		
DP Action	Action	Responsibility	Progress
Undertake activities to increase awareness of Aboriginal culture in the Cobar Shire and improved coordination of Local Aboriginal Groups	Liaison with Aboriginal stakeholders to determine and undertake appropriate activities that increase awareness of Aboriginal culture.	General Manager	0% No action to date

COUNCIL STRATEGY				
1.4.4 Support arts and cultural organisations, activities and facilities				
DP Action	Action	Responsibility	Progress	Comments
Support Outback Arts and cultural activities in the Shire	Provide annual funding and support to Outback Arts and actively participate on the Outback Arts Board and support arts and cultural activities in the Shire.	Grants Officer	50%	No meetings have been held in the second quarter of 21/22. Council have appointed local artist Sigrid Peters to represent CSC on the board, all information is passed onto Sigrid and through our networks to the community when and where possible.
	Provide a range of art and culture exhibitions at the Library Gallery.	Manager Library Services	50%	No art installations in Q2.
	Work with organisations such as Cobar Arts Council to run art workshops, exhibitions and provide artistic opportunities.	Tourism Manager	50%	Council assisted the Cobar Arts Council with equipment for their art exhibition in October and continue to work closely with the committee for future workshops and events
	Receive, document and store objects at the Great Cobar Heritage Centre that are relevant to Cobar's history and are compliant with the Collections Policy. As the upgraded Museum is restocked each item is to be checked for compliance.	Tourism Manager	50%	The Great Cobar Museum collection policy is currently being reviewed and updated as part of The Great Cobar Museum Plan of Management. The Museum Curator continues to catalogue all items with the Museum catalogue system mosaic

COMMUNITY OUTCOME	
1.5	A healthy and active community

COUNCIL STRATEGY				
1.5.1	Provide appropriate health care options and services both within the Shire and the region			
DP Action	Action	Responsibility	Progress	Comments
Provide assistance and incentives to attract Doctors.	Develop policies to support the attraction of Doctors to Cobarr.	General Manager	0%	No action undertaken in Q2.
Lobby NSW Government and the Federal Government to increase and improve health care provision within the Shire, including access to GP and Mental Health services.	Lobby NSW Government and the Federal Government to ensure high quality health care services are available in Cobarr Shire or are easily accessible where it is not possible to have them provided locally.	General Manager	0%	No action undertaken in Q2.

COUNCIL STRATEGY					
1.5.2 Increase the use of Council owned and other sporting and recreational facilities across the community					
DP Action	Action	Responsibility	Progress	Comments	
Increase the use of the Cobar Youth and Fitness Centre	Increase utilisation of the Cobar Youth and Fitness Centre.	Manager Youth & Fitness	0%	Youth Centre is closed	
Contract management of the Cobar Memorial Swimming Pool	Consider whether to the pool extension period will be offered to the Contractor. Supervision of pool operations ensuring safety and convenience for all patrons is paramount and manage the Pool Contract.	Director Finance & Community Services	100%		
Maintain all Council parks and reserves, including plants, trees and public facilities, the Skate Park and the Miners Memorial.	Undertake promotional programs to increase pool patronage.	Director Finance & Community Services	50%		
	Inspect and rectify defects of Park assets, reserves, including plants, trees and public facilities and the Skate Park.	Urban Services Coordinator	50%	Have been focusing on irrigation and mowing throughout the Holiday period with limited staff due to closure.	
	Maintenance of sporting ground and associated facilities.	Urban Services Coordinator	50%	Irrigation has been the main priority this quarter.	
Extend and expand the Great Cobar Heritage Centre	Undertake consultations and prepare design documents for an expanded Great Cobar Heritage Centre.	Tourism Manager	5%	Stage one of The Great Cobar Museum is complete and officially opened on the 30th November 2021. Staff continue to work with external consultants on preparing for stage two plans in the masterplan	

COUNCIL STRATEGY				
1.5.3 Provide adequate infrastructure to care for older residents locally				
DP Action	Action	Responsibility	Progress	Comments
Provide appropriate services for residents at the Lilliane Brady Village	Develop annual budget to ensure adequate resources to enable appropriate services are maintained.	Director of Nursing	50%	Discussed with council finance officer and LBV admin. Fluid at this time due to low resident occupancy and low staffing
	Develop, implement and review systems to ensure services are provided according to the needs of residents.	Director of Nursing	50%	Awaiting bathroom refurbishment for rooms 1-9 currently on hold due to Covid-19 restrictions, availability of engineer, architect.
	Ensure adequate and appropriately skilled and qualified staffs to ensure all services are delivered in line with facility mission statement and policies.	Director of Nursing	50%	Care staff able to support residents and their needs. Hotel services providing meals, laundry and cleaning services. Maintenance officer quick to respond to issues, repairs and replacement. Admin staff support the administrative needs, fees, procurement
	Successfully onboarded the new licences.	Director of Nursing	100%	Nil Further
	Maintain health and personal care of all residents according to their needs and maintain resident lifestyle, rights and choices.	Director of Nursing	50%	Care and services continue to be provided on site through referral services inclusive of podiatrist, dietician, speech pathologist, pathology services, pharmacy requirements, wound specialist, specialist medical appointments through tele health. Measurable outcomes of care via Key Performance Indicators collated and reported monthly. Lifestyle maintained and effectively established

	<p>Monitoring of levels of aged care provided at the Lilliane Brady Village.</p>	<p>Director of Nursing</p>	<p>50%</p>	<p>through residential activities officers (covid- 19 restrictions acknowledged)</p> <p>Daily referral to and checking of progress notes, 7 day handover sheet, RN 24 hour report.</p> <p>Daily review of resident accidents and incident reports with escalation to SIRS if required.</p> <p>Behaviours and infections managed and escalated to GP when required.</p> <p>Acute medical episodes managed on site- off loading to hospital services through GP and family involvement.</p> <p>Continuous assessments and care planning effectively managing changing care needs.</p> <p>Rostering is managed in line with resident needs- often senior staff working on the floor and complementing the care staff.</p> <p>Audits of key performance indicators identify trends and effective management of care needs.</p>
	<p>Promote community awareness and encourage ongoing resident involvement in community events.</p>	<p>Director of Nursing</p>	<p>50%</p>	<p>Acknowledgement of Covid- 19 restrictions effects all aspects of community involvement with our residents.</p> <p>Residential activities officers arrange events within the facility- religious and celebratory in nature.</p> <p>Visitors are managed in accordance with the current public health orders - information and updates explained and given to residents and sent via email to residents representatives.</p> <p>Residents are encouraged to maintain community alliances through outings, home visits, trips to the shops, hairdresser, local sports clubs etc.</p>

	<p>Provide a transparent mechanism for concerns and complaints management from all stakeholders.</p>	<p>Director of Nursing</p>	<p>50%</p>	<p>All complaints and feedback is received with thanks and seen as an opportunity to improve our service. Monthly resident meetings encourage participation and allows for each person to bring up any issues- either at the time of the meeting- or seperate. Proxy feedback is also welcomed. Residents are informed how to make a complaint and how the complaint is managed. Feedback is given and followed up to ensure satisfaction with the process. Complaints and feedback are logged via the Manad electronic platform. Discussed with staff at meetings and made available at the quarterly Governance meeting.</p>
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COMMUNITY OUTCOME	
1.6	A safe and clean community

COUNCIL STRATEGY				
1.6.1	A more visible and engaged police presence			
DP Action	Action	Responsibility	Progress	Comments
Work with police and licensed premises to promote a safe community	Attendance and commitment to the Cobar Police Community Precinct Committee.	General Manager	0%	No Cobar Police Community Precinct Committee meetings were held in Q2.
	Provide secretariat services for the Cobar Liquor Accord.	General Manager	50%	AGM and General meeting completed and secretariat services provided for the Cobar Liquor Accord.

