

Annual Operational Plan Quarterly Management Report



COBAR SHIRE
COUNCIL
outback nsw

Q2 2022/2023

Table of Contents

Table of Contents	2
Key Activity: Community	3
Key Activity: Economy	21
Key Activity: Governance	26
Key Activity: Infrastructure	39
Key Activity: Environment	54

Key Activity: Community

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

COUNCIL STRATEGY				
1.1.1	Strong and participative interagencies and forums			
DP Action	Action	Responsibility	Progress	Comments
Community Services Forum	Actively participate in the Community Services Forums.	General Manager	50%	Meetings attended and secretarial positions filled next meeting scheduled for 14/02/23.
Actively participate in the Far North West Joint Organisation	Mayor and GM to attend all meetings.	General Manager	50%	Ongoing
Actively participate in the Orana Water Utilities Alliance	Attend meetings.	Water & Sewer Manager	50%	
Advocate for government agencies to have offices in town & communities	Meet with relevant Ministers	General Manager	50%	Ongoing

COMMUNITY OUTCOME

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

1.2.1 Implement the actions outlined in the Youth Development Plan

DP Action	Action	Responsibility	Progress	Comments
Engage the services of a Youth Development Officer on a long term basis	Seek grant funding to engage a Youth Development Officer.	Director Finance & Community Services	50%	No option as yet Alternative organisational structure in place to provide same outcome
Undertake School Holiday Activities	Develop activity calendar	Grants Officer	50%	While progress in this space may seem visibly slow, this is as we train staff and get use to the new facility, however there is things happening face-to-face and in the background. Staff are focusing on working with disadvantaged kids, which has already seen a positive impact on anti-social behaviours within our facility and the surrounds. An activity calendar is being created with staff, funding and the Youth Council all needing to be involved.

COUNCIL STRATEGY				
1.2.2	A greater range of youth activities organised and coordinated			
DP Action	Action	Responsibility	Progress	Comments
To provide youth services and a facility that will create interaction between all ages, interests and social standing by providing recreational, sporting and cultural activities and support services for the youth and the community of Cobar and villages	Ensure youth activities are undertaken in Villages	Grants Officer	50%	Cobar has seen a massive increase in youth activities since the re-opening of the Cobar Youth and Community Centre in October. From sports (basketball and league), fitness, creative arts workshops, live music, excursions to the pool, discos and playgroups we have focused on offering a wide variety of activities for 'drop-in' style youth also. Our main 'clientele' has been 5 - 14 yrs old. With 0-5 yrs visiting with parent and 14yrs - 24 yrs mainly attending for sport and workshops.
	Hold regular youth activities at the centre and enter and maintain partnerships to aid and enhance the provision of Youth Services.	Grants Officer	0%	Cobar has seen a massive increase in youth activities since the re-opening of the Cobar Youth and Community Centre in October. From sports (basketball and league), fitness, creative arts workshops, live music, excursions to the pool, discos and playgroups we have focused on offering a wide variety of activities for 'drop-in' style youth also. Our main 'clientele' has been 5 - 14 yrs old. With 0-5 yrs visiting with parent and 14yrs - 24 yrs mainly attending for sport and workshops.
	Undertake activities under Family and Community Services grant.	Grants Officer	50%	

COUNCIL STRATEGY				
1.2.2	A greater range of youth activities organised and coordinated			
DP Action	Action	Responsibility	Progress	Comments
Organise Youth Week Activities	Cobar Youth Council undertake activities during the year aimed at young people.	Grants Officer	50%	The Youth Council is assisted by either the Youth Development Coordinator or the Youth Development Officer in running meetings, noting the assistance is to guide their meetings, not run them. At the Youth Council meetings, the secretary takes minutes, and this is where ideas for events/ resources etc come from for delivery throughout the year. The Youth Council with assistance from staff ran a very successful Halloween Disco, and their next meeting will look at a 12-month plan for 2023.
	Youth Week activities to be organised in conjunction with Cobar Youth Council.	Grants Officer	50%	Youth week is in April. Planning has begun with the youth council and a series of organised activities will be delivered over the designated week.

COUNCIL STRATEGY				
1.2.3 Increased educational opportunities provided locally				
DP Action	Action	Responsibility	Progress	Comments
Work with early childhood organisations, schools and TAFE to increase the quality and diversity of educational opportunities available locally and promote them	Hold regular meetings to determine key issues in delivering education to early childhood services in Cobar and develop solutions to these issues collaboratively.	General Manager	50%	Ongoing

COMMUNITY OUTCOME				
1.3	Families are supported, social inclusion is valued and families who relocate to Cobar stay in Cobar			
COUNCIL STRATEGY				
1.3.1	Parents are supported in their role to raise their children and services are available to assist them to build their parenting skills			
DP Action	Action	Responsibility	Progress	Comments
Cobar Shire and TAFE library staff support parents via library services and outreach	Hold story time sessions, Library staff provide activities for children aged 6 months to 5 years, and model early literacy for parents including during isolated periods related to COVID-19.	Manager Library Services	50%	Pre-school storytime, rhyme & craft sessions were offered on a weekly basis in Q2 (every Thursday as well as the last Saturday of the month). 81 children attended with parents.
Information is provided to the community on the range of services available in Cobar Shire and how to access them	Maintain and update the community services directory and other activities that provide information on services available and how to access them, including Facebook and website updates.	Customer Service Manager	50%	The Community Services Directory is being reviewed as the new website is implemented.

COUNCIL STRATEGY

1.3.2 Increase the supply of childcare and preschool places and options

DP Action	Action	Responsibility	Progress	Comments
Administer and Coordinate Children Services (FDC, COOSH, IHC,) and Kubby House	Administration of CCS for all eligible families in accordance with Federal Legislation.	Administration Assistant - Children's Services	50%	CCS for FDC, IHC & Coosh have been administrated as per the legislation requirements.
	Maintain and update policies, manuals, procedures, quality improvement plans and family information packages for FDC, IHC, & COOSH to comply with changes to National Regulations and Quality Framework and National In Home Care Standards concepts and new information.	Administration Assistant - Children's Services	55%	Policies for FDC & Coosh have been reviewed. Policies for IHC are in the process of being reviewed. IHC Manual has been updated. FDC has undergone the Assessment & Rating process, still awaiting report.
Improve the quality and availability of childrens services in Cobar and surrounds	Support Early Childhood Services in Cobar to ensure adequate supply of quality childcare to meet the communities needs and expectations.	Director Finance & Community Services	50%	demand is unable to be met.

