

Annual Operational Plan Quarterly Management Report



COBAR SHIRE
COUNCIL
outback nsw

Q3 2021/2022

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Key Activity: Community

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

COUNCIL STRATEGY				
1.1.1	Strong and participative interagencies and forums			
DP Action	Action	Responsibility	Progress	Comments
Community Services Forum	Actively participate in the Community Services Forums.	Grants Officer	75%	Meetings have started again. Kelly is now taking the minutes and scheduling these. February meeting well attended. We now offer zoom and face-to-face and this has helped with attendance of services that may not be located in Cobar but service the area.

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	Comments
Actively participate in the Far North West Joint Organisation	Mayor and General Manager to attend all meetings.	General Manager	75%	All FNWJO's meetings attended via Zoom.

Actively participate in the Orana Water Utilities Alliance	Attend meetings of the Orana Water Utilities Alliance.	Water & Sewer Manager	75%	Attendance of OWUA meetings completed
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	25%	Business case progressing.
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	75%	Regularly liaising 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
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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%	6 craft sessions were offered in January. 36 children attended for bead, sand art & other fun activities.
	Undertake school holiday activities to implement a varied school holiday activities program at the CYFC.	Manager Youth & Fitness	70%	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	70%	Youth activities are being organised at alternate locations.
	Undertake activities under Family and Community Services grant.	Manager Youth & Fitness	70%	Day to day action
Organise Youth Week Activities	Cobar Youth Council undertake activities during the year aimed at young people.	Manager Youth & Fitness	75%	Youth Council have been active in the community. Activities have re started for the youth and have been well recieved
	Youth Week activities to be organised in-conjunction with Cobar Youth Council	Manager Youth & Fitness	70%	
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 Cobar working with governments and NGO's to find a solution.	Director of Finance & Community Services	0%	No resource available
	Hold regular meetings to determine key issues in delivering education to early childhood services in Cobar and develop solutions to these issues collaboratively.	General Manager	0%	No action

COMMUNITY OUTCOME				
1.3	Families are supported, social inclusion is valued and families who relocate to Cobar stay in Cobar			
COUNCIL STRATEGY				
1.3.1	Parents are supported in their role to raise their children and services are available to assist them to build their parenting skills			
DP Action	Action	Responsibility	Progress	Comments
Cobar Shire and TAFE library staff support parents via library services and outreach	Hold story time sessions, Library staff provide activities for children aged 6 months to 5 years, and model early literacy for parents including during isolated periods related to COVID-19.	Manager Library Services	50%	Unable to offer in-house pre-school storytime, rhyme & craft sessions for most of Q3 due to COVID-19 restrictions. Supported Cobar parents with 15 storytime rhyme & craft at home packs. Storytime, rhyme & craft sessions were able to be offered at the library in March and 38 children attended.
Information is provided to the community on the range of services available in Cobar Shire and how to access them	Maintain and update the community services directory and other activities that provide information on services available and how to access them, including Facebook and website updates.	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	70%	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	70%	Day to day activity
	Provide craft and activity packs to In Home Care Educators four (4) times per year.	Manager Children Services	70%	Day to day action
	Support Implementation of Early Years Learning Framework and the "My Time Our Place" into educator curriculum.	Manager Children Services	70%	Day to day action
Improve the quality and availability of childrens services in Cobar and surrounds	Support Early Childhood Services in Cobar to ensure adequate supply of quality childcare to meet the communities needs and expectations.	Manager Children Services	70%	Day to day action
Maintain adequate service levels for Children’s Services providers across Cobar	Assist children service providers to seek service and infrastructure funding to meet the needs of the community.	General Manager	50%	Design for the new facilities underway

