

Annual Report 2021-2022

Annual Report



**COBAR SHIRE
COUNCIL**
outback nsw

2021/2022

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MISSION STATEMENT

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OUR VISION

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

OUR MISSION

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

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

OUR VALUES

Council's values represent who we are as an organisation. They are the guiding principles for how we carry out our duties.

Accountability – We are responsible for our actions, our behaviour and the satisfactory completion of allocated tasks.

Communication – We communicate openly and respectfully, sharing timely and appropriate information with others.

Effective Leadership – We lead by positive example, embodying all of Council's agreed values.

Integrity – We are consistently honest, transparent, ethical and fair, regardless of the situation.

Teamwork – We work collaboratively to achieve shared goals for Council and the community.

MAYOR'S MESSAGE

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The year gone by has certainly been a strange one. Upon the conclusion of one of the most severe droughts on record, the rain appeared and failed to stop. The water level at Burrendong Dam which had fallen to little more than 1% suddenly reached 140% and releases to prevent the water height getting out of control along with heavy rain falling throughout the west and central west resulted in some towns being flooded including our villages of Euabalong and Euabalong West.

Throughout the district roads are flooded and dangerous in places. I never thought I would ever think that we had enough rain in Cobar.

The clean up will be monumental and expensive. That concludes the bad news.

On the other side of the ledger the Museum won a prestigious award and the other entrants expanded much greater funds but our Museum prevailed. It would be remiss of me not to mention the hard work put in by our Curator Kay Stingemore and Tourism Manager Demi Smith who worked tirelessly behind the scenes.

Ward Oval is looking great with the picket fence around the reshaped oval and the work on the Early Learning Centre proceeding steadily. New stables and pavilions will compliment the Show Ground complex along with the new main building which replaces the old grandstand.

The Council and Water Board have finally gained a grant to complete the Nyngan to Hermidale pump stations although the final 100km of pipes still are awaiting a final decision from the State Government.

Together with my Councillors I can confirm our commitment to our Communities and the service we deliver so as to continue to make Cobar Shire a great place to live and work.

Thank you to all the volunteers who also provide a sense of community by giving up of their time for someone else.

I again say that together we can make a difference.

Peter Abbott

Peter Abbott
MAYOR

ELECTED MEMBERS

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**Mayor
Peter Abbott**

- Far North West Joint Organisation
- Wool Track Advisory
- Liquor Accord Committee
- Lower Macquarie Water Utilities Alliance
- Rural Roads Advisory Committee
- Cobar Water Board
- Association of Mines Related Councils
- General Managers Review Committee
- Cobar Shire Bush Fire Management
- Australia Day Awards Panel



**Deputy Mayor
Councillor Jarrod
Marsden**

- Far North West Joint Organisation
- Murray Darling Association
- Rural Roads Advisory Committee
- General Managers Review Committee
- Lillian Brady Village Management and Governance Committee



**Councillor
Janine Lea-Barrett**

- Rural Roads Advisory Committee
- General Managers Review Committee
- Lillian Brady Village Management and Governance Committee

ELECTED MEMBERS

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**Councillor
Peter Maxwell**

- Rural Roads Advisory Committee
- General Manager's Review Committee
- Western Regional Weeds Committee
- Hera Mine Community Consultative Committee
- Internal Audit Committee



**Councillor
Julie Payne**

- Local Traffic Committee
- Murray Darling Association
- Cobar Youth Council
- Rural Roads Advisory Committee
- General Managers Review Committee
- Peak Gold Mine Consultative Committee



**Councillor
Bob Sinclair**

- Mallee Bushfire Prevention Committee
- Wool Track Development Advisory Committee
- Rural Roads Advisory Committee
- Internal Audit Committee
- Western Regional Joint Planning Panel
- Cobar Shire Rural Fire District Service Agreement Liaison Committee
- General Manager's Review Committee

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**Councillor
Harley Toomey**

- Mount Grenfell Board of Management
- Rural Roads Advisory Committee
- Liquor Accord Committee
- General Managers Review Committee



**Councillor
Kate Winders**

- Wool Track Advisory Committee
- Kidman Way Promotional Committee
- Rural Roads Advisory Committee
- Tourism Advisory Committee
- Australia Day Awards Panel
- General Managers Review Committee



**Councillor
Michael Prince**

- Rural Roads Advisory Committee
- General Managers Review Committee

ELECTED MEMBERS

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Sherrine Simpson

- Kidman Way Promotional Committee
- Tourism Advisory Committee
- Rural Roads Advisory Committee
- Lillian Brady Village Management and Governance Committee
- General Managers Review Committee



Tony Chaplain

- Wool Track Advisory Committee
- Kidman Way Promotional Committee
- Tourism Advisory Committee
- Rural Roads Advisory Committee
- Association of Mines Related Councils
- General Managers Review Committee



- Wool Track Development Advisory
- Kidman Way Promotion Committee
- Tourism Advisory Committee
- Rural Roads Advisory Committee
- Cobar Water Board
- General Managers Review Committee

GENERAL MANAGERS REPORT

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COUNCIL MEETING ATTENDANCE – SECTION 428 (2) (F)

Councillors - July 2021 to June 2022	Number of Meetings	No of Meetings Attended
Peter Abbott (Mayor)	13	11
Jarrold Marsden (Deputy Mayor)	13	12
Janine Lea-Barrett	13	12
Peter Maxwell	13	9
Julie Payne	13	13
Bob Sinclair	13	10
Harley Toomey	13	12
Kate Winders	13	13
Peter Yench	5	1
Kain Neale	8	5
Tony Chaplain	8	6
Lilliane Simpson	8	8
Michael Prince	5	3

COUNCILLOR FEES – SECTION 428 (2) (F)

Total Councillor Fees for 2021/2022	Amount
Election expenses	\$73,319.87
Mayor	\$27,060.00*
Councillors (12)	\$129,432.92

* Excludes Councillor Fee

COUNCILLOR ALLOWANCES – SECTION 428 (2) (F)

Total Councillor Allowances for 2019/2020	Amount
Councillors travelling and accommodation	\$8,578.39
Councillors meals etc	\$3,733.18
Provision of dedicated office equipment allocated to Councillors	\$0
Telephone calls made by Councillors	\$0
Attendance of Councillors at conferences and seminars	\$1,166.38
Training of Councillors and provision of skill development	\$6,050.00
Interstate visits by Councillors, including transport, accommodation and other out of pocket travelling expenses	\$0
Overseas visits by Councillors, including transport, accommodation and other out of pocket travelling expenses	\$0
Expenses of any spouse, partner or other person who accompanied a Councillor	\$0
Expenses involved in the provision of care for a child or an immediate family member of a Councillor.	\$0

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I am proud to provide the Annual Report to our Communities on behalf of the Councillors and staff who have once again shown a passion and commitment to the Shire.

Every year is getting harder to ensure we deliver our service to our communities; a significant matter is our ability to attract and retain our workforce which is both a regional and state issue as well.

Your Council elected members and the staff have made sure that our shire continues to improve and develop the facilities and infrastructure the Community deserves. Through obtaining grants the following projects have been complete or started:

Project	Amount	Stage
Cobar Youth and Fitness Centre	\$ 2,400,000.00	Completed
Great Cobar Heritage Centre	\$ 2,400,000.00	Completed
Ward Oval Community Hub and Early Learning Precinct	\$ 15,000,000.00	Out for tender
Sewer treatment inlet/ Sewerage pump station upgrade	\$ 1,700,000.00	In progress
New Footpath Construction stage 1	\$ 750,000.00	Completed
Town Beautification stage 1	\$ 120,000.00	Completed
Sealing of the Grand Carpark and Town Hall Cinema Carpark	\$ 240,000.00	Completed
Town CCTV installation	\$ 350,000.00	Completed
Drummond Park Rotunda Repairs and Shade Installation	\$ 300,000.00	Completed
New Pool Shade Structure	\$ 50,000.00	Completed
Sound Speakers in Marshall Street	\$ 60,000.00	Completed
Bus and Taxi Shelter Upgrade	\$ 120,000.00	Completed
Caravan Park Photo Wall fence	\$ 40,000.00	Completed
Pulpulla Road construction including sealing	\$ 5,500,000.00	Completed

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Project	Amount	Stage
Wilga Downs Road Construction including sealing	\$ 2,800,000.00	In progress
Musheroo Project Road Construction	\$ 4,100,000.00	Completed
Flood Damage Works - Roads	\$ 1,500,000.00	Ongoing
Installation of new bus shelters – Cobar High School	\$ 22,000.00	In progress
Cobar Memorial Swimming Pool - Business Case Study of Ageing Infrastructure	\$ 50,000.00	Completed
Industrial Estate Stormwater and road upgrades - Stage 1	\$ 9,300,000.00	Design completed
Water Retic Upgrades - Stage 1	\$ 5,400,000.00	Completed
Water Retic Upgrades - Stage 2	\$ 3,000,000.00	
Access Route and Car Park for the Sound Chapel	\$ 200,000.00	Completed
Euabalong Racecourse toilets	\$ 250,000.00	Completed
Installation of a lift at the Cobar Youth and Fitness Centre (to allow accessibility upstairs)	\$ 246,000.00	Completed
Ward Oval Stable Upgrades	\$ 450,000.00	Completed
Electrical upgrades near Stables at Ward Oval	\$ 36,000.00	Completed
Car Park Upgrades - Ward Oval	\$ 344,000.00	Design stage
Cobar Sign - North	\$ 35,000.00	Completed
Truck Wash	\$ 800,000.00	Nearing completion
Dalton Park Shade	\$ 20,000.00	Completed
Euabalong Walking Track	\$ 275,000.00	Design stage
Euabalong and Euabalong West water security project	\$ 25,000.00	In Progress
Nymagee Water Security scoping study	\$ 58,000.00	In Progress
Re-roofing town water tank	\$ 1,500,000.00	In progress

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Project	Amount	Stage
CWA accessibility ramp	\$ 20,000.00	Completed
Removal of unsafe structures on Crown Lands	\$ 11,000.00	Nearing completion
Lilliane Brady Village - Aged Care retention Grant - Staff Bonus - three payments total	\$ 52,640.00	completed
Basketball After Dark	\$ 10,000.00	Nearing Completion - final stages on hold due to COVID restrictions
School Zones	\$290,000.00	Design stage
Museum coach house	\$1,395,000.00	Design Stage
Museum phase 3 underground experience	\$2,385,000.00	Design stage
Business case CBD	\$100,000	In progress
Business case Dalton Park Racecourse	\$75,000	Design stage
Swimming pool master plan	\$25,000	In progress
Ward Oval realign	\$724,000	Design stage
Euabalong Rodeo Arena	\$135,000	Design stage
Early intervention	\$120,000	Design stage
Youth development	\$165,000	In progress
Total	\$ 64,948,640.00	

The Council operated with an income of \$54.8 million down from last year year of \$ 700k.