COUNCIL STRATEGY				
1.3.3	Have family orientated activities to encourage families to socialise in the community			
DP Action	Action	Responsibility	Progress	Comments
Plan, organise and promote festivals, celebrations and activities in the Shire	Organise and facilitate the successful management of the Festival of the Miner's Ghost (FOMG) in cooperation with the community and the FOMG organising committee.	Tourism Manager	50%	Festival of the Miners Ghost will be held October 27-29th 2023. Planning is currently underway for the festival. The festival will include A Night to Remember our Lost Miners, Mining & Trade Expo, Fireworks display, Art Exhibition, local market & muso night with kids amusement and local entertainment.
	Organise community events such as Australia Day celebrations and Senior Citizen's Week events.	Tourism Manager	75%	Australia Day celebrations occurred on Thursday 26th January 2023 at Cobar Memorial Swimming Pool. A full program of events were carried out during the day which consisted of triathlon, swimming relays, naturalisation & awards ceremony, the great duck race and It's a knockout. The day was filled with fun entertainment in the afternoon with a DJ, free slide, snow cones and kids amusement activities. The awards had 68 nominations with 8 lucky winners. Our Australia Day Ambassador was Bronte Hendricks. Seniors Week will run in March. Council were unsuccessful with grant funding for the event but will run a smaller scaled series of events during the week to celebrate our seniors.
	Organise the Grey Mardi Gras including seeking funding opportunities.	Tourism Manager	50%	Grey Mardi Gras 2024 is currently in the planning phase. This event will be held in April 2024 and will run over a series of three consecutive days. Council are actively looking for grant opportunities for this event. More event details and marketing material will be released in the coming months.
	Prepare a plan for the establishment of Running on Empty Festival as a major event for Cobar	Tourism Manager	50%	Council are currently liaising with the ROEF committee regarding future festival dates. The next ROEF is proposed for September 2025.

COMMUNITY OUTCOME

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

COUNCIL STRATEGY

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

DP Action	Action	Responsibility	Progress	Comments
Build a collaborative relationship with the mines within the community	Develop a MOU with the mines	General Manager	0%	No action to date

COUNCIL STRATEGY

1.4.2 Develop initiatives to maximise the benefits and minimise the negative impact of shift work and FIFO/DIDO on the community

DP Action	Action	Responsibility	Progress	Comments
Work with local business and government agencies to identify where changes can be made or initiatives developed to reduce the negative impacts and encourage residential living of employees	Improve the liveability of Cobar in Order to attract families and employees	General Manager	50%	On going

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

COUNCIL STRATEGY				
1.4.4	Support arts and cultural organisations, activities and facilities			
DP Action	Action	Responsibility	Progress	Comments
Support Outback Arts and cultural activities in the Shire	Provide annual funding and support to Outback Arts and actively participate on the Outback Arts Board and support arts and cultural activities in the Shire.	General Manager	50%	Ongoing

COMMUNITY OUTCOME				
1.5	A healthy and active community			
COUNCIL STRATEGY				
1.5.1	Provide appropriate health care options and services both within the Shire and the region			
DP Action	Action	Responsibility	Progress	Comments
Provide assistance and incentives to attract Doctors.	Develop policies to support the attraction of Doctors to Cobar.	General Manager	50%	Council provides accommodation, flights and other support
Lobby NSW Government and the Federal Government to increase and improve health care provision within the Shire, including access to GP and Health services and specialised services	Lobby NSW Government and the Federal Government to ensure high quality health care services are available in Cobar Shire or are easily accessible where it is not possible to have them provided locally Including Villages	General Manager	0%	Ongoing
Council to liaise with surrounding Councils & health districts to ensure support to our villages	Early intervention & psychological services	General Manager	50%	Obtained grant funding & service is engaged
	Integrate Community health bus for village residents to be able to access appointments within the shire	General Manager	0%	No action to date

COUNCIL STRATEGY				
1.5.2	Increase the use of Council owned and other sporting and recreational facilities across the community			
DP Action	Action	Responsibility	Progress	Comments
Increase the use of the Cobar Youth and Fitness Centre	Increase utilisation of the Cobar Youth and Fitness Centre.	Grants officer	50%	The usage of the Cobar Youth and Community Centre has increased significantly since opening in October. We now hold basketball weekly (moved from the Cobar High School). 7 meetings have been held in the community room 4 community consultation sessions 10 Christmas parties 8 birthday parties 15 'pop-up' play group sessions 10 community coordinated sporting events (soccer and squallyball) 22 seniors walking groups sessions drop-in sessions daily 4 basketball clinics 3 rugby league clinics 6 training sessions 3 Little Athletic sessions (moved here due to wet weather) 1 Country cup carnival (150 people - moved here due to wet weather) Community carols by candlelight (moved here due to wet weather)
Management of the Cobar Memorial Swimming Pool	Develop and design a Master plan for the upgrade of the pool facilities.	Director Finance & Community Services	100%	completed and results being actioned with appropriate funding is confirmed
	Management of pool operations ensuring safety and compliance for all patrons is paramount Manage the pool contract	Director Finance & Community Services	75%	Is managed in a compliant manner, website currently being rebuilt - will consider after this

Maintain all Council parks and reserves, including plants, trees and public facilities, the Skate Park and the Miners Memorial.				
	Inspect and rectify defects of Park assets, reserves, including plants, trees and public facilities and the Skate Park.	Urban Services Coordinator	0%	
	Maintenance of sporting ground and associated facilities.	Urban Services Coordinator	50%	Touch football starts up in Feb, soccer is booked in, little A,s has just received a grant for new equipment to be installed.
Extend and expand the Great Cobar Heritage Centre	Obtain grant funds for the future expansion of the Cobar Museum	Tourism Manager	50%	Funding has been obtained for both stages for the Museum phase 2 & 3. The Museum project team however remain to actively source future grant opportunities to build on the experience for phase 2&3 when funding becomes available.
Increase utilisation of Public Reserves	Develop a masterplan for the Newey & Old Res	Director Planning & Environmental Services	0%	Not commenced yet

COUNCIL STRATEGY				
1.5.3	Provide adequate infrastructure to care for older residents locally			
DP Action	Action	Responsibility	Progress	Comments
Provide appropriate services for residents at the Lilliane Brady Village	Develop, implement and review systems to ensure services are provided according to the needs of residents.	Administration Team Leader LBV	15%	Quotes are being received for a third party to update and maintain policies to reflect current legislative requirements to meet ensure the needs of residents are being met.
	Maintain health and personal care of all residents according to their needs and maintain resident lifestyle, rights and choices.	Administration Team Leader LBV	10%	Upload of audits to our Manad software system are on hold as we review quotes from a third party to update and maintain audits to Accreditation standards. Advertising for a Physio aid has commenced to assist with the needs of residents.

COMMUNITY OUTCOME				
1.6	A safe and clean community			
COUNCIL STRATEGY				
1.6.1	A more visible and engaged police presence			
DP Action	Action	Responsibility	Progress	Comments
Work with police and licensed premises to promote a safe community	Meet with Cobar Police every 6 months to discuss issues	General Manager	50%	Ongoing
	Provide secretariat services for the Cobar Liquor Accord.	General Manager	50%	Secretariat services provided to Liquor Accord meeting held in Feb 2023

COUNCIL STRATEGY

1.6.2 Implementation of the Cobar Crime Prevention Plan and Strategy

DP Action	Action	Responsibility	Progress	Comments
Develop Cobar Crime Prevention Plan and Strategy	Update the action list for the Crime Prevention Plan and Strategy.	General Manager	0%	No action to date