COUNCIL STRATEGY					
1.6.2 Implementation of the Cobar Crime Prevention Plan and Strategy					
DP Action	Action	Responsibility	Progress	Comments	
Removal of graffiti and recording of graffiti incidents	Supervise the removal of graffiti and ensure all evidence is taken and recorded appropriately.	Urban Services Coordinator	50%	Grffiti has been removed as it happens.	
Implementation of actions outlined in the Cobar Crime Prevention Plan and Strategy.	Update all action list for the Cobar Crime Prevention Plan and Strategy.	Director Finance & Community Services	0%	On hold	

COUNCIL STRATEGY				
1.6.3	Encourage safe and sustainable development			
DP Action	Action	Responsibility	Progress	Comments
Undertake legislated obligations in relation to building and development	Assess and determine all relevant applications as outlined under Section 68 of the Local Government Act 1993	Director Planning & Environmental Services	50%	Applications lodged seeking an approval under Section 68 of the Local Government Act are assessed and determined in accordance with relevant legislative standards.
	Carry out critical stage and other progress inspections required to ensure completed projects complies.	Director Planning & Environmental Services	50%	Development projects are inspected when necessary to establish level of compliance.
	Complying Development applications assessed and approved in accordance with statutory standards requirements and Council Codes.	Director Planning & Environmental Services	50%	All complying development certificate applications are assessed against legislative and state prescribed development standards, in conjunction with the statutory determination period.
	Develop an Onsite Sewage Management Register for existing systems in priority areas.	Director Planning & Environmental Services	50%	An electronic on site sewage management register is maintained as new systems are installed and given approval to operate.
	Development Applications assessed and approved in accordance with statutory standards and requirements and Council Codes.	Director Planning & Environmental Services	50%	Development Applications lodged with Council are assessed and determined in accordance with relevant legislation requirements.
	Inspect all development when required by approval so as to ensure compliance.	Manager Planning & Environmental Services	50%	All development were inspected when required to assess compliance with the relevant approvals.
	Process applications for Planning Certificates.	Director Planning & Environmental Services	50%	Planning certificate applications are determined expeditiously following lodgment with Council.

	Provide approval and inspection services for the installation of sewage and drainage services.	Director Planning & Environmental Services	50%	Council's role as a plumbing regulator, as delegated by the Office of Fair Trading under the Plumbing and Drainage Act, is undertaken as per required legislative requirements.
	Provide registration, approval and inspection for applications to install and operate OnSite Sewage Management Systems.	Director Planning & Environmental Services	50%	All Section 68 applications seeking approval to install, operate and modify on-site sewage management systems are managed as per relevant legislated requirements, including registration, inspection and approval.
Implement and maintain an appropriate register for leases, licences and land	Maintain the Lease, Licence and Land Register.	Director Planning & Environmental Services	50%	The lease, licence and land use register is maintained.

COUNCIL STRATEGY					
1.6.4 Provide and maintain safe and serviceable public facilities and infrastructure					
DP Action	Action	Responsibility	Progress	Comments	
To provide the community with an aesthetically pleasing and clean urban environment	Mechanically and manually clean the streets in the urban area to provide suitable environment for the community.	Urban Services Coordinator	50%	CBD and surrounds have been swept on a daily basis, as well as the residential street program, currently street sweeper needs a coil replaced. Also fig tree at IGA has been put on irrigation to try and slow down the berries it has been dropping on to footpath	
Maintain Council Buildings to an appropriate standard to ensure that buildings are occupiable	Maintenance and repair of Council buildings undertaken with available resources.	Director Planning & Environmental Services	50%	Council buildings are repaired when necessary and when expenditure budgets permit.	
Improve disability access to Council buildings and facilities to improve their accessibility by older people and people with a disability	Implement Council's Disability Action Plan.	Director Finance & Community Services	50%		
Provide adequate telemetry for our networks across the Shire for Water and Sewer	Upgrade the telemetry network across the Shire.	Water & Sewer Manager	10%	Audit of the telemetry system currently underway.	
Provide modern and efficient street lighting for Cobar	Upgrade street lighting to current standards and technology.	Infrastructure Manager	100%	This project is complete	

COUNCIL STRATEGY				
1.6.5 Provide protection from fire, natural disasters, public health and other threats to the community				
DP Action	Action	Responsibility	Progress	Comments
Have contingency plans in place to minimise the damage from threats from natural disasters	All food shops and licensed premises inspected as per Food Authority Partnership.	Manager Planning & Environmental Services	50%	During this reporting period food premises were not inspected as per instructions from NSW Food Authority due to the COVID-19 pandemic.
	Investigation of public health incidents.	Manager Planning & Environmental Services	50%	There were no incidents reported during Q2.
	Public swimming places inspected and water samples taken.	Manager Planning & Environmental Services	50%	No water samples taken as no available test equipment. No inspections were carried out during the current reporting period.
	Swimming pool safety barriers inspected.	Manager Planning & Environmental Services	50%	Upon application - private pools and their barriers are inspected.
	To ensure reasonable strategic planning is made to establish local disaster management plans which consider the risks to local communities and have in place relevant disaster management plans which cover the reasonable foreseeable risks within the community.	Director Engineering Services	50%	Regular emergency management committee meetings are held, along with regular meetings with the RFS.
	To establish an effective and relevant Local Emergency Management Committee to co-ordinate Emergency services with the community.	Director Engineering Services	50%	Regular emergency management committee meetings are held, along with regular meetings with the RFS.

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

COUNCIL STRATEGY				
2.1.1 Encourage business growth and new business opportunities in the Shire				
DP Action	Action	Responsibility	Progress	Comments
Facilitate business development in the Shire	Develop appropriate capital improvement strategy in accordance with the amended lease at the Cobar Caravan Park.	General Manager	50%	The Leasee is currently creating a proposal for Council to consider.
	Facilitate business opportunities within Cobar and promote the region.	General Manager	0%	No action undertaken in Q2
	Review all lease conditions of the Cobar Caravan Park with an objective of striking a balance between revenue and investment.	General Manager	100%	New Lease has bene completed and signed.

COUNCIL STRATEGY				
2.1.2 Review and Implement the Economic Action Plan				
DP Action	Action	Responsibility	Progress	Comments
Review as necessary the Economic Action Plan and implement the actions contained within it	Renew as necessary the Economic Action Plan and implement the actions contained within it.	Director Finance & Community Services	0%	On hold

COUNCIL STRATEGY				
2.1.3 Encourage people to shop locally and support the business community more broadly				
DP Action	Action	Responsibility	Progress	Comments
Participate in, and work with, the Cobar Business Association to develop programs to support business	Work with the Cobar Business Association to support local business initiatives such as the Great Cobar Business Awards, shop local promotions, training initiatives and other activities.	Tourism Manager	50%	Council staff continue to work closely with the Cobar Business Association. In December they work together on the Cobar Christmas Parade and Gala Night. This event was one of the biggest parade they have had throughout the years and well supported by the Cobar Community. The group secured funding from CSA mine and Sandvik which allowed them to hire street performers and entertainment for the night.
Support shop local campaigns, including administration of the Cobar Quids program	Monitor, dispense and reconcile Cobar Quids.	Office Coordinator	50%	Progressing Council act as the "bank" for Cobar Quids on behalf of the Cobar Business Association. Cobar Quids are legal tender which can only be spent in Cobar Businesses to encourage shopping locally. There were an average of 40 transactions per month for October - December quarter.

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

COUNCIL STRATEGY				
2.2.1	Update and implement the Tourism, Events and Museum Business Plan			
DP Action	Action	Responsibility	Progress	Comments
Update and implement the Tourism, Events and Museum Business Plan	Regularly update and report on implementation of the Tourism, Events and Museum Business Plan.	Tourism Manager	25%	Staff continue to report to council; the community and cross promote with our LGA'S and VIC'S for events and tourism updates. Staff regularly communicate with businesses, tourism operators and community groups within the Cobar community to help promote, keep websites updated with correct information and hand deliver marketing material for events hosted in town.

