

ATTACHMENTS



ORDINARY MEETING AGENDA

THURSDAY 28 FEBRUARY 2019

~ REFERENCE TO ATTACHMENTS ~

PART A – ACTION

Page Number

Clause 3A – Conduct of the 2020 Local Government Election for Cobar Shire Council	110-123
Clause 7A – Section 356 Donations 2019/2020	124
Clause 9A – Quarter 2 – 2018/2019 Budget Review.....	Under Separate Cover
Clause 10A – Cobar BioHub	Under Separate Cover
Clause 12A – Proposed Supermarket Development.....	Under Separate Cover
Clause 13A – Raw Water Supply to Dalton Park Horse Complex.....	125-133

PART B – INFORMATION

Page Number

Clause 5B – Meeting Minutes	134-151
Clause 6B – Expenditure for Roads Network.....	152-156
Clause 7B – Engineering Works Report.....	157-160
Clause 8B – Enterprise Risk Register.....	161-181
Clause 10B – Second Quarterly Review of the Annual Operational Plan 2018/2019	Under Separate Cover
Clause 11B – Water NSW Update Workshop on Burrendong Dam Water Supply	182-183
Clause 13B – Rates Reconciliation Report as at 31 December 2018	184-185
Clause 14B – Rates Reconciliation Report as at 31 January 2019	186-187

FREQUENTLY ASKED QUESTIONS

Part 1 Decision making on the administration of elections

What decisions must councils make on the administration of their elections?

Under section 296AA of the the Act, each council must resolve by **11 March 2019** either:

- to engage the NSWEC to administer the council's elections, polls and referenda or
- that the council's elections are to be administered by the general manager of the council.

What happens if a council fails to make a decision on the administration of its elections by 11 March 2019?

If a council fails to make a decision on the administration of its elections, polls and referenda by 11 March 2019, it will not be able to engage the NSWEC to administer its ordinary election and it will be required to make its own arrangements for the administration of its elections.

A council that fails to make a decision on the administration of its elections by 11 March 2019 will also be required to publish a notice of that failure on the council's website.

Part 2 Election arrangements with the NSWEC

What election arrangements can councils enter into with the NSWEC?

The election arrangement is a standardised contract for all councils. The service schedule and costs schedule of the standardised contract will vary between councils and are made by the NSWEC in consultation with each council.

Where a council resolves to engage the NSWEC to administer its elections, polls and referenda, the election arrangement with the NSWEC will apply to the 2020 ordinary election and every election, poll and referendum including any by-election or countback election until the contract is automatically terminated 18 months before the following ordinary election of councillors.

Where a council resolves to engage the NSWEC to administer its elections, polls and referenda, it should use the model resolutions provided below.

If a council wishes to engage the NSWEC to administer its elections, polls and referenda what form should its resolution take?

Councils wishing to make a resolution that an election arrangement be entered into for the NSWEC to administer all elections, polls and referenda under section 296(3) of the Act should use the following model resolution:

The [insert full description of council] ("the Council") resolves:

1. *pursuant to s. 296(2) and (3) of the Local Government Act 1993 (NSW) ("the Act") that an election arrangement be entered into by contract for the Electoral Commissioner to administer all elections of the Council.*
2. *pursuant to s. 296(2) and (3) of the Act, as applied and modified by s. 18, that a council poll arrangement be entered into by contract for the Electoral Commissioner to administer all council polls of the Council.*
3. *pursuant to s. 296(2) and (3) of the Act, as applied and modified by s. 18, that a constitutional referendum arrangement be entered into by contract for the Electoral Commissioner to administer all constitutional referenda of the Council.*

When must the election arrangements with the NSWEC be finalised?

Where councils have resolved to enter into an election arrangement with the NSWEC, the contract with the NSWEC must be finalised no later than 15 months before the next ordinary elections (ie **11 June 2019**).

Can election arrangements with the NSWEC be terminated?

Yes, but only after the council's ordinary election. An election arrangement for the NSWEC to administer all elections, polls and referenda of a council can be terminated by the council or the NSWEC at any time after the ordinary election by giving written notice of termination and in accordance with any notification requirements set out in the contract.

If the election arrangement is not terminated by either party, the arrangement is automatically terminated 18 months before the following ordinary election when the council will be required to determine who will conduct its next ordinary election.

If a council does not engage the NSWEC to administer its ordinary election, can it engage the NSWEC to administer a particular by-election, poll or referendum after the ordinary election?

Yes. Where a council does not enter into an election arrangement with the NSWEC to administer its ordinary election, the council may resolve to enter into an election arrangement with the NSWEC to administer a particular by-election, poll or referendum following the ordinary election.

If councils resolve to engage the NSWEC to administer a particular by-election, poll or referendum after the ordinary election, they should use the model resolutions provided below.

If a council wishes to engage the NSWEC to administer a particular by-election or countback election, what form should its resolution take?

Councils wishing to engage the NSWEC to administer a particular by-election or countback election after the ordinary election should use the following model resolution:

The [insert full description of council] ("the Council") resolves pursuant to ss. 296(2) and (4) of the Local Government Act 1993 (NSW) that:

- 1. an election arrangement is to be entered into for the Electoral Commissioner to administer [insert description of the particular election but do not do so by date in case the election date is changed or postponed]; and*
- 2. such election arrangement is to be entered into by contract between the Electoral Commissioner and the Council.*

Note: Please refer below for additional information concerning limitations with respect to countback elections.

If a council wishes to engage the NSWEC to administer a particular poll, what form should its resolution take?

Councils wishing to engage the NSWEC to administer a particular poll after the ordinary election should use the following model resolution:

The [insert full description of council] ("the Council") resolves pursuant to ss. 296(2) and (4) of the Local Government Act 1993 (NSW), as applied and modified by s.18, that:

- 1. a council poll arrangement be entered into for the Electoral Commissioner to administer [insert description of the council poll but do not do so by date in case the poll date is changed or postponed]; and*
- 2. such council poll arrangement be entered into by contract between the Electoral Commissioner and the Council.*

If a council wishes to engage the NSWEC to administer a particular referendum, what form should its resolution take?

Councils wishing to engage the NSWEC to administer a particular referendum after the ordinary election should use the following model resolution:

The [insert full description of council] ("*the Council*") resolves pursuant to ss. 296(2) and (4) of the Local Government Act 1993 (NSW), as applied and modified by s.18, that:

1. a constitutional referendum arrangement be entered into for the Electoral Commissioner to administer [insert description of the constitutional referendum but do not do so by date in case the referendum date is changed or postponed]; and
2. such constitutional referendum arrangement be entered into by contract between the Electoral Commissioner and the Council.

If a council does not engage the NSWEC to administer its ordinary election, can it engage the NSWEC to administer a countback election following the ordinary election?

A countback election to fill a casual vacancy must be conducted by the returning officer who conducted the election at which the person whose departure created the casual vacancy was elected. If that is not possible, the countback election must be conducted by the substitute returning officer at that election and if that is not possible, by another returning officer appointed in accordance with the Act.

If a council appoints a returning officer and substitute returning officer who are employees of a commercial electoral services provider, the council's option to resolve to enter into an election arrangement with the NSWEC for the administration of a particular countback election may be limited by both the Act as well as the contractual arrangements agreed to between the council and the commercial electoral services provider.

For example, the NSWEC will not be able to administer a countback election for a council where it did not administer its ordinary election if the NSWEC does not have access to the electoral material, data and other information held by the council or a commercial electoral services provider in relation to the ordinary election.

To retain the option to engage the NSWEC to conduct a particular countback election, councils must ensure (amongst other things) that any contractual arrangement they enter into with commercial electoral services providers to manage their ordinary election allows them to retain or to have ongoing access to ballots cast and other electoral material, information and data relating to the ordinary election.

Even where contractual arrangements between the council and a commercial electoral services provider make provision for the retention of electoral material, information and data, it may still not be possible for the NSWEC to undertake a particular countback election for a council because the provider's systems and procedures with respect to electoral material, information and data may not be compatible with the NSWEC's systems and procedures.

Part 3 Decisions by councils to administer their own elections

Where a Council resolves that the council's elections are to be administered by the general manager, what information must be included in the resolution?

Under section 296AA, where a council resolves to administer its own elections, it must include the information specified below in the resolution:

- whether the general manager intends to administer elections personally or to engage an electoral services provider
- if the general manager intends to administer elections personally, whether the general manager has identified any persons to be appointed as the returning officer and substitute returning officer and, if so, their names
- if the general manager intends to engage an electoral services provider, whether the general manager has identified an electoral services provider and, if so, the name of that provider.

As soon as practicable after the resolution is made, the general manager must publish a copy of the resolution on the council's website.

What should the general manager consider when identifying persons to be appointed as a returning officer and substitute returning officer?

The general manager must ensure that the persons they identify for appointment as the returning officer and substitute returning officer (who exercises the functions of the returning officer in that person's absence), is **suitably qualified and independent**.

What skills and attributes are required to be a returning officer or substitute returning officer?

The returning officer is the front-line manager for the conduct of elections for a particular council area. The role involves:

- managing the returning officer's office
- appointing and training staff including polling place managers on how to conduct a count and how to determine formality of ballot papers
- developing procedures to be followed by electoral officials issuing pre-poll, declared institution, postal and election day votes
- preparing all necessary printed election materials such as forms, declaration envelopes, signs etc
- obtaining all necessary election material for use in pre-poll and election day venues such as voting screens, ballot boxes, pencils etc
- determining the quantity of ballot papers required and arranging for their printing, delivery and secure storage
- making Braille ballot papers available, if requested
- dealing with political parties, candidates and the public
- processing candidates' nominations including acceptance of the deposit and conducting the draw for position of candidates on the ballot paper
- registering 'how to vote' material
- putting in place all necessary arrangements to enable pre-poll, declared institution, postal and election day voting including booking the appropriate venues

- ensuring delivery and collection of election materials to and from pre-poll and election day polling venues
- conducting the 'check count' of the votes and the distribution of preferences
- declaring the election
- arranging storage (and ultimate destruction) of ballot papers and voting-related materials and data for the statutory period of 18 months
- ensuring the security of ballot papers and voting-related materials and data (including with respect to potential cyber attacks)
- conducting a countback election, if required in the first 18 months following the ordinary election.

General managers must identify for appointment as returning officer and substitute returning officer, persons who are capable of undertaking all these requirements proficiently. It is suggested that key skills and competencies include:

- demonstrated leadership and management experience
- excellent communication skills
- excellent interpersonal skills including an ability to deal with people from all backgrounds
- excellent organisation and time management skills
- ability to work under pressure and meet deadlines as required
- ability to deal with challenging situations and determine appropriate solutions
- ability to work in a methodical manner and with attention to detail

Additionally, to be employed as an electoral official, including as a returning officer, a person must be on an electoral roll and eligible to vote at either New South Wales state or federal elections.

What is meant by 'independent'?

To ensure the conduct of an election is seen to be at arms' length from the council, an employee of a particular council cannot be appointed as a returning officer or substitute returning officer for a particular area (section 296A(4)).

To avoid any perception of bias, friends or relatives of the mayor, councillors, general manager or candidates for election should not be appointed as the returning officer or substitute returning officer.

It is also important that electoral officials, including the returning officer are, and are seen to be politically neutral. For example, they must not have current or recent political affiliations with any political party, candidate, councillor or mayor.

A general manager of any council is ineligible for appointment as a returning officer, substitute returning officer or an electoral official (section 296A(5)).

Is it possible to use the services of a returning officer previously engaged by the NSWEC?

Unlike the Australian Electoral Commission, the NSWEC does not retain a pool of permanent returning officers. General managers are permitted to approach a person who has had prior experience as a returning officer for the NSWEC.

Is it possible for the returning officer appointed by the council to be trained by the NSWEC?

The NSWEC has advised that its returning officer training program is customised specifically to complement the NSWEC's own business processes, procedures and IT systems. It combines on-line and face to face training and is centred around training the returning officers in using the NSWEC's computer applications. As such, this training program is not transferable to the differing operating environments of individual councils. Similar constraints apply to any manuals or handbooks prepared by the NSWEC.

The training of returning officers, appointed by general managers administering their council's elections, will necessarily be informed by that council's own procedures and systems.

Is it possible for councils to share a returning officer to conduct several elections concurrently?

The legislation permits councils to share a returning officer. In this way costs (wages of the returning officer, office staff, and office accommodation) could be apportioned to participating councils.

If the decision is taken by councils to engage a single returning officer to conduct a number of concurrent elections, the general manager of each participating council will nonetheless retain ultimate responsibility for the conduct of their council elections.

As many election-related tasks and activities have legislative timetables that are non-negotiable, strategies will need to be put in place to address the challenges of having only one returning officer, and detailed project plans will be required to ensure the delivery of the individual elections satisfies the legislation.

Each general manager in the combined group must issue an instrument of appointment nominating the same person as the returning officer for the group. The allocation of tasks (for example, one council may nominate a staff member to source the cardboard material, another council may nominate someone to work with Vision Australia on the arrangements for Braille ballot papers) and the costs to be apportioned to each council in the group also need to be documented.

Can the services of a commercial electoral services provider be used?

Yes. There are a number of private sector companies providing electoral services for company boards of directors, sporting clubs and associations and the like. Similarly, some electoral commissions, such as the Australian Electoral Commission, may conduct fee for service elections.

While the Act permits the use of such commercial electoral services providers, the general manager will still retain overall responsibility for the administration of the elections.

In considering the use of such providers, it is important to clarify that they can deliver the elections for the council. For example, although the Australian Electoral Commission is not involved in local government elections, its overall election experience may lead a general manager to believe a suitably qualified officer from

the Australian Electoral Commission could be engaged as the returning officer for the council's elections.

The general manager would also need to be satisfied that if the provider claims to be able to obtain all the electoral material, or hire the necessary venues, or arrange the printing of the ballot papers, or conduct the count, that they can demonstrate their successful completion of these tasks in similar circumstances.

A key consideration will be whether the provider is able to administer the complex counts required under the weighted inclusive Gregory method of preference allocation that will soon be prescribed under the *Local Government (General) Regulation 2005* (the Regulation) for council elections.

It is also a requirement that the method proposed to be used by the provider to conduct the count of the ballot papers (whether through the use of data entry or scanning equipment) can comply with the formality, scrutiny and record keeping provisions contained in the Act and Regulation.

If the services of a commercial electoral services provider are to be used, the contract must specify a 'natural person' as the returning officer, not simply name the particular company. It is also necessary to ensure that the person engaged as either the returning officer or substitute returning officer is indemnified by the council or has sufficient professional indemnity insurance in the event that an election is challenged or declared void due to any irregularity in the way it was run.

Councils are not restricted to relying on the services of one service provider to deliver all election-related items. For example, while a commercial electoral services provider may be engaged to conduct the count, the council may decide to make its own arrangements in relation to the appointment of a returning officer, the purchase of cardboard material or the printing of the ballot papers.

If council decides to use a commercial electoral services provider is it necessary to go to tender?

Section 55 of the Act exempts councils from tendering when entering into a contract or arrangement for the NSWEC to administer the council's elections, referendums and polls. This exemption does not apply to contracts or arrangements with any other service provider.

As the amount involved in conducting council elections can be significant it is important to ensure that any commercial organisation is providing value for money. It is also important to ensure that as public funds are being expended, principles of openness, transparency and accountability are not compromised.

Unless the cost of administering the elections is under \$150,000 or any of the other exemptions provided for in section 55 apply, councils will be required to go to tender or to conduct a selective tender when engaging a commercial electoral services provider.

What should councils consider when entering into a contract with a commercial electoral services provider?

In negotiating arrangements for the administration of their elections with commercial electoral services providers, councils need to ensure that:

- there will be an appropriate number of pre-poll and polling places
- there will be adequate staffing levels
- the provider uses counting software that is able to undertake counts using the soon to be prescribed weighted inclusive Gregory method
- the potential need for the contractor to administer countback elections in the 18 months following the ordinary election
- that the provider is able to meet the new requirements recommended by the NSW Parliament's Joint Standing Committee on Electoral Matters (JSCEM) which are outlined below.

What is the appropriate number of polling places?

The appropriate number of polling places for any one council will depend on its individual characteristics and factors such as the number of electors, the geographic area it covers, available transport options and suitable venues.

While the cost of hiring venues will be a consideration, general managers should also have regard to the following when determining the number and type of venues to be used:

- How many voters are there in total in the area, and how many voters can each particular venue comfortably handle?
- What venues have been used in the past by either the Australian Electoral Commission for federal elections or the NSWEC for either state or local government elections? What was the previous attendance pattern at these venues?
- Is the venue conveniently located, particularly in light of transport options?
- Is it suitable for the purpose of conducting an election? For example, is there sufficient space for the various tables, voting screens, ballot boxes, throughput of voters? Is there appropriate furniture for electoral officials? For example, if small tables and chairs are used in a primary school these are not appropriate for adults involved in election-related activities.
- Is it easily accessible for all voters and in particular those with a disability, mobility issues, the elderly or frail, parents with prams?
- Are there venues located close to ward boundaries that are able to issue ballot papers for both the ward in which they are located as well as votes for adjoining ward/s? Or in the case of an undivided council, venues located close to the boundary of another council or councils?
- Is appropriate public liability insurance in place?

It is likely that the more electors a council has, the more polling places it will need.

What are the appropriate staffing levels for a council election?

Determining the appropriate number of staff required for any particular council area depends on the estimated number of votes likely to be taken and the volume for each particular voting option (pre-poll, declared institution, postal and election day) as this will have an impact on the categories of staff recruited. For example, if it is anticipated

that there will be a high demand for pre-poll voting it may be necessary to have more office assistants available in the returning officer's office than in an area where it is likely that more votes will be taken on election day at polling places.

Under the legislation all polling places must have a minimum of two staff, one of whom is the polling place manager.