Our total Rate Revenue including water and sewer is \$6.8million compared to last year of \$6.5million

Our financial assistance grant is only \$8.4million.

Both staff and Councillors have embraced our 'ACEIT' culture which provides for the commitment to work together and respect each other.

Cobar Shire is a great place to work, live and play and I know that your council and especially the staff are working hard to deliver this image and focus.



Peter Vlatko
GENERAL MANAGER

ORGANISATIONAL STRUCTURE

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COUNCIL

MAYOR



GENERAL MANAGER
Peter Vlatko

- Cobar Water Board (Secretary)
- Governance
- Management
 - Human Resources
 - Records
 - Project Coordinator
 - Economic Development



DIRECTOR OF PLANNING & ENVIRONMENTAL SERVICES
Garry Ryman

- Ranger Services/Commons
- Health Administration
- Noxious Weeds
- Housing, Public & Commercial Buildings
- Environmental Planning and Services
- Public Halls
- Sundry Approvals
- Caravan Parks
- Land Development & Management
- Domestic & Trade Waste Management Services
- Heritage Conservation
- Strategic Planning



DIRECTOR OF FINANCE & COMMUNITY SERVICES
Kym Miller

- Administration including:
 - Finance & Purchasing
 - Rating
 - Insurances
 - Customer Services
 - RMS Services
 - Corporate Support
 - Grants
 - IT Services
- Lilliane Brady Village
- Youth & Fitness Facilities
- Cemeteries/Administration
- Public Libraries
- Aerodromes
- Cobar Memorial Pool
- Museum/ Tourism/ Public Relations
- Family Day Care, In Home Care After School Care & Kubby House



DIRECTOR ENGINEERING SERVICES
Charles Taveira

- Engineering Works
- Plant & Vehicle Fleet
- Fire Control
- Emergency Services
- Television Services
- Street Cleaning
- Stormwater Drainage
- Water Supplies
- Sewerage Services
- Parks & Gardens
- Quarries & Gravel Pits
- Urban Roads, Shire Roads, Regional Roads
- RMS State Roads
- Skate Park

SENIOR STAFF REMUNERATION

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SECTION 428 (2) (G)

During the period 1 July 2021 to 30 June 2022, the total salary package paid for the Senior Staff Position (General Manager) totalled:

REMUNERATION PACKAGE RANGE – 01/07/2020-31/03/2021	AMOUNT
Total value of salary component of package	\$267,142.39
Total amount of any bonus payments, performance or other payments that do not form part of salary component	\$0
Total SGC contribution to superannuation	\$26,714.24
Total value non-cash benefits	\$8,348.01
Total fringe benefits tax for non-cash benefits	\$6,210.00
TOTAL REMUNERATION	\$305,414.64

REMUNERATION PACKAGE RANGE – 01/04/2022-30/06/2022	AMOUNT
Total value of salary component of package	\$274,083.50
Total amount of any bonus payments, performance or other payments that do not form part of salary component	\$0
Total SGC contribution to superannuation	\$27,408.35
Total value non-cash benefits	\$8,348.01
Total fringe benefits tax for non-cash benefits	\$3,210.00
TOTAL REMUNERATION	\$313,049.86

CONTRACTS AWARDED

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SECTION 428 (2) (H)

Contracts for the supply or provision of goods and services more than \$150,000 entered during the year ended 30 June 2022.

CONTRACTOR NAME AND ADDRESS	DESCRIPTION OF CONTRACT	AMOUNT PAID IN 2021/2022
Rollers Australia Pty Ltd	Supply of Plant and Equipment to Cobar Shire Council.	\$352,467
Leisure and Recreation Group	Management of the Cobar Memorial Swimming Pool.	\$273,535
Castlyn Pty Ltd T/A Inland Petroleum	Supply of fuel to Cobar Shire Council.	\$1,024,904
Crushrite Pty Ltd	Gravel Crushing Contract.	\$2,867,190
Telstra	Supply of phone and internet services to Cobar Shire Council.	\$633,350
NSW Public Works	Project Management services for projects.	\$1,094,021
Cobar Water Board	Supply of Raw Water.	\$2,791,887
Killeen Plant Hire Pty Ltd	Supply of plant and services to Cobar Shire Council.	\$256,344
Stabilised Pavements of Australia Pty	Pavement stabilisation and modification within Cobar Shire Council.	\$521,324
As Per Plan Construction	Supply of trades services.	\$846,224

CONTRACTS AWARDED

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Broughton Contracting	Supply of plant and services to Cobar Shire Council.	\$801,259
BTX Group	Supply of chemicals to Cobar Shire Council.	\$212,976
Access Environmental Planning	Environmental Licensing.	\$222,800
Dunn and Hillam Architects	Consulting services for Museum and Youth Centre upgrades.	\$519,036
Killards Infrastructure	Cobar Reticulation contract.	\$800,554
Cadia Group	Supply of water and sewer parts.	\$151,866
Tracserv	Supply of plant.	\$393,572
JR May Earthmoving	Supply of plant and services to Cobar Shire Council.	\$429,123
Central Darling Shire Council	Supply of plant and services to Cobar Shire Council.	\$2,897,174
Cynend Building and Construction	Supply of trades services.	\$358,360
Parkes Toyota	Supply of Vehicles to Cobar Shire Council.	\$412,169
AGL	Supply of Electricity.	\$265,627
Deppeler Earthmoving	Supply of Plant and Equipment to Cobar Shire Council.	\$947,913
The Mining	Supply of Plant and Equipment to Cobar Shire Council.	\$280,600
Country Mile Construction	Supply of trades services.	\$500,337
Tronic Group	IT services.	\$368,003
Modus Australia	Supply of toilet block at Euabalong.	\$188,209
Nomes Tidy Homes	Cleaning Services.	\$444,516

CONTRACTS AWARDED

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JHA Consulting Engineers	Consultant Services.	\$151,531
Shell Energy Retail	Supply of electricity.	\$179,296
Bob Bruce Earthworks	Supply of Plant and Equipment to Cobar Shire Council.	\$259,061
Coldale Consulting	Project Management services.	\$196,488
David Payne Construction	Upgrade of the Youth Centre.	\$2,224,082
Country Wide Asphalt	Road Sealing services.	\$3,609,106
Steelworks Engineering	Reservoir Upgrade.	\$468,843
Smartin Building	Supply of trades services.	\$386,253
BR & GC Danson	Supply of Plant and Equipment to Cobar Shire Council.	\$264,072
JNK Contracting	Supply of Plant and Equipment to Cobar Shire Council.	\$283,089
North Construction and Building	Construction of RFS control centre.	\$1,247,692
JMG Maintenance and Fabrication	Construction of Ward Oval Stables.	\$363,948
Jenalad	Line Marking Services.	\$171,481

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	Comment
Community Services Forum	Actively participate in the Community Services Forums.	Grants Officer	100%	Council has a representative at every Community Services meeting. Council takes the minutes at these meetings and have implemented a status report to try and achieve more outcomes from these meetings. Council presented at the April meeting in regard to the Resources For Regions Outreach funding received, seeking feedback on gaps in services that this funding may be able to fill.

COMMUNITY

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COUNCIL STRATEGY				
1.1.2	Work with Government Departments and NGO's to improve service delivery, such as that proposed through initiatives like the reforms of local government			
DP Action	Action	Responsibility	Progress	Comment
Actively participate in the Far North West Joint Organisation	Mayor and General Manager to attend all meetings.	General Manager	100%	The Mayor & General Manager have attended all FNWJO meetings for the 2021/2022 year via Teams Meetings The Mayor & General Manager attended the Alliance of Western Councils Board Meeting in Nyngan on the 01 July 2022. Apologies were sent for the Country Mayors Meeting on the 05 August 2022 in Sydney.
Actively participate in the Orana Water Utilities Alliance	Attend meetings of the Orana Water Utilities Alliance.	Water and Sewer Manager	100%	Attended all meetings of the Orana Water Utilities Alliance
Work with NSW Health, Department Planning Industry & Environment (DPIE) and EPA to assist with optimisation and improve water and sewer services	Attend meetings with inspectors and measure quality and discuss results.	Water and Sewer Manager	100%	Regularly liaising with DPIE, NSW Health and EPA to resolve issues

COMMUNITY

COMMUNITY OUTCOME

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

COUNCIL STRATEGY

1.2.1 Implement the actions outlined in the Youth Development Plan

DP Action	Action	Responsibility	Progress	Comment
Engage the services of a Youth Development Officer	Seek grant funding to engage a Youth Development Officer.	Manager Youth and Fitness Centre	100%	Temporary job share youth officers being put into place for the next 18 months & review after that
Undertake School Holiday Activities	Library staff, community members and/or volunteers plan and provide craft and fun activities for small groups of children with a charge applied to recover cost of materials.	Manager Library Services	100%	Unable to offer in-house craft sessions July-December due to COVID-19 restrictions. Supported Cobar parents with 115 craft at home packs for school-aged children. 12 face-to-face craft sessions were able to be offered January-June. 60 children attended for bead, sand art & other fun activities.