COUNCIL STRATEGY				
Develop a diverse range of interesting annual events and promote the activities that are on and the cultural experiences that are available in Cobar to locals and tourists				
DP Action	Action	Responsibility	Progress	Comments
Manage the Visitor Information Centre	Manage the Visitor Information Centre, admissions to Museum and souvenir shop at the Great Cobar Heritage Centre.	Tourism Manager	50%	<p>The Great Cobar Museum & Visitors Information Centre re-opened on November 30th, 2022. Visitation numbers increased significantly with the Museum and VIC once again opening for the month of December. Museum entry was free to everyone who lives in Cobar Shire Council for the month of December and was visited by 222 Cobar residents.</p> <p>General Tourism Stats October VIC: 46 & Shop sales: \$258.00 November VIC: 182 & Shop Sales: \$287.00 December Museum Visitors: 307, VIC 192, Museum Sales: \$1065.00, Shop Sales: \$4434.79 Total Sales: \$5589.79</p>
Develop and implement new ideas to bring people to Cobar	Develop new marketing material to bring new residents and tourists to Cobar.	Tourism Manager	50%	<p>Tourism Managers from Bourke, Cobar and Walgett are still working together to roll out initiatives for the Marketing Strategy prepared by Urban Enterprises a consultant for the Joint Organisation.</p> <p>Town entry signage is now completed with new signage installed at main entry points. Boundary signage for Bourke and Hillston boundaries to be installed in the new year.</p>

COMMUNITY OUTCOME					
2.3 A strong business hub operating out of the Cobar airport					
COUNCIL STRATEGY					
2.3.1 Encourage business development at Cobar Airport and encourage Cobar as a stopover point for aircrafts					
DP Action	Action	Responsibility	Progress	Comments	
Actively seek out business opportunities to enhance the operations at Cobar Airport	Promote the airport to interested parties to establish business enterprises as per the actions in the Master Plan.	Director Finance & Community Services	10%	On hold	
	Providing Secretariat support to the Airport Advisory Committee to the Cobar Regional Airport.	Director Finance & Community Services	0%	On Hold	

Key Activity: Governance

COMMUNITY OUTCOME					
3.1 A well-funded Council that is well managed and well governed					
COUNCIL STRATEGY					
3.1.1 Increase Council's income stream					
DP Action	Action	Responsibility	Progress	Comments	
Reassess all rates, fees and charges	Sound revenue management plan in place including rate recovery and debt recovery.	Office Coordinator	50%	Council reviewed Fees & Charges for the 2021-2022 year as required. Debt Recovery was hindered by Covid restrictions but will recommence this financial year, as per the Debt Recovery Policy.	
Undertake private works	Undertaken private works for property owners, mines, contractors and RMS.	Roads Development Manager	50%	Private works undertaken when requested	
Increase grant funding received	Apply for grants to assist Council to undertake activities outlined in the Annual Operational Plan and to access additional grant opportunities as they become available.	Grants Officer	50%	Council continues to apply for grants that are within the Annual Operational Plan.	
Undertake rating functions of Council	Recovery of outstanding rates	Office Manager	50%	Council levied Rates & Charges for the 2021-2022 year in July. The arrears at 30 June 2021 have been reduced from \$1,107,608.32 to \$492,232.58 as at 31 December 2021. The impact of no debt collection being allowed during Covid is reflected in these figures.	

	Undertake sale of land under Section 713.	Office Manager	100%	A sale of land for unpaid rates is not scheduled for this year.
Effectively manage Council investments	Optimum investment of Councils surplus funds in accordance with Council's Investment Policy.	Financial Accountant	50%	Councils surplus funds have been invested to maximise interest revenue after taking Council's current and future working capital and operational needs into consideration. Interest rates have dropped considerably since the inception of COVID-19. Therefore, there has been a reduction in interest revenue for the period and this is expected in the future. However, rates are beginning to see a slight increase for new investments.
Provide services as per contract with Services NSW	Meet the requirements as per Services NSW Contract.	Office Manager	50%	Council provides Service NSW Agency services from 8am to 4.30pm Monday to Friday as per the contract. Driver testing is being conducted on Wednesday fortnightly.
Implement the Section 94 Plan, Section 64 Plan and VPAs and manage the funds to provide for future infrastructure through developer contributions	Implement the Developer Contributions Plan, Section 64 Plan and VPAs and manage the funds to provide for future infrastructure through developer contributions.	Director Finance & Community Services	50%	Contributions Plan, S.64 Plan and Planning Agreements implemented/utilised during Q1
To provide a Section 64 Plan that meets the community expectation	Review the charging methodology to ensure that it meets the ability to develop Cobar Shire.	Water & Sewer Manager	50%	Financial management plan is currently underway as part of the integrated water cycle management (IWCM) plan with an expected delivery date in 2022. Levels of service will also be revised as part of the IWCM

COUNCIL STRATEGY				
3.1.2	Minimise risk for Council and the community			
DP Action	Action	Responsibility	Progress	Comments
Develop and implement a risk management strategy suitable for Council operations	Co-ordinate the development of Councils Business Continuity Plan and Disaster Recovery Plan in conjunction with StateCover.	Director Finance & Community Services	50%	Statewide to finalise.
	Implement a Corporate Risk Management Strategy.	Human Resources Manager	50%	The Enterprise Risk Register was completely overhauled and adopted by Manex in 2019 - but is still a little cumbersome. Manex will collectively review the entire register in Q3 to ensure relevancy for each department.
Develop and implement suitable internal audit processes for Council operations	Facilitate Internal Audits functions based on Risk Register commencing with most significant risk.	Director Finance & Community Services	50%	Day to day action
	Internal Audit Committee to meet quarterly and ensure Compliance with all Legislative and Regulatory requirements.	Director Finance & Community Services	0%	No meetings held
WHS obligations are met and safe work practices are promoted and undertaken	Consult with WHS Committee to take a proactive stance in promoting a healthy and safe work environment.	Human Resources Manager	50%	The WHS Committee is active, with meetings are held bi-monthly, with regular agenda items being discussed, addressed and resolved. The committee provides a platform for consultation between Council Management and employees with regular suggestions/recommendations from the committee presented to and endorsed by Manex.from the

			committee presented to and endorsed by Manex.
Provide a safe working environment through advice, safety programs, audits and staff involvement.	Human Resources Manager	50%	<p>Polices & Procedures for WHS have been developed, regularly reviewed and any changes or new policies/procedures are relayed to all staff. To meet our consultation requirements, the Council's WHS Committee are asked to contribute in these reviews, and managers/supervisors are asked to discuss any changes with employees.</p> <p>Council conducts a yearly StateCover WHS Audit to highlight any areas that need attention, and complete yearly StateWide Continuous Improvement Pathway (CIP) program to further improve our safety systems in an area of risk chosen by them.</p> <p>Nationally Recognised Training in WHS and high risk activities carried out by Council employees is provided where required.</p>
Reduce workplace incidents by providing return to work services, supporting the Health and Safety Committee, providing adequate training and appropriate procedures.	Human Resources Manager	50%	<p>All new staff receive a 'walk through' induction during their first week of employment from their supervisor as well as completing an online Council induction. Our online induction was recently reviewed with all existing staff required to complete the updated induction and a scheduled refresher every two years.</p> <p>Staff are inducted onto the relevant work sites they will be working at (and</p>

					onto applicable plant) by their immediate supervisor.
			General Manager	50%	Ongoing
Reduce workplace accidents and incidents by supporting the WHS Committee, providing adequate training and appropriate procedures	Refinement and implementation of Councils WHS Management System in conjunction with WHS Committee and employees. Coordinate development and training of staff in Safe Work Method Statements (SWMS).	Human Resources Manager	Human Resources Manager	50%	At the Annual Induction Day all outdoor employees are retrained in the 6 RMS SWMS relevant across the whole organisation. Training on the completion of risk assessments and creation of effective SWMS for all operational leaders has been postponed multiple times due to COVID and is currently scheduled for April 2022.
	Development and implementation of Council wide and Department specific Safety Inductions.	Human Resources Manager	Human Resources Manager	50%	All new staff receive a 'walk through' induction during their first week of employment from their supervisor as well as completing an online Council induction. Our online induction was recently reviewed with all existing staff required to complete the updated induction and a scheduled refresher every two years. Staff are inducted onto the relevant work sites they will be working at (and onto applicable plant) by their immediate supervisor.
	Facilitate/coordinate regular WHS audits of the workplace and monitor implementation of audit recommendations.	Human Resources Manager	Human Resources Manager	50%	The WHS Committee have an active workplace audit schedule. The action register keeps track of allocated tasks and their completion via Vault.