The NSWEC's polling place staffing formula is based on 600 votes per issuing table (at one election official per table) and the overall projected number of votes for the polling place determines the number of issuing tables. The number of issuing tables determines whether a particular polling place requires a deputy polling place manager, a ballot box guard and/or an enquiry officer.

Is it possible to conduct the count and distribution of preferences manually?

No. Under proposed amendments to the Regulation a new method of preference allocation will be used for council elections. The new method, the weighted inclusive Gregory method, uses a fractional transfer system. All ballot papers of the elected candidate are used to distribute the surplus (instead of a sample). The ballot papers are distributed at a reduced rate with each transfer of votes by applying a transfer value, making manual counts impossible.

Councils should ensure that any commercial electoral services provider they engage to conduct their elections is able to undertake a count utilising counting software that allocates preferences using the soon to be prescribed weighted inclusive Gregory method.

What arrangements should be made for countback elections?

Under amendments proposed to the Regulation, councils will have the option of filling vacancies that occur in the 18 months following the September 2020 council elections using a countback of the votes cast at the ordinary election instead of a by-election. Countback elections are not available for elections using the optional preferential voting system (including elections for popularly elected mayors).

In order to fill vacancies using a countback election, councils must resolve at their first meeting following the ordinary election that any casual vacancy is to be filled by a countback election.

If councils are proposing to fill vacancies using a countback election, they should factor this into their contractual arrangements with commercial electoral services providers. Among other things, the contractual arrangements should ensure the following:

- the retention of all electoral material, information and data for the 18 month period following the ordinary election during which countback elections may be used
- the safe storage and security of electoral material, information and data (including from cyber attack)
- the council has ongoing access to the electoral material, information and data from the ordinary election.

What other considerations should councils factor into their contractual arrangements with commercial electoral services providers?

In its inquiry into preference counting in local government elections, the JSCEM made a number of recommendations to improve the transparency of council elections. The key recommendations are recommendations 3 – 7. These are as follows:

- That the NSWEC works with relevant stakeholders to develop a policy that makes it easier for scrutineers to examine paper ballots, electronic records and data entry records (Recommendation 3).
- That the Office of Local Government ensures that councils which administer their own elections be required to adhere to any scrutineering policy developed by the NSWEC (Recommendation 4).
- That an audit process be introduced to ensure that data entry of ballots is accurate in every local government election count that uses electronic counting. The JSCEM also recommended that scrutineers be allowed to observe this audit process and the results (Recommendation 5).
- That the Government outlines minimum levels of data, including full preference data, which is to be released following a local government election regardless of whether the election is run by the NSWEC, a commercial provider, or a council themselves (Recommendation 6).
- That the source code of counting software used in local government elections, whether those elections are conducted by the NSWEC or a commercial provider, be subject to an external audit at least once every five years, subject to reasonable restrictions which protect the Intellectual Property of the organisations involved (Recommendation 7).

The Government has accepted these recommendations. The JSCEM's report and the Government Response can be accessed [here](#).

The Office of Local Government will provide more detailed guidance to councils administering their own elections on compliance with these requirements closer to the election. However, councils should factor compliance with these requirements into their contractual arrangements with commercial electoral services providers. In particular, councils should ensure the following:

- that the commercial electoral services provider has a formal policy that ensures that scrutineers are given as much opportunity as possible to be involved in the counting process by allowing the examination and comparison of ballot papers, the data entry of votes recorded on ballot papers (whether by manual data entry or digital scanning) and electronic or data entry records
- that the commercial electoral services provider has an audit system in place for checking ballot papers against the information entered into the electronic counting system used by the provider and that scrutineers are permitted to observe the audit process and its results
- that the commercial electoral services provider will make full preference data available for publication
- that the source code of counting software used by the commercial electoral services provider has been independently audited by an accredited source code auditor. The audit should be undertaken after the counting software has

been updated to undertake counts using the new weighted inclusive Gregory method.

What services will the NSWEC provide to councils that administer their own elections?

The NSWEC provides enrolment services to councils conducting their own elections such as the provision of authorised rolls, candidates' rolls, an online look-up facility for non-residential electors, a list of general postal voters and enrolment declaration envelopes. These products and services will be provided at cost to the relevant councils.

What information are councils that administer their own elections required to provide to the NSWEC?

Councils conducting their own elections are required to provide certain information to the NSWEC to support it in the exercise of its statutory functions in connection with the administration of candidate registration and other electoral funding and disclosure requirements and the enforcement of the failure to vote provisions of the Act and Regulation.

How should election costs be managed?

General managers should prepare a budget for all facets of council elections, and record and monitor expenditure to ensure a shortfall does not occur. Activity based costing will need to be applied to ensure that all costs and expenses are identified.

Areas to be covered include:

- wages of all electoral officials and any council staff engaged in election-related work
- recruitment and training
- advertising including the placement of statutory advertisements
- candidate and elector information
- hire of venues, furniture and equipment
- production of all election-related material, including forms, envelopes and cardboard material
- printing of ballot papers including in Braille, if requested
- transportation of election-related materials
- IT software and hardware
- administration expenses such as telephone, postage, courier services, photocopiers and printers
- insurance

A number of key variables will not be known until the close of nominations, namely whether an election will be uncontested, whether there will need to be a by-election due to insufficient nominations, whether candidates will form groups and request group voting squares, and whether as a result, ballot papers will need to be printed to allow 'above the line' and 'below the line' voting.

These factors will have an impact on costs. However given the lead time required to ensure voting can go ahead at the prescribed times, provision for all likely costs has to be made.

What are the reporting requirements on election costs?

Within six months of the election, the general manager must prepare a report for the Minister for Local Government on the conduct of each election. Full and transparent costings for each election must be disclosed in this report.

What is meant by ‘full and transparent costings’?

It needs to be acknowledged that although council staff may be used to undertake administrative tasks related to the conduct of elections, this comes at a cost. Notably any time spent on election-related work is time not spent on other council duties. Similarly use of council office space or office equipment or resources for election-related work is at the expense of other day to day council activities.

The following list is not exhaustive but contains a number of items that should be reported on:

- the proportion of the general manager’s time spent on election-related activities (such as training the returning officer, ensuring all aspects of the election have been identified, scoped and are on track, preparing and managing the budget) as a proportion of salary
- proportion of other council staff time spent on election-related activities (such as processing payroll and payables, sourcing suppliers of election material, providing IT support, and legal advice) as a proportion of salary
- wages of council staff hired specifically to assist with election-related activities
- wages of the returning officer, substitute returning officer, and all electoral officials (polling place managers, officers issuing votes, others who may be required in larger polling places, such as queue controller and ballot box guard, as well as office assistants in the returning officer’s office)
- cost of recruiting all electoral officials
- cost of training all electoral officials including the production of any manuals or guides
- cost of conducting candidate information seminars.
- cost of the returning officer’s office
- cost of hiring venues or using council venues for any additional pre-poll locations and election day voting
- cost of hiring furniture or equipment or using council furniture and equipment
- cost of electoral material including forms, envelopes, production of candidate information sheets, stationery and cardboard material required for polling places
- cost of developing and managing the tender process for the delivery and collection of election-related material and furniture
- cost of courier services and postage, particularly in relation to dispatch of postal votes
- cost of advertising and any elector information produced including cost of translations
- cost of printing ballot papers including any Braille ballot papers
- IT-related costs particularly the development of counting software
- cost involved in producing the report to the Minister on the conduct of the election

Such identification of activity based costs and expenses will also enable a comparison with the fees charged by the NSWEC, to see whether one option is better value than the other for ratepayers.

Even in the case of an uncontested election or where there are insufficient nominations to enable the election to proceed on election day, there will be costs associated with having reached that stage, which also need to be reported.

Cobar Shire Council – Donations Requests – D3-1 - 2019/2020

Applicant	Amount Sought	Purpose	Request Possibly Ongoing	Previously Assisted	Ongoing Project	Charity Support	Type of Organisation	Satisfactory Public Liability Cover	Policy Intention Compliance
R.O.A.R	Not specified – a vehicle	Currently the volunteers are using their own vehicles to transport rescued animals.	Unknown	No	Yes	No	Not for Profit	Not advised	Yes
Kubby House Child Care Centre	\$4,000	\$2,200 towards concession of garbage, water access and sewer charges and \$1,800 towards annual water usage charges.	Yes	Yes	Yes	No	Not for Profit	Yes	Yes
Auto Club of Cobar Incorporated	\$5,000	To assist with rates and purchase of water used to moisten track.	Yes	Yes	Yes	No	Sporting	Yes	Yes
Cobar Girl Guides	\$750 est.	Rates relief.	Yes	Yes	Yes	No	Not for Profit	Yes	Yes
Cobar Netball Assoc	\$1,000 est.	Relief from court hire and lighting.	Yes	No	Yes	No	Sporting	Yes	Yes
Cobar Arts Council	\$1,000	Assist with activities during Festival of Miners Ghost including piano recital.	Yes	Yes	Yes	Yes - indirectly	Not for Profit/ Culture	Yes	Yes
Cobar Mobile Children's Services Inc.	\$3,064	To assist with rent on building of 50%.	Yes	Yes	Yes	No	Not for Profit	Yes	No

**Total requested: \$17,814 + Schools Donations of \$100 each + car of unspecified value
Traditional Roosters donation now in operating budget**



Feasibility Study

COBAR RACECOURSE RAW WATER SUPPLY
VICTOR PAPIERNIAK-WOJTOWICZ

Executive Summary

Council have requested a feasibility study on connecting a raw water service to the Cobar racecourse. The racecourse is currently supplied with potable water and would like raw water to supplement the watering of their gardens. This would result in cheaper ongoing and operating costs related to the maintenance of their gardens. The prospective costs to install a raw water system is discussed in this report.

Summary of Options Investigated

The raw water delivery requirements at the racecourse are assumed to be a minimum of 100L/min at 20m of head. For the purposes of this report the delivered pressures and flow rates required at the racecourse are sufficient. These variables will need to be determined before the undertaking of any options discussed below.

Three options have been investigated in this report, as shown in the Figure below:

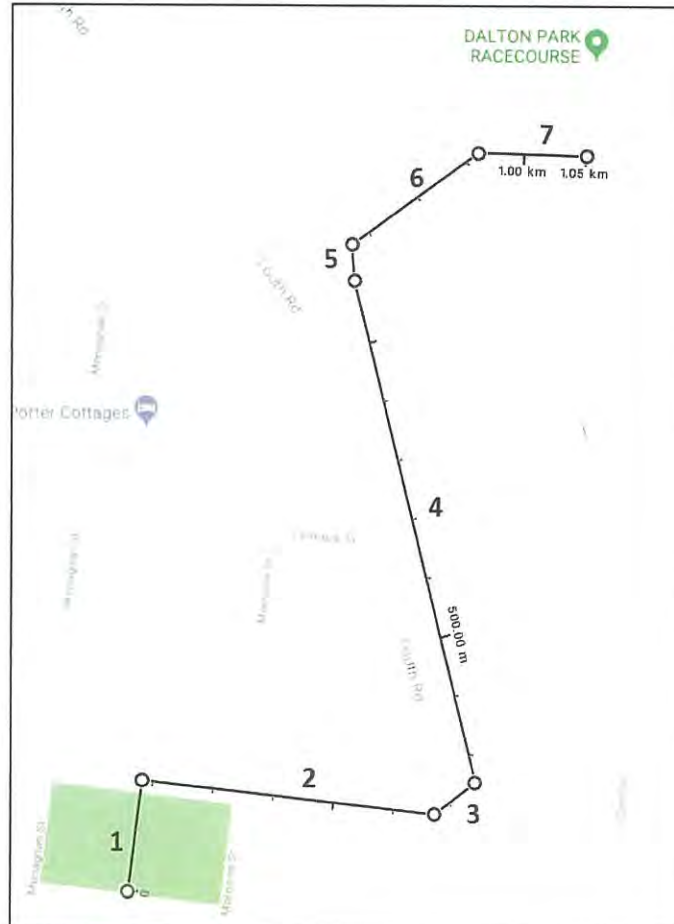
- Option 1: Extend the raw water line from the existing raw water line at Dalton Park (as shown by the red line);
- Option 2: Repurpose the potable water line (dark blue) that is currently being delivered to the racecourse to supply raw water. This option would reutilise the decommissioned raw water line (light blue) and only require the installation of a replacement section of decommissioned raw water line (green) due to its degradation.
- Option 3: Run a new raw water line utilising part of the decommissioned raw water line (light blue). This new line would replace the degraded decommissioned raw water line (green) and run parallel to the current potable water line (dark blue).



Option 1: Extend Dalton Park Line

A 110mm raw water line has been installed and currently supplies Dalton Park. Option 1 assesses the options of 'piggy-backing' on this system to deliver raw water to the racecourse. The Table and Figure below outlines the detailed path, distances and terrain of Option 1.

Step	Description	Distance	Terrain
1	Run a new line from termination of 110mm line to opposite side of Goold Street	90m	Excavate through park. Under-boring or excavate through Goold Street
2	Run the new line down Goold Street to Louth Road	245m	Excavate front yards OR side of road. Under-boring or excavate through Morrison Street
3	Run line under Louth Road	45m	Excavate through mainly dirt and rock. Under-boring required for Louth Road
4	Run parallel to railway line	425m	Excavate through mainly dirt and rock.
5	Run across racecourse access road	30m	Excavate through road or under bore
6	Run through culvert into racecourse	130m	Excavate through mainly dirt and rock
7	Across road to supply point at racecourse	85m	Excavate through mostly dirt and grass
Total distance		1050m	



Estimated Cost

The cost estimates for Option 1 has been determined by utilising the NSW Office of Water Reference Rates Manual and appreciated to reflect the 2018 rate by using the NSW Water Supply Indices.

The cost structure is split into the following parts: reticulation rates per meter of piping for typically urban environments; trunk main rates per meter of piping for all other environments; additional costs (i.e. under boring costs); and finally a remote area allowance penalty due to the isolated location of Cobar and the associated difficulty/costs associated with such isolation. Construction difficulty penalty rates (i.e. suburban sites requiring locating services, traffic control and residential roads) have been excluded from the estimated cost schedule shown below.

Description	Quantity	Unit Price	Amount (Exc. GST)
Reticulation Rates Piping Installation (Points 2 and 3)	290m	\$105.24/m	\$30,519.60
Trunk Rates Piping Installation (Points 1, and 4 through 7)	760m	\$94.82/m	\$72,063.20
Under Boring Louth Road	1 Major Road	\$10,000.00	\$10,000.00
Sub Total			\$112,582.80
Remote Area Allowance		25%	\$28,145.70
Total Exc. GST			\$140,728.50

Advantages and Disadvantages

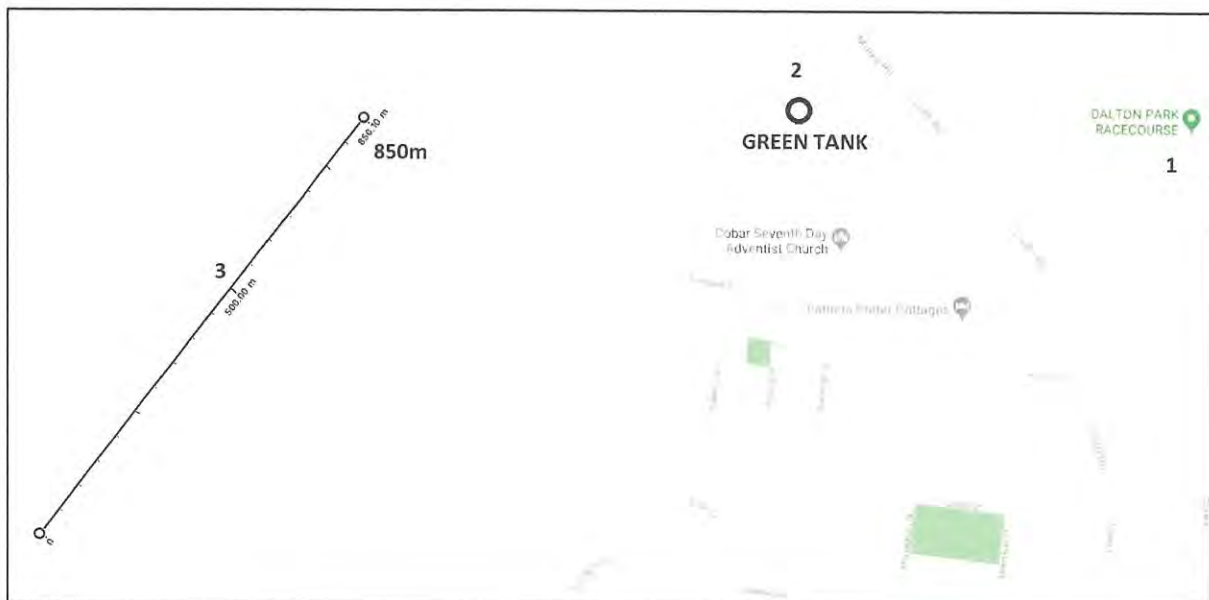
The main advantages and disadvantages of Option 1 are listed in the Table below.

Advantages	Disadvantages
A new raw water supply line will be provided to the race course	This option will require additional resources for traffic control due to excavating through the town
The raw water line to Dalton Park that will be extended is still relatively new and therefore has a long life expectancy with minimal breaks	Under-boring will be required for Louth Road
Trenching at points 4 and 6 are anticipated to be relatively easier to excavate (potentially lowering the cost of the per meter reference rates utilised in the estimating the cost)	Second most expensive option available

Option 2: Repurpose Potable Water Line

The 'Green Tank' reservoir North of Cobar is currently supplying the racecourse with a potable water supply. This option explores the possibility of disconnecting the potable water supply from the tank and connecting it to the redundant raw water line that runs in close proximity to the tank. This option would require the replacement of one section of the redundant line to bring it up to operational standards. The Table and Figure below outlines the detailed path, distances and terrain of Option 2.