COMMUNITY

COUNCIL STRATEGY

1.2.2 A greater range of youth activities are organised and coordinated

DP Action	Action	Responsibility	Progress	Comment
To provide youth services and a facility that will create interaction between all ages, interests and social standing by providing recreational, sporting and cultural activities and support services for the youth and the community of Cobar.	Hold regular youth activities at the centre and maintain partnerships to aid and enhance the provision of Youth Services.	Manager Youth and Fitness Centre	100%	Youth activities are being successfully organised at alternate locations.
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.	Undertake activities under Family and Community Services grant.	Manager Youth and Fitness Centre	70%	



Organise Youth Week Activities	Cobar Youth Council undertake activities during the year aimed at young people.	Manager Youth and Fitness Centre	0%	<p>222 Total youth officer activities</p> <ul style="list-style-type: none"> Playgroup 35 Youth Nights (or afternoon skatepark sessions) 24 Youth Mental Health Training 1 Totem Skating 2 The Pink Galah Art Sessions 8 Sam Longmore - Fatigue and Driving seminar 1 Inflatable town party 1 WaterWorld inflatables 6 MashUp Art Sessions 8 Ukulele Lessons 30 Scuba Diving - Blue Essence 10 Martial arts for Resilience - Taings 10 Mt Grenfell Aboriginal Art Trip 1 Bendigo Basketball Trip 1 Skincare Sessions - Envy By Bree 4 Active Kids Summer Pool Sessions 20 Late night pool nights 2 NSW Youth Conference - Goulburn trip 1 Resume and cover letter sessions 3 Women in Business - youth attendance 1 Seniors night - youth council serving 1 Easter Egg hunt breakfast @ pool 1 BBQ lunches @ park 10 Youth council catch ups 10 Euabalong Town Party 1 Basketball After Dark (Cobar Bush Basketball) 30
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COUNCIL STRATEGY				
1.2.2 A greater range of youth activities are organised and coordinated				
DP Action	Action	Responsibility	Progress	Comment
Organise Youth Week Activities	Youth Week activities to be organised in-conjunction with Cobar Youth Council	Manager Youth and Fitness Centre	100%	Activities held
Implement the Drug and Alcohol Action team LDAT Grant	Undertake the activities outlined in the Drug and Alcohol Action team LDAT Grant	Manager Youth and Fitness Centre	100%	Grant increased due to success



COUNCIL STRATEGY

1.2.3 Increased educational opportunities provided locally

DP Action	Action	Responsibility	Progress	Comment
Work with early childhood organisations, schools and TAFE to increase the quality and diversity of educational opportunities available locally and promote them	Bring to fruition the education services goal of a local speech therapy program aimed at 3-8 years in Cobar working with governments and NGO's to find a solution.	Director of Finance and Community Services	100%	
	Hold regular meetings to determine key issues in delivering education to early childhood services in Cobar and develop solutions to these issues collaboratively.	General Manager	0%	No Action taken

COMMUNITY

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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	Comment
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	100%	Unable to offer in-house pre-school storytime, rhyme & craft sessions for most of 2021 - 2022 due to COVID-19 restrictions. Supported Cobar parents with 75 storytime rhyme & craft at home packs. Storytime, rhyme & craft sessions were able to be offered at the library March - June and 107 children attended.
Information is provided to the community on the range of services available in Cobar Shire and how to access them	Maintain and update the community services directory and other activities that provide information on services available and how to access them, including Facebook and website updates.	Director Finance & Community Services	100%	Being maintained

COUNCIL STRATEGY

1.3.2 Increase the supply of childcare and preschool places and options

DP Action	Action	Responsibility	Progress	Comment
Administer and coordinate Children Services (FDC, COOSH, IHC)	Administration of CCS for all eligible families in accordance with Federal Legislation.	Manager Children's Services	100%	All CCS been administrated for all eligible families for the 2021-22 financial year.
Administer and coordinate Children Services (FDC, COOSH, IHC)	Maintain and update policies, manuals, procedures, quality improvement plans and family information packages for FDC, IHC and COOSH to comply with changes to National Regulations and Quality Framework and National In Home Care Standards concepts and new information.	Manager Children's Services	65%	External review in progress estimated completion end of September for FDC. Coosh & IHC still in progress.
Administer and coordinate Children Services (FDC, COOSH, IHC)	Provide craft and activity packs to In Home Care Educators four (4) times per year.	Manager Children's Services	100%	Packs well received by educators & families. We received some feedback in the way of photos of completed projects & very proud kids.
Administer and coordinate Children Services (FDC, COOSH, IHC)	Support Implementation of Earears Learning Framework and the "My Time Our Place" into educator curriculum.	Manager Children's services	70%	Continuing to support Educators to understand and implement the EYLF & MTOP.

COUNCIL STRATEGY

1.3.2 Increase the supply of childcare and preschool places and options

DP Action	Action	Responsibility	Progress	Comment
Maintain adequate service levels for Children's Services providers across Cobar	Assist children service providers to seek service and infrastructure funding to meet the needs of the community.	General Manager	100%	Design & Commitment for the ELP is progressing.

COUNCIL STRATEGY

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

DP Action	Action	Responsibility	Progress	Comment
Plan, organise and promote festivals, celebrations and activities in the Shire	Development of a full program of activities to celebrate the 150 year anniversary of Cobar.	Tourism Manager	100%	150 years of Cobar celebration was cancelled due to COVID-19.
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	100%	Festival of the Miners Ghost and Grey Mardi Gras be held from the 28-30 October 2022. Planning is currently underway and the event program is attached.

Plan, organise and promote festivals, celebrations and activities in the Shire	Organise community events such as Australia Day celebrations and Senior Citizen's Week events.	Tourism Manager	100%	Australia Day 2022 was held at Cobar Memorial Swimming Pool, January 26th, 2022. Seniors Week was held from 21st-25th March 2022. Both events have been completed and were successful.
Plan, organise and promote festivals, celebrations and activities in the Shire	Organise the Grey Mardi Gras including seeking funding opportunities.	Tourism Manager	100%	Grey Mardi Gras will be held in October this year and will include a fun filled three-day event in conjunction with Festival of the Miners Ghost. Program attached.

COMMUNITY

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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	Comment
Council supports community groups by providing access to facilities	Library Arcade rooms available for community groups and local businesses.	Manager Library Services	100%	Library arcade rooms were booked for use 128 times.
Work with local organisations to build on current activities	Work with local organisations to build on existing events and to help them to develop new ones and promote them.	Tourism Manager	100%	Museum staff work closely with Tourism operators and businesses to assistance with visitors' enquiries. The Tourism Advisory committee is held each month with a community groups, businesses and organisations attending this meeting.

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	Comment
Work with local business and government agencies to identify where changes can be made or initiatives developed to reduce the negative impacts and encourage residential living of employees	Liaise with local business and government organisations to reduce the potential negative impacts of shift changes to mining rosters, absentee workers and mining closures to reduce the community impact and encourage residential living.	General Manager	100%	<p>The Community Strategic Plan is updated to include:</p> <p>Develop initiatives to maximise the benefits and minimise the negative impact of shift work and FIFO/DIDO on the community</p> <p>Encourage business growth and new business opportunities in the Shire</p> <p>Job Creation and develop, attract & retain skilled workers</p>
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	Prepare the Local Strategic Planning Statement to include measures to reduce DIDO/FIFO.	General Manager	100%	Community Strategic Plan has been updated - Develop initiatives to maximise the benefits and minimise the negative impact of shift work and FIFO/DIDO on the community

COMMUNITY

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COUNCIL STRATEGY				
1.4.3 Support Aboriginal people and organisations to increase the broader community's awareness ad 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	Comment
Undertake activities to increase awareness of Aboriginal culture in the Cobar Shire and improved coordination of Local Aboriginal Groups	Liaison with Aboriginal stakeholders to determine and undertake appropriate activities that increase awareness of Aboriginal culture.	General Manager	0%	No Action to date

COMMUNITY

COUNCIL STRATEGY

1.4.4 Support arts and cultural organisations, activities and facilities

DP Action	Action	Responsibility	Progress	Comment
Support Outback Arts and cultural activities in the Shire	Provide a range of art and culture exhibitions at the Library Gallery.	Manager Library Services	100%	No art installations 2021 - 2022.
Support Outback Arts and cultural activities in the Shire	Provide annual funding and support to Outback Arts and actively participate on the Outback Arts Board and support arts and cultural activities in the Shire.	Grants Officer	100%	Council have appointed local artist Sigrid Peters to represent CSC on the board, all information is passed onto Sigrid and through our networks to the community when and where possible. Council still apply for grants that are applicable to us.

COMMUNITY

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COUNCIL STRATEGY				
1.4.5 Support arts and cultural organisations, activities and facilities				
DP Action	Action	Responsibility	Progress	Comment
Support Outback Arts and cultural activities in the Shire	Work with organisations such as Cobar Arts Council to run art workshops, exhibitions and provide artistic opportunities.	Tourism Manager	100%	Cobar Shire Council assisted the Cobar Arts Council marketing and printing assistance with a small event held recently. Staff regularly check in with art councils and assist where needed. Council continue to work collaboratively with the group.

COUNCIL STRATEGY				
1.4.5 Support arts and cultural organisations, activities and facilities				
DP Action	Action	Responsibility	Progress	Comment
Provision of Curatorial services at the Great Cobar Heritage Centre.	Receive documents and store objects at the Great Cobar Heritage Centre that are relevant to Cobar's history and are compliant with the Collections Policy.	General Manager	100%	The Great Cobar Museum collection policy continues to be reviewed and updated. Staff continue to catalogue the collection with Mosaic.

