

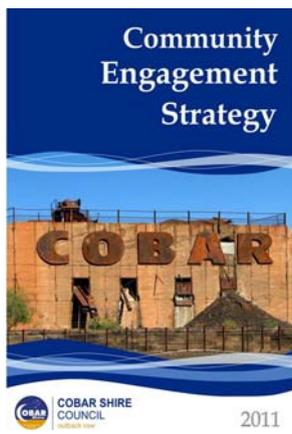
# Delivery Program



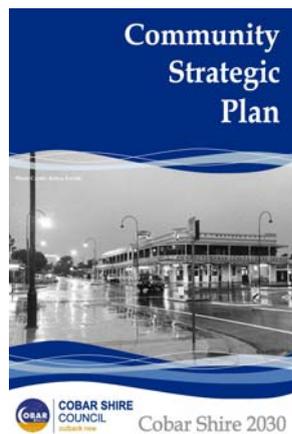
**COBAR SHIRE**  
**COUNCIL**  
outback nsw

2017/2018 - 2020/2021

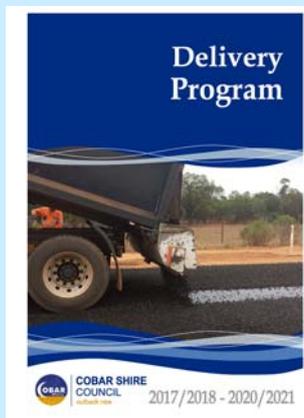
# Strategic Planning Framework



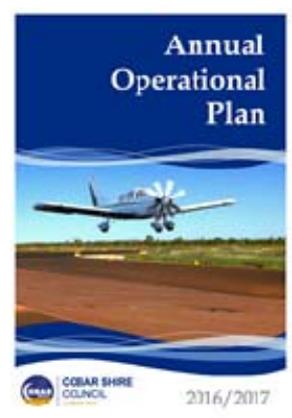
The **Community Engagement Strategy** outlines how Council will engage with its community and relevant stakeholders in developing and finalising the Community Strategic Plan. Over time it will be reviewed to outline how Council will ensure regular engagement and discussion with our community about their needs and aspirations for the town.



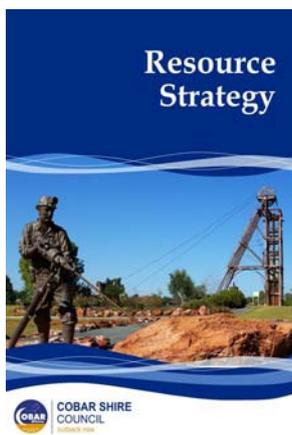
The **Community Strategic Plan** identifies the long term aspirations for our community. The Strategic Plan stretches beyond the next ten years, identifying the outcomes and long term strategic responses needed to achieve the agreed directions and meet the community's values. It demands strong leadership from Council in working with others to grow our Shire into the future.



The 4 Year **Delivery Program** links the 'planning' in the long term Strategic Plan with the 'implementing' in the Annual Operational Plan. It is the strategic document that guides the organisation's work program over the Councillor's four year elected term. The Delivery Program sets out clear priorities, ongoing activities and specific actions Council will undertake, within its responsibilities and capacity, towards achieving the community's outcomes.



The **Annual Operational Plan** is the 'implementing' part of Council's key strategic documents, and outlines all of Council's services and infrastructure activities and tasks for the year. Both ongoing activities and specific tasks contribute to the implementation of Council's Delivery Program.



The **Resource Strategy** outlines Council's capacity to manage assets and deliver services over the next ten years. The Resource Strategy includes three key elements – a Long Term Financial Plan, a Workforce Plan, and Asset Management Plans. To prepare the Resource Strategy, Council determines its capacity and how to effectively manage its finances, the sustainability of its workforce, and the overall costs of its community assets.

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# Message from the Mayor and General Manager

## Background

Local government is required to work within the Integrated Planning and Reporting framework under the *NSW Local Government Act*. The Framework aims to ensure that council activities reflect community aspirations. Council has had a Delivery Program in place since June 2012. Since then, a great deal of community consultation has been undertaken, with regular meetings of interest groups, consultations around specific activities, such as the Special Rate Variation in 2013 and in developing this latest suite of plans.

Our Community Strategic Plan (CSP) outlines the community's aspirations. The Delivery Program then sets out the activities Council will undertake to address those aspirations. A number of aspirations in the CSP are not directly Council's responsibility, so under this Delivery Program a paper has been written detailing the issues and solutions to addressing them. This will be a living document, frequently updated to remain current. The aim of the planning model is to ensure that Council takes a strategic long term approach to our activities and that these activities reflect the desires of our community.

## Financial Sustainability

Cobar Shire Council continues to address the issue of financial sustainability of the organisation. Council has worked hard over the last four years to build up reasonable cash reserves that not only cover restricted cash requirements, but also to have discretionary funding available, should it be required for activities such as asset renewal. Whilst a great deal of effort was required to build up these reserves, further analysis and hard decisions will be required over the coming four years in a bid to remove the forecast operating deficit. To do so, Council will either have to reduce expenditure through reduced service levels or find additional income sources.

Council has a limited rate base, with around \$3.8 million collected in rates each year. With IPART only allowing a 1.5% rate rise under the rate cap in 2017/2018, Council's rate income will rise by just \$56,000. This does not go close to covering the rise in costs that Council will experience. Whilst a more realistic rate cap would assist to meet CPI increases, Council requires increases in sources of income outside of rates to meet the costs of current service provision. External income sources could include grants and development contributions. Another special rate rise is also an option Council may consider in the future.

Council has put great effort into improving financial processes and reporting to allow staff and Councillors to understand the true financial picture of the organisation. Despite these activities, Council continues to have a significant shortfall in funding required to undertake asset maintenance. Council is currently experiencing a \$3.314m shortfall between the income available for asset maintenance and what is required to maintain our assets each year. This does not include asset renewal. This level of funding cannot be generated from increases in income generated from within the shire. E.g. increase in rates.

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Council's aim is to provide at least a balanced budget each year. In order to do this, further community awareness raising is needed so the community can understand the cost of providing service levels and Council can make informed decisions about where to cut operating costs. Council has outlined a number of large capital projects in the ten year financial plan, however these will mostly need to be funded through grants or contributions.

At the time of writing, it is expected that the Lilliane Brady Village will be part of the new Multipurpose Health Service (MPS) with the State Government funding major upgrades and finding a new provider to run the facility. It is likely that the building will remain a Council asset. What impact does this have on the budget? It will result in Council funding depreciation on the building still, however we will lose around \$300,000 in income each year that has contributed to Council's bottom line. A similar level of savings will need to be found to balance the budget.

Another major risk to Council's sustainability is RMS contract. Council is a contractor to the RMS to undertake maintenance and capital works on the state highways. Council relies on this work to form economies of scale in terms of plant, workforce etc. Should these arrangements change, there will be a significant impact on Council. It is assumed in our forecasting that the current arrangements will remain in place.