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	100%	150 years of Cobar celebration was cancelled due to COVID-19.
	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	75%	Festival of the Miners Ghost will roll into a 2-festival event with Grey Mardi Gras this year. The festival will be held from the 28-30 October 2022. Planning is currently underway and the event program to be released in May.
	Organise community events such as Australia Day celebrations and Senior Citizen's Week events.	Tourism Manager	100%	Australia Day 2022 was held at Cobar Memorial Swimming Pool, January 26th, 2022. Doug Hawkins was our Australia Day Ambassador for 2022 and Mayor Peter Abbott officiated the awards and naturalization ceremonies. The Australia Awards Winners 2022: Citizen of The Year: Gordon Hill Young Citizen of the Year: Cobar Girl Guides Bossie Mitchell "Community Service Award": Barry Knight Sports Person of the Year: Zac Boland Service to Sport: Bianka Jacobson Kerrigundi Award: Axel Fairfull Environmental & Sustainability: Cobar Camels Return & Earn Community Event of the Year: Cobar Christmas Street & Gala Night Seniors Week was held from 21st-25th March 2022. The program consisted of a full filled week of activities including Town Bus Tours, Museum Tours and Morning Team, Gala Dinner, Canvas art

				workshop and a games day. Council received funding of \$1000 to assist with Seniors Week.
	Organise the Grey Mardi Gras including seeking funding opportunities.	Tourism Manager	75%	Grey Mardi Gras will be held in October this year due to the ongoing pandemic issues occurring throughout the beginning of the year. The festival will include a fun filled three day event in conjunction with Festival of the Miners Ghost. Program is set to be finalized and released in May 2022.

COMMUNITY OUTCOME

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

COUNCIL STRATEGY

1.4.1 Encourage business and volunteer support for local events, organisations and activities

DP Action	Action	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	75%	Library arcade rooms were booked for use 24 times in Q3. The ceiling of the meeting room was repaired after water damage from a roof leak.
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	75%	Museum staff work closely with Tourism operators and businesses to assistance with visitors' enquiries. Staff often call into business to distribute marketing material for upcoming events and workshops. Staff regularly monitor the ATDW website to ensure all business are displayed correctly.

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	Comments
Work with local business and government agencies to identify where changes can be made or initiatives developed to reduce the negative impacts and encourage residential living of employees	Liaise with local business and government organisations to reduce the potential negative impacts of shift changes to mining rosters, absentee workers and mining closures to reduce the community impact and encourage residential livability of Cobar.	General Manager	0%	No action in Q3.
	Prepare the Local Strategic Planning Statement to include measures to reduce DIDO/FIFO.	General Manager	0%	No action in Q3.

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	Comments
Undertake activities to increase awareness of Aboriginal culture in the Cobar Shire and improved coordination of Local Aboriginal Groups	Liaison with Aboriginal stakeholders to determine and undertake appropriate activities that increase awareness of Aboriginal culture.	General Manager	0%	No action in Q3.

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	75%	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	75%	No art installations in Q3.
	Work with organisations such as Cobar Arts Council to run art workshops, exhibitions and provide artistic opportunities.	Tourism Manager	75%	Cobar Shire Council assisted the Cobar Arts Council for their exhibition held in December. Staff regularly check in with art councils and assist where needed.
	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	75%	The Great Cobar Museum collection policy continues to be reviewed and updated. Staff continue to catalogue the collection with 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 Cobar.	General Manager	0%	No action undertaken in Q3.
Lobby NSW Government and the Federal Government to increase and improve health care provision within the Shire, including access to GP and Mental Health services.	Lobby NSW Government and the Federal Government to ensure high quality health care services are available in Cobar Shire or are easily accessible where it is not possible to have them provided locally.	General Manager	0%	No action undertaken in Q3

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.	Director Finance & Community Services	100%	Contract complete
	Supervision of pool operations ensuring safety and convenience for all patrons is paramount and manage the Pool Contract.	Director Finance & Community Services	75%	
	Undertake promotional programs to increase pool patronage.	Director Finance & Community Services	75%	
Maintain all Council parks and reserves, including plants, trees and public facilities, the Skate Park and the Miners Memorial.	Inspect and rectify defects of Park assets, reserves, including plants, trees and public facilities and the Skate Park.	Urban Services Coordinator	50%	Currently Dalton parks irrigation has been vandalised
	Maintenance of sporting ground and associated facilities.	Urban Services Coordinator	50%	Ovals have been marked out for the re alignment
Extend and expand the Great Cobar Heritage Centre	Undertake consultations and prepare design documents for an expanded Great Cobar Heritage Centre.	Tourism Manager	75%	The Museum Exhibition team are currently working with external consultants in preparation for stage 2 & 3 of the Museum Journey. Planning has started for stage 2 and decant of coach house will begin in the coming months.