COMMUNITY

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	Comment
Provide assistance and incentives to attract Doctors.	Develop policies to support the attraction of Doctors to Cobar	General Manager	100%	Council has been active with the local mines to support the Outback Division of General Practice in Incentives include housing, flights and pool admission
Lobby NSW Government and the Federal Government to increase and improve health care provision within the Shire, including access to GP and Mental Health services.	Lobby NSW Government and the Federal Government to ensure high quality health care services are available in Cobar Shire or are easily accessible where it is not possible to have them provided locally.	General Manager	75%	Council attended the Health enquiry to identify the issues related to health services in Cobar

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	Comment
Increase the use of the Cobar Youth and Fitness Centre	Increase utilisation of the Cobar Youth and Fitness Centre.	Manager Youth and Fitness Centre	0%	Centre closed.
Contract management of the Cobar Memorial Swimming Pool	Consider whether to the pool extension period will be offered to the Contractor.	Director Finance & Community Services	100%	Extension Granted
Contract management of the Cobar Memorial Swimming Pool	Supervision of pool operations ensuring safety and convenience for all patrons is paramount and manage the Pool Contract. Contract is renewed.	Director Finance & Community Services	100%	No major incidents or complaints
Contract management of the Cobar Memorial Swimming Pool	Undertake promotional programs to increase pool patronage.	Director Finance & Community Services	100%	Pool promotions achieved strong usage in the season completed

COMMUNITY

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	Comment
Maintain all Council parks and reserves, including plants, trees and public facilities	Inspect and rectify defects of Park assets, reserves, including plants, trees and public facilities and the Skate Park. Maintenance of sporting ground and associated facilities.	Urban Services Co-Ordinator	100%	The Playground equipment at Drummond Park is currently decommissioned due to kids climbing on the outside of the slide resulting in kinking.
Extend and expand the Great Cobar Heritage Centre	Undertake consultations and prepare design documents for an expanded Great Cobar Heritage Centre.	Tourism Manager	100%	The Museum Exhibition team are currently working with external consultants in preparation for stage 2 & 3 of the Museum Journey. Planning has started for both phases and staff have begun the decant phase of coach house and storage.

COUNCIL STRATEGY				
1.5.3 Provide adequate infrastructure to care for older residents locally				
DP Action	Action	Responsibility	Progress	Comment
Provide appropriate services for residents at the Lilliane Brady Village	Develop annual budget to ensure adequate resources to enable appropriate services are maintained.	Director of Nursing (Lilliane Brady Village)	95%	Discussed with council finance officer and LBV admin. Fluid at this time due to moderate resident occupancy and low staffing. Received extra \$10 per resident in funding to go towards resident meals, food quality has since improved.
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.	Director of Nursing (Lilliane Brady Village)	90%	Awaiting bathroom refurbishment for rooms 1-9 currently on hold due to Covid-19 restrictions, availability of engineer, architect. Accessories for the bathrooms have been purchased, installation to be completed by maintenance officer. New fence to be erected - materials have been ordered, awaiting invoice from contractor.

COMMUNITY

COUNCIL STRATEGY

1.5.3 Provide adequate infrastructure to care for older residents locally

DP Action	Action	Responsibility	Progress	Comment
Provide appropriate services for residents at the Lilliane Brady Village	Ensure adequate and appropriately skilled and qualified staffs to ensure all services are delivered in line with facility mission statement and policies.	Director of Nursing (Lilliane Brady Village)	100%	Care staff able to support residents and their needs. Hotel services providing meals, laundry and cleaning services. Maintenance officer quick to respond to issues, repairs and replacement. Admin staff support the administrative needs, fees, procurement
Provide appropriate services for residents at the Lilliane Brady Village	Maintain health and personal care of all residents according to their needs and maintain resident lifestyle, rights and choices.	Director of Nursing (Lilliane Brady Village)	100%	Care and services continue to be provided on site through referral services inclusive of podiatrist, dietician, speech pathologist, pathology services, pharmacy requirements, wound specialist, specialist medical appointments through tele health. Measurable outcomes of care via Key Performance Indicators collated and reported monthly. Lifestyle maintained and effectively established through residential activities officers (covid- 19 restrictions acknowledged)

COMMUNITY

COUNCIL STRATEGY

1.5.3 Provide adequate infrastructure to care for older residents locally

DP Action	Action	Responsibility	Progress	Comment
Provide appropriate services for residents at the Lilliane Brady Village	Monitoring levels of aged care services provided at the Lilliane Brady Village.	Director of Nursing (Lilliane Brady Village)	100%	Daily referral to and checking of progress notes, 7 day handover sheet, RN 24 hour report. Daily review of resident accidents and incident reports with escalation to SIRS if required. Behaviours and infections managed and escalated to GP when required. Acute medical episodes managed on site- off loading to hospital services through GP and family involvement. Continuous assessments and care planning effectively managing changing care needs. Rostering is managed in line with resident needs- often senior staff working on the floor and complementing the care staff. Audits of key performance indicators identify trends and effective management of care needs
Provide appropriate services for residents at the Lilliane Brady Village	Promote community awareness and encourage ongoing resident involvement in community events.	Director of Nursing (Lilliane Brady Village)	100%	Acknowledgement of Covid19 restrictions effects all aspects of community involvement with our residents.
Provide appropriate services for residents at the Lilliane Brady Village	Provide a transparent mechanism for concerns and complaints management from all stakeholders.	Director of Nursing (Lilliane Brady Village)	100%	Updated complaints/compliment form to align with recommendations from the Aged Care Quality and Safety Commission.
Provide appropriate services for residents at the Lilliane Brady Village	Successfully onboarded the new licences.	Director of Nursing (Lilliane Brady Village)	100%	Completed

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	Comment
Work with police and licensed premises to promote a safe community	Attendance and commitment to the Cobar Police Community Precinct Committee.	General Manager	100%	Police are present at all Liquor Accord meetings & have undertaken foot patrols in the main street.
Work with police and licensed premises to promote a safe community	Provide secretariat services for the Cobar Liquor Accord.	General Manager	100%	All meetings attended & support provided

COUNCIL STRATEGY				
1.6.2 Implementation of the Cobar Crime Prevention Plan and Strategy				
DP Action	Action	Responsibility	Progress	Comment
Removal of graffiti and recording of graffiti incidents	Supervise and liaise with Urban Supervisor the removal of graffiti and ensure all evidence is taken and recorded appropriately.	Urban Services Co-Ordinator	100%	Graffiti has been removed as it is being reported through customer crms. There is currently an increase in the amount of Texta graffiti, within our public spaces.
Implementation of actions outlined in the Cobar Crime Prevention Plan and Strategy	Update the action list for the Crime Prevention Plan and Strategy.	Director Finance & Community Services	0%	Not reviewed, on hold

COUNCIL STRATEGY

1.6.3 Encourage safe and sustainable development

DP Action	Action	Responsibility	Progress	Comment
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	100%	Applications lodged seeking an approval under Section 68 of the Local Government Act are assessed and determined in accordance with relevant legislative standards.
Undertake regulatory obligations in relation to building and development	Carry out critical stage and other progress inspections required to ensure completed projects complies.	Director Planning & Environmental Services	100%	Development projects are inspected when necessary to establish level of compliance.
Undertake regulatory obligations in relation to building and development	Complying Development applications assessed and approved in accordance with statutory standards requirements and Council Codes.	Director Planning & Environmental Services	100%	All complying development certificate applications are assessed against legislative and state prescribed development standards, in conjunction with the statutory determination period.
Undertake regulatory obligations in relation to building and development	Develop an On-site Sewage Management Register for existing systems in priority areas.	Director Planning & Environmental Services	100%	An electronic on-site sewage management register is maintained as new systems are installed and given approval to operate.
Undertake regulatory obligations in relation to building and development	Development Applications assessed and approved in accordance with statutory standards and requirements and Council Codes.	Director Planning & Environmental Services	100%	Development Applications lodged with Council are assessed and determined in accordance with relevant legislation requirements.

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Cathy Francisco

COMMUNITY

COUNCIL STRATEGY

1.6.3 Encourage safe and sustainable development

DP Action	Action	Responsibility	Progress	Comment
Undertake regulatory obligations in relation to building and development	Inspect all development when required by approval so as to ensure compliance.	Manager Building & Environment	100%	All development were inspected when required to assess compliance with the relevant approvals.
Undertake regulatory obligations in relation to building and development	Process applications for Planning Certificates.	Director Planning & Environmental Services	100%	Planning Certificate applications were determined expeditiously following lodgment with Council.
Undertake regulatory obligations in relation to building and development	Provide approval and inspection services for the installation of sewage and drainage services.	Director Planning & Environmental Services	100%	Council's role as a plumbing regulator, was delegated by the Office of Fair Trading under the Plumbing and Drainage Act, was undertaken as per required legislative requirements.
Undertake regulatory obligations in relation to building and development	Provide registration, approval and inspection for applications to install and operate On-Site Sewage Management Systems.	Director Planning & Environmental Services	100%	All Section 68 applications seeking approval to install, operate and modify on-site sewage management systems are managed as per relevant legislated requirements, including registration, inspection and approval.
Implement and maintain an appropriate register for leases, licences and land	Maintain the Lease, Licence & Land Register.	Director Planning & Environmental Services	100%	The lease, license and land use register was maintained.