Council was successful in applying for a 25% one-off Special Rate Variation (SRV) in 2013. The community wanted to retain services at their current level and were willing to pay for that. However, since then costs have continued to increase at a faster rate than income. Council will have to consider all possible income sources, including the feasibility of another SRV in the term of this Council.

## Service and Asset Maintenance

We are an isolated community and Council often provides services in addition to those required by local government, such as the provision of medical infrastructure due to a failure of other levels of government to do so. Providing quality medical centres helps to attract doctors, nurses and allied health professionals. Without access to quality medical services, we are unable to attract and retain residents in our community.

Council provides essential services that improve the liveability of our Shire, help to create the social fabric of our community and to assist business to attract and retain employees – a key challenge for our community. Community assets such as the swimming pool, Cobar Youth and Fitness Centre and community halls, help to make our community a healthy one and bring people together. Cobar has a highly transient population and activities and assets such as playgroups, children's services, parks and gardens all help to bring us together and integrate our new residents. A good road network is vital to the economy and the social lives of our community. The cost of providing these services continues to increase above the cost of inflation and Council will continue to seek efficiencies to ensure our services are viable and our assets are maintained.

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## Other Government Funding

Council has long identified the need to seek additional Regional Roads funding from the NSW Government to bring our funding in line with neighbouring Councils. After all, we are maintaining the same road network, so why should we receive less funding to do so? For instance, Cobar Shire Council receives \$2,518 per kilometre Block Grant funding. Our neighbouring Councils with similar road networks – in fact we share some roads – receive significantly greater funding - \$4,611 per kilometre in Carrathool and \$4,675 per kilometre in Lachlan.

Council is working with the NSW Government to upgrade the Lilliane Brady Village as part of the new Multipurpose Service. This project will provide capital upgrades and also a new management company to run the facility. This aged care facility is the pride of the community and very well supported by the community. However, at the time of writing, there was much confusion as to who will own the facility and have the ongoing liability of future upgrades and replacement.

Council provides three child care services – In Home Care, Family Day Care and COOSH (after school care and holiday care). These services cover around 50% of the state, 266 families, 446 children and 69 educators. A critical service in western NSW. However, the Federal Government is removing \$407,000 of annual funding from 1 July 2018. This will greatly impact on the services we provide, the families and educators affected. Council has built the service up over recent years to provide economies of scale, however a change in government policy is now threatening service provision.

A discussion paper will accompany this Program outlining in more detail the high priority issues where Council must work with other levels of government, NGO's and business to progress community priorities. This paper will be regularly updated and used to inform and progress solutions to the issues identified.

## Far West Initiative

Under the NSW Government reforms of local government, Cobar Shire Council is participating in the Far West Initiative. Whilst the activities of this group have not yet been confirmed, it is hoped that participation will improve service delivery from all levels of government and the non-government sector in the Shire. Better outcomes for our community are possible by working together, but it has to be a whole of government approach.

Council will continue to work on projects with other councils in our region. For instance the Lower Macquarie Water Users Alliance has resulted in improved outcomes for water and sewer provision and increased the skills and technical expertise of staff. These types of initiatives are invaluable.

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## Conclusion

Council has a big job ahead, but as a team we are working together to ensure Cobar is a great place to live and to ensure that Cobar Shire Council is a sustainable organisation that is capable of delivering high quality services valued by the community.



Clr Lilliane Brady, OAM  
Mayor



Mr Peter Vlatko  
General Manager

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# Introduction

## Achieving the Community Strategic Plan – *Cobar Shire 2030*

Generally, the Delivery Program aims to give a focus to Council's activities for their four year term in office. It sets out a range of activities and services that Council will undertake and provide to achieve the outcomes identified in Cobar Shire's Community Strategic Plan – *Cobar Shire 2030*. Given that the next Council elections will be held in September 2020, this Delivery Program will be reviewed by the newly elected members to ensure it aligns with their goals for their elected term.

The Delivery Program should be read in conjunction with the Annual Operational Plan which outlines the individual projects and activities that will be undertaken for the year to achieve the commitments made in the Delivery Program.

The Delivery Program is designed as the single point of reference for all activities undertaken by Council during each term of office. All plans, projects, activities and funding allocations must be directly linked to this Program.

The Delivery Program and the Annual Operational Plan should allow the community needs and expectations outlined in the Community Strategic Plan to be met in a planned, coordinated and cost effective manner.

This Delivery Program outlines Council's activities for the next four years. It:

- Directly addresses the objectives and strategies of the Community Strategic Plan and identifies specific actions that Council will undertake in response to these objectives and strategies;
- Informs, and is informed by, the Resourcing Strategy;
- Addresses the full range of Council's operations;
- Allocates responsibilities for each action or set of actions;
- Includes detailed financial estimates for the four year period;
- Includes a method of assessment to determine the effectiveness of each activity detailed in the Delivery Program in achieving the objectives to which the activity is directed.

This Delivery Program is a living document and is subject to regular review by the community, councillors and staff. As circumstances change, such as finances, government policy or community expectations, then the document can be altered accordingly. Regular reports to Council will be provided to show the progress being made in implementing this Delivery Program.

Each new Council will be responsible for preparing a new Delivery Program in response to *Cobar Shire 2030* and will be held accountable for implementing the program within its term. The outgoing Council is required to report to the community on what it has achieved in this regard. The Council must review its Delivery Program each year when preparing the Annual Operational Plan. Any significant amendments to the Program must be re-exhibited.

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# Community Profile

Cobar Shire is situated in the centre of New South Wales encompassing an area of around 45,600 square kilometres, about 700kms north-west of Sydney and 650kms north of Canberra. Cobar is located on the crossroads of three major roads – the Kidman Way linking Melbourne to Brisbane, the Barrier Highway linking Sydney to Adelaide via Broken Hill and the Wool Track linking the Sunraysia area to South East Queensland.

Cobar Shire is home to around 5,000 residents, the majority of whom live in the town of Cobar. Other villages in the Shire are Euabalong and Euabalong West, Murrin Bridge, Mount Hope and Nymagee. Murrin Bridge, located on the banks of the Lachlan River, is an Aboriginal community, owned and operated by the Murrin Bridge Local Aboriginal Lands Council.

The Shire's prosperity is built around the thriving mining – copper, lead, silver, zinc, gold – and pastoral industries, which are strongly supported by a wide range of attractions and activities, that make it a major tourist stop-over point and a wonderful place to live, work and play.

The local Aboriginal history is an important part of Cobar, or 'Kubbur', as the area was referred to by the Ngiyampaa people who inhabited the area prior to European settlement. The main language groups are Ngiyampaa in the centre, Ngemba in the north east, Wiradjuri in the south, and Paakantkji in the north west

Cobar's population has been reasonably steady for the past ten years. At the 2011 census, there were more males (52.3%) than females and 68.7% of the population was of working age (15-64 years of age). The median age of the population was 35 years, 12.9% were of Aboriginal descent, and 84% were born in Australia.

Over a third of the workforce is employed in the mining and manufacturing industries, 10% are employed in agriculture and retail is the next largest employer in the Shire (8%). Due to mining, the median weekly income is higher than the national average.