<p>Ensure that records management provides a framework for collection, management and retrieval of Councils records to meet Councils needs and compliance requirements</p>	<p>Compliance with Records management obligations.</p>	<p>General Manager</p>	<p>50%</p>	<p>In the Q2 reporting period multiple and extensive historical search requests were undertaken for the Cobar Water Board to assist with ongoing requests for funding and licence adjustments. Assistance was provided with the RFT Building Upgrades to the Cobar Youth and Fitness Centre, RFT Establish Panels for Project Management and Architectural Services, the EOI sale of surplus material and Early and Enabling Works. As well as the facilitation, research and coordination of required records for the schedule to produce for Councils ongoing legal issue.</p>
<p>Effective records administration systems and protocols in place.</p>	<p>Effective records administration systems and protocols in place.</p>	<p>General Manager</p>	<p>50%</p>	<p>In the Q2 reporting period Council staff participated in procurement training to ensure the required protocols are known and followed. The recordkeeping processes for animal control issues were reviewed and updated following the appointment of Councils Contract Rangers. The annual GIPA reporting for Cobar Shire Council and the Cobar Water Board was assessed and submitted. The new starters Records Management induction training was reviewed and updated to give new staff a better overall picture of their records management obligations.</p>
<p>Electronic Document Management System (EDMS) to be implemented.</p>	<p>Electronic Document Management System (EDMS) to be implemented.</p>	<p>General Manager</p>	<p>50%</p>	<p>Weekly project meetings for the ERP Replacement (with an EDRMS component) have been held. Suitable library structures have been identified and modifications have commenced for the renaming of the General retention and disposal authority: local government</p>

					records (GA39) to a suitable business classification scheme.
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COUNCIL STRATEGY				
3.1.3 Strong governance measures in place				
DP Action	Action	Responsibility	Progress	Comments
Councillors are well trained and informed on their roles and responsibilities	Training provided to Councillors.	General Manager	25%	Councillor's attended Local Government training - Elected Life

COMMUNITY OUTCOME				
3.2 An engaged community that participates in decision making				

COUNCIL STRATEGY				
3.2.1 Encourage more direct participation and interaction between Council and the community				
DP Action	Action	Responsibility	Progress	Comments
Provide up-to-date and relevant information to the public on Councils activities	Dissemination of up-to-date and relevant information to the media and staff on Councils activities.	General Manager	50%	Facebook & Media used where possible given COVID restrictions
Maintain partnerships with community organisations, such as Business Groups, Council Committees and Council Alliances	Coordinate and support the Traffic Committee and Rural Roads Advisory Committee.	Director Engineering Services	50%	No further LTC meeting has occurred since November. The next meeting is scheduled for 15th February 2022.

COUNCIL STRATEGY				
3.2.2 Increase the participation of youth in community leadership				
DP Action	Action	Responsibility	Progress	Comments
Provide administration and support to the Cobar Youth Council	Provide administration and support to the Cobar Youth Council and maintain contact with similar organisations in other Local Government areas so as to provide interaction.	Manager Youth & Fitness Centre	50%	

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

COUNCIL STRATEGY				
3.3.1 Provision of good customer service				
DP Action	Action	Responsibility	Progress	Comments
Focus on the provision of good customer service by all Council staff	Ensure that all CRM and other complaints registers and reviewed with appropriate actions and responses to complainants.	Director Finance & Community Services	50%	Day to day action

COUNCIL STRATEGY

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

DP Action	Action	Responsibility	Progress	Comments
Human Resources	Continue to promote the Staff Recognition and Reward Program.	Human Resources Manager	50%	Council GEM Awards encourage staff to nominate their peers for "Going the Extra Mile", the awards are presented at a quarterly BBQ for all staff (BBQs on hold due to COVID-19). We consistently receive several nominations each quarter. The Reward & Recognition Policy aligns nominations with our current core values - ACE IT.
	Continued improvement of the electronic performance appraisal system, with updated skills matrices and position descriptions.	Human Resources Manager	50%	As positions become vacant we are working to review and improve current position descriptions (new template) and skills matrices, including adding standard behavioural assessments in line with the expectations in the annual performance review and Council's ACE IT values.
	To be an employer of choice including continual review of employee benefits, training plans, succession plans and Traineeships.	Human Resources Manager	50%	Attraction and retention are significant HR issues for all regional Councils in NSW. It used to mainly effect professional and technical roles, but is now impacting recruitment for all roles (including entry level administrative positions). Apprenticeships for 2019-20 and 2020-21 were put on hold due to the lack of qualified tradesmen to support them. We currently employ 1 x Graduate (Engineering), 2 x Trainees (Administration & IT Support) and have just commenced

				advertising for multiple school based trainees for commencement in the new year.
	To build productivity, maintain industrial harmony and increase employee satisfaction.	Human Resources Manager	50%	Overall the industrial harmony is sound. We have had no industrial issues this quarter.
	To ensure that a Consultative Committee is effective and efficient in recommending to the General Manager for action.	Human Resources Manager	50%	There continues to be very few items brought to CC by employee representatives on the committee, majority of items are raised by HR for policy review, structure changes or position re-evaluations.
	Undertake electronic performance appraisal annually.	Human Resources Manager	100%	
	Undertake biennial Staff Attitude Survey.	Human Resources Manager	0%	The staff satisfaction survey has become low priority due to the resources required to manage COVID, but we are hoping to conduct a survey in conjunction with this years' performance reviews April/May 2022.
Good recruitment and selection processes that promote the philosophy of recruit for attitude, train for skills	Ensure the organisational structure is appropriate to achieving the Budget or Delivery Program/ Annual Operational Plan.	Human Resources Manager	50%	The current organisational structure is being reviewed against budget availability for presentation to the newly elected Council.
Implement and manage an Employee Assistance Program for Council staff	Oversee and promote Councils Employee Assistance Program.	Human Resources Manager	50%	Council's Employee Assistance Program is utilised by staff and promoted to individual staff who may benefit from the assistance. Council's new EAP provider was rolled out in Q4 2021, Uprise, in collaboration with StateCover. The service offers a more holistic approach to health and wellbeing, whilst still providing the more traditional counselling

				service for staff. We are focusing on all areas of health and well-being for staff and promoting other training and activities throughout the business including our annual health and wellbeing day for all staff.
Staff are provided with up-to-date and relevant tools to undertake their roles	Review plant requirements; undertake asset management and maintenance of plant fleet.	Infrastructure Manager	25%	No developments have occurred for this item in Q2. Initial viewing of a fleet management system was undertaken but cannot be progressed without an asset management resource.
	Review and update 10 Year Plant Rolling Replacement Program.	Infrastructure Manager	50%	Plant replacement and disposal schedule was reviewed Jan 2022.
Provide Cobar Shire Council with a secure, reliable and cost-effective information technology network.	Continuing to upgrade security systems and staff awareness.	IT Manager	50%	Ongoing
	Development of 10 Year IT Strategy/ Plan.	IT Manager	20%	
	Ongoing upgrade of IT innovations, which includes training of staff.	IT Manager	50%	Day to day action
Maintain and actively use the Public Libraries NSW Membership	Identify opportunities for information share and services development.	Manager Library Services	50%	Participated in information sharing activities via e-mail in Q2. Staff training opportunities available via on-line modules.