COUNCIL STRATEGY				
1.6.4 Provide and maintain safe and serviceable public facilities and infrastructure				
DP Action	Action	Responsibility	Progress	Comment
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 Co-Ordinator	100%	CBD and surrounds have been swept on a daily basis, as well as the residential street program.
Improve disability access to Council buildings and facilities to improve their accessibility by older people and people with a disability	Implement Disability Action Plan.	Director Finance & Community Services	0%	Not measured A/C
Provide adequate telemetry for our networks across the Shire for Water and Sewer	Upgrade the telemetry network across the Shire.	Water and Sewer Manager	20%	Auditing and site visits underway.
Provide modern and efficient street lighting for Cobar	Upgrade street lighting to current standards and technology.	Director of Infrastructure	95%	This project is complete.

COUNCIL STRATEGY

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

DP Action	Action	Responsibility	Progress	Comment
Have contingency plans in place to minimise the damage from threats from natural disasters	All food shops and licensed premises inspected as per Food Authority Partnership.	Manager Building & Environment	100%	As per the Food Authority Partnership, all routine food shop inspections have been completed for 2021/2022. Follow up inspections, were required are currently in progress.
Have contingency plans in place to minimise the damage from threats from natural disasters	Investigation of public health incidents.	Manager Building & Environment	100%	There were no incidents reported during Q4
Have contingency plans in place to minimise the damage from threats from natural disasters	Public swimming places inspected and water samples taken.	Manager Building & Environment	100%	No water samples taken as no available test equipment. No inspections were carried out during the current reporting period.
Have contingency plans in place to minimise the damage from threats from natural disasters	Swimming pool safety barriers inspected.	Manager Building & Environment	100%	Upon application, private swimming pools are inspected by Council. Hotel and Motel swimming pools are inspected annually or when required.

COUNCIL STRATEGY				
1.6.5	Provide protection from fire, natural disasters, public health and other threats to the community			
DP Action	Action	Responsibility	Progress	Comment
Have contingency plans in place to minimise the damage from threats from natural disasters	To ensure reasonable strategic planning is made to establish local disaster management plans which consider the risks to local communities and have in place relevant disaster management plans which cover the reasonable foreseeable risks within the community.	Director Engineering	100%	Regular emergency management committee meetings are held, along with regular meetings with the RFS.
Have contingency plans in place to minimise the damage from threats from natural disasters	To establish an effective and relevant Local Emergency Management Committee to co-ordinate Emergency services with the community.	Director Engineering	100%	Regular emergency management committee meetings are held, along with regular meetings with the RFS.

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	Comment
Facilitate business development in the Shire	Facilitate business opportunities within Cobar and promote the region.	General Manager	0%	No action undertaken in 2020/21 due to COVID-19
Facilitate business development in the Shire	Review all lease conditions of the Cobar Caravan Park with an objective of striking a balance between revenue and investment.	General Manager	100%	New lease has been completed and signed

COUNCIL STRATEGY				
2.1.2 Review and Implement the Economic Action Plan				
DP Action	Action	Responsibility	Progress	Comment
Review as necessary the Economic Action Plan and implement the actions contained within it	Renew as necessary the Economic Action Plan and implement the actions contained within it.	Director Finance & Community Services	0%	On hold other options being employed
COUNCIL STRATEGY				
2.1.3 Encourage people to shop locally and support the business community more broadly				
DP Action	Action	Responsibility	Progress	Comment
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	100%	Council remains to hold the secretary position on the Cobar Business Association Committee. Staff continue to work actively on the committee and have recently assisted with grant applications for the Christmas Parade to be held in December.
Support shop local campaigns, including administration of the Cobar Quids program	Monitor, dispense and reconcile Cobar Quids.	Office Co-Ordinator	100%	Progressing Council act as the "bank" for Cobar Quids on behalf of the Cobar Business Association. Cobar Quids are legal tender which can only be spent in Cobar Businesses to encourage shopping locally. There were 607 transactions for the year.

ECONOMY

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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	Comment
Update and implement the Tourism, Events and Museum Business Plan	Regularly update and report on the implementation of the Tourism, Events and Museum Business Plan.	Tourism Manager	100%	Staff continue to work with businesses and community groups to cross promote and provide correct and true information to visitors. Staff regularly monitor websites and update the ATDW portal to ensure all information is correct. Cobar Shire continues to work with neighbouring visitor's information centres to cross promote the region.

ECONOMY

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	Comment
Manage the Tourism Information Centre	Manage the Visitor Information Centre, admissions to Museum and souvenir shop at the Great Cobar Heritage Centre.	Tourism Manager	100%	Visitors Stats: April, May & June 2022 April 2022: Museum - 1549, VIC - 1777, Total Visitors - 3326, Museum Sales - \$8417.00, Shop Sales - \$10,090.80, Total Sales - \$18,235.80 May 2022: Museum - 1396, VIC - 1572, Total Visitors - 2968, Museum Sales - \$9635.00, Shop Sales - \$7306.40, Total Sales - \$16,257.40 June 2022: Museum - 1397, VIC - 1937, Total Visitors - 3334, Museum Sales - \$7300.00, Shop Sales - \$8387.70, Total Sales - \$15,907.00
Develop and implement new ideas to bring people to Cobar	Develop new marketing material to bring new residents and tourists to Cobar.	Tourism Manager	100%	Cobar Shire Council is working with neighbouring Shires Bourke & Walgett to roll out the Marketing Strategy for the Far North West JO. The Marketing strategy has been presented and approved with the JO. The Cobar Museum have recently redesigned mud maps, town maps & Cobar attractions material. New branded merchandise has been selling well at the Visitors Centre with majority of the items selling out within the first months of being in stock. Tourism signage style guide to be developed in coming months.

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 aircraft

DP Action	Action	Responsibility	Progress	Comment
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	100%	Undertaken as needed
Actively seek out business opportunities to enhance the operations at Cobar Airport	Providing Secretariat support to the Airport Advisory Committee to the Cobar Regional Airport.	Director Finance & Community Services	0%	Not applicable

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	Comment
Reassess all rates, fees and charges	Sound revenue management plan in place including rate recovery and debt recovery.	Office Co-Ordinator	100%	Council reviewed Fees & Charges for the 2021-2022 year as required. ebt Recovery was hindered by Covid restrictions but has recommenced this month as per the Debt Recovery Policy.
Undertake private works	Undertaken private works for property owners, contractors and RMS.	Roads Development Manager	100%	Private works are undertaken as required.

GOVERNANCE

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COUNCIL STRATEGY				
3.1.1	Increase Council's income stream			
DP Action	Action	Responsibility	Progress	Comment
Increase grant funding received	Apply for grants to assist Council to undertake a activities outlined in the Annual Operational Plan and to access additional grant opportunities as they become available.	Grants Officer	100%	Council continues to apply for grants that are in line with the Annual Operational Plan.

GOVERNANCE

COUNCIL STRATEGY				
3.1.1	Increase Council's income stream			
DP Action	Action	Responsibility	Progress	Comment
Undertake rating functions of Council	Recovery of outstanding rates.	Office Co-Ordinator	100%	Council levied Rates & Charges for the 2021-2022 year in July. The arrears at 30 June 2021 have been reduced from \$1,107,608.32 to \$387,842.28 as at 30 June 2022. The impact of no debt collection being allowed during Covid is reflected in these figures.
Undertake rating functions of Council	Undertake sale of land under Section 713.	Office Co-Ordinator	100%	A sale of land for unpaid rates is not scheduled for this year.
Effectively manage Council investments	Optimum investment of Council's surplus funds in accordance with Council's Investment Policy.	Financial Accountant	75%	Council's surplus funds have been invested to maximise interest revenue after taking Council's current and future working capital and operational needs into consideration. Interest rates are beginning to increase for new investments seeing an increase in investment revenue.
Provide services as per contract with Services NSW	Meet the requirements as per Services NSW Contract.	Office Co-Ordinator	100%	Council provides Service NSW Agency services from 8am to 4.30pm Monday to Friday as per the contract. Driver testing is being conducted on Wednesday fortnightly.

GOVERNANCE

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COUNCIL STRATEGY				
3.1.1 Increase Council's income stream				
DP Action	Action	Responsibility	Progress	Comment
Implement the Section 94 Plan, Section 64 Plan and VPAs and manage the funds to provide for future infrastructure through developer contributions	Implement the Section 94 Plan, Section 64 Plan and VPAs and manage the funds to provide for future infrastructure through developer contributions.	Director Planning & Environmental Services	100%	Contributions Plan, S.64 Plan and Planning Agreements implemented/utilised during Q4 reporting period.

GOVERNANCE

COUNCIL STRATEGY

3.1.2 Implement initiatives of the NSW Government designed reform and improve the functioning of local government

DP Action	Action	Responsibility	Progress	Comment
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 and Sewer Manager	75%	Financial management plan is currently underway as part of the integrated water cycle management (IWCM) plan with an expected delivery date in 2022. Levels of service will also be revised as part of the IWCM

COUNCIL STRATEGY

3.1.3 Minimise risk for Council and the community

DP Action	Action	Responsibility	Progress	Comment
Develop and implement a risk management strategy suitable for Council operations	Co-ordinate the development of Council's Business Continuity Plan and Disaster Recovery Plan in conjunction with StateCover.	Director Finance & Community Services	50%	Background Data Prepared
Develop and implement a risk management strategy suitable for Council operations	Implement a Corporate Risk Management Strategy.	Human Resources Manager	100%	The Enterprise Risk Register was completely overhauled and adopted by Manex in 2019 - but is still a little cumbersome. Manex will collectively review the entire register in Q1 to ensure relevancy for each department.

GOVERNANCE

Annual Report 2021-2022

COUNCIL STRATEGY				
3.1.3	Minimise risk for Council and the community			
DP Action	Action	Responsibility	Progress	Comment
Develop and implement suitable internal audit processes for Council operations	Facilitate Internal Audits functions based on Risk Register commencing with most significant risk.	Director Finance & Community Services	0%	On hold finalising NGS application
Develop and implement suitable internal audit processes for Council operations	Internal Audit Committee to meet quarterly and ensure Compliance with all Legislative and Regulatory requirements.	Director Finance & Community Services	20%	On hold
WHS obligations are met and safe work practices are promoted and undertaken	Reduce workplace incidents by providing return to work services, supporting the Health and Safety Committee, providing adequate training and appropriate procedures.	Human Resources Manager	100%	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.