There are around 2,440 dwellings in the Shire with 40% of residents renting, and only 32% of residents owned their home outright at census time. The employers in town are large holders of real estate, to ensure there is adequate housing available for their workforce.

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# Councillors

Councillors are elected to represent the people of Cobar Shire. The Councillors elect the Mayor and Deputy Mayor each September.



Clr Lilliane Brady OAM  
Mayor



Clr Peter Abbott  
Deputy Mayor



Clr Tracey Kings



Clr Janine Lea-Barrett



Clr Christopher Lehmann



Clr Jarrod Marsden



Clr Greg Martin



Clr Peter Maxwell



Clr Julie Payne



Clr Bob Sinclair



Clr Harley Toomey



Clr Peter Yench

# Our Leadership Team



Mr Peter Vlatko  
General Manager



Mr Stephen Taylor  
Director of  
Engineering Services



Mr Kym Miller  
Director of Finance  
and Community Services

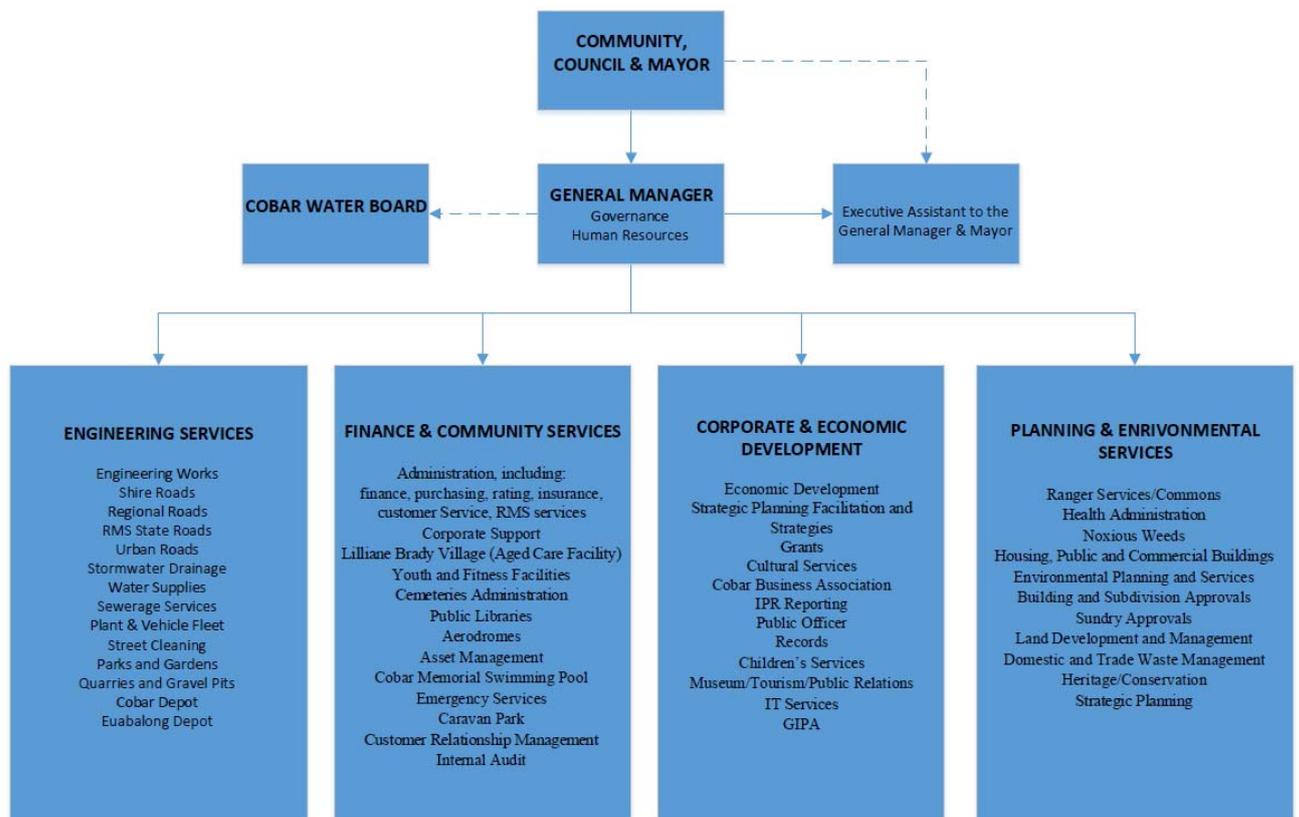


Mr Garry Ryman  
Director of Planning  
and Environmental  
Services



Ms Angela Shepherd  
Director of Corporate  
and Economic  
Development

# Our Organisation Structure



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# Cobar Shire Council

## Vision

Our Vision is for Cobar Shire to be an attractive, healthy and caring environment in which to live, work and play, achieved in partnership with the community through initiative, foresight and leadership.

## Mission

Our Mission is to provide sound and sensible government and ensure that works and services are delivered effectively and equitably to the community of Cobar Shire.

Council will also develop and constantly review its policy on the maintenance of its road network with current priorities to include the sealing of the following strategic roads within the Shire: The Wool Track, Louth Road and Tilpa Road.

## Values

Council has adopted the following Values that should be reflected in how the whole organisation operates and interacts with others:

- Continually strive for improvement in every aspect of Council's activities and recognise initiative.
- All activities are to be customer focused and provide equity for all.
- Involve the community in decision making through open government and consultative processes.
- Foster and promote sustainable ecological and economic development, rural pursuits and industries that contribute to the wealth of the region and in keeping with the environment and residents lifestyle.
- Conserve and protect the natural beauty of the area.
- Promote a spirit of regional cooperation particularly in regard to planning, infrastructure, economic development. Tourism and employment.

# Cobar Shire Community

## 'Cobar Shire 2030' Values

Values are beliefs we have that provide a basis for choices we make. They ultimately determine the quality of our lives. During consultations, the community has identified the following values that are important to the residents of Cobar Shire:

- A community that is generous, engaged and participative and that welcomes new residents and encourages them to stay.
- Vibrant and valued industries with a strong social conscious that participate in the community.
- A well funded and well governed Council that is engaged with the community and encourages their participation in decision making.
- Access to quality and well maintained infrastructure.

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# Our Strategic Direction

Our response to the community's values has been to formulate a set of activities based around the five themes identified in the Community Strategic Plan – *Cobar Shire 2030*. Each theme outlines the long term goals and community outcomes and then the strategies that Council, partner organisations and individuals can undertake to work towards them.

## 1. Community

- 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.
- 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.
- 1.3 Families are supported, social inclusion is valued and families who relocate to Cobar stay in Cobar.
- 1.4 A generous, engaged and participative community with a strong community spirit.
- 1.5 A healthy and active community.
- 1.6 A safe and clean community

## 2. Economy

- 2.1 A vibrant shire that promotes and supports business growth and retention, development and investment.
- 2.2 A strong and diverse tourist industry with a focus on customer service.
- 2.3 A strong business hub operating out of the Cobar airport.