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	95%	
	Develop, implement and review systems to ensure services are provided according to the needs of residents.	Director of Nursing	95%	
	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	100%	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	100%	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 through residential activities officers (covid- 19 restrictions acknowledged)

	Monitoring of levels of aged care provided at the Lilliane Brady Village.	Director of Nursing	100%	
	Promote community awareness and encourage ongoing resident involvement in community events.	Director of Nursing	100%	
	Provide a transparent mechanism for concerns and complaints management from all stakeholders.	Director of Nursing	100%	<p>All complaints and feedback is received with thanks and seen as an opportunity to improve our service.</p> <p>Monthly resident meetings encourage participation and allows for each person to bring up any issues- either at the time of the meeting- or seperate.</p> <p>Proxy feedback is also welcomed.</p> <p>Residents are informed how to make a complaint and how the complaint is managed.</p> <p>Feedback is given and followed up to ensure satisfaction with the process.</p> <p>Complaints and feedback are logged via the Manad electronic platform.</p> <p>Discussed with staff at meetings and made available at the quarterly Governance meeting.</p>

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 Q3.
	Provide secretariat services for the Cobar Liquor Accord.	General Manager	75%	Meetings completed and secretariat services provided for the Cobar Liquor Accord. Next meeting to be held 7/06/22

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%	Graffiti has been removed as it is being reported through customer CRMS.
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	70%	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	70%	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	70%	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	70%	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	70%	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	70%	All development were inspected when required to assess compliance with the relevant approvals.
	Process applications for Planning Certificates.	Director Planning & Environmental Services	70%	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	70%	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	70%	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	70%	The lease, license and land use register is maintained.

COUNCIL STRATEGY				
1.6.4	Provide and maintain safe and serviceable public facilities and infrastructure			
DP Action	Action	Responsibility	Progress	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 berrys 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	70%	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	40%	
Provide adequate telemetry for our networks across the Shire for Water and Sewer	Upgrade the telemetry network across the Shire.	Water & Sewer Manager	15%	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 99% 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	100%	As per the Food Authority Partnership, all routine food shop inspections have been completed for 2021/2022. Follow up inspections, were required are currently in progress.
	Investigation of public health incidents.	Manager Planning & Environmental Services	70%	There were no incidents reported during Q3.
	Public swimming places inspected and water samples taken.	Manager Planning & Environmental Services	70%	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	75%	Upon application, private swimming pools are inspected by Council. Hotel and Motel swimming pools are inspected annually or when required.
	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	75%	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%	

Key Activity: Economy

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

COUNCIL STRATEGY				
2.1.1	Encourage business growth and new business opportunities in the Shire			
DP Action	Action	Responsibility	Progress	Comments
Facilitate business development in the Shire				
	Facilitate business opportunities within Cobar and promote the region.	General Manager	0%	No action undertaken in Q3
	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	75%	Council remains to hold the secretary position on the Cobar Business Association Committee. Council co-organised the Cobar Christmas Parade & Gala Night held in December. Council Staff assisted with the Women in Business Dinner held in March with bookings and promotion.
Support shop local campaigns, including administration of the Cobar Quids program	Monitor, dispense and reconcile Cobar Quids.	Office Coordinator	75%	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 48 transactions per month for Jan - March 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	75%	Staff continue to work with businesses and community groups to cross promote and provide correct and true information to visitors. Staff regularly monitor websites and update the ATDW portal to ensure all information is correct. Cobar Shire continues to work with neighboring visitors information centers to cross promote the region.