COUNCIL STRATEGY				
1.6.3	Encourage safe and sustainable development			
DP Action	Action	Responsibility	Progress	Comments
Undertake legislated obligations in relation to building and development	Assess and determine all relevant applications as outlined under Section 68 of the Local Government Act 1993	Director Planning & Environmental Services	55%	All s68 applications lodged with Council through the NSW Planning Portal are assessed and determined in accordance with relevant legislation requirements
	Carry out critical stage and other progress inspections required to ensure completed projects complies.	Director Planning & Environmental Services	50%	Development projects are inspected when necessary to establish level of compliance.
	Complying Development applications assessed and approved in accordance with statutory standards requirements and Council Codes.	Director Planning & Environmental Services	45%	Complying Development Certificate applications lodged with Council are assessed and determined in accordance with relevant legislation requirements.
	Development Applications assessed and approved in accordance with statutory standards and requirements and Council Codes.	Director Planning & Environmental Services	45%	Development Applications lodged with Council are assessed and determined in accordance with relevant legislation requirements.
	Inspect all development when required by approval so as to ensure compliance.	Manager Planning & Environmental Services	50%	Developments are inspected when necessary to establish level of compliance
	Process applications for Planning Certificates.	Director Planning & Environmental Services	45%	Planning certificate applications are determined expeditiously following lodgment with Council.
	Provide approval and inspection services for the installation	Director Planning & Environmental Services	55%	Councils role as a plumbing regulator, as delegated by the Office of Fair Trading under the

	of sewage and drainage services.			Plumbing and Drainage Act, is undertaken as per required legislative requirements.
	Provide registration, approval and inspection for applications to install and operate OnSite Sewage Management Systems.	Director Planning & Environmental Services	25%	All Section 68 applications seeking approval to install, operate and modify on-site sewage management systems are managed as per relevant legislated requirements, including registration, inspection and approval.
	Review LEP zoning in Nymagee to allow building	Director Planning & Environmental Services	0%	
Implement and maintain an appropriate register for leases, licences and land	Maintain the Lease, Licence and Land Register.	Director Planning & Environmental Services	50%	The lease, license and land use register is maintained as required.

COUNCIL STRATEGY				
1.6.4 Provide and maintain safe and serviceable public facilities and infrastructure				
DP Action	Action	Responsibility	Progress	Comments
To provide the community with an aesthetically pleasing and clean urban environment	Mechanically and manually clean the streets in the urban area to provide suitable environment for the community.	Urban Services Coordinator	50%	CBD and surrounds have been swept on a daily basis, as well as the residential street program.
Maintain Council Buildings to an appropriate standard	Develop maintenance plan	Director Engineering	50%	Commercial cleaning contract has been successfully awarded. Building audit and maintenance plan is yet to be developed.
	Maintenance and repair of Council buildings undertaken with available resources.	General Manager	50%	Ongoing
	Review asset management plan	Director Engineering	10%	Asset Management Strategy has been reviewed and updated. Asset Management Plans for each relevant asset groups needs to be reviewed and updated accordingly
Improve disability access to Council buildings and facilities to improve their accessibility by older people and people with a disability	Update Council's Disability Inclusion Action Plan.	General Manager	0%	To being in Q3.
Provide adequate telemetry for our networks across the Shire for Water and Sewer	Upgrade the telemetry network across the Shire.	Water & Sewer Manager	45%	

COUNCIL STRATEGY				
1.6.5	Provide protection from fire, natural disasters, public health and other threats to the community			
DP Action	Action	Responsibility	Progress	Comments
To have the Local Emergency Management Committee (LEMC) available for any disasters	All food shops and licensed premises inspected as per Food Authority Partnership.	Director Planning & Environmental Services	50%	Some routine food shop inspections have already commenced.
	Investigation of public health incidents.	Director Planning & Environmental Services	50%	Any relevant work orders actioned. There have been no significant public health incidents.
	To ensure strategic planning is made to establish local disaster management plans which consider the risks to local communities and have in place relevant disaster management plans which cover the reasonably foreseeable risks within the community.	General Manager	50%	Ongoing
	To establish an effective and relevant Local Emergency Management Committee to co-ordinate Emergency services with the community.	General Manager	50%	Local Emergency Management Committee is actively meeting with the General Manager chairing meetings
Drought policy	Review & implement a drought management plan	Director of Engineering	0%	Not commenced

Key Activity: Economy

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

COUNCIL STRATEGY				
2.1.1	Encourage business growth and new business opportunities in the Shire			
DP Action	Action	Responsibility	Progress	Comments
Facilitate business development in the Shire	Develop a Masterplan for the CBD in Cobar	General Manager	50%	Draft masterplan for the CBD is currently being completed due in February. 2023
	Facilitate business opportunities within Cobar and promote the region.	General Manager	50%	Ongoing
Support existing industries (mining & agriculture)	Investigate a new industrial estate to allow for business growth	General Manager	0%	No Action to date
	Investigate new industries outside of mining within the Shire (outside of mining)	General Manager	50%	Ongoing

COUNCIL STRATEGY				
2.1.2	Develop and provide an Economic Action Plan that contributes to the growth of the Shire			
DP Action	Action	Responsibility	Progress	Comments
Develop an Economic Action Plan	Renew the Economic Action Plan and provide actions For the next 12 months	General Manager	0%	No Action to date
COUNCIL STRATEGY				
2.1.3	Encourage people to shop locally and support the business community more broadly			
DP Action	Action	Responsibility	Progress	Comments
Participate in, and work with, the Cobar Business Association to develop programs to support business	Work with the Cobar Business Association to support local business initiatives such as the Great Cobar Business Awards, shop local promotions, training initiatives and other activities.	Tourism Manager	50%	Council with the Cobar Business Association worked together to deliver the Cobar Christmas Parade & Gala Night in December 2022. The event was a huge success and one of the best parade and local shopping nights on record throughout the years of hosting the event. Cobar Shire staff actively hold the secretary role on the business association committee and have recently applied for grants and provided local letters of support to grant applications submitted for local events, activities and projects.
Support shop local campaigns, including administration of the Cobar Quids program	Monitor, dispense and reconcile Cobar Quids.	Customer Service Manager	50%	Cobar Shire Council act as the "bank" for the Cobar Business Association's Cobar Quids program. This initiative is to encourage people to shop locally. Council processed an average of 59 transactions per month for the October - December 2022 quarter.
	Advocate for local business/contractors to be engaged.	General Manager	50%	Ongoing Support provided

COMMUNITY OUTCOME**2.2 A strong and diverse tourist industry with a focus on customer service****COUNCIL STRATEGY****2.2.1 Update and implement the Tourism, Events and Museum Business Plan**

DP Action	Action	Responsibility	Progress	Comments
Update and implement the Tourism, Events and Museum Business Plan	Complete revision of all Council Tourism Signage and construct, design and prepare a funding plan to achieve.	Tourism Manager	50%	Tourism signage has been captured with signage audit. Signage style guide needs to be developed for future branding. Council staff still actively working on updating boundary signage and town interpretations signs that are in poor condition.
	Regularly update and report on implementation of the Tourism, Events and Great Cobar Museum	Tourism Manager	50%	Tourism staff worked with local businesses and organisations during Christmas to develop a Christmas events brochure that was delivered and displayed in all local business within the CBD. The booklet displayed all community events leading to Christmas and also promoted Christmas events held at local Businesses during the festive period. Tourism staff collated business trading hours information during the Christmas period to promote locally and to visitors. Tourism staff have established a annual events calendar for 2023 and hold regular monthly tourism meetings to work with community, sporting and local business groups.
	Camping options in Cobar Shire	General Manager	0%	No action to date