Step	Description	Distance	Terrain
1	Disconnect potable water services from the racecourse. Disconnect from the 'Green Tank'	-	-
2	Connect the racecourse line to the redundant raw water line	-	-
3	Replace the section of degraded raw water piping	850m	Excavate through mainly dirt and rock.
Total distance		850m	



Estimated Cost

The cost estimates for Option 2 has been determined by utilising the NSW Office of Water Reference Rates Manual and appreciated to reflect the 2018 rate by using the NSW Water Supply Indices.

The cost structure is split into the following parts: reticulation rates per meter of piping for typically urban environments; trunk main rates per meter of piping for all other environments; additional costs (i.e. under boring costs); and finally a remote area allowance penalty due to the isolated location of Cobar and the associated difficulty/costs associated with such isolation. Construction difficulty penalty rates (i.e. suburban sites requiring locating services, traffic control and residential roads) have been excluded from the estimated cost schedule shown below.

Description	Quantity	Unit Price	Amount (Exc. GST)
Trunk Rates Piping Installation (Point 3)	850m	\$94.82/m	\$80,597.00
Sub Total			\$80,597.00
Remote Area Allowance		25%	\$20,149.25
Total Exc. GST			\$100,746.25

Advantages and Disadvantages

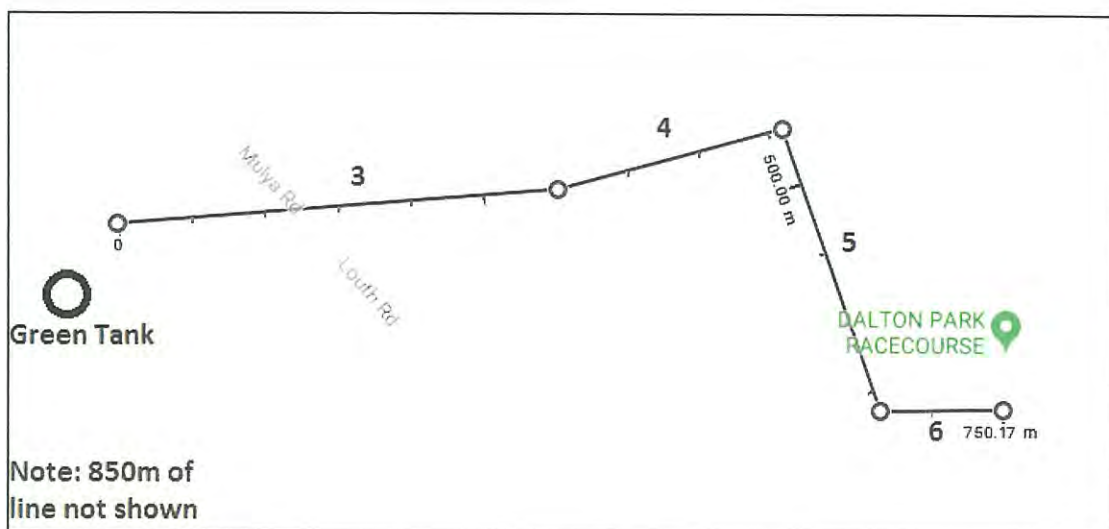
The main advantages and disadvantages of Option 2 are listed in the Table below.

Advantages	Disadvantages
The cheapest of the three options	One of the two existing potable lines will be removed from the racecourse
The quickest of the three options to implement	Horses will return to drinking raw water supplies (unless alternative arrangements are made with alternative potable water supply)
The terrain for trenching is anticipated to be relatively easy to excavate (potentially lowering the cost of the per meter reference rates utilised in the estimating the cost)	Pressure losses through the existing pipe are expected to be high. Further examination would be required.

Option 3: New Raw Water Line

Option 3 investigates the feasibility of installing a new raw water line to the racecourse by utilising as much of the old redundant raw water line as possible to reduce costs. This option is comparable to Option 2, however, instead of repurposing the potable water line delivered to the racecourse, a new raw water line is installed parallel to it. Like Option 2, this option would require the replacement of one section of the redundant line to bring it up to operational standards (shown in the Figure above). The Table and Figure below outlines the detailed path, distances and terrain of Option 3.

Step	Description	Distance	Terrain
1	Replace the section of degraded raw water piping (shown in previous Figure)	850m	Excavate through mainly dirt and rock
2	Connect to redundant raw water line for reuse	-	-
3	Run new line parallel to potable water line across Louth and Access Roads	300m	Excavate through mainly dirt and rock. Under-boring required for Louth Road
4	Run new line across Access Roads and under railway culvert	160m	Excavate through mainly dirt and rock. Under-boring or excavate through Access Roads
5	Run new line into racecourse, crossing the Access Road	205m	Excavate through mainly dirt and rock. Under-boring or excavate through Access Road
6	Run line across road to supply point at racecourse	85m	Excavate through mainly dirt and grass
Total distance		1600m	



Estimated Cost

The cost estimates for Option 1 has been determined by utilising the NSW Office of Water Reference Rates Manual and appreciated to reflect the 2018 rate by using the NSW Water Supply Indices.

The cost structure is split into the following parts: reticulation rates per meter of piping for typically urban environments; trunk main rates per meter of piping for all other environments; additional costs (i.e. under boring costs); and finally a remote area allowance penalty due to the isolated location of Cobar and the associated difficulty/costs associated with such isolation. Construction difficulty penalty rates (i.e. suburban sites requiring locating services, traffic control and residential roads) have been excluded from the estimated cost schedule shown below.

Description	Quantity	Unit Price	Amount (Exc. GST)
Trunk Rates Piping Installation (All Points)	1600m	\$94.82/m	\$151,712.00
Under Boring Louth Road	1 Major Road	\$10,000.00	\$10,000.00
Sub Total			\$161,712.00
Remote Area Allowance		25%	\$40,428.00
Total Exc. GST			\$202,140.00

Advantages and Disadvantages

The main advantages and disadvantages of Option 3 are listed in the Table below.

Advantages	Disadvantages
The majority of the terrain for trenching is anticipated to be relatively easy to excavate (potentially lowering the cost of the per meter reference rates utilised in the estimating the cost)	This is most expensive option. It requires the most work and time to implement.
A new raw water supply line will be provided to the race course	Horses will return to drinking raw water supplies (unless alternative arrangements are made with alternative potable water supply) Pressure losses through the existing pipe are expected to be high. Further examination would be required.

Conclusion

A brief feasibility study of three options is examined in this report. The outcomes of the options is summarised in the Table below for Council’s consideration. Option 1 is found to deliver the greatest pressure and flow to the racecourse. However, this option requires the most excavating through urban environments. Option 2 is found to be the cheapest option, however, requires the repurposing of the potable water supply to the racecourse. Option 3 is found to be the most expensive option, however, it is expected that the actual cost will be considerable lower than the reference rates used as the terrain could be particularly quick to excavate through.

	Estimated Cost	Distance of New Piping Required	Key Advantages	Key Disadvantages
Option 1	\$140,729	1,050m	Best anticipated pressure and flow of the three options	Requires excavating and boring through urban environments
Option 2	\$100,746	850m	Cheapest and quickest option	Disconnection of one of the two potable water lines to the racecourse. Potential pressure issues.
Option 3	\$202,140	1,600m	Has the potential to be significantly cheaper with appropriate excavation equipment and suitable terrain conditions	Most expensive estimated cost. Will require boring across Louth Road. Potential pressure issues.

The author recommends further investigation into the pressure of the trunk main and the excavation difficulty for each option so that a more accurate representation of costs and feasibility can be explored. Furthermore, it is the author’s opinion that the estimated costs shown in this report do not accurately represent the actual estimated costs of this project if undertaken by the Council. It is anticipated that if the Council was to undertake this project in-house the costs would be significantly less (by approximately 50%) than presented in this report.

The author recommends that Council pursue grant funding for Option 3 from this report as this option would be most beneficial to the racecourse and cause the least disturbance to the residents of Cobar.

**MINUTES OF THE TRAFFIC COMMITTEE MEETING HELD IN
COUNCIL CHAMBERS, 36 LINSLEY STREET ON TUESDAY 20
NOVEMBER 2018 COMMENCING AT 9.30AM**

PRESENT

Sharon Grierson (RMS), Ann Crossing (State Member for Barwon Representative), Maurice Bell (Cobar Shire Council), Carly Hunter (Cobar Shire Council).

VOTING MEMBERS

Sharon Grierson (RMS), Ann Crossing (State Member for Barwon Representative), Maurice Bell (Cobar Shire Council).

APOLOGIES

Adrienne Pierini (Cobar Shire Council), Joe Sulicich (RMS).

REPORT 1 - CONFIRMATION OF MINUTES

01TC.11.2018 **RECOMMENDATION:** That the minutes of the Local Traffic Committee meeting held on Tuesday 21 August 2018 be confirmed as a true and correct record of the proceedings of that meeting.

Sharon Grierson/Ann Crossing

CARRIED

MATTERS ARISING FROM THE MINUTES

Nil

REPORT 2 – STATUS REPORT

02TC.11.2018 **RECOMMENDATION:**
Items 1 and 44 to be updated. Sharon to follow up and get update on both.
Items 51 and 52 to be removed. Both no longer need to be on status report.
Items 53 to be updated. The report is scheduled to be back by the end of 2018.
Items 54 to be removed. Line marking completed.
Items 55 to be removed. There have been no further enquires and therefore no need to change the signs and lines.
Item 56 to be removed. Trucks double parking in Marshall Street is an enforcement issues and should be removed from status report.

That the information contained in the Status Report be received and noted.

Voting Unanimous

CARRIED

REPORT 3 – 50KM SPEEDZONE IN MT HOPE

03TC.11.2018 **RECOMMENDATION:** Does not need to go to Traffic Committee. Council needs to send a letter to RMS requesting for a speed zone review to be undertaken.

Voting Unanimous

CARRIED

REPORT 4 – BLAKEY STREET / WOODIWISS PEDESTRIAN CROSSING

04TC.11.2018 **RECOMMENDATION:** Council to confirm that this crossing is identified in the Active Transport Plan and use this to apply for funding in the future to upgrade the refuge.

Voting Unanimous

CARRIED

REPORT 5 – EUABALONG RAIL CORSSING

05TC.11.2018 **RECOMMENDATION:** Does not need to go to Traffic Committee. Council needs to send an email to RMS requesting for a review to be undertaken on the crossing.

Voting Unanimous

CARRIED

GENERAL BUSINESS

CHRISTMAS PARADE: Council is required to send an email to RMS and the Traffic Committee with the proposed TCP.

06TC.11.2018 **RECOMMENDATION:** The Traffic Committee receives and notes the information.

NEXT MEETING

The date for the next Traffic Committee meeting will be Tuesday 19 February 2018.

THERE BEING NO FURTHER BUSINESS THE MEETING CLOSED AT 10.30 AM.

REPORT 2 – STATUS REPORT

FILE: C6-14

AUTHOR: Roads Manager, Maurice Bell

ATTACHMENT: YES

FEBRUARY 2011				
NUMBER	ITEM	ACTION BY	DESCRIPTION	COMMENTS
1	Kidman Way North	RMS	RMS advised the Traffic Committee that a Risk Assessment has been conducted on the Kidman Way North Railway Pedestrian Crossing and survey work has been completed.	Subject to funding the RMS will engage consultants to undertake the pedestrian crossing design and completion of plans for construction purposes. November 2018 – Sharon to follow up and advise. CARRIED 8 February 2011 ONGOING 20 November 2018

MAY 2017

NUMBER	ITEM	ACTION BY	DESCRIPTION	COMMENTS
44	Accident at Meadow Glen Rest Area	RDM	On Thursday 27 April 2017 there was a two vehicle collision involving a car and Councils low loader at the Meadow Glen Rest Area. Both vehicles were travelling in a west bound direction. The low loader was turning into the rest area.	<p>Council to send a letter requesting required funding to upgrade the turn into Meadow Glen Rest Area. Joe Sulcich to follow up available funding from RMS.</p> <ul style="list-style-type: none"> - Funding might be available in December 18. <p>November 18 Sharon to find out update on Rest Area.</p> <p>ACTION 23 May 2017 ONGOING 20 November 2018</p>

FEBRUARY 2018

NUMBER	ITEM	ACTION BY	DESCRIPTION	COMMENTS
53	Increase Speed Zone Kidman Way	RDM	Councillor Martin request the RMS to raise the posted speed limit on the Kidman Way to 110kmph at the point north of the Priory Tank Rd north to the point where the widening has been completed.	<p>Although outside the scope of the Traffic Committee Joe will take the speed zoning review forward in the next couple of months.</p> <p>Note – Joe undertook a speed zone review on 21 May 2018 with the outcome pending.</p> <p>November 2018 - The report is scheduled to be back by the end of 2018</p> <p>ACTION 20 February 2018 ONGOING 20 November 2018</p>

RECOMMENDATION

That the information contained in the Status Report be received.

**MINUTES OF THE LIQUOR ACCORD COMMITTEE MEETING
HELD IN THE COBAR SHIRE COUNCIL CHAMBERS ON
TUESDAY 11 DECEMBER 2018 COMMENCING AT 2:10PM**

1. WELCOME & APOLOGIES

Present:

Mrs Cindy Bryan	Owner	Empire Hotel
Mr Andrew Bryan	Owner	Empire Hotel
Ms Janette Booth	Executive Assistant	Cobar Shire Council
Rachel Warren	Manager	Great Western Hotel
Mr Matt Carey	Manager	Khans Supa IGA
Ms Demi Smith	Secretary/ Manager	Cobar Bowling & Golf Club
Mr Boz Simeonovic	Manager	Town & Country

Apologies:

Cr Lilliane Brady OAM	Mayor	Cobar Shire Council
Mr Peter Vlatko	General Manager	Cobar Shire Council
Ms Stephanie Stone	Manager/ Licensee	Grand Hotel
Mrs Linda Carter	Manager	Cobar Memorial Services

Resolved:

That the apologies received from Mrs Linda Carter - Cobar Memorial Services Club, Ms Stephanie Stone – Grand Hotel, Mr Peter Vlatko – Cobar Shire Council and Mrs Lilliane Brady OAM – Cobar Shire Council be accepted.

Cindy Bryan/ Matt Carey

CARRIED

2. PUBLIC ADDRESS SESSION

Nil.

3. ADOPTION OF PREVIOUS MINUTES

Resolved:

That the minutes of the previous meeting held on Tuesday, 9 October 2018 be confirmed as a true and correct record of the proceedings of that meeting.

Demi Smith/ Rachel Warren

CARRIED

4. BUSINESS ARISING FROM THE MINUTES

Nil.

5. CORRESPONDENCE

Nil.

6. ITEMS OF BUSINESS

6.1 2018/2019 LIQUOR ACCORD ANNUAL FEES (\$50)

All in attendance advised of the outstanding Annual 2018/2019 Fees:

- Grand Hotel;
- Cobar Bowling & Golf Club;
- Cobar Miners Race Club;
- Town and Country Motel.

6.2 BARRED PATRONS

Discussions have been held on Barred Patrons.

6.3 LICENCED PREMISES REPORT

The Cobar Bowling and Golf Club are looking at doing training in 2019 and will keep all members informed.

6.4 LIQUOR ACCORD RULES

Follow up on rules for restaurants in regards to serving shots away from the bar.

6.5 RUNNING ON EMPTY FESTIVAL

Over catering was a big issue for all premises.

But in all, it was reported that it was a good weekend.

Members would also like to see the Main Street better utilized and not have everything so spread apart.

6.6 EVENTS - FOOTPATH DINING

There are two options going forward in relation to future Events and Footpath dining:

Option 1:

That the event organizer or the Cobar Liquor Accord write to Council to request that the Alcohol Free Zones be lifted for the period of the event, this will need to be done at least two (2) months in advance.

Option 2:

Licensed Premises can extend their Liquor Licenses to include the footpath.

The process involved in this is as follows:

-
1. Extend your Liquor Licenses to include the footpath – Council to be provided with a copy of the approved extended Licence. Liquor and Gaming have advised that this cannot be done on a temporary basis.
 2. Extend your insurance to cover the extended Licensed area - Council to be provided with a copy and the insurance is to be renewed annually, for the amount of \$20 million.
 3. Write to Council seeking approval to have tables on the footpath, with the amount of proposed tables and period of time that the tables will be on the footpath for, tables cannot obstruct or encroach on the pedestrian path (there must be a clear walk way at all times) and a clearly marked indication of where the tables will be placed – Council approval will be on a case by case basis.
 4. Council will assess the application and advise the premise of any additional conditions and on what terms the application has been approved or denied. Council will also clearly ear mark the approved area.
 5. Signage must be erected in the area advising of the point in which the Alcohol Free Zones exist.
 6. RSA Marshalls will need to be on site and needs to patrol the area.
 7. Barriers around the extended Licensed area – as per instruction from Liquor and Gaming this will need to be implemented on a case by case basis.

Please note: That in the future there is the potential for the requirement of a Development Application to be submitted to Council to approve footpath dining.

6.7 ARMED ROBBERY TRAINING – FUNDS CONTRIBUTION

Resolved:

That the amount of \$1,215.56 be paid from the Liquor Accord Fees to cover the costs of the Armed Robbery Training held on 16-17 October 2018 with the money to be refunded to the Cobar Bowling and Golf Club.

Rachel Warren/ Cindy Bryan

CARRIED

6.8 PLAN B – WIN A SWAG COMPETITION

Take a photo of the winner, write down what their Plan B was and email it to Janette, who will then send it to RMS.

Media Release sent to the Cobar Weekly and has been run, all advised to include the Plan B in any advertising that they may be doing leading up to the draw date of 31 December 2018.

7. POLICING MATTERS

7.1 GENERAL POLICING MATTERS

Item deferred - no Police in attendance.