COUNCIL STRATEGY				
3.3.3 Council undertakes adequate strategic planning activities and meets all legislative reporting requirements				
DP Action	Action	Responsibility	Progress	Comments
Council updates the Integrated Planning and Reporting framework documents as required	Compliance with Integrated Planning and Reporting (IPR) Framework Requirements as outlined by the OLG.	General Manager	50%	All Integrated Planning and Reporting (IPR) Framework compliance requirements have been met.
	Implementation of Council's Community Engagement Strategy.	Grants Officer	50%	This has been difficult due to COVID restrictions. However, Council have a plan moving forward to update the Community Engagement Strategy.
	Make changes to IP&R documents in line with Audit Office requirements.	Director Finance & Community Services	100%	
	Workforce Management Strategy, as part of Resourcing Strategy, developed and maintained.	Human Resources Manager	0%	With the postponing of Council elections til September 2021, Council's Workforce Plan is now due for review and renewal in February 2022 in preparation for 1 July 2022.
	Works Program developed for Shire and Regional roads, drainage, signs and traffic facilities.	Road Development Manager	50%	
Meeting NSW Health and EPA legislative requirements for Water and Sewer	Quarterly report submitted to NSW Health and Annual Report to EPA.	Water & Sewer Manager	50%	Quarterly report submitted with no comments from DPIE and NSW Health.

COUNCIL STRATEGY				
3.3.4	Good procurement processes in place to ensure the most advantageous provision of goods and services to Council			
DP Action	Action	Responsibility	Progress	Comments
Good contract management and procurement practices are employed	Maintain a current Contracts Register, update policies and procedures and identify improvements in procurement processes.	Director Finance & Community Services	25%	
	Update Trades and Miscellaneous Services Register with alternate options to be investigated.	Director Finance & Community Services	50%	Day to day action
Provision of Cobar Water Board Administration and Financial Services	Undertake administration and financial services for the Cobar Water Board as per the Agreement.	Director Finance & Community Services	50%	Day to day action
Implement Vendor Panel as Councils main Procurement tool	Implementation of Vendor Panel as Councils main Procurement tool.	Financial Accountant	80%	Vendor Panel has been implemented across Council. Local supplier reaction has been positive. The use of registers in order to maintain Council compliance has been effective, as well as the use for higher level procurement including tenders. Staff require further education around the purpose and how it relates to our policy and procedures in order to encourage use as the main procurement tool. In December council staff attended procurement training. Further Vendorpanel training will be held in January 2022.

Key Activity: Infrastructure

COMMUNITY OUTCOME	
4.1	A clean and reliable water supply

COUNCIL STRATEGY			
4.1.1	Improve water supply infrastructure to Cobar, including piping the Albert Priest Channel, replacing the Nyngan to Cobar pipeline and improving pump stations, water storages and other associated infrastructure		
DP Action	Action	Responsibility	Progress
To support the Cobar Water Board in seeking funding for improvements to water supply infrastructure to bring quality water and a reliable supply of water to Cobar for treatment and distribution	Negotiate with Cobar Water Board and Bogan Shire Council to provide grant funding and options for the improving the Albert Priest Channel, completing the Pipeline Augmentation Project and undertaking improvements to other water supply infrastructure.	Water & Sewer Manager	50%
			Comments
			The CWB continues to work with the BSC to improve the APC

COUNCIL STRATEGY			
4.1.2	Increase Cobar's water allocation		
DP Action	Action	Responsibility	Progress
Lobby the NSW Government to have Cobars town water supply increased	Continue meeting with relevant Government personnel demonstrating the need for the town water licence to be increased.	General Manager	50%
			Comments
			Application for increase is waiting for Government approval

COUNCIL STRATEGY					
4.1.3 Improved water infrastructure across the Shire, including the town reticulation system					
DP Action	Action	Responsibility	Progress	Comments	
Upgrade the reticulation network in Cobar, replacing old pipework, valves etc to improve water flow and water quality	Undertake repairs to potable water storages, including re-roofing.	Water & Sewer Manager	85%	Re-roofing has been completed. Recoating the internal walls of the reservoir has been delayed to Q1/Q2 of 2022	
	Upgrade the reticulation network in Cobar, replacing old pipework, valves etc to improve water flow and water quality.	Water & Sewer Manager	15%	Contract awarded for reticulation replacement with construction commencing in February 2022	
Maintenance and repairs of water mains and water filtration system	Implement Water Supplies Asset Management Plan with 5 Year Rolling Works Program.	Water & Sewer Manager	60%	Total asset management plan is currently underway as part of the integrated water cycle management plan with an expected delivery date in 2022.	
Undertake fair valuation of water and sewer	In conjunction with Councils Asset Management team and Auditor undertake revaluation of Councils water and sewer assets.	Director Engineering Services	100%	.	

COUNCIL STRATEGY				
4.1.4	Seek alternate supply solutions to improve water supply to Villages			
DP Action	Action	Responsibility	Progress	Comments
Improve water supply to villages	Scoping study to be completed for Nymagee, Euabalong and Euabalong West.	Water & Sewer Manager	90%	Scoping study in final draft and review. Outcomes from the report to be added as issues to the IWCMP.

COUNCIL STRATEGY				
4.1.5	Provide contract services to Cobar Water Board			
DP Action	Action	Responsibility	Progress	Comments
Provide contract services to Cobar Water Board	Provide technical advice and maintenance activities to the Cobar Water Board.	Water & Sewer Manager	50%	Technical advice and maintenance services are provided to the CWB in accordance with the Contractual arrangements with the CWB.
Support the Cobar Water Board application for replacing the 100km of remaining pipeline	Continue to make representation to the Cobar Water Board to have the remaining 100km of the Nyngan to Cobar Pipeline funded and installed.	General Manager	50%	Working with State Government to provide business plan for the Federal & State Government funding

COUNCIL STRATEGY				
4.1.6	Work with NSW Public Works to implement the Resources for Regions project to replace the pipeline, in line with direction provided by Cobar Water Board			
DP Action	Action	Responsibility	Progress	Comments
Undertake the Project Management for the works agreed to under the Resources for Regions funding to construct a third pipeline and associated works.	Continue to make representation to the Cobar Water Board to have the remaining 100km of the Nyngan to Cobar Pipeline funded and installed.	Water & Sewer Manager	20%	Business case for pipeline and pump station replacement currently underway with final business case delayed to June/July 2022.
	Undertake the Project Management for the works agreed to under the Resources for Regions funding to construct a third pipeline and associated works.	Director Engineering Services	20%	Business case for pipeline and pump station replacement currently underway with final business case delayed to June/July 2022.

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

COUNCIL STRATEGY				
4.2.1	Improved access to telecommunications, radio, TV and broadband services			
DP Action	Action	Responsibility	Progress	Comments
Lobby the government for improved communications networks	Lobby to reduce Mobile Blackspots across the Shire.	General Manager	0%	No action undertaken in Q2
	Maintenance of radio base stations and licences.	Infrastructure Manager	50%	Licences have been paid for, no maintenance has been undertaken in Q2.