COUNCIL STRATEGY				
2.2.2	Develop a diverse range of interesting annual events and promote the activities that are on and the cultural experiences that are available in Cobar to locals and tourists			
DP Action	Action	Responsibility	Progress	Comments
Manage the Visitor Information Centre	Manage the Visitor Information Centre, admissions to Museum and souvenir shop at the Great Cobar Heritage Centre.	Tourism Manager	50%	<p>Cobar was on track to have its best year on record with visitation before the road closures & flooding zones were put in place in October. Overall 2022 remains a successful year at the Great Cobar Museum & Visitors Information Centre with 27,733 visitors visiting the centre in 2022.</p> <p>Annual Stats 2022: Museum - 11,655, VIC - 16,078 , Total - 27,733 , Museum Sales - \$64,483.00, Shop Sales - \$79,525.46, Coach groups - \$5,184.50 & Total Sales - \$149,192.96</p> <p>Monthly Stats 2022: October: Museum 898, VIC 1254, Total 2152, Museum sales \$4719.00, Shop sales \$6,862.50, Coach groups \$1128.50, Total sales \$12,710.10 November: Museum 377, VIC 713, Total 1090, Museum sales \$1500.00, Shop sales \$2909.50, Total sales \$4409.50 December: Museum 391, VIC 676, Total 1067, Museum sales \$2455.00, Shop sales \$4051.40, Total sales \$6506.40</p>
Develop and implement new ideas to bring people to Cobar	Develop new marketing material to bring new residents and tourists to Cobar.	Tourism Manager	50%	<p>Tourism staff developed Christmas & Australia Day marketing brochures that were distributed locally in the lead up to events during those periods. The Kidman Way committee have been working on a new marketing strategy that will include the Kidman story. This will be developed and rolled out in all Shires along the Kidman Way. This will include signage, digital marketing and interpretation along the Kidman Way journey. The committee have recently applied for funding to assist with this and engaged a external consultant to help develop the theme and story guide.</p>

COMMUNITY OUTCOME				
2.3	A strong business hub operating out of the Cobar airport			
COUNCIL STRATEGY				
2.3.1	Encourage business development at Cobar Airport and encourage Cobar as a stopover point for aircrafts			
DP Action	Action	Responsibility	Progress	Comments
Actively seek out business opportunities to enhance the operations at Cobar Airport	Promote the airport to interested parties to establish business enterprises as per the actions in the Master Plan.	Director Finance & Community Services	0%	Masterplan disregarded, but soft promotion is occurring
	Providing Secretariat support to the Airport Advisory Committee to the Cobar Regional Airport.	Director Finance & Community Services	0%	This committee has been put on hold
Develop a masterplan for the development of Cobar Airport	Consult with users to influence the development of the masterplan	Director Finance & Community Services	0%	Not applicable

COMMUNITY OUTCOME				
2.4	Attract, Retain & Develop Workforce			
COUNCIL STRATEGY				
2.4.1	Job Creation and develop, attract & retain skilled workers			
DP Action	Action	Responsibility	Progress	Comments
Encourage & support educational opportunities within Cobar & villages	Undertake School based Traineeships, Attend and promote Careers days & promote Cobar High School	General Manager	0%	Ongoing

Key Activity: Governance

COMMUNITY OUTCOME				
3.1	A well-funded Council that is well managed and well governed			
COUNCIL STRATEGY				
3.1.1	Increase Council's income stream			
DP Action	Action	Responsibility	Progress	Comments
Reassess all rates, fees and charges	Debt recovery & undertake sale of land under Section 713.	Customer Service Manager	100%	
	Sound revenue management plan in place including rate recovery and debt recovery.	Director Finance & Community Services	100%	Revenue policy adopted
Increase grant funding received	Apply for grants to assist Council to undertake activities outlined in the Annual Operational Plan and to access additional grant opportunities as they become available.	Projects Coordinator	20%	Successful with Stronger Country Communities Fund Round 5 and Resources for Region Round 9. Grant application currently submitted for Female Friendly Community Sport Facilities and Lighting upgrades, this application is for upgrading of lighting within the indoor stadium at the Cobar Youth and Community Centre. Status of grant pending. Grant application for NSW Wemon's week, which is to host a week of woman in Cobar and will include a networking event, activities and wellness sessions. Status of grant pending.

				<p>Aus Day 2023 grant to host a day free event at the Cobar Pool on Australia. Funding successful. Application to be submitted for NSW Social Cohesion Grants Round 2 - Unsung Heroes - Innovation in Volunteering. Looking at providing free training to the community based around volunteering and being on a committee.</p> <p>Regional Youth Investment Program, for the Cobar Youth Centre outdoor multipurpose court upgrade. This application was unsuccessful.</p>
Effectively manage Council investments	Optimum investment of Council's surplus funds in accordance with Council's Investment Policy.	Financial Accountant	50%	Council's surplus funds have been invested to maximise interest revenue after taking Council's current and future working capital and operational needs into consideration. There has been an increase in interest revenue for the period and this is expected in the future.
Provide services as per contract with Services NSW	Meet the requirements as per Services NSW Contract.	Customer Service Manager	50%	Service NSW agency is open five days a week from 8am to 4.30pm as per the contract. Services provided include Roads & Maritime, Fair Trading, Births Deaths & Marriages, Working with Children Checks and Liquor & Gaming Licences.

Implement the Section 94 Plan, Section 64 Plan and VPAs and manage the funds to provide for future infrastructure through developer contributions	Implement the Developer Contributions Plan, Section 64 Plan and VPAs and manage the funds to provide for future infrastructure through developer contributions.	Director Finance & Community Services	50%	Being monitored quarterly recommendation to Council Q2 budget report
	Review the developer contribution plan to provide affordable development in Cobar Shire	Director Finance & Community Services	50%	Implementation of the Contributions Plan is ongoing.
To provide a Section 64 Plan that meets the community expectation	Review the charging methodology to ensure that it meets the ability to develop Cobar Shire.	Water & Sewer Manager	45%	
Negotiate VPA's to provide for contributions to the Shire of Cobar	Ensure any major development by mining companies have a VPA negotiated	General Manager	50%	Ongoing

COUNCIL STRATEGY				
3.1.2	Minimise risk for Council and the community			
DP Action	Action	Responsibility	Progress	Comments
Develop and implement a risk management strategy suitable for Council operations	Co-ordinate the development of Councils Business Continuity Plan and Disaster Recovery Plan in conjunction with StateCover.	Director Finance & Community Services	75%	required allocation to resume project
	Implement a Corporate Risk Management Strategy.	General Manager	50%	Being Drafted
	Internal Audit Committee to meet quarterly and ensure Compliance with all Legislative and Regulatory requirements.	Director Finance & Community Services	0%	on hold until Jo body formed
WHS obligations are met and safe work practices are promoted and undertaken	Consult with WHS Committee to take a proactive stance in promoting a healthy and safe work environment.	Human Resources Manager	50%	The WHS Committee is active, with meetings are held bi-monthly, with regular agenda items being discussed, addressed and resolved. The committee provides a platform for consultation between Council Management and employees with regular suggestions/recommendations from the committee presented to and endorsed by Manex.
	Refinement and implementation of Councils' WHS Management System in conjunction with WHS Committee and employees.	General Manager	50%	Ongoing
	Reduce workplace incidents by providing return to work services, supporting the Health and Safety Committee, providing adequate training and appropriate procedures.	Human Resources Manager	75%	Return to Work and injury management services are provided to all areas of Council by the Human Resources team and take a considerable amount of time to facilitate.
	Refinement and implementation of Councils WHS Management System in conjunction with WHS Committee and employees.	General Manager	75%	New WHS policies/procedures are continuously being developed.