7.2 INCIDENTS AT LOCAL PREMISES

Item deferred - no Police in attendance.

8. COUNCIL MATTERS

GENERAL MANAGER'S REPORT

Nil.

8. GENERAL BUSINESS

Security Course in Cobar:

It has been recommended that one establishment becomes a Master Licence holder for security.

Discussions were held that John Bennett was potentially looking at getting a Masters Licence.

Security is becoming too expensive for establishments to run events.

Demi will look into what's involved, the cost and will report back to the next meeting on the process involved.

Truck Purchase:

The Empire Hotel are now doing deliveries. Shorty to see all establishments to nominate their interests.

9. NEXT MEETING

Tuesday, 12 February 2019 at 2:00pm in the Council Chambers.

THERE BEING NO FURTHER BUSINESS THE MEETING CLOSED AT 2:46PM

**MINUTES OF THE RURAL ROADS ADVISORY COMMITTEE
MEETING HELD AT MT HOPE ON
6 FEBRUARY 2019 COMMENCING AT 11:15AM**

PRESENT

Clr Peter Maxwell (Cobar Shire Council), Clr Bob Sinclair (Cobar Shire Council), Clr Julie Payne (Cobar Shire Council), Peter Vlatko (Cobar Shire Council), Maurice Bell (Cobar Shire Council), Sandra Davey (Cobar Shire Council), Stephen Taylor (Cobar Shire Council), Karen Maxwell, Keith Norris, George Millear, Andrew Farnsworth,

RECOMMENDATION: That the apologies from Mayor Lilliane Brady OAM (Cobar Shire Council), Deputy Mayor Peter Abbott (Cobar Shire Council), Bill Ashby, and Julie & Justin McClure be received.

Julie Payne /George Millear

CARRIED

ITEM 1 - CONFIRMATION OF MINUTES

FILE: R5-36

Author: *Director of Engineering Services, Stephen Taylor*

RECOMMENDATION: That the Committee adopt the Minutes of the Rural Roads Advisory Committee Meeting held on 22 November 2018 as a true and accurate reflection of the proceedings of that Meeting.

Julie Payne /George Millear

CARRIED

ITEM 2 – RURAL ROADS ADVISORY COMMITTEE – STATUS REPORT

FILE: R5-36

AUTHOR: *Director of Engineering Services, Stephen Taylor*

- **Item 73** – Remove.

- **Item 78** – Council will seek support from FNWJO to chase funds for grids.

RECOMMENDATION: That the Committee receive and note the information contained in the Status Report and items 73 be removed.

George Millear/ Peter Maxwell

CARRIED

ITEM 3 – EXPENDITURE REPORT

FILE: R5-36

AUTHOR: *Director of Engineering Services, Stephen Taylor*

RECOMMENDATION: That the Committee receive and note the information contained in the Expenditure Report.

George Millear/ Andrew Farnsworth

CARRIED

ITEM 4 – GRANT FUNDING

FILE: R5-36

AUTHOR: *Director of Engineering Services, Stephen Taylor*

- Bob Sinclair requested that Council contact the consultant and suggest providing farmers with a letter to provide freight operators to sign.

RECOMMENDATION: That the Committee receive and note the information.

George Millear/ Peter Maxwell

CARRIED

GENERAL BUSINESS

1. **TCCI Roads Committee, George Millear (Via email):**
 - Update on current works at Acres Billabong:
 - **Work will be completed once weather cools down.**
 - Windara Bend Culverts
 - **To be cleared and signs removed.**
 - Budda/Wyloona:
 - **TCCI to advise David Russell to contact Council directly regarding water.**
 - Coomeratta Road:
 - **No water available.**
 - Grid Audit:
 - **Grid Audit will not be publicly released as it is not Councils asset. Landholders are encouraged to contact Council regarding grids. The register is in priority order.**
 - Culverts/Bypass lifting – Acres Billabong:
 - **Council to inspect – General Manager gave a reminder regarding reporting this type of information directly to Council to be logged in the system and not waiting until Rural Roads Meetings.**
 - Tilpa bridge approach
 - **RMS issue – Council to advise CDS.**
2. **Bob Sinclair – Gravel Ready onsite**
 - Bob requested Council to investigate the options of leaving gravel ready onsite to use once moisture is available. This has been tried on Belarabon Road with little success; it caused more damage to the road. A suggestion was made to leave the gravel on an already damaged road.

FUTURE MEETING

The next Rural Roads Advisory Committee Meeting will be on Wednesday 1 May 2019.

THERE BEING NO FURTHER BUSINESS THE MEETING CLOSED AT 12.35 PM

ITEM 2 – RURAL ROADS ADVISORY COMMITTEE – STATUS REPORT

FILE: R5-36

AUTHOR: Director of Engineering Services, Stephen Taylor

COMMITTEE RESOLUTIONS 5 AUGUST 2015		
75	Julie McClure has requested that Council investigate any funding opportunities for the upgrade of the Tilpa Weir campgrounds.	<p style="text-align: center;">GM/SPO</p> <p>Julie McClure to provide Economic Development Manager with written plan and community ideas for upgrading of Tilpa Weir. Once Council receives this potential funding can be sought. Ongoing.</p>
COMMITTEE RESOLUTIONS 26 NOVEMBER 2015		
78	Councillor Bob Sinclair has requested that Council approach the State Government to obtain funding for the upgrade or removal of grids due to dangerous conditions that they cause road users.	<p style="text-align: center;">GM/DES</p> <p>Grid audit is complete. Council will seek support from FNWJO to chase funds for grids. Ongoing.</p>
COMMITTEE RESOLUTIONS 2 AUGUST 2017		
84	Council, in conjunction with landholders, seal the approaches of grids on regional roads on a program basis.	<p style="text-align: center;">DES</p> <p>Recommendation made to Council. Council is waiting on final audit of our grids in order to formulate a works program. No further action required. Item placed on Council status report. Committee has requested item remain</p>

			on Rural Roads status report.
COMMITTEE RESOLUTIONS 7 FEBRUARY 2018			
90	That it be recommended to Council that it make RR7518 from Acres Billabong to Sand Hills a priority when allocating future funding.	DES	Application has been made to RMS for REPAIR program funding to seal this section of road. 2018-19 application was not successful. Application for 2019-20 has been submitted with additional bonus points. Ongoing.
91	An inspection of all culverts to be carried out and a register created to enable Council to determine priorities and budget for the whole Shire.	RWM/RDM	Current workload has restricted resources available to be allocated to this project. Ongoing.
COMMITTEE RESOLUTIONS 1 AUGUST 2018			
92	That at the next workshop Councillor's investigate nonphysical stock barrier options for alternative grids.	COUNCILLORS	Ongoing.
93	That at the next workshop Councillor's discuss creating a Rural Addressing Directory with landholders information.	COUNCILLORS	Ongoing.
COMMITTEE RESOLUTIONS 22 NOVEMBER 2018			
95	Council will advertise the process of missing or incorrect rural addressing post in the paper and on Councils Facebook so that the community understands the process.	DES	

96	Chris Lehmann raised that it has been around twelve months since the additive trial had been undertaken on SR27. He requested that a follow up, inspection and comparison of costs be undertaken to complete the trial.	DES	
----	---	------------	--

* **GM = General Manager**

* **DES = Director of Engineering Services**

* **RDM = Roads Development Manager**

* **RWM = Roads Works Manager**

* **RMS = Roads and Maritime Service**

* **EDM = Economic Development Manager**

**MINUTES OF THE LIQUOR ACCORD ANNUAL GENERAL
COMMITTEE MEETING HELD IN THE COBAR SHIRE COUNCIL
CHAMBERS ON
TUESDAY 12 FEBRUARY 2019 COMMENCING AT 2:00PM**

1. WELCOME & APOLOGIES

Present:

Ms Demi Smith	Secretary/ Manager	Cobar Bowling & Golf Club
Mrs Linda Carter	Manager	Cobar Memorial Services
Mrs Cindy Bryan	Owner	Empire Hotel
Mr Andrew Bryan	Owner	Empire Hotel
Rachel Warren	Manager	Great Western Hotel
Boz Simeonovic	Manager	Town & Country
Matt Carey	Manager	Khans IGA
Karen Bartholomew	Sargent	NSW Police
Christy Greshner		NSW Police
Ms Janette Booth		Cobar Shire Council
Ms Brytt Moore		Cobar Shire Council

Apologies:

Ms Stephanie Stone	Manager/ Licensee	Grand Hotel
Mr Peter Vlatko	General Manager	Cobar Shire Council
Cr Lilliane Brady OAM	Mayor	Cobar Shire Council
Steve Munn	Inspector	NSW Police

RESOLVED:

That the apologies received from Ms Stephanie Stone – Grand Hotel, Mr Peter Vlatko – Cobar Shire Council, Cr Lilliane Brady OAM – Cobar Shire Council, Inspector Steve Munn be accepted.

Demi Smith/ Cindy Bryan

CARRIED

2. PUBLIC ADDRESS SESSION

Nil.

3. ADOPTION OF PREVIOUS MINUTES

Resolved:

That the minutes of the previous meeting held on Tuesday, 11 December 2018 be confirmed as a true and correct record of the proceedings of that meeting.

Demi Smith/ Cindy Bryan

CARRIED

4. **BUSINESS ARISING FROM THE MINUTES**

Nil.

5. **CORRESPONDENCE**

Nil.

6. **ITEMS OF BUSINESS**

6.1 ANNUAL GENERAL MEETING MATTERS

6.2 ELECTIONS

Election of Chairperson

Linda Carter was nominated and elected as Chairperson.

Election of Deputy Chairperson

Demi Smith was nominated and elected as Deputy Chairperson.

Election of Secretary/ Treasurer

Council's General Manager, Peter Vlatko was nominated and elected as Secretariat/ Treasurer.

6.3 LIQUOR ACCORD CONSTITUTION

That the information contained in the report be received and noted.

6.4 COBAR LIQUOR ACCORD TERMS OF REFERENCE

Liquor Accord Terms of Reference were received and noted with a change to the Accord Rules on shots served.

6.5 COBAR LIQUOR ACCORD MEMBERS CONTACT LIST

Details listed are correct.

6.6 2018/2019 LIQUOR ACCORD ANNUAL FEES (\$50)

All in attendance advised of the outstanding Annual 2018/2019 Fees:

- Grand Hotel;
 - Cobar Bowling and Golf Club.
-

THIS IS PAGE 2 OF THE MINUTES OF THE LIQUOR ACCORD COMMITTEE MEETING HELD IN THE COBAR SHIRE COUNCIL CHAMBERS ON TUESDAY 12 FEBRUARY 2019

6.7 BARRED PATRONS

Discussions have been held on Barred Patrons.

6.8 LICENCED PREMISES REPORT

Discussions have been held on what has been happening with the Licensees and the establishments in attendance.

All in attendance have advised that it's very quiet at the moment.

6.9 LIQUOR ACCORD RULES UPDATE

RESOLVED:

If table service is provided at a restaurant they can provide shots at the table at the discretion of the Licensee/ Manager.

Linda Carter/ Boz Simeonovic

CARRIED

6.11 LIQUOR ACCORD MEMBERS – ATTENDANCE REQUESTS

Only Licensed premises can join.

All welcome to make a presentation to the Accord, but will not be given membership.

7. POLICING MATTERS

7.1 GENERAL POLICING MATTERS

Staff to be advised of RSA capabilities, touch up on refusal of patrons and monitoring of patrons intoxication levels.

Police walk throughs are still being undertaken.

8. COUNCIL MATTERS

GENERAL MANAGER'S REPORT

8.1 GREY MARDI GRAS UPDATE

Presentation given by Brytt Moore on what will be happening at the Grey Mardi Gras.

Brytt will be going to all businesses to provide them with a program and to discuss window displays. There will be a competition for the best window display.

All in attendance asked to share the program on social media.

9. GENERAL BUSINESS

9.1 GRANT FUNDING

RESOLVED:

That the Cobar Liquor Accord apply for grant funding up to the amount of \$15,000 for security training for licensed premises, with a contribution from the Accord of \$5,000.

Linda Carter/ Demi Smith

CARRIED

RESOLVED:

That the Cobar Liquor Accord apply for grant funding up to the amount of \$5,000 for Responsible Service of Alcohol and Responsible Conduct of Gambling course be run in-conjunction with one another in Cobar, with the focus to be on school students/ school leavers, with a contribution of \$1,000.

Linda Carter/ Demi Smith

CARRIED

Noting: That the grant submissions are due by 28 February 2019.

Golfie – Staff Training will be a focus this year.

Grey Mardi Gras to provide a further update to the next Liquor Accord Meeting.

9. NEXT MEETING

Tuesday, 9 April 2019 at 2:00pm in the Council Chambers.

THERE BEING NO FURTHER BUSINESS THE MEETING CLOSED AT 2:52PM

Cost Code	CAPITAL WORKS		Allocation	Actual	Dec/Jan	Commitments
	All Projects	Works Undertaken	2018/2019	2018/2019	Expenditure	2018/2019
55106	MR7518 - Barnato - Tilpa Road					
	Acres Billabong	Signage	322,995	156,556	878	162,026
55505	MR228 - Whitbarrow Way					
	Reseal 1.7km	Complete	60,000	55,392	-	
55510	MR407 - Mulya Road					
	Reseal 5.4km	Complete	190,000	171,055	-	
55515	MR411 - Tipping Way					
	Bend re-alignment		241,612		-	
55517	MR411 - Tipping Way					
	Reseal 8km	Complete	300,000	358,610	150,057	
55545	RR7518 - Fifty Two Mile Road					
	Reseal 5 km	Complete	205,000	210,925	-	
55546	RR7518 - Fifty Two Mile Road					
	Windara Bend seal extension	Complete (minor clean up)	287,384	512,384	284,344	8,727
55547	RR7518 - Fifty Two Mile Road					
	Sand hill stabilisation	Complete	145,445	143,749	143,749	1,000
55550	RR7521 - Kiacatoo Road					
	Reseal 4km	Complete	134,172	155,100	155,100	
55560	Various - Grid approach sealing					
			90,000		-	
55610	SR2 - Seventy Eight Mile Road					
	Stabilise 1km	Stabilising complete	76,000	54,943	27,996	
55611	SR2 - Seventy Eight Mile Road					
	Seal extension 1.5km	Sealing complete, invoice to come	50,000	50,000	-	
55616	SR3 - Nelyambo Bridge Road					
	Bridge approach sealing	Guardrail to be installed	40,739		-	
55635	SR7 - Mt Gap Road					

Cost Code	CAPITAL WORKS	Works Undertaken	Allocation	Actual	Dec/Jan	Commitments
	All Projects		2018/2019	2018/2019	Expenditure	2018/2019
	Causeway stabilisation		137,184		-	
55650	SR10 - Belarabon Road					
	Gravel Resheeting		151,099		-	
55651	SR10 - Belarabon Road					
	Reseal 5 km	Complete	210,000	186,133	-	
55700	SR19 - Burthong Road					
	Reseal 1km	Complete 2.2 km resealed	35,000	63,137	-	
55701	SR19 - Burthong Road					
	Gravel Resheeting		201,000		-	
55706	SR20 - Grain Road					
	Seal extension 12km	Construction will be undertaken in 2019-2020	2,350,000		-	
55760	SR31 - Moolah Road					
	Gravel Resheeting		150,000		-	
55765	SR32 - Developmental Road					
	Gravel Resheeting		227,466		-	
55875	SR36 - Palestan Road					
	Gravel Resheeting		200,000		-	
55805	SR40 - Filtration Plant Road					
	Widen and reseal		100,000		-	
55855	Urban Streets					
	Blakey Street reformation		80,182	31,056	-	
55860	Industrial Area Improvement					
	Design/Construct drainage improvements		50,000		-	
55862	Old Bourke Road					
	Reform, widen and seal		150,000		-	
	TOTAL		\$ 6,185,278.00	\$ 2,149,039.77	\$ 762,125.13	\$ 171,753.00
			BALANCE (Ex GST) \$	5,509,191		\$ 5,028,955

Cost Code	Shire Local Roads Maintenance	Description of Works	Expenditure			Commitments
			2017/2018	2018/2019	Dec/Jan	
66001	Asset Inspections					
		Asset inspections	23,183	7,536	3,063	
66010,11	SR1A - Buckanbe Road/Budda Road		50,795	-	-	
66020/21	SR2 - Seventy Eight Mile Road		120,749	2,709	-	
66030,31	SR3 - Nelyambo Bridge Road		57,145	-	-	
66041	SR4 - Gidgee Road		4,776	41,825	-	
66061	SR6 - Pulpulla Road		61,966	-	-	
66070,71	SR7 - Mount Gap Road		3,270	-	-	
66081	SR8 - Coomeratta Road		252	-	-	
66091	SR9 - Neckarbo Road		14,066	444	-	
66101	SR10 - Belarabon Road		122,558	2,101	-	
66111	SR11 - Bloomfield Road		34,924	144	-	
66120/121	SR12 - Yathong Road					
		Maintenance grading	36,740	122,787	96,931	1,730
66133/132	SR13A - Lerida Road					
		Pothole repairs	10,746	23,733	825	
66131	SR13B - Bedooba Road					
		Removal of storm debris	120,733	1,280	510	
66140-42	SR14 - Manuka Road		-	-	-	
66150-52	SR15 - Shuttleton Road		21,136	845	558	
66161	SR16 - Sandy Creek Road					
		Maintenance grading	174	7,844	7,844	1,040
66171	SR17 - Merri Road		90,190	-	-	
66181	SR18 - Bruce Cullenward Road		40,982	199	-	
66190-91	SR19 - Burthong Road					
		Maintenance grading	89,884	113,826	99,745	1,440
66201	SR20 - Grain Road					
		Inspection	19,981	19,695	397	25,091
66211	SR21 - Tallebung Road					
		Maintenance grading	16,944	13,247	9,032	
66221	SR22 - Round Hill Road					
		Sign maintenance	54,824	6,090	421	
66231	SR23 - Booberoi Road					
		Plant hire (late invoice)	49,541	35,363	11,128	
66240/241	SR24 - Mount Grace Road					
		Pothole repairs	66,016	1,813	1,027	
66250/251	SR25 - Wilgaroon Road		25,937	504	-	
66261	SR26 - Wilga Downs Road					
		Removal of storm debris	9,212	2,513	402	
66270-71	SR27 - Cooneybar Road		394	683	-	
66281	SR28 - Yimkin Road					
			21,571	-	-	