COUNCIL STRATEGY

2.2.2 Develop a diverse range of interesting annual events and promote the activities that are on and the cultural experiences that are available in Cobar to locals and tourists

DP Action	Action	Responsibility	Progress	Comments
Manage the Visitor Information Centre	Manage the Visitor Information Centre, admissions to Museum and souvenir shop at the Great Cobar Heritage Centre.	Tourism Manager	75%	The Visitors Information Centre re-opened in December and operating at the Great Cobar Museum once again. General Tourism Stats January: Museum Visitors: 377, Museum Admission: \$2065.00, VIC:213, Total Visitors, 590, Shop Sales: \$2236.25, Total Sales:\$4321.25 February: Museum Visitors: 254, Museum Admission: \$1745.00, VIC:307, Total Visitors: 551, Shop Sales: \$2850.05, Total

				Sales: \$4598.05 March: Museum Visitors:619, Museum Admission: \$3675.00, VIC: 538, Total Visitors: 1151, Shop Sales: \$3851.00, Total Sales: \$8307.00
Develop and implement new ideas to bring people to Cobar	Develop new marketing material to bring new residents and tourists to Cobar.	Tourism Manager	75%	Cobar remains to work closely with Bourke & Walgett to roll out the Marketing Strategy for the Far North West JO. The aim of the strategy is to guide future tourism and develop marketing initiatives for the region. The Cobar Museum have updated recently updated marketing material distributed at the Vic with new mud maps, town maps, museum guides and booklets & Cobar attractions material. New entry signage has been install at each entrance to Cobar, Boundary signage expected to be finalised in the next month.

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	0%	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	75%	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	75%	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	75%	Council continues to apply for grants that are in line with the Annual Operational Plan.
Undertake rating functions of Council	Recovery of outstanding rates	Office Manager	75%	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 \$433,062.99 as at 31 March 2022. 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%	
Effectively manage Council investments	Optimum investment of Council's surplus funds in accordance with Council's Investment Policy.	Financial Accountant	75%	Council's 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	75%	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	75%	Contributions Plan, S.64 Plan and Planning Agreements implemented/utilised during Q3
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	60%	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	45%	Statewide to finalise.
	Implement a Corporate Risk Management Strategy.	Human Resources Manager	75%	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	0%	
	Internal Audit Committee to meet quarterly and ensure Compliance with all Legislative and Regulatory requirements.	Director Finance & Community Services	0%	No meetings held for 12 months
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	75%	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.

	Provide a safe working environment through advice, safety programs, audits and staff involvement.	Human Resources Manager	75%	<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	75%	Return to Work and injury management services are provided to all areas of Council by the Human Resources team and take a considerable amount of time to facilitate.
	Refinement and implementation of Councils WHS Management System in conjunction with WHS Committee and employees.	General Manager	75%	New WHS policies/procedures are continuously being developed.
Reduce workplace accidents and incidents	Coordinate development and training of staff in Safe Work Method Statements (SWMS).	Human Resources Manager	75%	At the Annual Induction Day all outdoor employees are retrained in the 6 RMS

by supporting the WHS Committee, providing adequate training and appropriate procedures				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 May2022.
	Development and implementation of Council wide and Department specific Safety Inductions.	Human Resources Manager	75%	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	75%	The WHS Committee have an active workplace audit schedule. The action register keeps track of allocated tasks and their completion via Vault.
Ensure that records management provides a framework for collection, management and retrieval of Councils records to meet Councils needs and compliance requirements	Compliance with Records management obligations.	General Manager	75%	In the Q3 reporting in accordance with the requirements of the State Records Act 1998 the Records Management Strategic Plan and Records Management Operational Plan were developed. The delegation of the Senior Responsible Officer (SRO) was formally advised to State Archives and Records Authority of NSW and details

				confirmed for the Chief Executive. Contextual information systems of Council were mapped to identify sources of Council records. Records Management inductions were held for new starters providing them with an overview of their records management obligations and an extensive historical search request was undertaken for the Cobar Cemetery records. The Annual Code of Conduct and Protected Interest Disclosure (PID) reporting was also completed.
	Effective records administration systems and protocols in place.	General Manager	70%	In the Q3 reporting period a Long-Term Preservation Strategy of Councils physical and digital records was drafted to establish criteria for vital records and allocate the responsibility for management of these records in the event of a disaster. The strategy is intended to examine Councils legal and structural characteristics, establish an awareness of Councils business activities, identification, preservation and protection of vital records and ensure Councils physical records are preserved in accordance with the correct environmental conditions. A Records Management Training Plan was developed. A site visit was held of Councils Children Services to better understand their framework and Records Management setup. Councils Records Management Framework was created which included an explanation of Legislation, Standards, Policy,