COUNCIL STRATEGY				
3.1.3	Strong governance measures in place			
DP Action	Action	Responsibility	Progress	Comments
Councillors are well trained and informed on their roles and responsibilities	Training provided to Councillors.	General Manager	20%	Ongoing- General Manager to produce plan for Councillors by March 2023

COMMUNITY OUTCOME				
3.2	An engaged community that participates in decision making			
COUNCIL STRATEGY				
3.2.1	Encourage more direct participation and interaction between Council and the community			
DP Action	Action	Responsibility	Progress	Comments
Provide up-to-date and relevant information to the public on Councils activities	Dissemination of up-to-date and relevant information to the media and staff on Councils activities.	General Manager	50%	Information regarding Council services, events and relevant information is reported weekly to the Cobar Weekly and on the Council website. The Council Facebook and Instagram pages updated regularly.
Develop regular newsletter throughout Shire	Provide regular newsletter including a works program to the community	General Manager	0%	To be undertaken in Q3
Promote Cobar to encourage new residents to live in our community (sell our town better)	Educate the community on what Council does and create a positive image & promote it	General Manager	50%	Ongoing
Maintain partnerships with community organisations, such as Business Groups, Council Committees and Council Alliances	coordinate and support the Traffic Committee and the Rural Roads Advisory Committee.	Director Engineering	50%	Local Traffic Committee has been held in November 2022, with the next meeting yet to be scheduled for 2023.
Maintain partnerships with community organisations, such as Business Groups, Council Committees and Council Alliances	Elected Council members to attend any community meetings & attend village progress meetings	General Manager	50%	Ongoing
	Participation in Orana Water Utilities Alliance	Water & Sewer Manager	50%	

COUNCIL STRATEGY				
3.2.2 Increase the participation of youth in community leadership				
DP Action	Action	Responsibility	Progress	Comments
Maintain a Cobar Youth Council	Establish and support Cobar Youth Council	Director Finance & Community Services	100%	Reestablished under Youthie banner

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

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

COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comments
Human Resources	Continue to promote the Staff Recognition and Reward Program.	Human Resources Manager	50%	Council GEM Awards encourage staff to nominate their peers for "Going the Extra Mile", the awards are presented at a quarterly BBQ for all staff (BBQs on hold due to COVID-19). We consistently receive nominations each quarter. The Reward & Recognition Policy aligns nominations with our current core values - ACE IT.
	To be an employer of choice including continual review of employee benefits, training plans, succession plans and Traineeships.	Human Resources Manager	50%	Attraction and retention are significant HR issues for all businesses across NSW - there simply aren't enough people in Cobar for the number of jobs available. It used to mainly effect professional and technical roles, but is now impacting recruitment for all roles (including entry level administrative and labouring positions). Apprenticeships have been put on hold for almost five years due to the lack of qualified tradesmen to support them. As at 31.01.23 we employ 2 x Graduates (Engineering), 2 x Administration Trainees, 1 x Cadet Engineer and 1 x School Based Trainee.
	To build productivity, maintain industrial harmony and increase employee satisfaction.	Human Resources Manager	50%	Overall the industrial harmony is sound. We have had no industrial issues this quarter.

	To ensure that a Consultative Committee is effective and efficient in recommending to the General Manager for action.	Human Resources Manager	50%	Almost all items brought to the Consultative Committee are from Human Resources, employee representatives rarely have suggestions for consideration.
	Undertake electronic performance appraisal annually.	Human Resources Manager	100%	Completed
Good recruitment and selection processes that promote the philosophy of recruit for attitude, train for skills	Ensure the organisational structure is appropriate to achieving the Budget or Delivery Program/ Annual Operational Plan.	Human Resources Manager	50%	The current organisational structure was reviewed against budget availability and presented to Council in July 2022 for resolution and adoption. The new structure will need to be costed for the 2023-24 budget.
Implement and manage an Employee Assistance Program for Council staff	Oversee and promote Councils Employee Assistance Program.	Human Resources Manager	50%	Council's Employee Assistance Program is utilised by staff and promoted to individual staff who may benefit from the assistance. Council's EAP provider is Uprise, which offers a more holistic approach to health and wellbeing, whilst still providing the more traditional counselling service for staff. This years' all staff health and wellbeing day is scheduled for Tuesday 14 March.
Staff are provided with up-to-date and relevant tools to undertake their roles	Review and update 10 Year Plant Rolling Replacement Program.	Director Engineering	40%	This Plan was reviewed over the last 2 years but will need annual review/adjustment based on fleet utilisation and service needs. A range of large contracts have been let for tender this year

Provide Cobar Shire Council with a secure, reliable and cost effective information technology network.	Audit and analysis of software used and future needs and identify software champions.	Director Finance & Community Services	100%	The ERP goes live shortly IT committee comprises directorate champions
	Continuing to upgrade security systems and staff awareness.	Director Finance & Community Services	50%	This will be an ongoing requirement undertaken by Tronic using various platforms and guidelines
	Ongoing upgrade of IT innovations, which includes training of staff.	Director Finance & Community Services	50%	This is an ongoing operational task

COUNCIL STRATEGY				
3.3.3 Council undertakes adequate strategic planning activities and meets all legislative reporting requirements				
DP Action	Action	Responsibility	Progress	Comments
Council updates the Integrated Planning and Reporting framework documents as required	Compliance with Integrated Planning and Reporting (IPR) Framework Requirements as outlined by the OLG.	General Manager	50%	Renewal of IPR Framework documents within agreed timeframe: • Resource Strategy involving: - Minimum Ten (10) Year Financial Plan; - Asset Management Plans for Building Assets; • Annual Operational Plan. Currently working on disability inclusion plan.
	Implementation of Council's Community Engagement Strategy.	General Manager	75%	Reviewed as part of the IP&R review
	Workforce Management Strategy, as part of Resourcing Strategy, developed and maintained.	Human Resources Manager	100%	.
	Works Program developed for Shire and Regional roads, drainage, signs and traffic facilities.	Director Engineering	65%	A capital works program for all engineering work has been developed, which includes all roadworks on Regional and Shire Roads. Programs will be developed once this has been completed. This program is constantly shifting with the onset of new grant funds that council has been successful in obtaining.
Meeting NSW Health and EPA legislative requirements for Water and Sewer	Quarterly report submitted to NSW Health and Annual Report to EPA.	Water & Sewer Manager	50%	

COUNCIL STRATEGY

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

DP Action	Action	Responsibility	Progress	Comments
Effective & compliant contractual management and procurement practices are employed	Maintain a current Contracts Register, update policies and procedures and identify improvements in procurement processes.	Director Finance & Community Services	50%	Maintained as an ongoing task
Provision of Cobar Water Board Administration and Financial Services	Undertake administration and financial services for the Cobar Water Board as per the Agreement.	Director Finance & Community Services	50%	Effective services being supplied under agreement
Provide VendorPanel as Council's main Procurement tool	Use of VendorPanel as Council's main Procurement tool.	Financial Accountant	50%	Vendor Panel has been implemented across Council. Local supplier reaction has been positive. The use of registers in order to maintain Council compliance has been effective, as well as the use for higher level procurement including tenders. Staff use has increased.