COMMUNITY OUTCOME				
4.3 Good transport networks that increase the accessibility of Cobar and markets				
COUNCIL STRATEGY				
4.3.1 Seek ways to expand the sealed road network and improve and maintain the unsealed road network				
DP Action	Action	Responsibility	Progress	Comments
Road works undertaken according to priority, weather conditions and availability of resources	Construction and maintenance works carried out on Regional and Shire Road Network in accordance with approved programs and standards.	Roads Development Manager	50%	
	Inspections by Council staff on a routine basis to identify maintenance works and report any urgent works to minimise public liability risk to Council.	Roads Development Manager	50%	
	Street maintenance and sign maintenance, including alcohol free signage.	Roads Works Manager	50%	Ongoing
	Undertake ordered works on behalf of RMS within the agreed budget.	Roads Development Manager	50%	
	Undertake routine and supplementary works on State Roads in accordance with the RMS Contract.	Roads Development Manager	50%	Works being undertaken as required
Oversee quarrying activities and ensure an adequate supply of good quality gravel for use on the road network	Ensure that all Contractors have a Quarry Safety Management Plan.	Roads Development Manager	50%	
	Establishment and use of funding reserve for the rehabilitation and restoration of disused gravel pits and quarries. Licences for all existing and new quarries progressively obtained.	Roads Development Manager Roads Development Manager	50% 50%	Licensing and registering of quarries undertaken as required.

COUNCIL STRATEGY				
4.3.2 Provide and maintain safe and serviceable transport infrastructure including roads, footpaths, bike paths and airport				
DP Action	Action	Responsibility	Progress	Comments
Provide and maintain a safe and adequate footpath and bike path network	Identify priority works required to improve the safety of the footpath network and undertake works as funding becomes available.	Urban Services Coordinator	0%	
	Implement the actions outlined in the Active Transport Plan.	Roads Works Manager	100%	Completed
	Kerb & Gutter maintenance.	Urban Services Coordinator	50%	At present we have an excavator cleaning out the drain mouths. The golf club, Louth road, Bik track have been completed
Cobar Airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Conduct regular and statutory maintenance program in accordance with Airport Operational Manual.	Infrastructure Manager	50%	Maintenance is occurring as defined by the manual and the SRO check list. This is an ongoing task
	Implement the Cobar Aerodrome Master Plan.	Director Finance & Community Services	25%	
	Provision of services to key stakeholders such as airlines and Charters.	Infrastructure Manager	50%	No change to the provision of services in Q2.
Review the maintenance requirements of the Village Airports.	Address the use of airstrips for purposes other than emergencies and determine best way forward to meet needs of all stakeholders.	Infrastructure Manager	50%	There has been no change in this position and it is recommended that this be referred to the Airport Committee.
	Maintain runways in a state that is acceptable for dry weather operation and ensure that the airstrips	Infrastructure Manager	50%	Maintenance on runways is undertaken as required and funds have been

	comply with the minimum standards for operation.			allocated in this year's budget to re-seal the runways.
COUNCIL STRATEGY				
4.3.3	Maintain the rail network in the Shire to maximise the benefits to the community and to provide an alternative to road freight.			
DP Action	Action	Responsibility	Progress	Comments
Lobby the NSW Government to ensure that the rail network is well maintained, safe, affordable and well used, particularly for freight movements to reduce the impact of road movements on the community.	Lobby NSW Government to maintain rail network and develop initiatives to increase its use.	General Manager	0%	No actions undertaken in Q2.

COMMUNITY OUTCOME				
4.4	Good quality and affordable community facilities and infrastructure			

COUNCIL STRATEGY				
4.4.1	Upgrade priority playgrounds and parks with good designs to cater for all age groups and abilities and maintain the rest at agreed service levels			
DP Action	Action	Responsibility	Progress	Comments
Provide and maintain safe and adequate playground facilities	Inspection of playground facilities ensuring safety and convenience for all users with the aim for gradual upgrade of playground equipment to meet Australian Standards. Remove Drummond Park Playground and reclaim area.	Urban Services Coordinator Urban Services Coordinator	50% 100%	Our three Parks with compliant playgrounds are inspected, there are still non-compliant parks that need to be addressed. Our three Parks with compliant playgrounds are inspected, there are still non-compliant parks that need to be addressed.

COUNCIL STRATEGY				
4.4.2 Increase the range of community facilities and maintain those that we have to an appropriate standard				
DP Action	Action	Responsibility	Progress	Comments
Undertake the BBRF grant funded project of the update of Ward Oval and the Early Learning Precinct	Apply for Federal Funding for the Ward Oval and the Early Learning Precinct.	Grants Officer	50%	Funding agreement for Building Better Regions Fund is currently being negotiated (this includes milestones and payment installments). This agreement should be complete and signed by November 2020. While this is taking place, works on the final plans of both Ward Oval and the Early Learning Precinct (ELP) are continuing.
Undertake Councils cemetery operations in an appropriate and dignified manner	Keep stock of pre-dug graves in reserve and maintain Cemetery to the appropriate level.	Urban Services Coordinator	50%	Cemetery is looking good at present aesthetically, Bag moths are eating the Kurrajong leaves.
To provide quality and readily accessible library services to Cobar and villages	Offer high quality and relevant library services for five (5) hours per week at both Nymagee and Euabalong.	Manager Library Services	50%	Nymagee and Euabalong library services operated for five hours per week in Q2.
	Participate in State and National events that promote literacy.	Manager Library Services	50%	Premier's Reading Challenge supported via purchase and loaning of appropriate resources.
	The Library acquires, processes, maintains and lends library materials that are up to date and appropriate.	Manager Library Services	50%	241 physical items and 1,057 eBooks and eAudio were added to the collection in Q2. 180 items = value \$2,610 (at cost) were removed. 3,558 items loaned in Q2 (includes 549 eBook & eAudio loans).

	The Library provides public access to the internet service where possible.	Manager Library Services	50%	3 computers provided for public access. 185 hours of computer use and 83 hours of wireless bookings for Q2.
	To ensure that well trained, professional and highly motivated staff are responsive to serving the needs of the community.	Manager Library Services	50%	Due to lack of staff and budget, library staff were not trained in Q2.
	To ensure that the Library service is utilised by Cobarr Shire residents of all ages and community groups.	Manager Library Services	50%	10 new members joined in Q2. Total membership = 2,267 members. 2,749 visits counted in Q2. 3 adult craft workshops offered (macrame, leathercraft and Xmas candles) - 12 participants. Monthly new book list and events calendar e-mailed to stakeholders, press, and community groups. Library resources and services promoted via Facebook.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Apply for funding to update the facilities at the Cobarr Memorial Swimming Pool.	Grants Officer	50%	Council have applied for funding to undertake a business case study at the Cobarr Memorial Swimming Pool. This will be required for any future funding opportunities to upgrade the Pool and will clearly identify areas that need addressing and upgrading. If Council is successful in obtaining funding to undertake a business case study this will be undertaken and would be used as supporting documentation for any grant applications made to update the facilities at the Pool.
	Depot upgrade works undertaken as per the master plan.	Director Planning & Environmental Services	50%	Master plan no longer relevant to future works being planned and is subject to review.

	Each season a review of the plant and equipment to ensure timely expenditure on plant costs.	Director Finance & Community Services	50%	Plant replacement orders have been placed but all items are experiencing long lead times due to the effects of COVID 19
	Maintenance of Buildings Asbestos Register.	Manager Planning & Environmental Services	50%	Council building assets are progressively going through a process of being assessed for asbestos presence to develop a respective register for that asset.
	Undertake upgrades to the Cobar Youth and Fitness Centre, including roof replacement/repairs as per SCCF funding agreement.	Director Planning & Environmental Services	50%	All relevant upgrades to the Cobar Youth and Fitness Centre are progressing.
	Undertake condition assessments in order to Review Buildings Asset Management Plan and undertake building condition reports and review service levels of building assets.	Director Planning & Environmental Services	0%	No resources available at this point in time to progress this task.
	Undertake upgrades to the Great Cobar Heritage Centre including, improving access, fire safety and weather proofing to the building.	Director Planning & Environmental Services	50%	Tender awarded; work will commence in Q2.