GOVERNANCE

COUNCIL STRATEGY

3.1.4 Minimise risk for Council and the community

DP Action	Action	Responsibility	Progress	Comment
WHS obligations are met and safe work practices are promoted and undertaken	Provide a safe working environment through advice, safety programs, audits and staff involvement.	Human Resources Manager	100%	<p>Policies & Procedures for WHS have been developed, regularly reviewed and any changes or new policies/procedures are relayed to all staff. To meet our consultation requirements, the Council's WHS Committee are asked to contribute in these reviews, and managers/supervisors are asked to discuss any changes with employees.</p> <p>Council conducts a yearly StateCover WHS Audit to highlight any areas that need attention, and complete yearly StateWide Continuous Improvement Pathway (CIP) program to further improve our safety systems in an area of risk chosen by them.</p> <p>Nationally Recognised Training in WHS and high risk activities carried out by Council employees is provided where required.</p>
WHS obligations are met and safe work practices are promoted and undertaken	Reduce workplace incidents by providing return to work services, supporting the Health and Safety Committee, providing adequate training and appropriate procedures.	Human Resources Manager	100%	<p>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.</p>

COUNCIL STRATEGY				
3.1.4	Minimise risk for Council and the community			
DP Action	Action	Responsibility	Progress	Comment
WHS obligations are met and safe work practices are promoted and undertaken	Refinement and implementation of Councils' WHS Management System in conjunction with WHS Committee and employees.	General Manager	100%	Ongoing
Reduce workplace accidents and incidents by supporting the WHS Committee, providing adequate training and appropriate procedures	Coordinate development and training of staff in Safe Work Method Statements (SWMS).	Human Resources Manager	100%	At the Annual Induction Day all outdoor employees are retrained in the 6 RMS SWMS relevant across the whole organisation. Training on the completion of risk assessments and creation of effective SWMS for all operational leaders has been postponed multiple times due to COVID, but ran in May 2022. We now need supervisors to review existing SWMS and develop any missing SWMS.

GOVERNANCE

COUNCIL STRATEGY

3.1.4 Minimise risk for Council and the community

DP Action	Action	Responsibility	Progress	Comment
Reduce workplace accidents and incidents by supporting the WHS Committee, providing adequate training and appropriate procedures	Development and implementation of Council wide and Department specific Safety Inductions.	Human Resources Manager	100%	All new staff receive a 'walk through' induction during their first week of employment from their supervisor as well as completing an online Council induction. Our online induction was recently reviewed and all existing staff were required to complete the updated induction, with a scheduled refresher every two years. Staff are inducted onto the relevant work sites they will be working at (and onto applicable plant) by their immediate supervisor.
Reduce workplace accidents and incidents by supporting the WHS Committee, providing adequate training and appropriate procedures	Facilitate/coordinate regular WHS audits of the workplace and monitor implementation of audit recommendations.	Human Resources Manager	100%	WHS Committee have an active workplace audit schedule. The action register keeps track of allocated tasks and their completion via Vault.

GOVERNANCE

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COUNCIL STRATEGY				
3.1.4 Minimise risk for Council and the community				
DP Action	Action	Responsibility	Progress	Comment
Ensure that records management provides a framework for collection, management and retrieval of Council's records to meet Council's needs and compliance requirements	Compliance with Records Management obligations.	General Manager	100%	In the 2021/22 reporting period gains have been made to improve Councils compliance with the State Records Act 1998 and the Standard on Records Management. With the move soon to Magiq Documents there will be a parallel increase in Councils compliance with records management obligations

COUNCIL STRATEGY

3.1.4

Minimise risk for Council and the community

DP Action	Action	Responsibility	Progress	Comment
Ensure that records management provides a framework for collection, management and retrieval of Council's records to meet Council's needs and compliance requirements	Effective records administration systems and protocols in place	General Manager	100%	Council has made strategic gains in the effective records administration systems and protocols in place. With the move to Magiq Documents Council will continue to review and revise the records administration systems and protocols that are currently in place.

GOVERNANCE

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COUNCIL STRATEGY				
3.1.5 Strong governance measures in place				
DP Action	Action	Responsibility	Progress	Comment
Councillors are well trained and informed on their roles and responsibilities	Training provided to Councillors.	General Manager	100%	Councillor's have completed 'Hit the Ground Running' Webinars and also Local Government Training 'Elected Life'

GOVERNANCE

COMMUNITY OUTCOME				
3.2	An engaged community that participates in decision making			
COUNCIL STRATEGY				
3.2.2	Encourage more direct participation and interaction between Council and the community			
DP Action	Action	Responsibility	Progress	Comment
Provide up-to-date and relevant information to the public on Council's activities	Dissemination of up-to-date and relevant information to the media and staff on Council's activities.	General Manager	100%	Facebook, website & Media used on a regular basis for relevant information for the community.
Maintain partnerships with community organisations, such as Business Groups, Council Committees and Council Alliances	Coordinate and support the Traffic Committee and Rural Roads Advisory Committee.	Director Engineering Services	100%	LTC committee meeting & Rural Roads Advisory Committee meeting have been arranged for August 2022. There have been some limitation in convening meetings through the year due to COVID restrictions

COUNCIL STRATEGY				
3.2.2 Encourage more direct participation and interaction between Council and the community				
DP Action	Action	Responsibility	Progress	Comment
Provide administration and support to the Cobar Youth Council	Provide administration and support the Cobar Youth Council and maintain contact with similar organisations in other local government areas so as to provide interaction.	Manager Youth and Fitness Centre	100%	Youth Council is active

GOVERNANCE

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
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COUNCIL STRATEGY

3.3.1 Provision of good customer service

DP Action	Action	Responsibility	Progress	Comment
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	100%	Report to Council July 2022

GOVERNANCE

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COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comment
Human Resources	Continued improvement of the electronic performance appraisal system, with updated skills matrices and position descriptions.	Human Resources Manager	100%	As positions become vacant we are working to review and improve current position descriptions (new template) and skills matrixes, including adding standard behavioural assessments in line with the expectations in the annual performance review and Council's ACE IT values.
Human Resources	Continue to promote the Staff Recognition and Reward Program.	Human Resources Manager	100%	Council GEM Awards encourage staff to nominate their peers for "Going the Extra Mile", the awards are presented at the following staff meeting. We consistently receive nominations each quarter. The Reward & Recognition Policy aligns nominations with our current core values - ACE IT.

GOVERNANCE

COUNCIL STRATEGY

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

DP Action	Action	Responsibility	Progress	Comment
Human Resources	To be an employer of choice including the development of an attraction and Retention Strategy, training plans, succession plans and traineeships.	Human Resources Manager	100%	<p>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).</p> <p>Apprenticeships have been put on hold for almost five years due to the lack of qualified tradesmen to support them.</p> <p>We currently employ 1 x Graduate (Engineering), 2 x Administration Trainees, 1 x Water Treatment Operator Trainee and 1 x Cadet Engineer.</p> <p>We are actively and continually seeking entry level trainees and graduates across all departments, but are having limited success due to the current labour market.</p>

GOVERNANCE

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COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comment
Human Resources	To build productivity, maintain industrial harmony and increase employee satisfaction.	Human Resources Manager	100%	Overall the industrial harmony is sound. We have experienced no significant industrial issues this past year.
Human Resources	To ensure that a Consultative Committee is effective and efficient in recommending to the General Manager for action.	Human Resources Manager	100%	There continues to be very few items brought to CC by employee representatives on the committee, majority of items are raised by HR for policy review, structure changes or position re-evaluations.
Human Resources	Undertake electronic performance appraisal annually.	Human Resources Manager	100%	
Human Resources	Undertake biennial Staff Attitude Survey.	Human Resources Manager	0%	We aim to complete our next staff satisfaction survey in October/November 2022.

COUNCIL STRATEGY

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

DP Action	Action	Responsibility	Progress	Comment
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	100%	The current organisational structure is being reviewed against budget availability for presentation to the newly elected Council in July 2022.
Implement and manage an Employee Assistance Program for Council staff	Oversee and promote Council's Employee Assistance Programme	Human Resources Manager	100%	Council's Employee Assistance Program is utilised by staff and promoted to individual staff who may benefit from the assistance. Council's new EAP provider was rolled out in Q4 2021, Uprise, in collaboration with StateCover. The service offers a more holistic approach to health and wellbeing, whilst still providing the more traditional counselling service for staff. We are focusing on all areas of health and well-being for staff and promoting other training and activities throughout the business including our annual health and wellbeing day for all staff.
Staff are provided with up-to-date and relevant tools to undertake their roles	Review plant requirements; undertake asset management and maintenance of plant fleet.	Director Engineering	100%	Maintenance of fleet and plant is undertaken as required. Through the purchase of new plant items, consultation is done with the key stakeholders to ensure that the fleet items are fit for purpose. Further work is required to better understand fleet utilisation that will further guide the plant replacement programs. In addition a suitable fleet management system and resource to administer this system would be ideal to enhance our fleet management obligations

COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comment
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	100%	Plant Replacement Program for 2022/23 will be reviewed in July/August with commitments to purchase selected pieces of plant and light fleet to follow.
Provide Cobar Shire Council with a secure, reliable and cost effective information technology network.	Continuing to upgrade security systems and staff awareness..	IT Manager	100%	Cyber security is to be ongoing & reviewed on a regular basis

GOVERNANCE

COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comment
Provide Cobar Shire Council with a secure, reliable and cost effective information technology network.	Development of 10 Year IT Strategy/ Plan.	IT Manager	0%	
Provide Cobar Shire Council with a secure, reliable and cost effective information technology network.	Ongoing upgrade of IT innovations, which includes training of staff.	IT Manager	100%	
Maintain and actively use the Public Libraries NSW Membership	Identify opportunities for information share and services development.	Manager Library Services	100%	Participated in information sharing activities via e-mail. Staff accessed free training in local studies via State Library on-line training opportunity.