COMMUNITY OUTCOME**3.4 Housing & Accommodation that meets the current and future needs for our shire****COUNCIL STRATEGY****3.4.1 Provide adequate housing & accommodation**

DP Action	Action	Responsibility	Progress	Comments
Create a housing Strategy	Develop housing strategy in conjunction with State Government	Director Finance & Community Services	0%	State Government representatives have other priorities despite mutual enthusiasm
	Investigate residential subdivision, housing affordability & Crisis accommodation	Director Finance & Community Services	0%	

Key Activity: Infrastructure

COMMUNITY OUTCOME				
4.1	A clean and reliable water supply			
COUNCIL STRATEGY				
4.1.1	Improve water supply infrastructure to Cobar, including piping the Albert Priest Channel, replacing the Nyngan to Cobar pipeline and improving pump stations, water storages and other associated infrastructure			
DP Action	Action	Responsibility	Progress	Comments
To support the Cobar Water Board in seeking funding for improvements to water supply infrastructure to bring quality water and a reliable supply of water to Cobar for treatment and distribution	Negotiate with Cobar Water Board and Bogan Shire Council to provide grant funding and options for the improving the Albert Priest Channel, completing the Pipeline Augmentation Project and undertaking improvements to other water supply infrastructure.	Water & Sewer Manager	15%	

COUNCIL STRATEGY**4.1.2 Improved water infrastructure across the Shire, including the town reticulation system**

DP Action	Action	Responsibility	Progress	Comments
Upgrade the reticulation network in Cobar, replacing old pipework, valves etc to improve water flow and water quality	Undertake repairs to potable water storages, including re-roofing, recoating and standardisation.	Water & Sewer Manager	30%	
	Upgrade the reticulation network in Cobar, replacing old pipework, valves etc to improve water flow, reliability, and water quality.	Water & Sewer Manager	45%	
Maintenance and repairs of water mains and water filtration system	Implement Water Supplies Asset Management Plan with 5 Year Rolling Works Program.	Water & Sewer Manager	50%	
Undertake fair valuation of water and sewer	In conjunction with Councils Asset Management team and Auditor undertake revaluation of Council's water and sewer assets.	Water & Sewer Manager	50%	

COUNCIL STRATEGY				
4.1.3	Seek alternative supply solutions to improve water supply to the villages			
DP Action	Action	Responsibility	Progress	Comments
Improve water supply to villages	Euabalong and Euabalong West Standpipe Reservoirs Option Study	Water & Sewer Manager	35%	
	Replacement of Pumping Stations.	Water & Sewer Manager	10%	
	Scoping study to be completed for Nymagee, Euabalong and Euabalong West.	Water & Sewer Manager	35%	
Maintenance and repairs of water mains and water filtration system	Implement Water Supplies Asset Management Plan with 5 Year Rolling Works Program.	Water & Sewer Manager	50%	
Undertake fair valuation of water and sewer	In conjunction with Councils Asset Management team and Auditor undertake revaluation of Council's water and sewer assets.	Director Engineering	0%	Revaluation was completed last year.

COUNCIL STRATEGY				
4.1.4	Provide contract services to Cobar Water Board			
DP Action	Action	Responsibility	Progress	Comments
Provide contract services to Cobar Water Board	Provide technical advice and maintenance activities to the Cobar Water Board.	Water & Sewer Manager	50%	

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

COUNCIL STRATEGY				
4.2.1	Improved access to telecommunications, radio, TV and broadband services			
DP Action	Action	Responsibility	Progress	Comments
Lobby the government for improved communications networks	Lobby to reduce Mobile Blackspots across the Shire.	General Manager	0%	No action undertaken in Q3
	Maintenance of radio base stations and licences.	General Manager	50%	Ongoing
	Lobby for funding to increase boosters for radio stations	General Manager	50%	Ongoing

COMMUNITY OUTCOME				
4.3	Good transport networks that increase the accessibility of Cobar and markets			
COUNCIL STRATEGY				
4.3.1	Seek ways to expand the sealed road network and improve and maintain the unsealed road network			
DP Action	Action	Responsibility	Progress	Comments
Road works undertaken according to priority, weather conditions and availability of resources	Construction and maintenance works carried out on Regional and Shire Road Network in accordance with approved programs	Director Engineering	50%	Council has completed upgrade work along Wilga Downs Rd, Mulya Rd, Pulpulla Rd and Yathong Rd. In addition, council will be undertaking upgrade works along the Wool Track, 52 Mile Rd and Grain Rd that has been made possible with grant funds. Extensive roadworks are also being undertaken in response to the recent flood events.
	Inspections by Council staff on a routine basis to identify maintenance works and report any urgent works to minimise public liability risk to Council.	Roads Development Manager	50%	
	Sign maintenance.	Director Engineering	50%	All works are undertaken with RMS and Australian standards

	Street maintenance	Urban Services Co-Ordinator	0%	
	Undertake ordered works on behalf of RMS within the agreed budget.	Roads Development Manager	50%	
	Undertake routine and supplementary works on State Roads in accordance with the RMS Contract.	Roads Development Manager	25%	Pricing for Heavy Patching submitted, awaiting Works Orders
Oversee quarrying activities and ensure an adequate supply of good quality gravel for use on the road network				
	Establishment and use of funding reserve for the rehabilitation and restoration of disused gravel pits and quarries.	Roads Development Manager	50%	
	Licences for all existing and new quarries progressively obtained.	Roads Development Manager	50%	
	Negotiate with landholders for water	Director Engineering	50%	This task is ongoing. Council officers regularly engage with land holders to access alternative water supplies for road works
Seal The Wool Track	Apply for funding for The Wool Track Seal Extension Project.	General Manager	50%	Grant applied for, waiting for decision
Speed limit increased on the Kidman Way	Lobby Transport NSW for the increased speed limit on the Kidman Way (100 to 110)	Director Engineering	60%	Council is awaiting the formal response from RMS now that the culvert extension have been completed