COUNCIL STRATEGY				
4.4.3 Improve recreational facilities at the water reserves				
DP Action	Action	Responsibility	Progress	Comments
Maintain and improve recreational facilities that are available at the Newey and Old Reservoir reserves	Develop and adopt a plan of management for the Newey Reservoir.	Director Planning & Environmental Services	0%	The Plan of Management for the Newey Reservoir is currently on public exhibition until 6 Nov 2020.
	Undertake actions outlined in the Newey Reservoir Plan of Management.	Urban Services Coordinator	0%	These facilities are monitored 5 days a week, still waiting on masterplan, improvement wise, usage has picked up at the old res this quarter resulting in more rubbish being picked up.

COUNCIL STRATEGY					
Maintain and expand where necessary, the stormwater and sewer networks					
4.4.4					
DP Action	Action	Responsibility	Progress	Comments	
Maintain suitable stormwater network including kerb and guttering	Maintenance of CBD and older areas of town, where overland flow is the only means of runoff, annually, including removal of obstructions.	Urban Services Coordinator	50%	At present we have a excavator cleaning out the drain mouths The golf club, Louth road, Bik track have been completed.	
Provide, maintain and operate a sewer network and disposal system and treatment works	Ensure EPA licence completed annually and at a minimal cost.	Water & Sewer Manager	50%	Sewer treatment plant is being operated and maintained to a satisfactory standard	
	Implement the Sewerage Services Asset Management Plan with 5 year rolling works program.	Water & Sewer Manager	60%	Total asset management plan is currently underway as part of the integrated water cycle management plan with an expected delivery date in 2022.	
	Investigate options for implementing Liquid Trade Waste Policy and program.	Water & Sewer Manager	5%	Liquid trade waste (L.TW) is raised as an issue in the integrated water cycle management plan. L.TW is planned to be tackled by the OWUA as an alliance issue. Delays due to staffing, covid and competing priorities.	
	Repair the sewer embankment and replace the aerators.	Water & Sewer Manager	70%	Sewer embankments repair are near complete. Replacement of aerators underway.	
	Undertake works to upgrade the three minor Sewer Pump Stations and inlet works at Sewer Treatment Plant.	Water & Sewer Manager	95%	Three sewer pump stations and inlet works completed. Working through defects with the Contractor. Expected to be completion delayed due to design investigations of inlet screen fault.	

COUNCIL STRATEGY					
4.4.5 Maintain and service villages parks, streets, footpaths and community facilities					
DP Action	Action	Responsibility	Progress	Comments	
Maintain and improve village facilities and services	Arrange for works to be undertaken that have been identified as priority projects by the Nymagee Progression Association (to use Nymagee VPA funds).	General Manager	50%	Association working with General Manager to obtain quotes for priority works	
	Regularly maintain parks, streets and footpaths in all villages.	Urban Services Coordinator	50%		
	Upgrade Euabalong Oval, install new playground and other associated works.	Urban Services Coordinator	25%	No action undertaken in Q2.	

Key Activity: Environment

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

COUNCIL STRATEGY				
5.1.1	Develop an alternative energy industries in Cobar			
DP Action	Action	Responsibility	Progress	Comments
Lobby business and government to encourage the development of an alternative energy industry in Cobar	Monitor opportunities for development of an alternative energy industry in Cobar.	General Manager	0%	No action undertaken in Q2.
Provide alternative energy supply to Water and Sewer Infrastructure	Investigate the feasibility of solar installations at all major pump stations, Water Treatment Plant and the Sewer Treatment Plant.	Water & Sewer Manager	55%	Solar assessments currently underway for WTP, STP, SPS and CWB Storages. Tender prep being completed

COUNCIL STRATEGY				
5.1.2	Develop community leadership on becoming leaders in resource use and waste management			
DP Action	Action	Responsibility	Progress	Comments
Undertake kerbside garbage collection in Cobar and	Prepare a Waste Services Strategy Discussion Paper.	Manager Planning & Environmental Services	20%	The concept of a LTPoM has been adopted by Council in principle with an estimated budget prepared and also adopted. It is now decided that the LTPoM and it's recommendations be put in front of the New

prepare a Waste Services Strategy	Provide a trade waste, domestic waste and street bin collection service to all customers as per agreed service levels.	Manager Planning & Environmental Services	40%	Trade Waste, domestic kerbside and street bin collections are being undertaken in accordance with required service levels.
Maintain the town and village tips to an acceptable standard	Provide waste disposal facilities for Cobar, Nymagee, Mt Hope, Canbelego, Euabalong and Euabalong West and develop initiatives to reduce unauthorised waste disposal.	Manager Planning & Environmental Services	50%	Waste Disposal facilities are being provided in all villages and are subject to auditing and LTPoM plans.
Encourage efficient water use by Shire residents	Promote efficient water use by Shire residents.	Water & Sewer Manager	50%	Drought management plan has been reviewed and will go to Council to be adopted in January/February 2022. Water wise initiatives to be released through social media

COMMUNITY OUTCOME					
5.2 Well managed public and private land					
COUNCIL STRATEGY					
5.2.1 Encourage sustainable and profitable agricultural industries					
DP Action	Action	Responsibility	Progress	Comments	
Support the establishment of sustainable and profitability of agricultural industries	Maintain an awareness of government land management incentives and programs.	Environmental Supervisor	0%	Work by LLS staff commenced June 2021.	

COUNCIL STRATEGY					
5.2.2 Have a street tree planting program for Cobar and Villages					
DP Action	Action	Responsibility	Progress	Comments	
Develop and instigate a street tree planting program	Develop and instigate a street tree planting program.	Urban Services Coordinator	55%	Have just expanded tree nursery with trees put on water and set out individually this will enable us to grow out trees to desirable heights, sizes before planting, we are looking at Louth road in autumn, and are looking at planting over 40 Kanooka gums	

COUNCIL STRATEGY

5.2.3 Manage the Crown Land

DP Action	Action	Responsibility	Progress	Comments
Provide ranger services to control animals in public places and to manage areas and crown land	Deliver and microchip unclaimed animals to Rescue Organisation for rehoming.	Compliance & Regulation Supervisor	50%	All unwanted & unclaimed animals suitable for rehoming are microchipped & taken to ROAR for rehoming.
	Implement provisions of the Companion Animals Act and promote community awareness and responsibilities of dog and cat ownership.	Compliance & Regulation Supervisor	50%	Carry out routine patrols , deal with animal complaints & provide information & feedback to the public on all aspects of the Companion Animals Act.
	Impound straying stock.	Compliance & Regulation Supervisor	50%	Deal with stock & domestic animals on roads & in public places in a timely manner.
	Operate and maintain the pound and stock pound yard.	Compliance & Regulation Supervisor	50%	Pound & pound yards (Dalton Park) are cleaned & maintained.
	Provide services for the registration and microchipping of dogs and cats.	Compliance & Regulation Supervisor	50%	Micro-chipping of impounded animals is carried out before being released & registration services are available through the Administration Centre. Registration services are also available online.
	Remove abandoned vehicles.	Compliance & Regulation Supervisor	50%	Remove abandoned vehicles which are endangering the public in a timely manner. All other abandoned/burnt out vehicles are removed as time permits.
	Develop Management Plans for Council managed Crown Land.	Provide management plans for Council managed Crown Land.	Environmental Supervisor	0%