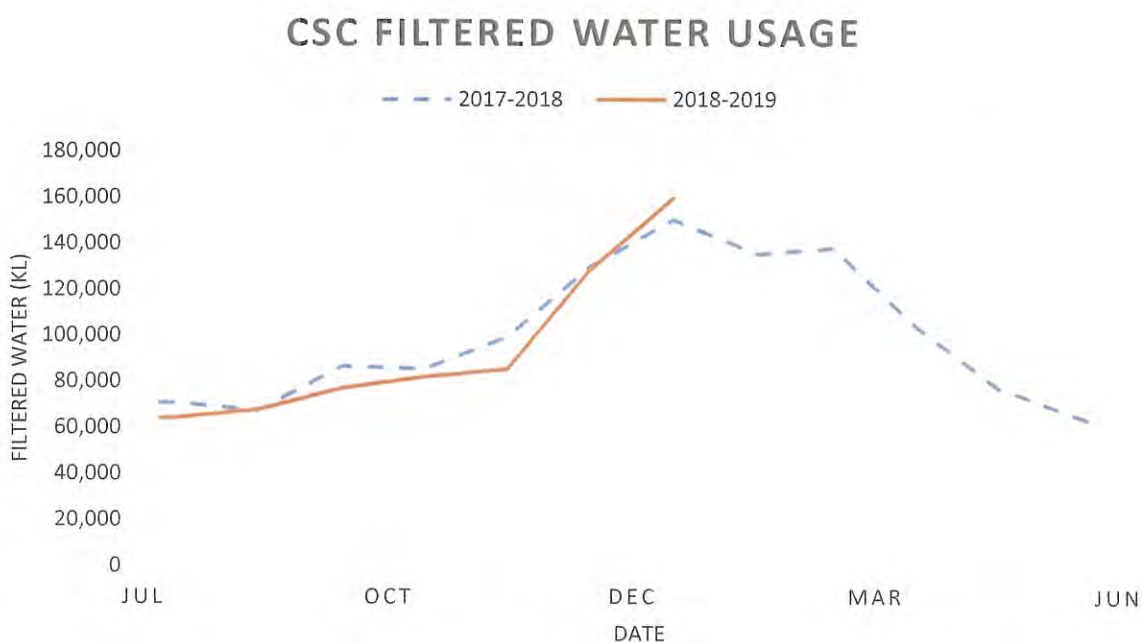
Cost Code	Shire Local Roads Maintenance	Description of Works	Expenditure			Commitments
			2017/2018	2018/2019	Dec/Jan	
66291	SR29 - Booroomugga Road					
		Removal of storm debris	75,169	1,215	1,215	
66301	SR30 - Canbelego Road					
		Plant hire (late invoice)	2,664	4,161	800	
66311	SR31 - Moolah Road					
			25,184	10,440	-	
66321	SR32 - Developmental Road					
			14,597	-	-	
66331	SR33 - Nymagee Station Road					
		Removal of storm debris	17,096	2,360	429	
66341	SR34 - Wallacevale Road					
			24,593	360	-	
66351	SR35 - Osterly Downs Road					
			33,428	288	-	
66361	SR36 - Palesthan Road					
		Plant hire (late invoice)	986	64,223	15,909	
66371	SR37 - Bimbella Road					
			1,026	-	-	
66381	SR38 - CSA Access Road					
			355	3,163	-	
66391	SR39 - Coombie Road					
			6,031	-	-	
66391	SR40 - Filtration Plant Road					
			-	-	-	
66411	SR41 - Tilpa Weir Road					
			106	-	-	
66421	SR42 - Endeavor Mine Road					
		Pothole repairs	2,177	4,000	529	
66431	SR43 - Sewerage Works Road					
			-	-	-	
66441	SR44 - Old Reservoir Road					
			9,342	-	-	
66461	SR46 - Rosevale Road					
		Maintenance grading	26,375	134,327	9,225	
66481	SR48 - Euabalong Tip Road					
			-	-	-	
	TOTAL		\$ 1,407,815	\$ 629,717	\$ 259,990	\$ 29,301.00
		Allocation 2018/2019				1,325,470
		BALANCE TO SPEND (EX GST)				695,753
		BALANCE TO SPEND (inc Commitments)				666,452

Cost Code	Regional Roads Maintenance	Description of Works	Expenditure			Commitments
			2017/2018	2018/2019	Dec/Jan	
	Asset Inspections					
70001	Regional Roads	Inspections	5,267	8,616	2,745	
	TOTAL Asset Inspections					
	Traffic Facilities					
71001	Shire Roads		45,035	3,319	-	
72285	Regional Road Signage		-	392	-	
	TOTAL Traffic Facilities					
	MR228 Whitbarrow Way					
72282,83,85	Sealed Pavement	Removal of storm debris	20,618	2,919	217	
	TOTAL MR228					
	MR407 Mulya Road					
74070,71,73	Sealed Pavement	Emergency works and pothole patching	55,521	127,842	11,200	
74072,74	Unsealed Pavement		246,178	134,857	-	
	TOTAL MR407					
	MR411 Tipping Way					
74110,11,12,13,14	Sealed Pavement	Pothole patching and reseal prep	12,104	21,567	4,532	
	TOTAL MR411					
	MR416 The Wool Track					
74160,61	Sealed Pavement	Pothole patching	16,281	9,671	2,252	
74162,64	Unsealed Pavement	Maintenance grading	107,340	9,340	9,340	650
	TOTAL MR416					
	MR419 Glenwood Road					
74190	Sealed Pavement		4,337	713	-	
74192-74194	Unsealed Pavement	Inspections	84,074	75,429	467	
	TOTAL MR419					
	MR423 Lachlan Valley Way					
74230,31	Sealed Pavement		25,717	9,572	-	1,515
	TOTAL MR423					
	RR7518 Fifty Two Mile Road					
75180,81,85	Sealed Pavement		37,991	6,050	-	
75182,83,84	Unsealed Pavement		213,283	44,820	-	
	TOTAL RR7518					
	RR7521 Kiacatoo Road					
75210,11,12,14	Sealed Pavement	Pothole patching and reseal prep	15,813	13,683	4,251	
	TOTAL RR7521					
	RR7522 The Wool Track					
75220,24	Unsealed Pavement		49,835	19,150	-	5,760
	TOTAL RR7522					
	MR461 Priory Tank/Balowra Road					
7,461,074,611	Sealed Pavement	Pothole patching	2,961	7,235	1,427	
74614 76100 101	Unsealed Pavement		72,765	58,791	-	
	TOTAL MR461					
	MR68 Curranyalpa Road					
76800 76804	Unsealed Pavement		46,905	-	-	
	TOTAL MR68					
	MR7524 Frederick Street					
79000	Sealed Pavement		-	-	-	
	TOTAL MR68					
	TOTAL		\$ 1,062,025	\$ 553,968	\$ 36,432	\$ 7,925
		Allocation 2018/2019				1,336,608
		BALANCE TO SPEND (EX GST)				782,640
		BALANCE TO SPEND (inc Commitments)				774,715

This report provides a summary of the water condition and activity for the month of January 2019.

1. Potable Water Supply and Quality

The Council filtered 159,596 kL this month, up from 150,234 kL last year, as shown in the figure below. The plant ran for an average of 17.9 hours/day with an average output of 80 litres/second.



Raw water, with an average turbidity of 4.5 and pH of 7.77, was treated to a finished turbidity of 0.18 and pH of 7.64. The turbidity, pH levels, chlorine and fluoride trends of the million tank reservoir for each day of the month is shown in Appendix A of this document. Each parameter except fluoride and free chlorine was within the critical control point limits and therefore within water quality requirements. The fluoride was not dosed this month as it was decommissioned from the old filtration plant. The unit has been sent to be refurbished and installed at the new filtration plant. The free chlorine fell outside the critical control point limit on the 22nd of January. The chlorine was manually dosed and chlorine pod changed. This rectified the issue.

2. Water Faults and Erroneous Readings

a) Customer Complaints

The following complaints for discoloured drinking water, water odour, water main breaks or taste issues were logged with the Council over the month:

Water:

Date	Description	Location	Status
15/1/19	Dirty Water	Duffy Drive	Resolved
16/1/19	Dirty Water	Belagoy St	Resolved
22/1/19	Dirty Water	Woodiwiss Ave	Resolved
23/1/19	Dirty Water	Louth Road	Resolved

b) Water Treatment Plant

There was a total of 2 plant faults within the water treatment facility this month, minor faults are excluded from this report. The main faults identified were:

Date	Description	Location	Status
10/1/19	Black Out, Power Lost	Filtration Plant	Resolved
23/1/19	Black Out, Power Lost	Filtration Plant	Resolved

c) Pump Stations, Reservoirs and Reticulation

No faults were identified by the Council and recorded this month.

3. Plant Upgrades and Preventative Maintenance Programs

a) Water treatment plant

The usual day to day maintenance was undertaken on the water treatment plant. This included: turbidity meters recalibration, pH probe recalibration, chlorine display meter recalibration, intakes and rapid mixer pressure cleaning, Alum auger cleaning, Alum and Soda Ash hopper and discharge line clean outs, and carbon filter cleaning. Chlorine inspections of the water treatment plant and the 7Meg facility were conducted.

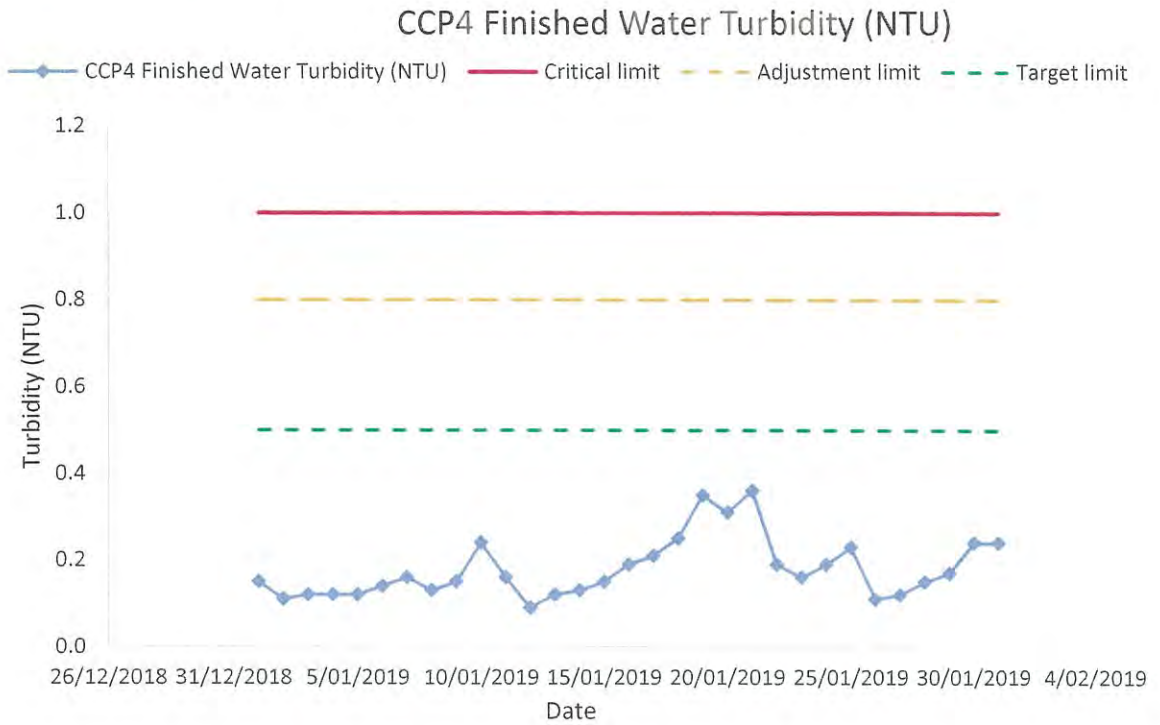
b) Pump Stations and Reticulation

N/A

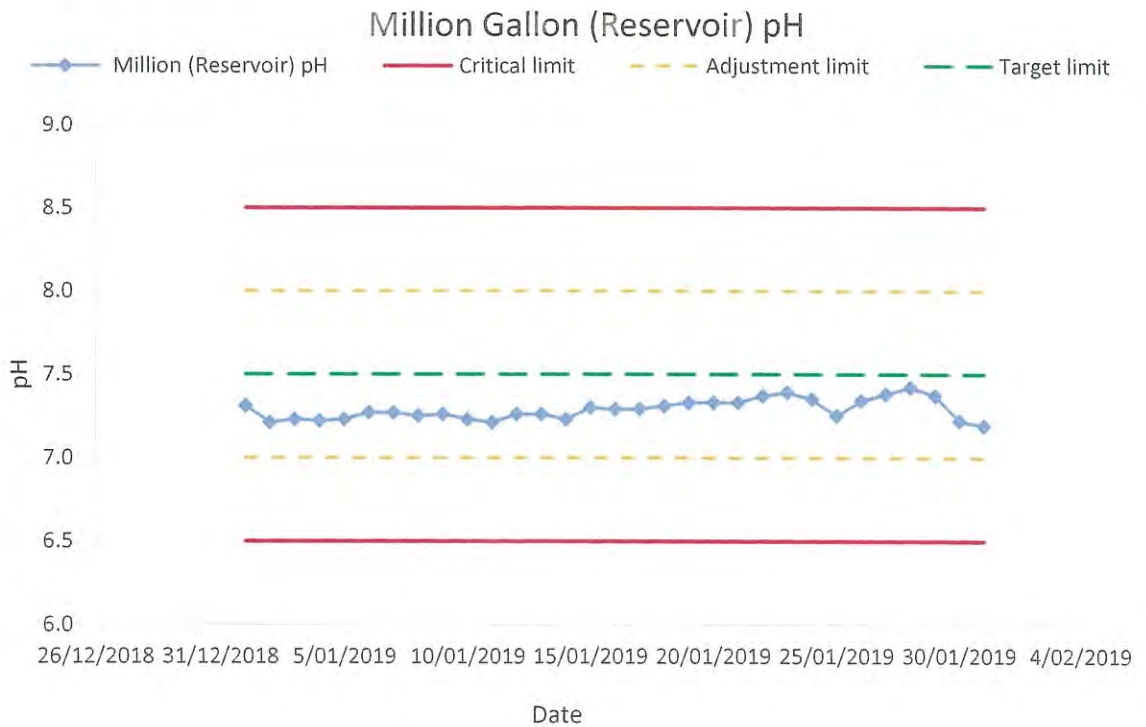
Notes:

Appendix A: Reservoir Tank Readings

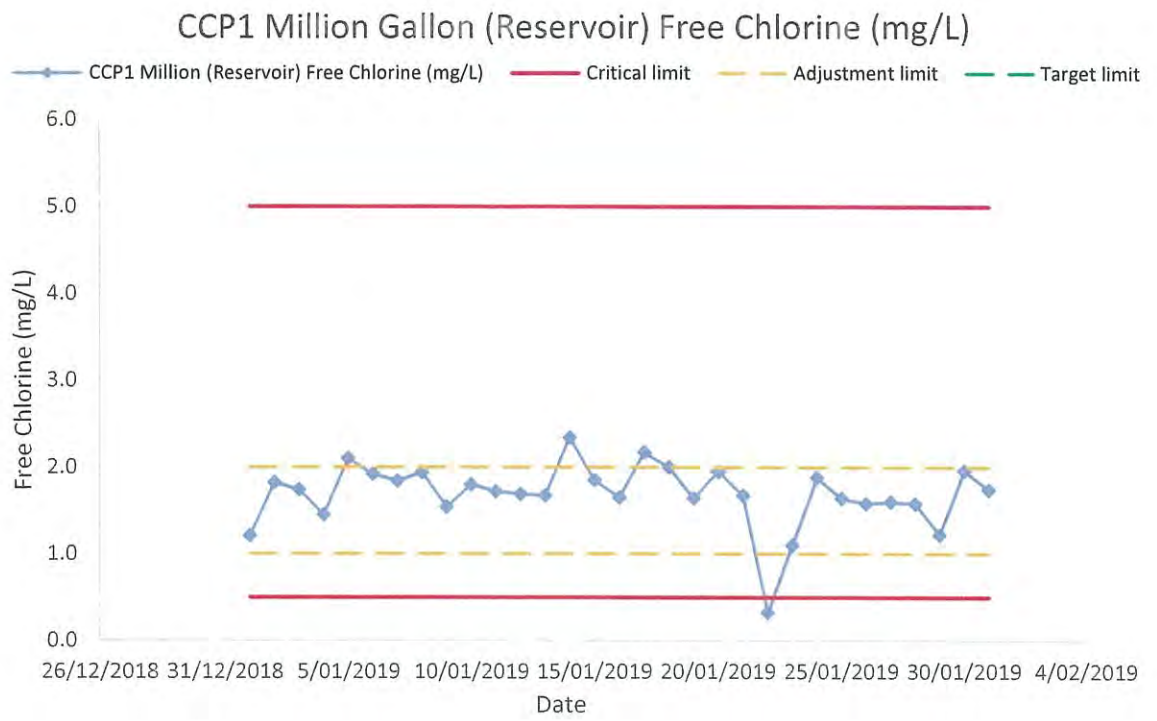
Reservoir Tank Water Turbidity (NTU)



Reservoir Tank pH Levels



Reservoir Tank Chlorine Levels



COBAR SHIRE COUNCIL



Enterprise Risk Register

FILE: R4-14

Responsible Officer: General Manager

TABLE OF CONTENTS

PART 1	INTRODUCTION	3
1.1	What is an Enterprise Risk Register?	3
1.2	Objectives of the Enterprise Risk Register.....	3
1.3	Scope.....	4
PART 2	METHODOLOGY	4
2.1	The team	4
2.2	Identifying Risks.....	5
2.3	Analyse Risks.....	6
2.4	Treat Risks	6
PART 3	CSC RISK REGISTER	6
3.1	Cat 4 and 5 Risks	6
3.2	Recommended action plan.....	15
PART 4	MONITOR AND REVIEW.....	18
4.1	Nominated Coordinator and Review Process	18
4.2	Communication and Consultation.....	18
PART 5	REFERENCES	18
PART 6	APPENDICES	19

PART 1 INTRODUCTION

This Enterprise Risk Register report summarises the results of a full business risk analysis of all reasonably foreseen events which could lead to loss events of a Major to Catastrophic nature (category 4 or 5) for the Cobar Shire Council (CSC) and the services this business provides.