COUNCIL STRATEGY				
4.3.2	Provide and maintain safe and serviceable transport infrastructure including roads, footpaths, bike paths and airport			
DP Action	Action	Responsibility	Progress	Comments
Provide and maintain a safe and adequate footpath and bike path network	Maintain and improve Cobar and Villages walking tracks	Director Engineering	50%	Council intends to spend \$1.1M towards footpath improvement work that has been made possible through grants. The approach will be driven by risk mitigation strategies and complete linkages between existing paths.
	Review and update the Active Transport Plan. Identify action plans for years 1,2,3,4.	Director Engineering	50%	Council intends to spend \$1.1M towards footpath improvement work that has been made possible through grants. The approach will be driven by risk mitigation strategies and complete linkages between existing paths.
Road safety	Identify priority works required to improve the safety of the footpath network and undertake works as funding becomes available.	Director Engineering	40%	Council intends to spend \$1.1M towards footpath improvement work that has been made possible through grants. The approach will be driven by risk mitigation strategies and complete linkages between existing paths.
	Investigate Bypass in Cobar	General Manager	0%	No action to date
	Investigate Pedestrian crossing signage in main Street of Cobar	General Manager	50%	Ongoing
	Lobby for Lights at railway crossing throughout the Shire	General Manager	0%	No action to date

Cobar Airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Conduct regular and statutory maintenance program in accordance with Airport Operational Manual.	Director Engineering	10%	Maintenance is being conducted in accordance with AOM. Annual audit has been completed for the Cobar airport and report submitted to council. Works are being arranged for the clearance of vegetation around the airfield as identified in the report. In addition, renewal works are being undertaken to the runways that will involve major patching works and resealing works
	Consider the draft Cobar Aerodrome Master Plan.	Director Finance & Community Services	100%	Plan done in 2018, has been considered and is appropriate for future use.
	Develop program to increase hangar / development in order to increase use.	Director Finance & Community Services	50%	All applicants interviewed. Currently being planned
	Provision of services to key stakeholders such as Airlines and Charters.	Director Finance & Community Services	50%	airport provides requested services
Review the maintenance requirements of the Village Airports.	Maintain runways in a state that is acceptable for dry weather operation and ensure that the airstrips comply with the minimum standards for operation.	Director Engineering	50%	Maintenance is being conducted in accordance with AOM. Annual audit has been completed for the Cobar airport and report submitted to council. Works are being arranged for the clearance of vegetation around the airfield as identified in the report. In addition, renewal works are being undertaken to the runways that will involve major patching works and resealing works
Truck Stock wash	Investigate & seek funding for Stock Truck Wash	General Manager	45%	Land being sought and future grant funds being allocated.

Lobby the NSW Government to ensure that the rail network in well maintained, safe, affordable and well used, particularly for freight movements to reduce the impact of road movements on the community.	Lobby NSW Government to maintain rail network and develop initiatives to increase its use.	General Manager	0%	No actions undertaken in Q2.
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COMMUNITY OUTCOME	
4.4	Good quality and affordable community facilities and infrastructure

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

COUNCIL STRATEGY				
4.4.2	Provision of community facilities and maintain those that we have to an appropriate standard			
DP Action	Action	Responsibility	Progress	Comments
Provide Ward Oval Masterplan	Apply for additional funding to complete project i.e. cattle yards, walking tracks, pavilions, shot put nets	Projects Coordinator	20%	Little A's were successful with funding for new shot put and discuss nets at Ward Oval.
	Undertake the proposed development for the Ward Oval Masterplan	Projects Coordinator	10%	Tendering for both Ward Oval Multipurpose Building and Early Learning Centre has been completed. LOA expected in February. Ward Oval alignment complete. Successful with funding for lighting upgrade, which will be occurring in 2023.
Undertake the BBRF grant funded project of the update of Ward Oval and the Early Learning Precinct	Commence building of both projects	General Manager	50%	Progressing with this project
Undertake Council's cemetery operations in an appropriate and dignified manner	Keep stock of pre-dug graves in reserve and maintain Cemetery to the appropriate level.	Urban Services Co-Ordinator	0%	There are minimal pre dug graves at present, slabs have been poured for cremation wall , bricks have been purchased, waiting on Cohens bricklaying Dubbo.
	Survey the Cobar Cemetery to identify current and future needs	Director Engineering	0%	

To provide quality and readily accessible library services to Cobar and villages	The Library acquires, processes, maintains and lends library materials that are up to date and appropriate.	Manager Library Services	50%	477 items and 251 eBooks and eAudio added to the collection in Q2. 319 items = value \$8,074 (at cost) were removed. Total stock = 30,315 items, 18,738 eBooks, and 7,782 eAudio. 4,000 items loaned in Q2 (includes 477 eBook and eAudio loans).
	The Library provides public access to the internet service where possible.	Manager Library Services	50%	6 computers as well as wifi provided for public access. 237 hours of computer use and 74 hours of wireless bookings for Q2. Password-free access for standard library wifi was enabled.
	To ensure that the Library service is utilised by Cobar Shire residents of all ages and community groups.	Manager Library Services	50%	24 new members joined in Q2. Total membership = 2,331 members. 3,285 visits counted in Q2. Monthly new book list and events calendar e-mailed to stakeholders, press, and community groups. Library resources and services promoted via Facebook. Bookaholics meetings had 7 attendances, hosted 3 Kubby House storytime group visits, and ran 3 adult craft workshops with 9 attendances (cross-stitch, silicone bead craft & Xmas candles). Had 28 entries in the Grey Mardi Gras kids' colouring-in competition, and 14 entries in the Xmas adults colouring-in competition. Provided 6 home deliveries of loans. Nymagee and Euabalong library services open for 5 hours per week. Euabalong library service closed due to flood evacuation in November.

Develop & Maintain Cobar & Villages Caravan Parks	Apply for funding to update the facilities at the Cobar Memorial Swimming Pool.	Projects Coordinator	20%	Masterplan and Business case for the pool completed. Waiting for funding opportunities to become available
	Develop a Depot Masterplan for Cobar Council depot	Director Engineering	50%	Draft masterplan has been completed including collaboration with internal stakeholders. Plan has been presented at the October/November 2022 council workshop. Meeting with staff to be scheduled to plan the first stage of its implementation this year
	Restore & maintain historical buildings in town	Projects Coordinator	0%	Activate the Cobar CBD Masterplan project has commenced in October 2022. Aiming to have draft to go to the March 2023 Council meeting.
	Upgrade facilities at Cobar & Village caravan Parks	Projects Coordinator	0%	Will seek funding opportunities to upgrade caravan parks.
Maintain Street Lighting	Investigate adequacy of street lighting where necessary	Director Planning & Environmental Services	75%	All relevant upgrades to the Cobar Youth and Fitness Centre are progressing.