				Guidelines and Procedures and Tools that Council uses to manage its records and meeting our regulatory requirements.
	Electronic Document Management System (EDMS) to be implemented.	General Manager	75%	Weekly project meetings for the ERP Replacement (with an EDRMS component) have been held. Modifications have commenced for the renaming of the General retention and disposal authority: local government records (GA39) to a suitable Business Classification Scheme (BCS). Work has commenced on developing the back end of Magiq Documents, incorporating retention and disposal timeframes for each file. Council has now received a test environment for Magiq Documents to better visualise our data and setup.

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	50%	Councilor's currently completing Hit the Ground Running webinars- hosted by OLG

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	75%	Facebook, website & Media used on a regular basis for relevant information for the community.
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	75%	LTC committee meetings & Rural Roads Advisory Committee meetings have been held- The previous RRAC meeting was deferred due to lack of members in attendance.

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	70%	

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	70%	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	75%	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	75%	As positions become vacant we are working to review and improve current position descriptions (new template) and skills matrixes, 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	75%	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 and labouring 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)

				and will commence 1 x School Based Trainee (Roads) in Q4.
	To build productivity, maintain industrial harmony and increase employee satisfaction.	Human Resources Manager	75%	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	75%	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%	Completed
	Undertake biennial Staff Attitude Survey.	Human Resources Manager	100%	Completed
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	75%	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	75%	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	10%	
	Review and update 10 Year Plant Rolling Replacement Program.	Infrastructure Manager	25%	
Provide Cobar Shire Council with a secure, reliable and cost-effective information technology network.				
	Continuing to upgrade security systems and staff awareness.	IT Manager	75%	Ongoing
	Development of 10 Year IT Strategy/ Plan.	IT Manager	50%	
	Ongoing upgrade of IT innovations, which includes training of staff.	IT Manager	70%	Day to day action
Maintain and actively use the Public Libraries NSW Membership	Identify opportunities for information share and services development.	Manager Library Services	75%	Participated in information sharing activities via e-mail in Q3. Staff accessed free training in local studies via State Library on-line training opportunity.

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	75%	Process has begun for the IP&R documents - Strategic Planning is in the process of being completed.
	Implementation of Council's Community Engagement Strategy.	Grants Officer	75%	Council are actively planning how and when Council will begin the strategic planning consultation. Face-to-face and online surveys will definitely be used to try and suit a wider demographic. Still working on dates/times etc, but this will be finalised in April.
	Make changes to IP&R documents in line with Audit Office requirements.	Director Finance & Community Services	75%	
	Workforce Management Strategy, as part of Resourcing Strategy, developed and maintained.	Human Resources Manager	75%	With the postponing of Council elections til September 2021, Council's Workforce Plan has been drafted for review and renewal in February 2022 in preparation for adoption from 1 July 2022.
	Works Program developed for Shire and Regional roads, drainage, signs and traffic facilities.	Road Development Manager	70%	
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	75%	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	70%	
	Update Trades and Miscellaneous Services Register with alternate options to be investigated.	Director Finance & Community Services	75%	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	75%	Day to day action
Implement Vendor Panel as Councils main Procurement tool	Implementation of Vendor Panel as Councils main Procurement tool.	Financial Accountant	100%	Vendor Panel has been implemented across Council. Local supplier reaction has been positive. The use of registers in order to maintain Council compliance has been effective, as well as the use for higher level procurement including tenders. In December council staff attended procurement training. Further Vendorpanel training was held in February. Staff use has increased.

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	Comments
To support the Cobar Water Board in seeking funding for improvements to water supply infrastructure to bring quality water and a reliable supply of water to Cobar for treatment and distribution	Negotiate with Cobar Water Board and Bogan Shire Council to provide grant funding and options for the improving the Albert Priest Channel, completing the Pipeline Augmentation Project and undertaking improvements to other water supply infrastructure.	Water & Sewer Manager	75%	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	Comments
Lobby the NSW Government to have Cobars town water supply increased	Continue meeting with relevant Government personnel demonstrating the need for the town water licence to be increased.	General Manager	75%	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%	On hold until Contractor organises re-coat of reservoir
	Upgrade the reticulation network in Cobar, replacing old pipework, valves etc to improve water flow and water quality.	Water & Sewer Manager	30%	Construction commenced.
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	65%	AMP being completed as part of the IWCM
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%	Completed

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	75%	Technical advice and maintenance services are provided to the CWB in accordance with the Contractual arrangements with the CWB.