## 3. Governance

- 3.1 A well-funded Council that is well managed and well governed.
- 3.2 An engaged community that participates in decision making.
- 3.3 A well-functioning Council that focuses on strategic planning, provides good customer service and secures value-for-money goods and services

## 4. Infrastructure

- 4.1 A clean and reliable water supply.
- 4.2 Good telecommunications networks with services equal to the metropolitan areas.
- 4.3 Good transport networks that increase the accessibility of Cobar and markets.
- 4.4 Good quality and affordable community facilities and infrastructure

## 5. Environment

- 5.1 Ability to adapt to climate change and benefit from climate change and carbon policy initiatives
- 5.2 Well managed public and private land.
- 5.3 Clean air in the community

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# Principle Activities

This section outlines the services, initiatives and programs that Council intends to undertake to achieve the long term goals and Community Outcomes. Key terms are defined below.

## Definitions

### **Community Outcome**

These are statements of the outcomes we are aiming to achieve for our community. They are expressed from the community's point of view.

### **Council Strategy**

Means by which Council plans to achieve the community outcomes. There may be several council strategies contributing to a particular community outcome.

### **Council Activities/Services**

Things Council plans to do as part of a strategy to achieve a community outcome.

### **Responsibility**

The position in Council that is responsible for ensuring that particular activity is undertaken. Usually, these staff members are responsible for monitoring and reporting on the progress of that activity, including performance measures.

### **Performance Indicators**

Something Council will measure to determine how well we are performing in relation to the activities.

## Abbreviations and Acronyms

The following acronyms relate to positions within Cobar Shire Council.

GM	General Manager
DFCS	Director of Finance and Community Services
DPES	Director of Planning and Environmental Services
DES	Director of Engineering Services
DCED	Director of Corporate and Economic Development
FM	Finance Manager
MYFC	Manager Youth and Fitness Centre
MCS	Manager Children's Services
MTPR	Manager Tourism and Public Relations
SM	Services Manager
DON	Director of Nursing (Lilliane Brady Village)
AM	Asset Manager
MPES	Manager Planning and Environmental Services
FCO	Fire Control Officer (Rural Fire Service)
HRM	Human Resource Manager
RDM	Roads Development Manager
MLS	Manager Library Services
Manex	Management Executive, consisting of the General Manager and four Directors
NWO	Noxious Weeds Officer
USC	Urban Services Coordinator
RO	Rates Officer
Other acronyms	
NGO's	Non-government organisations

# Key Activities

## 1. Community Strategies

COMMUNITY OUTCOME		
1.1	<b>Strong coordination between government agencies, Council and NGOs to ensure efficient service delivery, avoid duplication of services and build the capacity of the community</b>	
COUNCIL STRATEGY		
1.1.1	<b>Strong and participative interagencies and forums</b>	
Council Activities		
Activities/Services	Responsibility	Performance Indicators
Cobar Interagency, Community Services Forum and other groups such as the Cobar Domestic Violence Action Group	DCED	Strong participation in Cobar Interagency and other groups by all relevant Council areas.
Murrin Bridge and Lake Cargelligo Interagency	DCED	Attendance at interagency meetings as required and action items as requested
COUNCIL STRATEGY		
1.1.2	<b>Work with all government departments and NGOs to improve service delivery, such as that proposed through initiatives like the reforms of local government (including the Far West Initiative)</b>	
Activities/Services	Responsibility	Performance Indicators
Actively participate in the Far West Initiative and other government or Council led groups aimed at sharing information, services and improving efficiency of service delivery	GM	Number of groups Council is participating in a number of service improvements or sharing undertaken. Improved service delivery.

COMMUNITY OUTCOME		
1.2	<b>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</b>	
COUNCIL STRATEGY		
1.2.1	<b>Implement the actions outlined in the Youth Development Plan</b>	
Council Activities		
Activities/Services	Responsibility	Performance Indicators
Update the Youth Development Plan	DCED	Engagement strategy developed Community consultation undertaken New plan adopted by Council.
Engage the services of a Youth Development Officer	MYFC	Grant funding found to employ a Youth Development Officer.

<b>COUNCIL STRATEGY</b>		
<b>1.2.2</b>	<b>A greater range of youth activities are organised and coordinated</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
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	MYFC	Coordination of youth services. Utilisation of the Youth and Fitness Centre. Manage the Centre.
Organise Youth Week Activities	MYFC	Youth week activities arranged and conducted on time and to budget.
Provide school holiday activities for children aged 5-14 years at Cobar Shire & TAFE Library	MLS	A range of interesting age appropriate activities organised during school holidays and coordinated between all Council service providers.
Provide school holiday activities through the Youth and Fitness Centre	MYFC	A range of interesting and age appropriate activities organised in conjunction with other Council services during the school holidays.

<b>COUNCIL STRATEGY</b>		
<b>1.2.3</b>	<b>Increased educational opportunities provided locally</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Work with early childhood organisations, schools and TAFE to increase the quality and diversity of educational opportunities available locally and to promote them	GM	Regular meetings held with organisations Action plan developed and implemented

<b>COMMUNITY OUTCOME</b>		
<b>1.3</b>	<b>Families are supported, social inclusion is valued and families who relocate to Cobar stay in Cobar</b>	
<b>COUNCIL STRATEGY</b>		
<b>1.3.1</b>	<b>Parents are supported in their role to raise their children and services are available to assist them to build their parenting skills</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Cobar Shire & TAFE Library staff support families via library services and outreach	MLS	Information provided, activities run for children and their families.

Information is provided to the community on the range of services available in Cobar Shire and how to access them	DCED	Information provided, such as the community services directory, information on Facebook and the website and other resources.
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### COUNCIL STRATEGY

#### 1.3.2 Increase the supply of childcare and preschool places and options

#### Council Activities

Activities/Services	Responsibility	Performance Indicators
Administer and coordinate Children's Services (FDC, IHC, COOSH)	MCS	Educators recruited and supported. Availability of child care places.

### COUNCIL STRATEGY

#### 1.3.3 Have family orientated activities to encourage families to socialise in the community

#### Council Activities

Activities/Services	Responsibility	Performance Indicators
Plan, organise and promote festivals, celebrations and activities in the Shire	MTPR	Festival of the Miners Ghost held, Australia Day celebrations held and other activities held.

### 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

#### Council Activities

Activities/Services	Responsibility	Performance Indicators
Work with local organisations to build on current activities	MTPR	Number of events held Number of people involved in organising local events.

### 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

#### Council Activities

Activities/Services	Responsibility	Performance Indicators
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	GM	More people living residentially. Mining rosters work well to encourage people to live, work and play locally.