GOVERNANCE

COUNCIL STRATEGY				
3.3.3 Council undertakes adequate strategic planning activities and meets all legislative reporting requirements				
DP Action	Action	Responsibility	Progress	Comment
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	100%	All Integrated Planning and Reporting (IPR) Framework compliance requirements have been met.
Council updates the Integrated Planning and Reporting framework documents as required	Implementation of Council's Community Engagement Strategy.	Grants Officer	100%	Throughout May and June Council have actively worked on Council's Community Strategic Plan, which have enabled us to form a list for the Community Engagement Strategy. We held 5 community sessions, 3 in Cobarr, 1 in Nymagee and 1 in Euabalong. All were well attended.
Council updates the Integrated Planning and Reporting framework documents as required	Make changes to IP&R documents in line with Audit Office requirements	Director Finance & Community Services	100%	All IP&R documents have been updated and adopted.

GOVERNANCE

COUNCIL STRATEGY

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

DP Action	Action	Responsibility	Progress	Comment
Council updates the Integrated Planning and Reporting framework documents as required	Workforce Management Strategy as part of the Resource Strategy is developed and maintained.	Human Resources Manager	0%	Council's Workforce Plan has been renewed and is awaiting Council adoption for the coming four years, effective 1 July 2022. The document reflects the key elements from other workforce plans that are considered model documents throughout the State. Next review date is February 2026 in preparation for 1 July 2026.
Council updates the Integrated Planning and Reporting framework documents as required	Works Program developed for Shire and Regional roads, drainage, signs and traffic facilities.	Roads Development Manager	100%	Works Program developed and delivered with some projects being carried over into the 2022/23 year
Meeting NSW Health and EPA legislative requirements for Water and Sewer	Quarterly report submitted to NSW Health and Annual Report to EPA.	Water and Sewer Manager	100%	Quarterly report submitted with no comments from DPIE and NSW Health.

GOVERNANCE

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	Comment
Good contract management and procurement practices are employed	Maintain a current Contracts Register, update policies and procedures and identify improvements in procurement processes.	Director Finance & Community Services	100%	The Contracts Register is reviewed on a regular basis. Policies and procedures are reviewed regularly.
Good contract management and procurement practices are employed	Update Trades and Miscellaneous Services Register with alternate options to be investigated.	Director Finance & Community Services	100%	Investigations have continued into a suitable trades and miscellaneous services register.
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	100%	Administration and financial services being performed to expectation.
Implement Vendor Panel as Councils main Procurement tool	Implementation of Vendor Panel as Councils main Procurement tool.	Finance Manager	100%	Vendor Panel has been implemented across Council. Local supplier reaction has been positive. The use of registers in order to maintain Council compliance has been effective, as well as the use for higher level procurement including tenders. In December council staff attended procurement training. Further Vendorpanel training was held in February. Staff use has increased.



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INFRASTRUCTURE

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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	Comment
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	80%	The CWB continues to work with the BSC to improve the APC

INFRASTRUCTURE

COUNCIL STRATEGY				
4.1.2	Increase Cobar's water allocation			
DP Action	Action	Responsibility	Progress	Comment
Lobby the NSW Government to have Cobar's town water supply increased	Continue meeting with relevant Government personnel demonstrating the need for the town water licence to be increased.	General Manager	100%	Application has been submitted to NRAR for an additional 1,300ML allocation per year. Still awaiting response.

COUNCIL STRATEGY				
4.1.3 Improved water infrastructure across the Shire, including the town reticulation system				
DP Action	Action	Responsibility	Progress	Comment
Upgrade the reticulation network in Cobar, replacing old pipework, valves etc to improve water flow and water quality	Undertake repairs to the potable water storages including re-roofing.	Water & Sewer Manager	85%	Recoat of reservoir expected to be completed in Aug/sep 2022
Upgrade the reticulation network in Cobar, replacing old pipework, valves etc to improve water flow and water quality	Upgrade the reticulation network in Cobar, replacing old pipework, valves etc to improve water flow and water quality.	Water & Sewer Manager	40%	Construction commenced.
Maintenance and repairs of water mains and water filtration system	Implement Water Supplies Asset Management Plan with 5 Year Rolling Works Program.	Water & Sewer Manager	70%	AMP being completed as part of the IWCM

INFRASTRUCTURE

COUNCIL STRATEGY				
4.1.3	Improved water infrastructure across the Shire, including the town reticulation system			
DP Action	Action	Responsibility	Progress	Comment
Undertake fair valuation of water and sewer	In conjunction with Councils Asset Management team and Auditor undertake revaluation of Councils water and sewer assets.	Director Engineering	100%	Revaluation was completed last year.
COUNCIL STRATEGY				
4.1.4	Seek alternative supply solutions to improve water supply to the villages			
DP Action	Action	Responsibility	Progress	Comment

INFRASTRUCTURE

COUNCIL STRATEGY				
4.1.5	Provide contract services to Cobar Water Board			
DP Action	Action	Responsibility	Progress	Comment
Provide contract services to Cobar Water Board	Provide technical advice and maintenance activities to the Cobar Water Board.	Water & Sewer Manager	80%	Technical advice and maintenance services are provided to the CWB in accordance with the Contractual arrangements with the CWB.
Support the Cobar Water Board application for replacing the 100km of remaining pipeline	Continue to make representation to the Cobar Water Board to have the remaining 100km of the Nyngan to Cobar Pipeline funded and installed.	General Manager	100%	Together with NSW Government \$1 Million from the Federal Government has been applied for. A business case to be undertaken to support additional funds for the remaining 100km.
COUNCIL STRATEGY				
4.1.6	Work with NSW Public Works to implement the Resources for Regions project to replace the pipeline, in line with direction provided by the Cobar Water Board			
DP Action	Action	Responsibility	Progress	Comment
Undertake the Project Management for the works agreed to under the Resources for Regions funding to construct a third pipeline and associated works.	Continue to make representation to the Cobar Water Board to have the remaining 100km of the Nyngan to Cobar Pipeline funded and installed.	Water & Sewer Manager	25%	Business case for pipeline and pumps submitted in June 2022

COMMUNITY OUTCOME**4.2 Good communications networks with services equal to the metropolitan areas****COUNCIL STRATEGY****4.2.1 Improved access to telecommunications, radio, TV and broadband services**

DP Action	Action	Responsibility	Progress	Comment
Lobby the government for improved communications networks	Lobby to reduce Mobile Blackspots across the Shire.	General Manager	0%	
Lobby the government for improved communications networks	Maintenance of radio base stations and licences.	Director Engineering	100%	Licenses have been paid for, no maintenance has been undertaken in Q4

INFRASTRUCTURE

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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	Comment
Road works undertaken according to priority, weather conditions and availability of resources	Construction and maintenance works carried out on Regional and Shire Road Network in accordance with approved programs and standards.	Roads Development Manager	100%	All construction and maintenance works have carried out on Regional and Shire Road Network in accordance with approved programs and standards

INFRASTRUCTURE

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	Comment
Road works undertaken according to priority, weather conditions and availability of resources	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	90%	Inspections by Council staff on a routine and reactive basis to identify maintenance works and report any urgent works to minimise public liability risk to Council has been completed
Road works undertaken according to priority, weather conditions and availability of resources	Street maintenance and sign maintenance, including alcohol free signage.	Roads Works Manager	100%	Street maintenance and sign maintenance, including alcohol free signage installed and replaced as required

INFASTRUCTURE

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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	Comment
Road works undertaken according to priority, weather conditions and availability of resources	Undertake ordered works on behalf of RMS within the agreed budget.	Roads Development Manager	100%	Council has actively partnered with RMS to identify necessary works and complete them as instructed.
Road works undertaken according to priority, weather conditions and availability of resources	Undertake routine and supplementary works on State Roads in accordance with the RMS Contract.	Roads Development Manager	100%	Council has actively partnered with RMS to identify necessary works and complete them as instructed.
Oversee quarrying activities and ensure an adequate supply of good quality gravel for use on the road network	Ensure that all Contractors have a Quarry Safety Management Plan.	Roads Development Manager	100%	Council continues to win and crush gravel to provide good quality road construction materials. Part of this is to ensure that all contractors engaged must have the necessary Safety Management Plans as part of their contractual obligations and engagement through the tendering process

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	100%	
Oversee quarrying activities and ensure an adequate supply of good quality gravel for use on the road network	Licences for all existing and new quarries progressively obtained.	Roads Development Manager	100%	Licencing continues to be updated as new gravel pits are used.

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	Comment
Provide and maintain a safe and adequate footpath and bike path network	Identify priority works required to improve the safety of the footpath network and undertake works as funding becomes available.	Urban Services Co-Ordinator	100%	ongoing, currently working on a risk assessment priority document.
Provide and maintain a safe and adequate footpath and bike path network	Implement the actions outlined in the Active Transport Plan.	Roads Works Manager	100%	Projects identified in the Active Transport Plan will be completed as funds become available. Shared pathway along Bathurst St north of the Mitchell Hwy is almost complete and is awaiting Telstra to arrange the relocation of their services to enable this portion of the project to be completed

INFRASTRUCTURE

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	Comment
Provide and maintain a safe and adequate footpath and bike path network	Kerb & Gutter maintenance.	Urban Services Co-Ordinator	100%	

INFRASTRUCTURE

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	Comment
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	100%	Maintenance is occurring as defined by the manual and the SRO check list. This is an ongoing task
Cobar airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Implement the Cobar Aerodrome Master Plan.	Director Finance & Community Services	0%	New constructions compliant
Cobar airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Provision of services to key stakeholders such as airlines and Charters.	Director Engineering	100%	No change

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	Comment
Review the maintenance requirements of the Village Airports.	Address the use of airstrips for purposes other than emergencies and determine best way forward to meet needs of all stakeholders.	Director Engineering	100%	There has been no change in this position and it is recommended that this be referred to the Airport Committee.
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	100%	Maintenance on runways is undertaken as required and funds have been allocated in the 2022/23 budget to reseal the runways.