COUNCIL STRATEGY				
5.2.4	Long term management of noxious weeds			
DP Action	Action	Responsibility	Progress	
			Comments	
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Actively participate in the Western Regional Weeds Committee (RWC).	Environmental Supervisor	0%	No action undertaken in Q2, due to staffing resources and COVID-19.
	An increase in the number of weed awareness programs run (eg weed warriors).	Environmental Supervisor	0%	No action undertaken in Q2, due to staffing availability and COVID-19.
	Continue implementation of Regional Inspection Plan to meet the inspection targets of roadsides, TSRs, water courses etc.	Environmental Supervisor	0%	No action undertaken in Q2 due to staffing availability.
	Develop a centralised data set of weed distribution and abundance information.	Environmental Supervisor	0%	No action undertaken in Q2.
	Implementation of the Mapping, Photo Point and reinspection program.	Environmental Supervisor	0%	No action undertaken in Q2.
	Increased participation of community groups.	Environmental Supervisor	0%	No action undertaken in Q2.
	Maintain and update an introductory weeds information pack for new property owners.	Environmental Supervisor	0%	No action undertaken in Q2 due to staffing availability.
	On-Ground Spraying Programs prioritised to give the greatest benefit.	Environmental Supervisor	0%	No action undertaken in Q2.
	Private property inspections to manage invasive weeds effectively.	Environmental Supervisor	0%	No action undertaken in Q2 due to staffing availability.
	Prompt containment or eradication and ongoing monitoring of new incursions of invasive weeds.	Environmental Supervisor	0%	No action undertaken in Q2.
	Public property inspections to manage invasive weeds effectively.	Environmental Supervisor	0%	No action undertaken in Q2 due to staffing availability.
	To negotiate a new WAP.	Environmental	0%	No action undertaken in Q2.

COUNCIL STRATEGY				
5.2.5 Vibrant and well-run national parks that are accessible and well used				
DP Action	Action	Responsibility	Progress	Comments
Lobby the NSW government to ensure the local national parks are vibrant and well run	Identify the current services shortfall provided by National parks and Wildlife Services for National Parks.	General Manager	0%	No action undertaken in Q2.
	Monitoring of services provided for local National Parks.	General Manager	0%	No action undertaken in Q2.

COMMUNITY OUTCOME	
5.3	Clean air in the community

COUNCIL STRATEGY				
5.3.1 Manage the externalities of mining and other industries operating close to towns and villages to minimise air pollution and other negative impacts				
DP Action	Action	Responsibility	Progress	Comments
That safe air quality is maintained in Cobar.	That relevant complaints are forwarded to EPA. Other complaints handled by Council Staff.	Manager Planning & Environmental Services	50%	Any complaints or concerns relating to the mining industry are referred to relevant State authorities.

Cobar Shire Council - Lilliane Brady Village

Notes from the informal discussion on Governance and Management in the General Manager's office on October 27, 2021 at 4 pm.

Present ; Cr Marsden, Cr Lea- Barret, P Vlatko, K Miller and observer DON Helen Spyt.

Acknowledging that this is still an informal group proceeding towards a formal committee no chair was required.

The recent surveys comprising residents, employees and residents' families had been distributed and were taken as read and discussed. There was nothing alarming in them.

The DON distributed a comprehensive schedule of staffing issues. Overall the market for staff across the entire country is very tight and presenting difficulties

A comprehensive list of available management reports from the *manad* system were presented for consideration. It was resolved that occupancy; and financial position and an extraction of the complaints and mandatory registers were to be made available to each meeting. This was in keeping with the objective of making this a high level meeting.

The outstanding position of community rep on the committee was put on hold until after the coming Council elections noting that the only interested party Lillian Simpson was contesting the election.

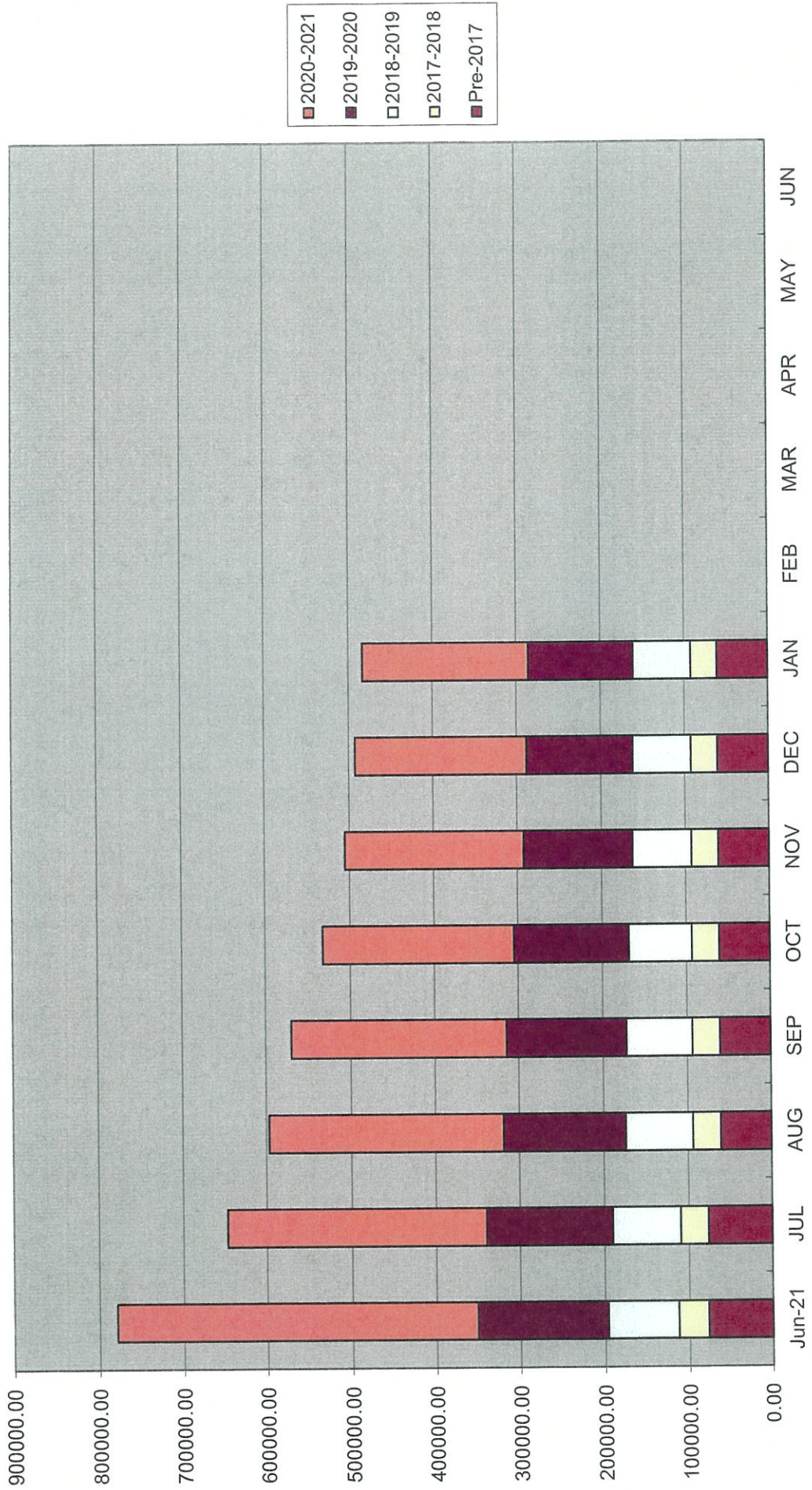
The laundry trial was explained and endorsed to proceed with a review next meeting. Those present were aware that change would present difficulty.

The fence being considered to keep intruders out of the hostel and residents in the building was endorsed, noting the controversy due to not all being in favor of it.

The locked doorway between the LBV and co-located hospital was a major issue which needs to be addressed with HealthNSW .

There being no further business the meeting was closed at 5.47pm

Rate Arrears 2021- 2022
General Rates, Water Access, Sewer, Domestic Waste, Interest & Legal Costs



Total Rates Outstanding
General Rates, Water Access, Sewer Access, Domestic Waste, Legal
Costs, Interest