<b>COUNCIL STRATEGY</b>		
<b>1.4.3</b>	<b>Support Aboriginal people and organisations to increase the broader community's awareness and recognition of local Aboriginal cultural identity in Cobar and to assist in meeting the targets set out under the current government policy of 'Closing the Gap'.</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Undertake activities to increase awareness of aboriginal culture in Cobar Shire and establish good working relationships with Aboriginal organisations within the Shire	GM	Outline of initiatives undertaken. Positive relationship between Council and local Aboriginal organisations.
<b>COUNCIL STRATEGY</b>		
<b>1.4.4</b>	<b>Support arts and cultural organisations, activities and facilities</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Support Outback Arts and cultural activities in the Shire	DCED	Membership of Outback Arts current. Number of cultural activities supported. Working relationship with Cobar Arts Council.
Provision of curatorial services at the Great Cobar Heritage Centre	MTPR	GCHC displays current, accurate, fresh and well displayed. Items donated in accordance with Council policies, stored and displayed appropriately.

<b>COMMUNITY OUTCOME</b>		
<b>1.5</b>	<b>A healthy and active community</b>	
<b>COUNCIL STRATEGY</b>		
<b>1.5.1</b>	<b>Provide appropriate health care options and services both within the Shire and the region</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Continue to work with the NSW Government to see the completion of the MPS.	GM	Changes made to improve health care options provided locally.
Lobby NSW Government and 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	GM	Changes made to improve health care options provided locally.

<b>COUNCIL STRATEGY</b>		
<b>1.5.2</b>	<b>Increase the use of Council owned and other sporting and recreational facilities across the community</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Increase the use of the Cobar Youth and Fitness Centre	MYFC	Centre open and equipment current and functional. Increased use of the Centre.
Contract management of the Cobar Memorial Swimming Pool	DCCS	Venue open. Public happy with service provided User numbers of facility Equipment current and functional.
Maintain all council parks and reserves, including plants, trees and public facilities, the skate park and Miners Memorial	SM	Fields, grounds and facilities in good condition. Any incidents recorded and actioned.
<b>COUNCIL STRATEGY</b>		
<b>1.5.3</b>	<b>Provide adequate infrastructure to care for older residents locally</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Provide appropriate services for residents at the Lilliane Brady Village	DON	Meet legislative requirements. Manage funding and residents assessments. Maintain accreditation.

<b>COMMUNITY OUTCOME</b>		
<b>1.6</b>	<b>A safe and clean community</b>	
<b>COUNCIL STRATEGY</b>		
<b>1.6.1</b>	<b>A more visible and engaged police presence</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Work with police and licensed premises to promote a safe community	GM	Effective local liquor accord.
<b>COUNCIL STRATEGY</b>		
<b>1.6.2</b>	<b>Implementation of the Cobar Crime Prevention Plan</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Removal of graffiti and recording of graffiti incidents	SM	Reduction in incidences and maintenance of a graffiti register.
Implementation of actions outlined in the Cobar Crime Prevention Plan	DCED	Activities for which Council is responsible are undertaken.

## COUNCIL STRATEGY

### 1.6.3 Encourage safe and sustainable development

#### Council Activities

Activities/Services	Responsibility	Performance Indicators
Undertake legislated obligations in relation to building and development	DPES	DA applications assessed in timely fashion. Complying development assessments undertaken.
Implement the Cobar LEP and development control plans	DPES	LEP gazetted and implemented.
Implement and maintain an appropriate register for leases, licences and land	DPES	Register maintained in accordance with legislation.

## COUNCIL STRATEGY

### 1.6.4 Provide and maintain safe and serviceable public facilities and infrastructure

#### Council Activities

Activities/Services	Responsibility	Performance Indicators
To provide the community with an aesthetically pleasing and clean urban environment	SM	Clean streets. Clean and well maintained public conveniences. Clean and tidy town area and villages.
Maintain council buildings to an appropriate standard to ensure the buildings are occupiable	DPES	Management agreements in place.
Improve disability access to Council buildings and facilities to improve their accessibility by older people and people with a disability	DPES	Disability accesses provided New facilities have disability and wheelchair access.

## COUNCIL STRATEGY

### 1.6.5 Provide protection from fire, natural disasters, public health and other threats to the community

#### Council Activities

Activities/Services	Responsibility	Performance Indicators
Have systems in place to allow a rapid response to a fire emergency within the Rural Fire District	DES / FCO	Increased awareness in the community of fire hazards. All equipment maintained, replaced as required and asset management plans in place.
Have contingency plans in place to minimise the damage from threats from natural disasters	DES	Coordination of Local Emergency Management Committee Plans in place.
Preserve and enhance public health by educating, regulating and inspecting all relevant premises	MPES	Inspections undertaken in accordance with legislation.

## 2. Economic Strategies

COMMUNITY OUTCOME		
<b>2.1</b>	<b>A vibrant shire that promotes and supports business growth and retention, development and investment</b>	
COUNCIL STRATEGY		
<b>2.1.1</b>	<b>Encourage business growth and new business opportunities in the Shire</b>	
Council Activities		
Activities/Services	Responsibility	Performance Indicators
Facilitate business development in the Shire	GM	Promote business opportunities in Cobar and facilitate the development of new businesses.
COUNCIL STRATEGY		
<b>2.1.2</b>	<b>Review and implement the Economic Action Plan</b>	
Council Activities		
Activities/Services	Responsibility	Performance Indicators
Renew as necessary the Economic Action Plan and implement the actions contained within it	DCED	Renew undertaken. Number of actions progressed.
COUNCIL STRATEGY		
<b>2.1.3</b>	<b>Encourage people to shop locally and support the business community more broadly</b>	
Council Activities		
Activities/Services	Responsibility	Performance Indicators
Participate in, and work with, the Cobar Business Association to develop programs to support business	DCED	Meetings regularly attended and actions progressed. Programs implemented and supported by the business community.
Support shop local campaigns, including administration of the Cobar Quids program	DCED	Quids program effectively managed, with quids available as required and funds available to redeem as required.
Support the Economic Taskforce and progress priority actions identified by the Taskforce	DCED	Number of meetings held and participation in these meetings Projects progressed.

<b>COMMUNITY OUTCOME</b>		
<b>2.2</b>	<b>A strong and diverse tourist industry with a focus on customer service</b>	
<b>COUNCIL STRATEGY</b>		
<b>2.2.1</b>	<b>Develop and implement a Tourism, Events and Museum Business Plan</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Develop and implement a Tourism, Events and Museum Business Plan	MTPR	Plan developed. Action Plan implemented.
<b>COUNCIL STRATEGY</b>		
<b>2.2.2</b>	<b>Develop a diverse range of interesting annual events and promote the activities, attractions and the cultural experiences that are available in Cobar to locals and tourists</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Manage the Cobar Visitor Information Centre	MTPR	Centre operating according to requirements. Shop running at a profit.
Develop and implement new ideas to bring people to Cobar	MTPR	Number of ideas developed. Number of ideas progressed.

<b>COMMUNITY OUTCOME</b>		
<b>2.3</b>	<b>A strong business hub operating out of the Cobar airport</b>	
<b>COUNCIL STRATEGY</b>		
<b>2.3.1</b>	<b>Encourage business development at Cobar Airport and encourage Cobar as a stopover point for aircraft</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Actively seek out business opportunities to enhance the operations at Cobar Airport	AM	Number of businesses operating at Cobar Airport. Number of planes stopping over at Cobar Airport. Development and implementation of the Cobar Airport Masterplan.