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	25%	Business case progressing.
	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	25%	

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 Q3
	Maintenance of radio base stations and licences.	Infrastructure Manager	75%	Licences have been paid for, no maintenance has been undertaken in Q3

COMMUNITY OUTCOME**4.3 Good transport networks that increase the accessibility of Cobar and markets****COUNCIL STRATEGY****4.3.1 Seek ways to expand the sealed road network and improve and maintain the unsealed road network**

DP Action	Action	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	75%	
	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	75%	

	Street maintenance and sign maintenance, including alcohol free signage.	Roads Works Manager	70%	
	Undertake ordered works on behalf of RMS within the agreed budget.	Roads Development Manager	75%	Heavy Patching program completed. HW8 Segment 355 shoulder widening awaiting sealing
	Undertake routine and supplementary works on State Roads in accordance with the RMS Contract.	Roads Development Manager	75%	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	75%	
	Establishment and use of funding reserve for the rehabilitation and restoration of disused gravel pits and quarries.	Roads Development Manager	100%	Pulpulla Pit rehab completed
	Licences for all existing and new quarries progressively obtained.	Roads Development Manager	70%	

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%	ongoing/ just completed Newey bike path
	Implement the actions outlined in the Active Transport Plan.	Roads Works Manager	100%	Completed
	Kerb & Gutter maintenance.	Urban Services Coordinator	50%	
Cobar Airport maintained and available for RPT and general aviation to meet the needs of the Cobar commun	Conduct regular and statutory maintenance program in accordance with Airport Operational Manual.	Infrastructure Manager	25%	
	Implement the Cobar Aerodrome Master Plan.	Director Finance & Community Services	0%	Requires review
	Provision of services to key stakeholders such as airlines and Charters.	Infrastructure Manager	25%	
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	0%	
	Maintain runways in a state that is acceptable for dry weather operation and ensure that the airstrips comply with the minimum standards for operation.	Infrastructure Manager	25%	Maintenance on runways is undertaken as required and funds have been 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 Q3.

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.	Urban Services Coordinator	50%	Our three Parks with compliant playgrounds are inspected, there are still non-compliant parks that need to be addressed
	Remove Drummond Park Playground and reclaim area.	Urban Services Coordinator	100%	

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 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.
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	75%	Nymagee and Euabalong library services operated for five hours per week in Q3.
	Participate in State and National events that promote literacy.	Manager Library Services	75%	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	75%	865 physical items and 583 eBooks and eAudio were added to the collection in Q3. 1,039 items = value \$17,476 (at cost) were removed. 3,582 items loaned in Q3 (includes 487 eBook & eAudio loans).
	The Library provides public access to the internet service where possible.	Manager Library Services	75%	3 computers provided for public access. 159 hours of computer use and 48 hours of wireless bookings for Q3.
	To ensure that well trained, professional and highly motivated staff are responsive to serving the needs of the community.	Manager Library Services	75%	Staff accessed free training in local studies via State Library on-line training opportunity.

	To ensure that the Library service is utilised by Cobar Shire residents of all ages and community groups.	Manager Library Services	75%	13 new members joined in Q3. Total membership = 2,276 members. 2,716 visits counted in Q3. 2 adult craft workshops offered (soap making and hand decorated travel mugs) - 17 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.				
	Depot upgrade works undertaken as per the master plan.	Director Planning & Environmental Services	0%	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	0%	
	Maintenance of Buildings Asbestos Register.	Manager Planning & Environmental Services	75%	Council buildings assets are progressively going through a process of being assessed for asbestos to develop a respective register for that asset. Given the risk of this to Council staff and the public, this project should be prioritised.
	Undertake upgrades to the Cobar Youth and Fitness Centre, including roof replacement/repairs as per SCCF funding agreement.	Director Planning & Environmental Services	75%	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	Director Planning & Environmental Services	0%	No resources available at this point in time to progress this task.

	condition reports and review service levels of building assets.			