COUNCIL STRATEGY				
4.4.3	Improve recreational facilities at the water reserves			
DP Action	Action	Responsibility	Progress	Comments
Maintain and improve recreational facilities that are available at the Newey and Old Reservoir reserves	Develop and adopt a plan of management for the Newey Reservoir.	Director Planning & Environmental Services	10%	
	Investigate & cost Sealing old res access road	Director Engineering	50%	Project has been scoped and will be subject to an Otta Seal application later this year
	Undertake actions outlined in the Newey Reservoir Plan of Management.	Director Planning & Environmental Services	0%	Not commenced yet

COUNCIL STRATEGY				
4.4.4	Maintain and expand where necessary, the stormwater and sewer networks			
DP Action	Action	Responsibility	Progress	Comments
Maintain suitable stormwater network including kerb and guttering	Maintenance of CBD and older areas of town, where overland flow is the only means of runoff, annually, including removal of obstructions.	Urban Services Coordinator	0%	Currently mowing and whipper snipping, spraying the urban drain network.
Provide, maintain and operate a sewer network and disposal system and treatment works	Ensure EPA licence completed annually and at a minimal cost.	Water & Sewer Manager	50%	
	Implement the Sewerage Services Asset Management Plan with 5 year rolling works program.	Water & Sewer Manager	50%	
	Investigate options for implementing Liquid Trade Waste Policy and program.	Water & Sewer Manager	55%	
	Undertake required maintenance activities.	Water & Sewer Manager	30%	
	Undertake works to upgrade the three minor Sewer Pump Stations and inlet works at Sewer Treatment Plant.	Water & Sewer Manager	100%	

COUNCIL STRATEGY				
4.4.5	Maintain and service villages parks, streets, footpaths and community facilities			
DP Action	Action	Responsibility	Progress	Comments
Maintain and improve village facilities and services	Arrange for works to be undertaken that have been identified as priority projects by the Nymagee Progression Association (to use Nymagee VPA funds).	General Manager	50%	Working with Progress Association

COUNCIL STRATEGY				
4.4.6	Encourage an active community through appropriate infrastructure & facilities			
DP Action	Action	Responsibility	Progress	Comments
Provide infrastructure & facilities to promote active lifestyles	Investigate exercise equipment in parks & recreational areas including BMX track or bike tracks Bike & scooter racks Fresh water stations	Director Engineering	50%	These considerations are included with all master planning processes for open space upgrades.

Key Activity: Environment

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

COUNCIL STRATEGY				
5.1.1	Develop an alternative energy industries in Cobar			
DP Action	Action	Responsibility	Progress	Comments
	Lobby minister to extend & approve power supply	General Manager	0%	No action to date
Lobby business and government to encourage the development of an alternative / renewable energy industry in Cobar to increase power supply	Monitor opportunities for development of an alternative energy industry in Cobar.	General Manager	0%	No action to date
Provide alternative energy supply to Water and Sewer Infrastructure	Investigate the feasibility of solar installations at all major pump stations, Water Treatment Plant and the Sewer Treatment Plant.	Water & Sewer Manager	50%	Investigating the feasibility of solar installations at all major pump stations, Water Treatment Plant and the Sewer Treatment Plant.
Develop a strategy to deal with Key environmental issues i.e climate change, water management & heat management	Green space development	General Manager	0%	No action to date
	Workshop with Council to identify priorities	General Manager	50%	Ongoing

COUNCIL STRATEGY				
5.1.2	Develop community leadership on becoming leaders in resource use and waste management			
DP Action	Action	Responsibility	Progress	Comments
Undertake kerbside garbage collection in Cobar and prepare a Waste Services Strategy	Prepare a Waste Services Strategy Discussion Paper.	Director Planning & Environmental Services	10%	Preliminary discussions with external provider commenced.
	Provide a trade waste, domestic waste and street bin collection service to all customers as per agreed service levels.	Manager Planning & Environmental Services	20%	Trade Waste, domestic kerbside and street bin collections are being undertaken in accordance with required service levels.
	Promote efficient water use by Shire residents.	Water & Sewer Manager	50%	
Recycling of biosolids produced at the sewage treatment plant	Support local mining land rehabilitation through the treatment and reuse of the biosolids produced at the sewage treatment plant	Water & Sewer Manager	45%	Waste Disposal facilities are being provided in all villages and are subject to auditing and LTPoM plans.

COMMUNITY OUTCOME				
5.2	Well managed public and private land			
COUNCIL STRATEGY				
5.2.1	Encourage sustainable and profitable agricultural industries			
DP Action	Action	Responsibility	Progress	Comments
Focus and support Agriculture & horticulture in Cobar Shire	Lobby for key issues such as foot in mouth disease and transport network	General Manager	0%	No action undertaken

COUNCIL STRATEGY				
5.2.2	Have a street tree planting program for Cobar and Villages			
DP Action	Action	Responsibility	Progress	Comments
Develop and instigate a street tree planting program	Develop a street tree planting program with suitable trees for the local environment & native birds	Director Engineering	50%	Council officers are regularly removing inappropriate tree species from public land and replacing them with more suitable species for the environment. To develop a tree strategy which will formally adopt an approach for tree management activities.
Develop a high-risk tree removal and replantation program	Identify and remove high risk trees that pose a serious threat to large water and sewer transmission lines. Undertake a tree replantation program in suitable locations.	Water & Sewer Manager	0%	

COUNCIL STRATEGY				
5.2.3	Improve the presentation & maintenance of Cobar & Villages			
DP Action	Action	Responsibility	Progress	Comments
Maintain public & private land	Council maintains the CBD Council promotes tidy nature strips & private land	Director Planning & Environmental Services	50%	Planning & Environmental Department regulates and monitors maintenance of vacant private property as required.
Reduce littering in Cobar & Villages including roadsides	Educational programs	Director Planning & Environmental Services	0%	Not commenced
	Explore provision of more bins	Director Planning & Environmental Services	0%	Not commenced

COUNCIL STRATEGY				
5.2.4	Manage the crown land			
DP Action	Action	Responsibility	Progress	Comments
Provide ranger services to control animals in public places and to manage areas and crown land	Implement provisions of the Companion Animals Act and promote community awareness and responsibilities of dog and cat ownership.	Ranger	50%	Returned first time registered offending stray dogs. Speak with members of the public regarding responsible pet ownership. Implement control orders as required under the Companion Animal Act.
Develop Management Plans for Council managed Crown Land.	Actively apply for funding to improve or renew infrastructure on crown land	Director Planning & Environmental Services	0%	No relevant grant funding identified to date.
	Provide management plans for Council managed Crown Land.	Director Planning & Environmental Services	10%	Consulting with an external provider to determine time frame for project completion.

COUNCIL STRATEGY				
5.2.5	Long term management of noxious weeds			
DP Action	Action	Responsibility	Progress	Comments
Negotiate a new Weed Action Plan (WAP)	Review Councils responsibility as a Weed control authority and adopt WAP as needed	Director Planning & Environmental Services	50%	Preliminary consultation with LLS staff undertaken.

COUNCIL STRATEGY				
5.2.6	Vibrant and well-run national parks that are accessible and well used			
DP Action	Action	Responsibility	Progress	Comments
Lobby the NSW government to ensure the local national parks are vibrant and well run	Identify the current services shortfall provided by National parks and Wildlife Services for National Parks.	General Manager	0%	No action undertaken
Utilisation of gravel in National Parks for road construction	Lobby Government for utilisation of gravel in National Parks for road construction	General Manager	45%	Matter being raised with local Member & NSW Government

COMMUNITY OUTCOME				
5.3	Clean air in the community.			
COUNCIL STRATEGY				
5.3.1	Manage the externalities of mining and other industries operating close to towns and villages to minimise air pollution and other negative impacts			
DP Action	Action	Responsibility	Progress	Comments
That safe air quality is maintained in Cobar.	Other complaints handled by Council Staff.	Director Planning & Environmental Services	0%	Any concerns or complaints relevant are investigated by Council and if necessary, reported to the appropriate agency/department.
	That relevant complaints are forwarded to EPA.	Director Planning & Environmental Services	50%	Any concerns or complaints are investigated by Council and reported to EPA if necessary.