### 3. Governance Strategies

COMMUNITY OUTCOME		
<b>3.1</b>	<b>A well funded Council that is well managed and well governed</b>	
COUNCIL STRATEGY		
<b>3.1.1</b>	<b>Increase Council's income stream</b>	
Council Activities		
Activities/Services	Responsibility	Performance Indicators
Reassess all rates, fees and charges	DFCS	Reassessment undertaken.
Undertake private works	DES	Increase in the amount of private works undertaken and the value of private works undertake.
Increase grant funding received	DCED	Increase in grant funding attained.
Undertake rating functions of Council	RO	Levy and issue rates, recover outstanding debts, process pensioner claims.
Effectively manage Council investments	FM	Council funds invested appropriately.
Implement the Section 94 Plan, Section 64 Plan and VPAs and manage the funds to provide for future infrastructure through developer contributions	DPES	Developer contributions collected and reported to Council. Community Enhancement Plan kept updated. Funding allocated to appropriate works.
Provide services as per contract with Services NSW	RO	Contract conditions met and reimbursement to Council satisfactory to meet cost of service provision.

COUNCIL STRATEGY		
<b>3.1.2</b>	<b>Implement initiatives of the NSW Government designed to reform and improve the functioning of local government</b>	
Council Activities		
Activities/Services	Responsibility	Performance Indicators
Seek efficiency through shared services	GM	Number of efficiencies identified and improved.
Undertake reviews of Council's own service delivery levels	GM	Number of reviews undertaken Improvements made as a result of the reviews.

<b>COUNCIL STRATEGY</b>		
<b>3.1.3</b>	<b>Minimise risk for Council and the community</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Develop and implement a risk management strategy suitable for council operations	DFCS	Risk management system developed. Policies and procedures in place.
Develop and implement suitable internal audit processes for Council operations	GM	Committee formed and meetings held. Internal auditors undertake regular reviews.
WHS obligations are met and safe work practices are promoted and undertaken	HRM	WHS committee established. Documentation in order for Council employees and contractors.
Reduce workplace incidents by supporting the WHS Committee, providing adequate training and appropriate procedures	DFCS	Investigation processes undertaken efficiently and effectively. Documentation completed.
Ensure that records management provide a framework for collection, management and retrieval of Council's records to meet Council's needs and compliance requirements	DCED	Records management system in place and adhered to by all staff. Awareness of staff of records requirements is increasing. No incidents arising (legal) due to inability to retrieve information as required.
Reduce workplace accidents and incidents	HRM / GM	Number of workplace accidents and incidents recorded.
<b>COUNCIL STRATEGY</b>		
<b>3.1.4</b>	<b>Strong governance performance</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Councillors are well trained and informed on their roles and responsibilities	GM / Councillors	Training sessions held. Survey of Councillors.
Strategic policy setting undertaken by the elected representatives	GM / Councillors	Level of community satisfaction with strategic planning, processes and direction.

<b>COMMUNITY OUTCOME</b>		
<b>3.2</b>	<b>An engaged community that participates in decision making</b>	
<b>COUNCIL STRATEGY</b>		
<b>3.2.1</b>	<b>Encourage more direct participation and interaction between Council and the community</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Provide up-to-date and relevant information to the public on Council's activities	Manex / Mayor / Councillors	Website and Facebook pages updated, newsletters produced, community groups addressed and meetings attended where required.
Maintain partnerships with community organisations, such as Business Groups, Council committees and Council Alliances	Manex / Mayor / Councillors	Joint initiatives undertaken, two-way flow of information provided.
<b>COUNCIL STRATEGY</b>		
<b>3.2.2</b>	<b>Increase the participation of youth in community leadership</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Provide administration and support to the Cobar Youth Council	MYFC	Youth Council formed. Budget submitted for approval. Activities organised and run.

<b>COMMUNITY OUTCOME</b>		
<b>3.3</b>	<b>A well functioning Council that focuses on strategic planning, provides good customer service and secures value-for-money goods and services</b>	
<b>COUNCIL STRATEGY</b>		
<b>3.3.1</b>	<b>Provision of good customer service</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Focus on the provision of good customer service by all Council staff	Manex	Number of compliments received. Level of satisfaction as measured in the staff survey.

<b>COUNCIL STRATEGY</b>		
<b>3.3.2</b>	<b>Staff are valued, well trained and able to undertake their roles and functions</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Human Resources	HRM	Improved levels of job satisfaction, morale, communication and performance management as measured by the staff survey.

Good recruitment and selection processes that promote the philosophy of 'recruit for attitude, train for skills'	HRM	Policies and procedures in place. Recruitment undertaken in timely manner. Minimise staff turnover.
Implement and manage an Employee Assistance Program for Council staff	HRM	EAP in place and utilised by staff.
Staff are provided with up-to-date and relevant tools to undertake their roles	Manex	Adequate IT system in place. Plant and equipment well maintained.
Maintain and actively use the Public Libraries NSW Membership	MLS	Attend quarterly zone meetings. Regularly share and access knowledge via email network.

## COUNCIL STRATEGY

### 3.3.3 Council undertakes adequate strategic planning activities and meets all legislative reporting requirements

#### Council Activities

Activities/Services	Responsibility	Performance Indicators
Council updates the Integrated Planning and Reporting framework documents as required	GM	All documents relevant and produced in a timely fashion.
Complete and regularly update Council's Asset Registers for recreation, buildings, transport, water, sewer and stormwater.	AM	One asset register developed. The Asset Management Policy and Strategy updated annually. Community consultation undertaken to determine condition assessments, purpose, lifecycles and service levels required as a result.
Undertake legislative reporting requirements	GM / DFCS / DPES / DES / FM	Financial reports, environment reports and engineering reports provided on time to relevant regulatory offices.

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**COUNCIL STRATEGY****3.3.4 Good procurement processes in place to ensure the most advantageous provision of goods and services to Council****Council Activities**

<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Good contract management and procurement practices are employed	DES / DFCS / DPES / GM	Contracts register in place. Contracts templates available. Tendering guidelines followed.
Leases and management agreements monitored, implemented and adhered to	DES / DFCS / DPES	Swimming pool operational. Dentist and doctors surgeries operational. Caravan park operational. Contract terms adhered to.
Provision of Cobar Water Board Administration and Financial Services	DFCS	Undertaken as per agreement.