The methodology applied was aligned to a Business Impact Analysis (BIA) and designed to generate a robust discussion within the team regarding business wide risks to the organisation. The key focus of the analysis was to identify those events or scenarios which could cause a material impact on the business or Material Unwanted Events (MUE's) by utilising the CSC Enterprise Risk Matrix. The Risk Register has been updated using the results of this analysis.

1.1 What is an Enterprise Risk Register?

An Enterprise Risk Register is a tool or centralised repository used to record all of the identified risks, the controls in place to manage such risks, and any recommendations for improvement and actions that might need to occur.

An enterprise-wide (i.e. business-wide) approach to risk management enables an organisation to consider the potential impact of all different types of risks on all of the different services, processes, activities, stakeholders, and/or products they provide. The outputs of successful enterprise risk management include compliance, assurance and enhanced decision-making.

1.2 Objectives of the Enterprise Risk Register

The primary objectives in this Enterprise Risk Register review were to:

1. Carry out team review sessions to gain input from representatives across the whole business.
2. Identify the major threats that could impact on the business and assess for level of risk;
3. Identify and document the existing controls and determine if they are preventative or mitigating;
4. Assess if the current practices are effective and suggest recommendations to CSC Manex Team for consideration to improve where required; and
5. Gather all relevant details to allow an update of the CSC Enterprise Risk Register and develop departmental operational risk registers.

1.3 Scope

The scope of this Enterprise Risk Register review included:

1. Identifying business risks in the following areas of classification / consequence:
 - a) Work Health & Safety;
 - b) Environment and Public Health;
 - c) Financial, Economic, Property and Infrastructure;
 - d) Community and Social, Political and Reputation; and
 - e) Legal, Compliance, Governance and Contractual.
2. Consideration of the primary types of risk that may be present such as strategic, compliance, reporting and operational risk.
3. Identification of events or scenarios that meet the criteria of Category 4 or 5 on the CSC risk matrix.
4. Assessment of the impact and risk to the business.
5. Recommendations to improve the control or mitigation of these risks at a high level.

The scope of this Enterprise Risk Register did not include

1. Detailed analysis of the existing controls or accountabilities.
2. Detailed review of all CSC systems in place.

This report and register focuses on those risks having a significant impact on the CSC only – there are additional separate risk registers for each department which cover all risks (Low, Medium and High, Categories 1 – 5) and any identified actions and improvement opportunities. These fall outside of this Enterprise Risk Register scope and have been developed with the departments and are the responsibility of the relevant Department Directors to manage.

PART 2 Methodology

2.1 The team

Members of the enterprise risk review team met over the period between April and October 2018 at the CSC administration and other support buildings (such as the Library, Youth Centre, Family Day Care Office, Lilliane Brady Village, etc.).

A team based approach was utilised in order to have an appropriate variety of skills, knowledge and experience to identify the potential loss scenarios/risks. Details of the team members and their relevant years' experience are included in the following table.

Table 1. Team Members

Name	Role	Years' Experience
Kym Miller	Director of Finance and Community Services	7
Jo-Louise Brown	Rates Officer and Office Manager	16
Neil Mitchell	Manager of Finance and Administration	24
Narelle Kriz	Manager Cobar Youth and Fitness Centre	4
Sharon Huon	Director of Nursing – Lilliane Brady Village	27
Jane Siermans	Library Manager	10
Gemma Bain	Customer Service Officer	11
Emma Simmons	Finance / Rates Officer	4
Brytt Moore	Administration Officer	2
Angela Shepherd	Director of Corporate and Economic Development	12
Karen Lennon	Manager Children's Services	14
John de Bruin	IT Support	20
Erin Jones	IT Manager	13
Garry Ryman	Director Planning & Environmental Services	38
Stephen Poulter	Manager Planning & Environmental Services	15
Stephen Taylor	Director of Engineering Services	10
Paul Sullivan	Urban Services Coordinator	5
Adrienne Pierini	Road (Works) Manager	6
Eric Poga	Water and Sewerage Services Manager	35
Victor Papierniak-Wojtowicz	Graduate Engineer	1
Brad Lennon	Depot Coordinator	10
Graham Harbison	Ranger / Building Maintenance Supervisor	25
Claudine Griffiths	WHS / Risk Officer	10
Summer Patterson	Human Resources Manager	5
Tanya Gilbert	Risk Management Support - Facilitator	13

2.2 Identifying Risks

The key steps of the overall process included the following:

1. Prior to team sessions:

- a. Collate and review existing risk registers and documentation (as referenced in section 5);
- b. Prepare material to conduct the team review sessions. The team session process was designed specifically to engage the participants and provide a process for active team input and consensus.

2. Conduct team review sessions for each department:

- a. Confirm scope, objectives and mandate of the session;
- b. Review existing risk information, where available, for currency and provide updates for register input;

- c. Conduct a brainstorm process to identify additional risks to the business;
- d. Identify the existing controls that are in place to prevent and/or mitigate existing or potential risks;
- e. Discuss and gain consensus on the risk ratings and the reasoning why;
- f. Capture suggested action that may reduce or further control identified risks.

3. Post team sessions:

- a. Collate and summarise the findings from each team session in the risk register;
- b. Review any risks removed from previous registers with the Manex team to confirm no longer relevant to the Cobar Shire Council business and services;
- c. Write up supporting documentation (this report) to provide context on the process and findings of this risk review process.

2.3 Analyse Risks

The qualitative risk ranking utilised the Cobar Shire Council Risk Matrix (Appendix 9.4) For this high level review, the team was encouraged to identify those events which could lead to a Category 4 or 5 consequence to the business. The likelihood and consequence rankings were considered based on the existing controls being in place, as well as the effectiveness of those controls.

2.4 Treat Risks

Where the existing control measures were determined as having no controls in place, or if the control/s in place were identified as requiring improvement, a recommended action plan was documented for review and approval by the Manex team as a new action. The Manex team discussed all items in the recommended action plan as part of the final review. Those accepted were allocated a responsible person/s and timeframe for completion.

PART 3 CSC Risk Register

The CSC complete Risk Register contains a total of 112 risks. This includes ALL risks to the business. The CSC Enterprise Risk Register, which is the scope of this review, contains a total of 17 risks to the business.

3.1 Cat 4 and 5 Risks

The total number of Category 4 and 5 Risks making up the Cobar Shire Council Enterprise Risk Register is 17, of which 7 are considered High risks and 10 are considered Medium risks to the business.

A copy of the full CSC Enterprise Risk Register is provided as table 2 below.

Table 2. Cobar Shire Council Enterprise Risk Register

Risk Assessment											
Cobar Shire Council Department	CSC Function / Activity	Risk Category	Risk / Impacts	Caused by	Existing preventative controls	Existing mitigating controls	Risk Control Effectiveness (RCE)	Risk Owner	Consequence (MLC) 1 to 5	Likelihood A - E	Risk ranking
Engineering Services	Roads (Shire, Regional, RMS State, Urban)	Financial, Economic, Property and Infrastructure	Road assets (including drainage) defect not detected or properly acted upon by Council resulting in asset failure, injury, property damage, litigation, financial loss, damage to reputation.	Lack of planning, monitoring, governance, not following CSC process, lack of personnel, experience, training, or resources. Insufficient funds available, poor planning, poor budgeting, lack of communication or escalation of issues. Spasmodic inspection program for local roads.	Part of RMCC contract - Reflect Program (monitored by external company), RMS fortnightly hiway inspections, Asset Inspector is a dedicated position, Reporting back process for high risk issues. Local and regional roads database being developed and implementing REFLECT program into this part of the business for future management. Draft inspection template in progress. All local roads will be included in schedule when it is completed.	Reporting back process for high risk issues. Defects reporting out of reflect program. Paveline crew react to defects identified. Asset Inspector put Warning signage for issues that can't be addressed.	Requires Improvement	DES	5	C	HI
	Roads (Shire, Regional, RMS State, Urban)	Financial, Economic, Property and Infrastructure	Asset failure or reduced life leading to financial loss, injury, property damage, and increased maintenance costs.	Due to use of substandard materials, construction methods, lack of preventative maintenance in the past, lack of resources and funding.	Incorporate other assets into Reflect (not just roads, e.g. culverts). Inspection form in reflect for identified assets (grids) and ongoing building new assets into system (culverts, etc.). Dedicated staffing resources to carry out inspections.	Reactive report up process - If failure is dangerous or poses risk to public, fixed as soon as possible - warning signage put in place.	Satisfactory	DES	4	D	M

Risk Assessment											
Cobar Shire Council Department	CSC Function / Activity	Risk Category	Risk / Impacts	Caused by	Existing preventative controls	Existing mitigating controls	Risk Control Effectiveness (RCE)	Risk Owner	Consequence (MLC) 1 to 5	Likelihood A - E	Risk ranking
	Water Supplies	Community & Social, Political and Reputation	Inability of Council meet the potable water demand from Cobar residents, businesses and visitors, due to treatment plant being offline for > 1 day.	Catastrophic failure or equipment or plant, Natural Disaster, Intentional act/Terrorism, Underground Mining cave in within vicinity of treatment plant. Contamination of water supply requiring plant to be shut down or flushed. Major power outage. No water available to treat (no allocation available from Burrendong Dam (drought/licensing). Chemical supplier failing to provide enough or correct type of chemical resulting in failure to comply with ADWG. Unforeseen failure/damage of major structures and/or treatment processes, e.g. Reservoirs, water treatment plants, water pumping stations.	<p>Potable water reservoirs (enough storage to cater for approx. 1 day in Summer months, a few days in Winter). Raw water reserves available (storage volume and how long this supply may last is dependent on usage from Mining and the time of year (Summer/Winter)). Water Restrictions.</p> <p>Monitoring and testing schedules. Dedicated and trained staff for water treatment plant.</p> <p>CSC pipeline preventative maintenance planning for values and hydrants etc. Breakage history reviewed.</p>	<p>State Government intervention. Severe/Emergency water restrictions effective immediately (Essential indoor use only). Strategy to minimise usage by the mines and prioritisation of residential usage. Alternative suppliers available for provision of support services if needed (major breakdowns, chemical supplies, etc.). Pipelines generally fixed within a day or can be by-passed.</p>	Satisfactory	DES	4	E	M
	Sewerage Services	Community & Social, Political and Reputation	Total failure/loss of Waste Water / Sewerage Treatment System.	Catastrophic failure or equipment or plant, Natural Disaster, Intentional act/Terrorism, Major power outage. Unforeseen failure/damage of major structures and/or treatment processes (pump station, storage dams).	<p>Monitoring and testing schedules. Dedicated and trained staff. CSC pipeline preventative maintenance planning for values and hydrants etc. Breakage history reviewed.</p>	<p>Severe/Emergency water restrictions effective immediately (Essential indoor use only). Pumping out with tanker trucks and disposal elsewhere. Work with EPA to manage as best possible.</p>	Satisfactory	DES	4	E	M

Risk Assessment											
Cobar Shire Council Department	CSC Function / Activity	Risk Category	Risk / Impacts	Caused by	Existing preventative controls	Existing mitigating controls	Risk Control Effectiveness (RCE)	Risk Owner	Consequence (MLC) 1 to 5	Likelihood A - E	Risk ranking
	Plant & Vehicle Fleet	Work Health & Safety	Vehicle accidents resulting in injury to staff, unavailability of items, financial impact, injury to third parties, service disruption	Operator error, lack of training, incompetent operator, lack of maintenance, faulty equipment, and plant defects not detected or rectified. Exposure to wildlife (Kangaroos and Emu's especially). Lack of or inadequate pre-start inspection prior to use. Fatigue and/or complacency.	Operator training and licensing requirements. Road rules. Fatigue management policy. Induction process for new employees, including Depot induction and specific plant and equipment (and prestart) inductions. Critical defects (steering and braking, AC (in hot weather)) have vehicle stood down. Preventative maintenance schedule. Seat belt and vehicle safety equipment. Vehicles kitted with safety equipment (Flashing light, fire extinguishers, first aid kit, etc.).	Plant daily inspections and defect report. Critical defects (steering and braking, AC (in hot weather)) have vehicle stood down. Preventative maintenance schedule. Seat belt and vehicle safety equipment. Vehicles kitted with safety equipment (Flashing light, fire extinguishers, first aid kit, etc.).	Satisfactory	DES	4	C	H
Finance & Community Services	Ancillary services (Aged Care Facility)	Community & Social, Political and Reputation	Liliane Brady Village - loss of licence or accreditation	Breach in Legislation. Non Compliance with Community Care Common Standards, Aged Care Act, Retirement Villages Act, or Aged Care Accreditation Standards. Breach of Aged Care Act. Department of Health Action. Major incident or event. Non Compliance with Prudential Arrangements.	Bond compliance register and reports. Access to Accreditation Standards, Guidelines. Policies and Procedures. Residential self-assessment. Audit Program. Council Governance. Risk Management. Access to legislation, funding agreements, contracts, program guidelines. Communication through committee structure. Member ACS / ANSTAT. Board compliance register. Board, Management & Staff training.	Work with Department (Australian Government Department of Health) and Consultants (if needed) to address any issues identified and rectify. Interagency networks. Education and training to meet standards or legislation.	Satisfactory	DFCS	4	E	M

Risk Assessment											
Cobar Shire Council Department	CSC Function / Activity	Risk Category	Risk / Impacts	Caused by	Existing preventative controls	Existing mitigating controls	Risk Control Effectiveness (RCE)	Risk Owner	Consequence (MLC) 1 to 5	Likelihood A - E	Risk ranking
	Ancillary services (Aged Care Facility)	Community & Social, Political and Reputation	Liliane Brady Village - Major financial losses, loss of business	Failure to meet budget. Organisation not financially sustainable. Poor management of revenue & expenses and budget process. Failure to remain solvent. Inaccurate ACFI claiming. Volatility in investment markets of Bonds investment. Loss of income from investments. Theft, Fraud, Embezzlement of funds. Poor cash flow management. Competition. Lower occupancy, decreased referrals, decreased waiting list. Poor community reputation. Failure to grow services / change in market conditions. Inability to respond to community needs.	Budget process. Financial reporting. Monitoring financial performance monthly by Senior Management. Training. Conservative investment strategy - invest accommodation bonds only in permitted financial products as identified within the Aged Care Act 1997 and User Rights Principles 1997. Liquidity management strategy. Annual external audit of finances. Recruitment process including mandatory police checks. Financial delegation and approval process. Policies and procedures. Code of Conduct. Management approval of payment of creditors. Quality Management System. Evaluate effectiveness of programs / responsiveness. Community needs analysis and Service Planning. Board Interagency networks. Board and Management monitoring of Strategic Plan.	Review actuals vs budget, discussion of variances and strategies to meet shortfalls. Insurance. Evaluate effectiveness of programs / responsiveness. Community needs analysis and Service Planning. Interagency networks.	Satisfactory	DFCS	4	E	M

Risk Assessment											
Cobar Shire Council Department	CSC Function / Activity	Risk Category	Risk / Impacts	Caused by	Existing preventative controls	Existing mitigating controls	Risk Control Effectiveness (RCE)	Risk Owner	Consequence (MLG) 1 to 5	Likelihood A - E	Risk ranking
	Ancillary services (Aged Care Facility)	Community & Social, Political and Reputation	Lilliane Brady Village - Threatened or effected directly by major outage and evacuation to the vicinity, resulting in illness, injury, death of resident or staff member.	Bushfire, windstorm, rainstorm, vandalism, major electricity / gas / water supply outage.	<p>Policies and Procedures. Induction program. WHS inspections to identify and manage hazards. Annual Safety Inspections. Hazard management system to identify and manage risks. Security systems. Smoke free environment. Purchase of appropriate equipment and equipment maintenance. Comply with building code: issued with Building certificate. Fire detection system. Preventative maintenance program. Cleaning procedures and external environmental cleaning reduces risk of fire.</p>	<p>MOU with other aged care facilities for relocation of residents. Management and staff training. Documented policies and procedures. Insurance. Fire detection system. Fire safety equipment in place and inspected monthly or as required. Sprinkler system. Emergency response policy, procedure & plan. Emergency response and fire safety training for staff. Adequate staff levels in event of an emergency, including on call roster. Evacuation drills. Policies and procedures including emergency response and Care for client in extreme weather conditions: Links and contact with Emergency Service agencies, Fire Brigade monitoring and alert system re fire. Emergency Management and Emergency Evacuation Plan. LBV Contingency Plan. LBV Disaster Recovery Plan.</p>	Satisfactory	DFCS	4	E	M