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	80%	
	Undertake actions outlined in the Newey Reservoir Plan of Management.	Urban Services Coordinator	0%	have just removed dangerous limbs along bikepath at the newey

COUNCIL STRATEGY				
4.4.4	Maintain and expand where necessary, the stormwater and sewer networks			
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%	We have just undertaken spraying and whipper snipping of CBD drains.
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	75%	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	65%	AMP being completed as part of the IWCM.
	Investigate options for implementing Liquid Trade Waste Policy and program.	Water & Sewer Manager	5%	Liquid trade waste (LTW) is raised as an issue in the integrated water cycle management plan. LTW 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	75%	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%	Defects rectification outstanding.

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	75%	Association working with General Manager to obtain quotes for priority works
	Regularly maintain parks, streets and footpaths in all villages.	Urban Services Coordinator	50%	

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 Q3.
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	60%	Tender completed and under assessment.

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	Prepare a Waste Services Strategy Discussion Paper.	Manager Planning & Environmental Services	70%	The concept of a LTPoM has been adopted by Council in principle with an estimated budget prepared and also adopted. It is now decided that the LTPoM and it's recommendations be put in front of the New Council after the 2021 election. Kerbside garbage collection continues as per normal
	Provide a trade waste, domestic waste and street bin collection service to all customers as per agreed service levels.	Manager Planning & Environmental Services	75%	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	70%	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	65%	Drought management plan has been reviewed and will go to Council to be adopted in 2022. Water wise initiatives to be released through social media 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%	No action undertaken in Q3

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%	Currently undertaking planting at Jandra/Mopone/High School

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	75%	All unwanted & unclaimed animals suitable for rehoming are microchipped & taken to ROAR for rehoming.
	Implement provisions of the Companion Animals Act and promote community	Compliance & Regulation Supervisor	75%	Carry out routine patrols , deal with animal complaints & provide information & feedback to

	awareness and responsibilities of dog and cat ownership.			the public on all aspects of the Companion Animals Act.
	Impound straying stock.	Compliance & Regulation Supervisor	75%	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	75%	Pound & pound yards (Dalton Park) are cleaned & maintained.
	Provide services for the registration and microchipping of dogs and cats.	Compliance & Regulation Supervisor	75%	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	75%	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%	No action undertaken in Q3.

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%	Work by LLS staff commenced June 2021
	An increase in the number of weed awareness programs run (eg weed warriors).	Environmental Supervisor	0%	Work by LLS staff commenced June 2021
	Continue Implementation of Regional Inspection Plan to meet the inspection targets of roadsides, TSRs, water courses etc.	Environmental Supervisor	0%	Work by LLS staff commenced June 2021
	Develop a centralised data set of weed distribution and abundance information.	Environmental Supervisor	0%	Work by LLS staff commenced June 2021
	Implementation of the Mapping, Photo Point and reinspection program.	Environmental Supervisor	0%	Work by LLS staff commenced June 2021
	Increased participation of community groups.	Environmental Supervisor	0%	Work by LLS staff commenced June 2021
	Maintain and update an introductory weeds information pack for new property owners.	Environmental Supervisor	0%	Work by LLS staff commenced June 2021
	On-Ground Spraying Programs prioritised to give the greatest benefit.	Environmental Supervisor	0%	Work by LLS staff commenced June 2021
	Private property inspections to manage invasive weeds effectively.	Environmental Supervisor	0%	Work by LLS staff commenced June 2021
	Prompt containment or eradication and ongoing monitoring of new incursions of invasive weeds.	Environmental Supervisor	0%	Work by LLS staff commenced June 2021
	Public property inspections to manage invasive weeds effectively.	Environmental Supervisor	0%	Work by LLS staff commenced June 2021
To negotiate a new WAP.	Environmental	0%	Work by LLS staff commenced June 2021	

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 Q3.
	Monitoring of services provided for local National Parks.	General Manager	0%	No action undertaken in Q3.