## 4. Infrastructure Strategies

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	
Council Activities		
Activities/Services	Responsibility	Performance Indicators
Work with the Cobar Water Board to improve the water supply infrastructure to bring quality water and a reliable supply of water to Cobar for treatment and distribution	GM	APC piped or alternative undertaken Cobar-Nyngan pipeline replaced along with other infrastructure. Cobar Shire Council in receipt of good quality water.
COUNCIL STRATEGY		
4.1.2	Increase Cobar's water allocation	
Council Activities		
Activities/Services	Responsibility	Performance Indicators
Lobby the NSW Government to have Cobar's town water supply increased	GM	Cobar's water allocation increased.
COUNCIL STRATEGY		
4.1.3	Improved water infrastructure across the Shire, including the town reticulation system	
Council Activities		
Activities/Services	Responsibility	Performance Indicators
Upgrade the reticulation network in Cobar, replacing old pipework, valves etc to improve water flow and water quality	SM	System mapped and priority areas replaced. High quality, non-coloured water supplied to all potable water users.
Maintenance and repairs of water mains and water filtration system	SM	Asset plans in place. Repairs and maintenance schedule in place. Water meets the NSW Drinking Water Guidelines.
Work with Public Works NSW to implement the Restart NSW Replacement Water Treatment Plant project	SM	

<b>COUNCIL STRATEGY</b>		
<b>4.1.4</b>	<b>Seek alternative supply solutions to improve water supply to the villages</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Water bores drilled in the villages where appropriate	DES	Funding accessed to undertake drilling Bores drilled.

<b>COUNCIL STRATEGY</b>		
<b>4.1.5</b>	<b>Provide contract services to the Cobar Water Board</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Provide contract services to the Cobar Water Board	DES	Works undertaken in accordance with Agreement and instructions from the CWB. Appropriate plans developed.
Work with NSW Public Works to implement the Resources for Regions project to replace the pipeline, in line with direction provided by the Cobar Water Board	DES	Milestones met, and the works completed within budgets, timelines and to quality standards.

<b>COMMUNITY OUTCOME</b>		
<b>4.2</b>	<b>Good telecommunications networks with services equal to the metropolitan areas</b>	
<b>COUNCIL STRATEGY</b>		
<b>4.2.1</b>	<b>Improved access to telecommunications, radio, TV and broadband services</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Lobby the government for improved communications networks	DES	Access to NBN network. Access to digital television. Availability of continued radio services.

<b>COMMUNITY OUTCOME</b>		
<b>4.3</b>	<b>Good transport networks that increase the accessibility of Cobar and markets</b>	
<b>COUNCIL STRATEGY</b>		
<b>4.3.1</b>	<b>Seek ways to expand the sealed road network and improve and maintain the unsealed road network</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Road works undertaken according to priority, weather conditions and availability of resources	RDM	Asset Management Plan in place. Inspections undertaken. Rolling works program in place.
Oversee quarrying activities and ensure an adequate supply of good quality gravel for use on the road network	RDM	Codes of practice in place. Quarry materials available when required with minimal distance to access.
<b>COUNCIL STRATEGY</b>		
<b>4.3.2</b>	<b>Provide and maintain safe and serviceable transport infrastructure including roads, footpaths, bike paths and airport</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Provide and maintain a safe and adequate footpath and bike path network	USC	Asset Management Plans in place. Rolling Works Program in place. Inspections undertaken.
Cobar airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	AM	Runway and airside operations maintained. Strategic plans in place and implemented. Carpark and building maintained Asset Management Plan in place.
Landing strips at Nymagee, Euabalong and Mt hope adequately maintained	AM	Landing strips available in safe condition.

<b>COUNCIL STRATEGY</b>		
<b>4.3.3</b>	<b>Maintain and promote the rail network in the Shire to maximise the benefits to the community and to provide an alternative to road freight</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Lobby the NSW Government to ensure that the rail network in well maintained, safe, affordable and well used, particularly for freight movements to reduce the impact of road movements on the community.	DES	Number of representations made. Maintenance of rail services within the Shire.

<b>COMMUNITY OUTCOME</b>		
<b>4.4</b>	<b>Good quality and affordable community facilities and infrastructure</b>	
<b>COUNCIL STRATEGY</b>		
<b>4.4.1</b>	<b>Upgrade priority playgrounds and parks with good designs to cater for all age groups and abilities and maintain the rest at agreed service levels</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Provide and maintain safe and adequate playground facilities	SM	Playground facilities are adequate and in safe condition.

<b>COUNCIL STRATEGY</b>		
<b>4.4.2</b>	<b>Increase the range of community facilities and maintain those that we have to an appropriate standard</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Implement the Ward Oval Masterplan	DCED / SM	Funding accessed to implement the Masterplan.
Undertake Council's cemetery operations in an appropriate and dignified manner	SM / FM	Grounds well maintained. Graves prepared and repaired when required. Information readily available to public. Asset Management Plan in place.
To provide quality and readily accessible library services to Cobar and villages	MLS	Collection up-to-date and services relevant. Fast and reliable internet service available.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	DES / DPES / SM	Asset Management Plans in place. Plans of Management in place.
<b>COUNCIL STRATEGY</b>		
<b>4.4.3</b>	<b>Improve recreational facilities at the water reserves</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Maintain and improve recreational facilities that are available at the Newey and Old Res reserves	SM	Number of complaints regarding the facilities. Improvements made.

<b>COUNCIL STRATEGY</b>		
<b>4.4.4 Maintain and expand where necessary, the stormwater and sewer networks</b>		
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Maintain a suitable stormwater network including kerb and guttering	SM	Adequate maintenance programs in place. Expansion program in place for when funding becomes available. Asset Management Plans in place.
Provide, maintain and operate a sewer network and disposal system and treatment works	SM	Meet all EPA licensing requirements. Treatment plant adequately operated and maintained. Water recycled where possible. Asset Management Plan and policies in place.

<b>COUNCIL STRATEGY</b>		
<b>4.4.5 Maintain and service village parks, streets, footpaths and community facilities</b>		
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Maintain and improve village facilities and services	SM / DPES	Number of complaints and compliments received regarding facilities and services.

## 5. Environmental Strategies

COMMUNITY OUTCOME		
<b>5.1</b>	<b>Ability to adapt to climate change and benefit from climate change and carbon policy initiatives</b>	
COUNCIL STRATEGY		
<b>5.1.1</b>	<b>Develop alternative energy industries in Cobar</b>	
Council Activities		
Activities/Services	Responsibility	Performance Indicators
Lobby business and government to encourage the development of an alternative energy industry in Cobar	GM / DPES	Representations made.

COUNCIL STRATEGY		
<b>5.1.2</b>	<b>Develop community leadership on becoming leaders in resource use and waste management</b>	
Council Activities		
Activities/Services	Responsibility	Performance Indicators
Undertake kerbside garbage collection in Cobar and manage garbage collection in the relevant villages	DPES / MPES	Regular garbage collections. Tips maintained. Materials recycled or recovered where possible.
Maintain the town and village tips to an acceptable standard	DPES / MPES	Plans of Management in place. Tips clean and meet relevant legislative requirements.
Encourage efficient water use by Shire residents	SM	Efficient water use promotions undertaken.

COMMUNITY OUTCOME		
<b>5.2</b>	<b>Well managed public and private land</b>	
COUNCIL STRATEGY		
<b>5.2.1</b>	<b>Encourage sustainable and profitable agricultural industries</b>	
Council Activities		
Activities/Services	Responsibility	Performance Indicators
Provide support to industry bodies for improved grazing management practices and other initiatives to maintain the profitability of agricultural enterprises	DPES	Increased liaison with industry that leads to a strengthened local grazing industry. Higher economic returns data for the grazing industry.