Risk Assessment											
Cobar Shire Council Department	CSC Function / Activity	Risk Category	Risk / Impacts	Caused by	Existing preventative controls	Existing mitigating controls	Risk Control Effectiveness (RCE)	Risk Owner	Consequence (MLC) 1 to 5	Likelihood A - E	Risk ranking
	Ancillary services (Cobar Youth & Fitness Centre)	Community & Social, Political and Reputation	Cobar Youth & Fitness Centre major infrastructure or equipment failure leading to service disruption, financial loss	Lack of maintenance, natural disaster (fire, flood, wind), catastrophic failure, negligence, deliberate act,	Cobar Shire Council maintenance team assist with maintenance activities when requested and within budget. Cleaners reporting of issues and deterioration monitoring. Staff checks on ongoing known issues (e.g. Squash Courts leaking sand). Put out buckets to capture leaks during rain events / predictions.	Community service order workers assist with fixing minor maintenance issues, servicing equipment, painting etc. Fire hoses and extinguishers. 1 smoke alarm (kitchen).	Requires Improvement	DFCS	4	E	M
	Asset Management	Financial, Economic, Property and Infrastructure	Loss of serviceability or major damage to key assets such as staff housing, commercial buildings, depot, public buildings, public toilets, recreation areas, resulting in rectification costs, disruption to services.	Damage to facilities from vandalism, fire, flooding, storm, increased risk of damaging weather events as a result of climate change. Lack of security, cameras and control measures not in place or faulty. Lack of preventative maintenance program.	Asset inspection program for some assets. Maintenance works on demand.	Disaster recovery and business continuity plan in progress.	Requires Improvement	DFCS	4	C	H

Risk Assessment											
Cobar Shire Council Department	CSC Function / Activity	Risk Category	Risk / Impacts	Caused by	Existing preventative controls	Existing mitigating controls	Risk Control Effectiveness (RCE)	Risk Owner	Consequence (MLC) 1 to 5	Likelihood A - E	Risk ranking
Corporate & Economic Development	Strategic Planning, Facilitation and Strategies	Community & Social, Political and Reputation	Changing demographic and population of Cobar Shire and/or Ineffectively marketing the region as a residential and business destination and the consequential economic impacts on Council and the community.	Ineffective marketing campaign, lack of resources, reputational damage. Fluctuations in mining industry and rosters/operations may change demographic makeup of Cobar and impact on service utilisation and needs. Changing lifestyle/service needs of households leads to them leave Cobar (e.g. families who leave Cobar once children start high school).	Economic Action Plan, Regional Economic Development Strategy (REDS), Advertising campaign for attraction to Cobar. CSC representative on Cobar Business Association.		Requires Improvement	GM	4	C	H
	Grants	Financial, Economic, Property and Infrastructure	Recurrent funding uncertainty / reduction and therefore risk to infrastructure/service provision if external funding removed/lost.	Changes of government policy impact on recurrent funding and Council's budget forecasts. Lower Government allocations. Changes to the Financial Assistance Grants. Decreasing population.	Continuing to lobby government through LGNSW assoc.		Satisfactory	DCED	4	C	H
	Ancillary services (Great Cobar Heritage Centre)	Financial, Economic, Property and Infrastructure	Total loss of historical collection at the Great Cobar Heritage Centre or total destruction of visitor centre and GCHC resulting in financial loss, disruption to service delivery.	Due to natural disaster (fire, flood, winds, and storm) or human causes (accident or incident). Damage to facilities from vandalism, increased risk of damaging weather events as a result of climate change.	Fire extinguishers in the building. New roof, windows and damp course funded - works need to be undertaken.	Loss of objects would be irreversible - catastrophic.		Requires Improvement	MTPR and DPES	5	E

Risk Assessment											
Cobar Shire Council Department	CSC Function / Activity	Risk Category	Risk / Impacts	Caused by	Existing preventative controls	Existing mitigating controls	Risk Control Effectiveness (RCE)	Risk Owner	Consequence (MLC) 1 to 5	Likelihood A - E	Risk ranking
Planning & Environmental Services	Domestic and Trade Waste Management	Work Health & Safety	Injury to users of waste depots caused by heavy machinery or plant and sharps, etc.	Error by equipment operator, scavengers on site, public nuisance entering exclusion zones / unauthorised afterhours access.	Signage in place of supervision. Capping of waste as soon as dropped at facility. Flexibility in areas available to work with machinery based on users. Pollution incident response management plan.	Consideration of supervision currently taking place. Phone and radio contact in case of emergency.	Requires Improvement	DPES	4	C	M
General Manager	Risk Management	Legal, Compliance, Governance and Contractual	Unknown and/or unmanaged risks within the business resulting in major financial, reputational, legal, safety, health, or environmental impacts.	Lack of risk assessment and/or risk management process in place. Inconsistent approach to risk identification and risk management.	WHS Committee. SWMS reviewed. Toolbox talks. WHS policies and procedures in place. WHS Management System. WHS Officer.	Incident reporting process. Incident investigation and corrective actions process.	Requires Improvement	GM	4	C	H
Human Resources	Human Resources	Work Health & Safety	Employees not being accountable for WHS responsibilities	Policies or procedures not developed or effectively implemented and monitored. No WHS system in place. Work pressures or priorities. Refusal, ignorance, worker conflict.	Dedicated WHS Officer. WHS Committee. Induction and training. RMS inductions for applicable staff.	Performance Management process.	Requires Improvement	GM	4	D	M
Human Resources	Human Resources	Work Health & Safety	Risk of serious injury or death of an employee	Safety non-compliance or exposure, for e.g. a fall, interaction with heavy equipment, snake bite while working alone, inappropriate use or exposure to chemicals, road accident	WHS Committee. Induction process. Corporate Induction. Annual RMS Induction for Outdoor Staff and Contractors. SWMS reviewed. Toolbox talks. WHS policies and procedures in place. Project Management Safety Plans for RMS/RMCC work. WHS Management System. WHS Officer.	First aid process and emergency procedures. Designated First Aid Officers. Incident reporting process. Incident investigation and corrective actions process. Performance Management process.	Satisfactory	GM	5	D	H

The breakdown of the Enterprise Risks as per department is as below:

Department	High Risks	Medium Risks	Category 4 Risks	Category 5 Risks	Total Enterprise Risks
Engineering Services	2	3	4	1	5
Finance & Community Services	1	4	5	0	5
Corporate & Economic Development	2	1	2	1	3
Planning & Environmental Services	0	1	1	0	1
General Management & Human Resources	2	1	2	1	3

3.2 Recommended action plan

A total of 14 recommended actions were identified during the risk register review process and accepted by Manex as actions that will assist in preventing and/or mitigating potential Category 4 and 5 enterprise risks facing the Cobar Shire Council. Of these actions, 8 are associated with managing High risks, and the remaining 6 actions are associated with managing Medium risks to the business.

The below table summarises the recommended action plan.

Table 3. Enterprise Risk Assessment recommended action plan

Department	Risk / Impacts	Consequence (MLC) 1 to 5	Risk Rank	Recommended Action Plan (new controls)	Accountable person	Due date
Engineering Services	Road assets (including drainage) defect not detected or properly acted upon by Council resulting in asset failure, injury, property damage, litigation, financial loss, damage to reputation.	5	H	Keep developing local roads database and implement. Skills development of the Asset Inspectors through further training and mentoring.	DES DES	30/06/2019 30/01/2109
Engineering Services	Asset failure or reduced life leading to financial loss, injury, property damage, and/or increased maintenance costs.	4	M	Dedicate additional resources to finalise the asset condition register.	DES	
Finance & Community Services	Cobar Youth & Fitness Centre major infrastructure or equipment failure leading to service disruption, financial loss	4	M	Additional smoke alarm in upstairs fitness room and in hallway or Gym. Progress existing plan for repair of roof leaks	DFCS DFCS	30/09/2018 30/06/2019
Finance & Community Services	Loss of serviceability or major damage to key assets such as staff housing, commercial buildings, depot, public buildings, public toilets, recreation areas, resulting in rectification costs, disruption to services.	4	H	Future Infrastructure audit on aging building. Use to develop a 5 to 10 year strategic plan for the Cobar youth and Fitness Centre. Introduce an annual asset maintenance inspection and condition report schedule. Funds to be allocated in annual budgets for maintenance and resourcing.	DFCS DFCS	30/06/2020 30/06/2019

Table 3. Enterprise Risk Assessment recommended action plan

Department	Risk / Impacts	Consequence (MLC) 1 to 5	Risk Rank	Recommended Action Plan (new controls)	Accountable person	Due date
Corporate & Economic Development	Changing demographic and population of Cobar Shire and/or Ineffectively marketing the region as a residential and business destination and the consequential economic impacts on Council and the community.	4	H	Lobbying for State and Federal Government actions to support community based industry and employment models. Explore opportunity to host a workshop between CSC, local businesses, contractors and Mining Companies to develop strategies that encourage residential living in Cobar. Working with and supporting Cobar Business Association on promotion of shop local campaigns.	GM GM GM	30/06/2019 31/12/2018 30/12/2018
Corporate & Economic Development	Total loss of historical collection at the Great Cobar Heritage Centre or total destruction of visitor centre and GCHC resulting in financial loss, disruption to service delivery.	5	M	New fire systems need to be installed. Undertake building risk assessment and redesign some displays, such as the replica underground mine under the stairs. Better temperature control required throughout facility, including coach house.	D PES and GM	30/06/2019
General Management & Human Resources	Unknown and/or unmanaged risks within the business resulting in major financial, reputational, legal, safety, health, or environmental impacts.	4	H	Develop and implement Risk Management Process for CSC. To include Risk Assessment template, prompts for inclusions, review checklist, sign offs (event/activity manager, director, WHS Officer), Review and sign off post event, Register in records).	GM	30/06/2109
General Management & Human Resources	Employees not being accountable for WHS responsibilities	4	M	On-line induction process to be developed with scheduled reviews.	GM	31/12/2018
General Management & Human Resources	Risk of serious injury or death of an employee	5	H	Explore the communication process post incident to all staff - opportunities for shared learnings (safety share, for example).	GM	31/12/2018

PART 4 Monitor and Review

4.1 Nominated Coordinator and Review Process

The nominated coordinator for facilitating ongoing reviews of this Enterprise Risk Register is the CSC Work Health and Safety & Risk Officer.

The existing IPR process is in place to review the recommended action plan on a quarterly basis. One department will be reviewed each quarter, to ensure the full register is therefore updated in full on an annual basis.

This high level analysis is a part of an ongoing process that CSC has in place to identify and manage risk. This Enterprise Risk Register will be reviewed by the Manex team on an annual basis and a full risk assessment review will be carried out on an annual basis for each department (on a quarterly rotation), with any changes to Cat 4 – 5 risks to be communicated back to the Manex team and WHS & Risk Officer to update the register accordingly.

4.2 Communication and Consultation

Communicated and consultation form an integral part of the risk management process. It is the responsibility of the CSC Work Health and Safety & Risk Officer and CSC Manex Team to confirm that the Enterprise Risk Register is shared with all participants involved in the process, all workers of the CSC are to be informed of the Register and have access to it on request. It should form part of the Risk Management section of the general induction. Those involved in managing services or carrying out tasks that have been identified as Cat 4 – 5 should be made aware of these risks and provided the full ERM details to ensure they understand the importance of the controls in place.

Consultation and involvement were achieved with CSC staff during the process, and the final outputs of this report should be shared and made available to the broader CSC staff and other relevant contractors, audit and insurance personnel as required.

PART 5 REFERENCES

- Cobar Shire Council Enterprise Risk Register – File R4-14 dated 1 September 2014
- Cobar Shire Council Corporate Risk Register dated 02 July 2014
- Statewide Mutual – Example Enterprise Risk Management Report and Risk Register spreadsheet.
- Cobar Shire Council Risk Matrix Guideline
- Australian Standard – ISO31000:2009 Risk Management: Principles and Guidelines

PART 6 APPENDICES

10.1 – Abbreviations and Acronyms

ALARP	As Low as Reasonably Practicable (or achievable)
ARO	Airport Reporting Officer
BBRA	Broad Brush Risk Assessment
BIA	Business Impact Analysis
CSC	Cobar Shire Council
CWB	Cobar Water Board
DCED	Director of Corporate and Economic Development
DES	Director of Engineering Services
DFCS	Director of Finance and Community Services
DPES	Director of Planning and Environmental Services
DG	Dangerous Goods
FFP	Fit for Purpose
GM	General Manager
HR	Human Resources
IT	Information Technology
JRD	Job Role Description
JSA	Job Safety Analysis
LTA	Less than Adequate
MTPR	Manager of Tourism and Public Relations
OEM	Original Equipment Manufacturer
PPE	Personal Protective Equipment
PM	Preventative Maintenance
QA/QC	Quality Assurance, Quality Control
RA	Risk Assessment
RO	Records officer
SOP	Standard Operating Procedure
SWMS	Safe Work Method Statement
WHS	Work Health and Safety
WRAC	Workplace Risk Assessment and Control

10.2 – CSC Risk Matrix

COBAR SHIRE COUNCIL - Enterprise Risk Matrix

LIKELIHOOD [of the event occurring with that consequence]

CONSEQUENCE [potential foreseeable outcome of the event]

	E-Rare Unlikely to occur during a lifetime Very unlikely to occur OR More likely NOT to occur than to occur OR No known occurrences in local government industry	D-Unlikely Could occur about once during a lifetime OR More likely NOT to occur than to occur OR Has occurred at least once in broader local government	C-Possible Could occur more than once during a lifetime OR As likely to occur as not to occur OR Has occurred at least once in NSW local government	B-Likely May occur about once per year OR More likely to occur than not to occur OR Has occurred several times within Cobarr Shire Council operations	A-Almost Certain May occur several times per year OR Expected to occur OR Has occurred several times within Cobarr Shire Council operations	
5 Catastrophic	<p>Work Health & Safety</p> <p>Fatality; Permanent disability or disease</p>	<p>Environment and Public Health</p> <p>Emergency occur; Environmental impact (>5 years); Extensive release off-site; Requires long term remediation</p>	<p>Financial, Economic, Property and Infrastructure</p> <p>Extreme financial loss (>5 M or > 25% of annual operating budget); One or more major industries (e.g. Mining, Tourism, Agriculture, Education, Construction, Retail, etc.) within the region threatened; Disaster with irreversible loss of key infrastructure; Significant long term consequences; Impact to viability of services or operation.</p>	<p>Community & Social, Political and Reputation</p> <p>Extensive public outcry, commotion, riot; Potential national media attention; Loss of State Government support with scathing criticism and removal of the Council; loss of power and influence; restricting decision making and capabilities</p>	<p>Legal, Compliance, Governance and Contractual</p> <p>Extreme breach involving multiple non-compliance; Extensive fines and litigation with possible class action; Validity of program, service or organisation threatened.</p>	H
4 Major	<p>Significant injury or long term illness resulting in either: - significant cost line, - workers compensation premium impacting, - business operational impact.</p>	<p>Major environmental impact (1 to 5 years); Release spreading off-site; Contained with external assistance</p>	<p>Major financial loss (\$500,000- \$1M or > 20% or < 25% of annual operating budget); Critical loss or event requiring replacement of key property or infrastructure; Impaction to long term impact on organisation;</p>	<p>Major breach with fines and litigation; Critical failure of internal controls; Long term significance and major financial impact.</p>	H	
3 Moderate	<p>Serious injury or illness involving either: - medical treatment, - minor lost time and / or - reduction of work duties High Potential Risk Near Miss incident</p>	<p>Significant environmental impact (1 - 12 months); On-site release contained with assistance.</p>	<p>Significant financial loss (\$50,000- \$500,000 or > 10% or < 20% of annual operating budget); Group of businesses in one sector or locality within the region not at risk; Significant loss with temporary disruption of key facility and services; medium term impact on organisation.</p>	<p>Serious breach involving statutory authorities or investigation; Significant failure of internal controls; Prosecution possible with significant financial impact.</p>	H	
2 Minor	<p>Minor injury or illness (not considered disease or disorder); but results in: - first Aid or medical treatment and / or - Minor restrictions that enable job to still be completed without business impact</p>	<p>Minor environmental impact typically lasts < weeks); On-site release immediately contained.</p>	<p>Minor financial loss (\$10,000- \$50,000 or > 2.5% or < 10% of annual operating budget); Minor loss with limited downtime, short term impact, mostly repairable through normal operations</p>	<p>Contained non-compliance or breach with short term significance with minor financial impact; Some impact on normal operations.</p>	M	
1 Negligible	<p>No injuries or report any (not requiring first Aid); Near Miss incident with no actual outcome.</p>	<p>Minimal environmental impact (typically less < days); Isolated release only.</p>	<p>Negligible financial loss (\$1,000 or < 2.5% of annual operating budget); Isolated or minimal loss; short term impact, repairable through normal operations; facility still operational.</p>	<p>Isolated non-compliance or breach; Minimal failure of internal controls managed by normal operations; Negligible financial impact.</p>	M	

Consequence Category	Consequence Types	Action
Cat 5	Catastrophic Hazard	Immediate action required - Activity must not proceed until steps are taken to reduce risk to ALARP (As Low As Reasonably Practicable). Quantitative or semi-quantitative risk assessment required. Capital expenditure will be justified to achieve.
Risk Rank	Risk Rating	Action
17 to 25	High Risk	Risk control measures required to install additional HARD and SOFT controls to achieve ALARP. Capital expenditure will be justified to achieve ALARP.
7 to 16	Medium Risk	Review risk assessment and install additional HARD and SOFT controls if necessary to achieve ALARP. Capital expenditure may be justified.
1 to 6	Low Risk	Install additional controls if necessary to achieve ALARP. Manage risks by routine procedures and monitor. Capital expenditure is not usually justified.

10.3 – CSC Full Risk Register

A copy of Appendix 10.3 is attached as a PDF A3 document.

Table 1: Cobar Township Water Restriction Levels

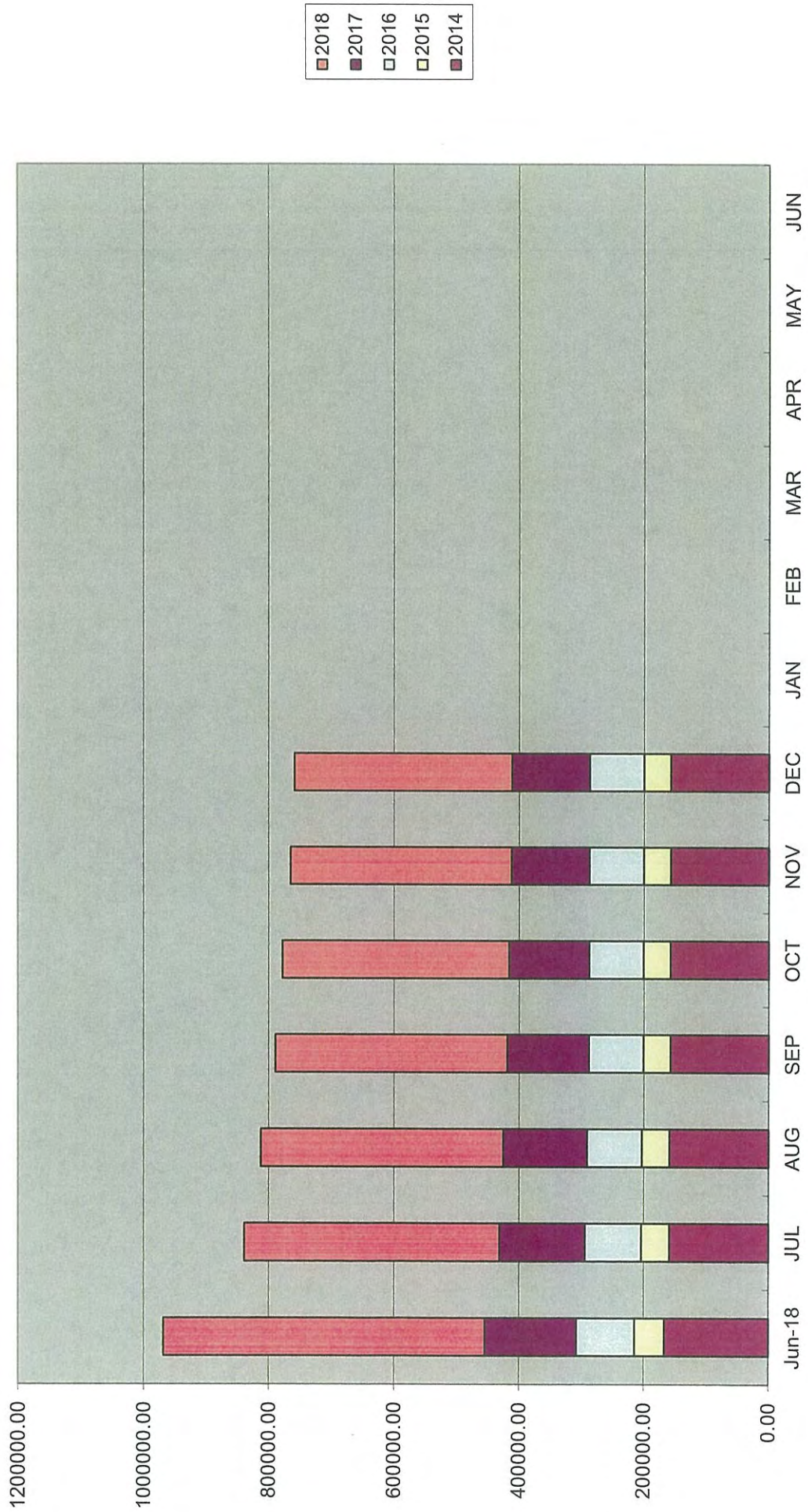
Level	Storage Condition	Restriction Strategy
0	Pre-activation based on previous experience & seasonal conditions. Trigger Point: - 50% Effective Storage Percentage (ESP)	No restrictions <ul style="list-style-type: none"> Public education and consultation
1 LOW	45% ESP	Level 1 Restrictions <ul style="list-style-type: none"> Public awareness campaign of possible restrictions No domestic watering from 9.00 am to 5.00 pm.
2 LOW to MODERATE	40% ESP	Level 2 Restrictions: <ul style="list-style-type: none"> Initiate newspaper campaign No domestic watering from 9.00 am to 5.00 pm. No watering of commercial, sports fields and public spaces between 9.00 am and 5.00 pm.
3 MODERATE	35% ESP	Level 3 Restrictions: <ul style="list-style-type: none"> Increase newspaper campaign Advertise penalties No domestic watering from 9.00 am to 5.00 pm. No watering of commercial, sports fields and public spaces between 9.00 am and 5.00 pm. Mines to implement non-potable water saving measures.
4 MODERATE to HIGH	20% ESP (ESP currently 19%)	Level 4 restrictions <ul style="list-style-type: none"> Police restrictions No domestic watering from 9.00 am to 5.00 pm. No watering of commercial, sports fields and public spaces between 9.00 am and 5.00 pm. Mines to demonstrate all possible non-potable water saving measures are in place.
5 HIGH	15% ESP	Level 5 restrictions <ul style="list-style-type: none"> Fines for restriction offenders No domestic watering from 9.00 am to 5.00 pm. No watering of commercial, sports fields and public spaces between 9.00 am and 5.00 pm. Mines to have minimal water usage commensurate with safety & environmental requirements.
6 VERY HIGH	10% ESP	Level 6 restrictions <ul style="list-style-type: none"> Fines for restriction offenders No garden & public facility watering. All available recycled effluent made available to maintain mine operations.
7 EXTREME	5% ESP Major pipeline leak or pumping system failure in Nyngan to Cobar water supply system.	Level 7 restrictions <ul style="list-style-type: none"> Essential services & key employers subject to full restrictions. Fines for restriction offenders. No garden & public facility watering.

NB: Exemptions in respect to safety and special circumstances are to be applied for and approved on merit.

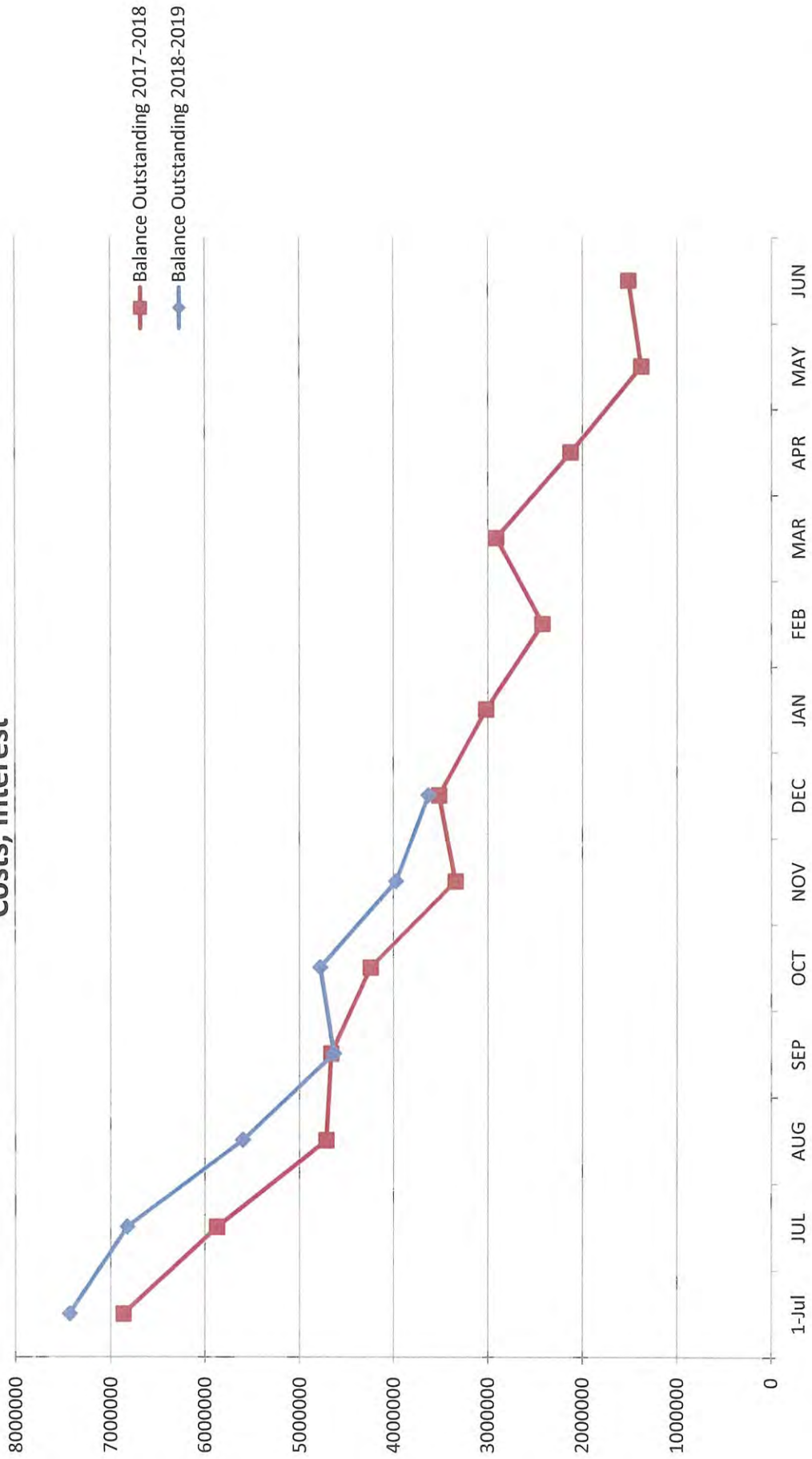
Table 2: Cobar Water User Restriction Entitlement

Restriction Levels	Water Consumers						
	Domestic Residences	Paved Areas, Vehicles & Roofs	Swimming Pools	Public Gardens & Sports Grounds	Market Gardens, Orchards & Nurseries	Commercial Businesses	Mines
0	<ul style="list-style-type: none"> No restriction 	<ul style="list-style-type: none"> No restriction 	<ul style="list-style-type: none"> No restriction 	<ul style="list-style-type: none"> No restriction 	<ul style="list-style-type: none"> No restriction 	<ul style="list-style-type: none"> No restriction 	<ul style="list-style-type: none"> No restriction
1	<ul style="list-style-type: none"> No watering between 9 am & 5 pm 	<ul style="list-style-type: none"> Bucket only 	<ul style="list-style-type: none"> No restriction 	<ul style="list-style-type: none"> No restriction 	<ul style="list-style-type: none"> No restriction 	<ul style="list-style-type: none"> No restriction 	<ul style="list-style-type: none"> No restriction
2	<ul style="list-style-type: none"> Hose/Sprinklers 4 hours/day 7 to 9 am & 7 to 9 pm BASIX & Low Water Auto Systems - Odd Street No. 9 pm to midnight, Even No. midnight to 4.00 am 	<ul style="list-style-type: none"> Bucket only 	<ul style="list-style-type: none"> No restriction 	<ul style="list-style-type: none"> No restriction 	<ul style="list-style-type: none"> No restriction 	<ul style="list-style-type: none"> No restriction 	<ul style="list-style-type: none"> No restrictions
3	<ul style="list-style-type: none"> Hose/Sprinklers 2 hours/ day 7 to 9 pm BASIX & Low Water Auto Systems - Odd Street No. 9 pm to midnight, Even Street No. midnight to 4.00 am 	<ul style="list-style-type: none"> Bucket only 	<ul style="list-style-type: none"> Public & Commercial Pools 	<ul style="list-style-type: none"> No restriction 	<ul style="list-style-type: none"> No restriction 	<ul style="list-style-type: none"> No restriction 	<ul style="list-style-type: none"> No restrictions
4	<ul style="list-style-type: none"> Hand Hose 2 hours/day 7 to 9 pm. BASIX & Low Water Auto Systems - Odd Street No. 9 pm to midnight, even Street No. midnight to 4.00 am 	<ul style="list-style-type: none"> Bucket only 	<ul style="list-style-type: none"> Public & Commercial Pools 	<ul style="list-style-type: none"> No restriction 	<ul style="list-style-type: none"> No restriction 	<ul style="list-style-type: none"> No Restriction 	<ul style="list-style-type: none"> Minimum Water Use
5	<ul style="list-style-type: none"> Hand Hose 1 hours/day 8 to 9 pm BASIX & Low Water Auto Systems - Odd Street No. 11 pm to midnight, Even Street No. 3.00 to 4.00 am 	<ul style="list-style-type: none"> No watering 	<ul style="list-style-type: none"> Public Swimming Pool Only 	<ul style="list-style-type: none"> Sports Grounds Only 	<ul style="list-style-type: none"> No restriction 	<ul style="list-style-type: none"> No Restriction 	<ul style="list-style-type: none"> Minimum Water Use
6	<ul style="list-style-type: none"> No watering 	<ul style="list-style-type: none"> No watering 	<ul style="list-style-type: none"> Close all Pools 	<ul style="list-style-type: none"> No Watering 	<ul style="list-style-type: none"> No Watering 	<ul style="list-style-type: none"> No Watering 	<ul style="list-style-type: none"> Absolute Essential Water Use
7	<ul style="list-style-type: none"> No watering 	<ul style="list-style-type: none"> No watering 	<ul style="list-style-type: none"> No watering 	<ul style="list-style-type: none"> No watering 	<ul style="list-style-type: none"> No watering 	<ul style="list-style-type: none"> No watering 	<ul style="list-style-type: none"> Absolute Minimum Water Use

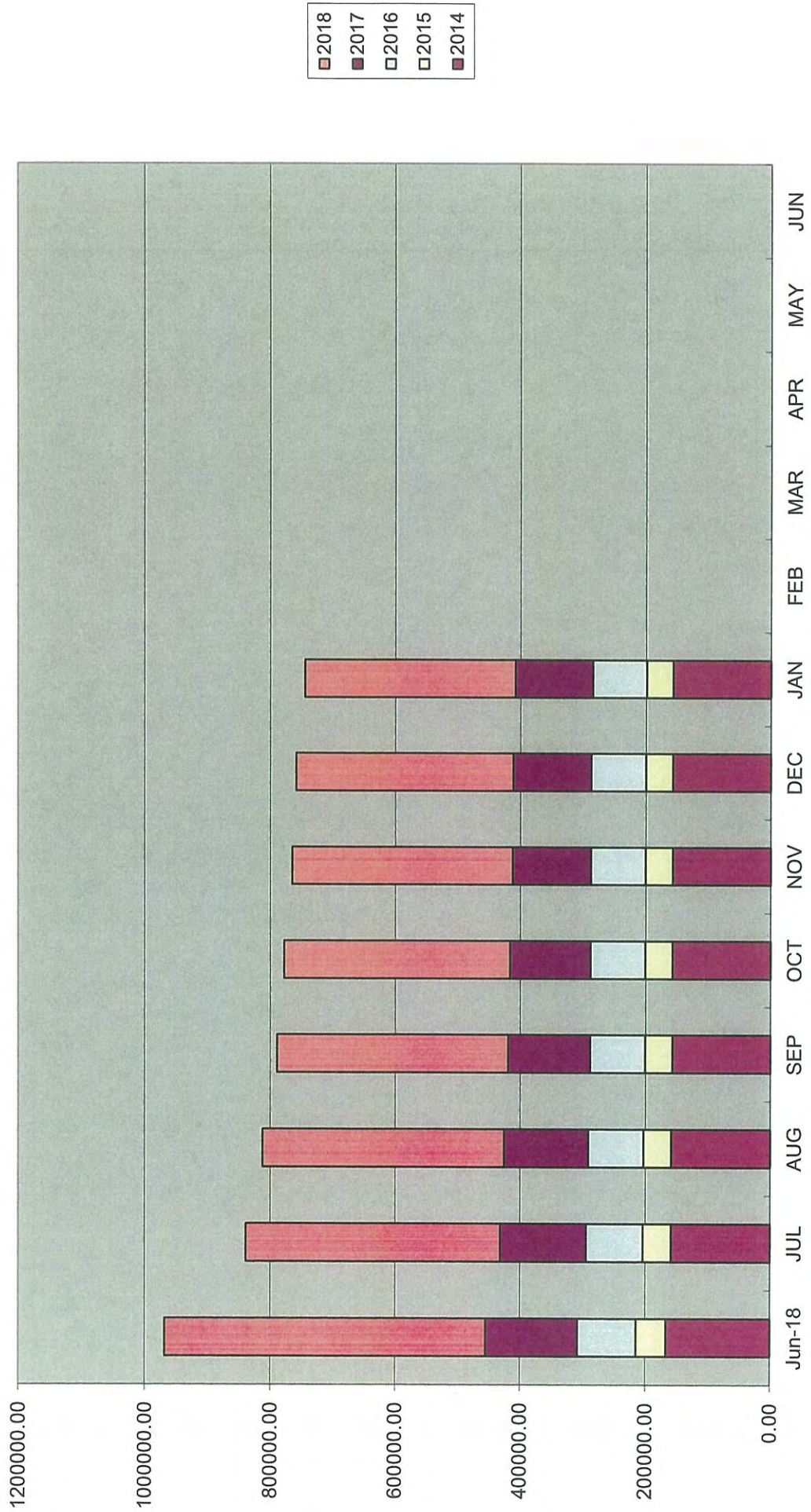
Rate Arrears 2018-2019
General Rates, Water Access, Sewer, Domestic Waste, Interest & Legal Costs



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



Rate Arrears 2018-2019
General Rates, Water Access, Sewer, Domestic Waste, Interest & Legal Costs



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