<b>COUNCIL STRATEGY</b>		
<b>5.2.2</b>	<b>Have a street tree planting program for Cobar and villages</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Develop and instigate a street tree planting program	USC	Plan developed. Trees planted.
<b>COUNCIL STRATEGY</b>		
<b>5.2.3</b>	<b>Manage the crown land and commons</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Provide ranger services to control animals in public places and to manage the common areas and crown land	DPES	All legislation met. Common areas patrolled and serviced. Appropriate action taken with stray animals.
<b>COUNCIL STRATEGY</b>		
<b>5.2.4</b>	<b>Long term management of noxious weeds</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	NWO	Plans in place. Inspections undertaken. Control works undertaken. Reporting requirements met.
<b>COUNCIL STRATEGY</b>		
<b>5.2.5</b>	<b>Vibrant and well run national parks that are accessible and well used</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Lobby the NSW government to ensure the local national parks are vibrant and well run	GM	Appropriate liaison to request changes to the management of national parks to increase access and use.
<b>COMMUNITY OUTCOME</b>		
<b>5.3</b>	<b>Clean air in the community</b>	
<b>COUNCIL STRATEGY</b>		
<b>5.3.1</b>	<b>Manage the externalities of mining and other industries operating close to towns and villages to minimise air pollution and other negative impacts</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Communicate any complaints or concerns on air pollution to the mines and or relevant state regulatory authorities	DPES / MPES	Level of complaints.

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# Budget

The Four Year Delivery Program 2017/2018 to 2020/2021 budget has been presented as a supplementary document. It should be read in conjunction with this document outlining the activities of the Delivery Program.

COBAR SHIRE COUNCIL												
TABLE 1												
2016-2017 to 2020-2021												
	2017/2018			2018/2019			2019/2020			2020/2021		
General Fund	Revenue	Expenditure	Surplus/Deficit									
Governance	135,741	688,830	-553,088	138,399	704,400	-566,001	141,113	735,229	-594,116	143,881	806,823	-662,942
Corporate Support	6,117,749	8,114,391	-1,996,642	6,414,983	8,281,528	-1,866,546	6,485,781	8,462,845	-1,977,064	6,670,540	8,775,176	-2,104,636
Public Order & Safety	220,320	469,766	-249,446	224,726	478,229	-253,503	231,468	490,602	-259,134	238,412	503,342	-264,930
Public Health	154,887	425,182	-270,296	157,984	448,405	-290,421	162,724	460,760	-298,036	167,606	473,455	-305,850
Community Services & Education	5,217,842	5,129,329	88,513	5,321,279	5,248,749	72,530	2,505,913	2,656,917	-151,003	2,575,331	2,728,183	-152,853
Environment	900,212	911,323	-11,111	917,916	927,869	-9,953	944,643	952,298	-7,655	972,172	977,441	-5,269
Housing & Community Amenities	293,288	624,352	-331,064	298,854	635,529	-336,675	307,369	650,400	-343,031	316,140	665,707	-349,566
Recreation & Culture	251,018	2,218,566	-1,967,548	256,038	2,253,807	-1,997,769	263,719	2,301,148	-2,037,429	271,631	2,351,075	-2,079,444
Mining & Manufacture	10,000	12,949	-2,949	10,200	13,208	-3,008	10,506	13,604	-3,098	10,821	14,013	-3,191
Transport & Communication	6,660,019	8,496,151	-1,836,132	5,281,147	8,807,634	-3,526,487	5,830,129	8,766,746	-2,936,617	5,563,376	10,014,747	-4,451,371
Economic Affairs	5,789,132	5,205,884	583,248	3,771,857	3,496,856	275,001	3,826,027	3,590,402	235,625	3,901,722	3,606,934	294,788
General Purpose Revenues	7,463,300		7,463,300	7,612,566		7,612,566	7,840,943		7,840,943	8,576,171		8,576,171
<b>TOTAL GENERAL FUND OPERATIONS</b>	<b>33,213,508</b>	<b>32,296,723</b>	<b>916,785</b>	<b>30,405,950</b>	<b>31,296,216</b>	<b>-890,266</b>	<b>28,550,336</b>	<b>29,080,951</b>	<b>-530,615</b>	<b>29,407,804</b>	<b>30,916,897</b>	<b>-1,509,093</b>
Water	11,075,343	3,143,013	7,932,330	14,836,250	3,350,302	11,485,947	3,304,377	3,387,136	-82,759	3,403,208	3,471,187	-67,978
Sewer	2,363,332	908,508	1,454,824	777,779	908,978	-131,199	799,882	924,247	-124,365	822,648	939,974	-117,326
<b>TOTAL OTHER FUNDS</b>	<b>13,438,675</b>	<b>4,051,521</b>	<b>9,387,154</b>	<b>15,614,028</b>	<b>4,259,280</b>	<b>11,354,748</b>	<b>4,104,259</b>	<b>4,311,383</b>	<b>-207,124</b>	<b>4,225,857</b>	<b>4,411,161</b>	<b>-185,304</b>
Write off of old filtration plant												
<b>To accumulated surplus</b>	<b>46,652,182</b>	<b>36,348,243</b>	<b>10,303,939</b>	<b>46,019,978</b>	<b>35,555,496</b>	<b>10,464,482</b>	<b>32,654,595</b>	<b>33,392,335</b>	<b>-737,739</b>	<b>33,633,660</b>	<b>35,328,058</b>	<b>-1,694,398</b>
<i>less Capital Grants and Contributions</i>												
General Fund			705,000			0			400,000			0
Water Fund			8,000,000			11,720,000			0			0
Sewer Fund			1,600,000			0			0			0
<i>Total Capital Grants and Conts</i>			10,305,000			11,720,000			400,000			0
<b>Operating surplus/ deficit after capital</b>			<b>-1,061</b>			<b>-1,255,518</b>			<b>-1,137,739</b>			<b>-1,694,398</b>
Ratio of Capex/ Dep			259.37%			268.20%			76.69%			86.69%
Depreciation			6,412,803			6,652,803			6,712,803			7,812,803
<b>SUMMARY OF CASH FLOW</b>												
<b>Opening Balance</b>			10,250,000			10,054,678			9,070,363			9,688,378
From operations			10,303,939			10,464,482			-737,739			-1,694,398
<u>add back</u> depreciation			6,412,803			6,652,803			6,712,803			7,812,803
Principal Repayments			279,064			258,600			209,049			222,429
New Borrowings												
Capital spend - net			16,633,000			17,843,000			5,148,000			6,773,000
<b>Years Movement</b>			<b>-195,322</b>			<b>-984,315</b>			<b>618,015</b>			<b>-877,023</b>
Closing Balance			10,054,678			9,070,363			9,688,378			8,811,354

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## CAPITAL BUDGET

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# Version Control

No.	Date Adopted	Minute No.	Date Commenced	Date notified in Local Paper
1	28 June 2012	145.6.2012	29/06/12	N/A
2	28 February 2013	16.2.2013	01/03/13	N/A
3	22 June 2017	134.6.2017	23/06/2017	N/A