INFRASTRUCTURE

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COUNCIL STRATEGY				
4.3.3	Maintain the rail network in the Shire to maximise the benefits to the community and to provide an alternative to road freight.			
DP Action	Action	Responsibility	Progress	Comment
Lobby the NSW Government to ensure that the rail network is well maintained, safe, affordable and well used, particularly for freight movements to reduce the impact of road movements on the community.	Continually lobby NSW Government to maintain rail network.	General Manager	0%	No lobbying occurred

COMMUNITY OUTCOME				
4.4	Good quality and affordable community facilities and infrastructure			
COUNCIL STRATEGY				
4.4.1	Upgrade priority playgrounds and parks with good design to cater for all age groups and abilities and maintain the rest at agreed service levels			
DP Action	Action	Responsibility	Progress	Comment
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 Co-Ordinator	100%	our three Parks with compliant playgrounds are inspected, there are still non compliant parks that need to be addressed.

INFRASTRUCTURE

COUNCIL STRATEGY

4.4.2 Increase the range of community facilities and maintain those that we have to an appropriate standard

DP Action	Action	Responsibility	Progress	Comment
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	100%	Cemetery is looking good at present.

To provide quality and readily accessible library services to Cobar and villages	Offer high quality and relevant library services for five (5) hours per week at both Nymagee and Euabalong.	Manager Library Services	100%	Nymagee and Euabalong library services operated for five hours per week for most of 2021 - 2022. All Cobar library services were closed to the public 16th August - 11th September due to COVID-19 restrictions.
To provide quality and readily accessible library services to Cobar and villages	Participate in State and National events that promote literacy.	Manager Library Services	100%	Premier's Reading Challenge supported via purchase and loaning of appropriate resources.

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Cathy Francisco

COUNCIL STRATEGY

4.4.2 Increase the range of community facilities and maintain those that we have to an appropriate standard

DP Action	Action	Responsibility	Progress	Comment
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.	Library Manager	100%	2,324 physical items and 2,962 eBooks and eAudio were added to the collection. 1,881 items = value \$41,191 (at cost) were removed. 15,076 items loaned (includes 2,197 eBook & eAudio loans).

INFRASTRUCTURE

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COUNCIL STRATEGY				
4.4.2 Increase the range of community facilities and maintain those that we have to an appropriate standard				
DP Action	Action	Responsibility	Progress	Comment
To provide quality and readily accessible library services to Cobar and villages	The Library provides public access to the internet service where possible.	Manager Library Services	100%	Computers are provided for public access at Cobar Library. 753 hours of computer use and 253 hours of wireless bookings for 2021 - 2022.
To provide quality and readily accessible library services to Cobar and villages	To ensure that well trained, professional and highly motivated staff are responsive to serving the needs of the community.	Manager Library Services	100%	Staff accessed free training in local studies via State Library on-line training opportunity.

INFRASTRUCTURE

COUNCIL STRATEGY				
4.4.2	Increase the range of community facilities and maintain those that we have to an appropriate standard			
DP Action	Action	Responsibility	Progress	Comment
To provide quality and readily accessible library services to Cobar and villages	To ensure that the Library service is utilized by Cobar Shire residents of all ages and community groups.	Manager Library Services	100%	72 new members joined. Total membership = 2,301 members. 12,006 visits counted. Several adult craft workshops were offered (including soap making, mosaics and leathercraft) - 39 participants. Also provided free access (via grant funding) to after-school electronic kit maker sessions - 22 participants. 39 people participated in the Library bags launch week with a guessing competition and all-ages colouring-in event. Monthly new book list and events calendar e-mailed to stakeholders, press, and community groups. Library resources and services promoted via Facebook.

INFRASTRUCTURE

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COUNCIL STRATEGY				
4.4.2 Increase the range of community facilities and maintain those that we have to an appropriate standard				
DP Action	Action	Responsibility	Progress	Comment
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Depot upgrade works undertaken as per the master plan.	Director Planning & Environmental Services	25%	Master plan no longer relevant to future works being planned and is subject to review.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Each season a review of the plant and equipment to ensure timely expenditure on plant costs.	Director Engineering	0%	No Action

Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Maintenance of Buildings Asbestos Register.	Manager Building & Environment	100%	Council buildings assets are progressively going through a process of being assessed for asbestos to develop a respective register for that asset. Given the risk of this to Council staff and the public, this project should be prioritised.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Undertake upgrades to the Cobar Youth and Fitness Centre, including roof replacement/repairs as per SCCF funding agreement.	Director Planning & Environmental Services	100%	All relevant upgrades to the Cobar Youth and Fitness Centre are progressing.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Undertake condition assessments in order to Review Buildings Asset Management Plan and undertake building condition reports and review service levels of building assets.	Director Planning & Environmental Services	0%	No resources available at this point in time to progress this task.

INFRASTRUCTURE

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COUNCIL STRATEGY				
4.4.2	Increase the range of community facilities and maintain those that we have to an appropriate standard			
DP Action	Action	Responsibility	Progress	Comment
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Undertake upgrades to the Great Cobar Heritage Centre including, improving access, fire safety and weather proofing to the building.	Director Planning & Environmental Services	100%	All upgrades to the Great Cobar Heritage Centre are now completed.
COUNCIL STRATEGY				
4.4.3	Improve recreational facilities at the water reserves			
DP Action	Action	Responsibility	Progress	Comment
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	100%	
Maintain and improve recreational facilities that are available at the Newey and Old Reservoir reserves	Undertake actions outlined in the Newey Reservoir Plan of Management.	Urban Services Co-Ordinator	100%	

INFRASTRUCTURE

COUNCIL STRATEGY				
4.4.3	Maintain and expand where necessary, the stormwater and sewer networks			
DP Action	Action	Responsibility	Progress	Comment
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 Co-Ordinator	1000%	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 minimal cost.	Water & Sewer Manager	100%	Sewer treatment plant is being operated and maintained to a satisfactory standard.
Provide, maintain and operate a sewer network and disposal system and treatment works	Implement the Sewerage Services Asset Management Plan with 5 year rolling works program.	Water & Sewer Manager	70%	AMP being completed as part of the IWCM.
Provide, maintain and operate a sewer network and disposal system and treatment works	Investigate options for implementing the Liquid Trade Waste policy and program.	Water & Sewer Manager	5%	Liquid trade waste (LTW) is raised as an issue in the integrated water cycle management plan. LTW is planned to be tackled by the OWUA as an alliance issue. Delays due to staffing, covid and competing priorities.
Provide, maintain and operate a sewer network and disposal system and treatment works	Repair the sewer embankment and replace the aerators.	Water & Sewer Manager	80%	Sewer embankments repair are near complete. Replacement of aerators underway.

INFRASTRUCTURE

COUNCIL STRATEGY				
4.4.5 Maintain and service villages parks, streets, footpaths and community service facilities				
DP Action	Action	Responsibility	Progress	Comment
Maintain and improve village facilities and services	Arrange for works to be undertaken that have been identified as priority projects by the Nymagee Progress Association (to use Nymagee VPA funds).	General Manager	50%	Association working with General Manager to obtain quotes for priority works at next Progress meeting
Maintain and improve village facilities and services	Regularly maintain parks, streets and footpaths in all villages.	Urban Services Co-Ordinator	100%	Ongoing maintenance

ENVIRONMENT

COMMUNITY OUTCOME

5.1 Ability to adapt to climate change and benefit from climate change initiatives

COUNCIL STRATEGY

5.1.1 Develop an alternative energy industry in Cobar

DP Action	Action	Responsibility	Progress	Comment
Lobby business and government to encourage the development of an alternative energy industry in Cobar	Monitor opportunities for development of an alternative energy industry in Cobar.	General Manager	0%	No action taken
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 and Sewer Manager	65%	Tender completed and under assessment.

ENVIRONMENT

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COUNCIL STRATEGY				
5.1.2	Develop community leadership on becoming leaders in resource use and waste management			
DP Action	Action	Responsibility	Progress	Comment
Undertake kerbside garbage collection and recycling in Cobar and kerbside garbage collection in the relevant villages	Prepare a Waste Services Strategy Discussion Paper.	Manager Building & Environment	80%	The concept of a LTPoM has been adopted by Council in principle with an estimated budget prepared and also adopted. It is now decided that the LTPoM and it's recommendations be put in front of the New Council. Kerbside garbage collection continues as per normal.

ENVIRONMENT

COUNCIL STRATEGY

5.1.2 Develop community leadership on becoming leaders in resource use and waste management

DP Action	Action	Responsibility	Progress	Comment
Undertake kerbside garbage collection and recycling in Cobar and kerbside garbage collection in the relevant villages	Provide a trade waste, domestic waste and street bin collection service to all customers as per agreed service levels.	Manager Building & Environment	100%	Trade Waste, domestic kerbside and street bin collections are being undertaken in accordance with required service levels.
Maintain the town and village tips to an acceptable standard	Provide waste disposal facilities for Cobar, Nymagee, Mt Hope, Canbelego, Euabalong and Euabalong West and develop initiatives to reduce unauthorised waste disposal.	Manager Building & Environment	100%	Waste Disposal facilities are being provided in all villages and are subject to auditing and LTPoM plans.
Encourage efficient water use by Shire residents	Promote efficient water use by Shire residents.	Water & Sewer Manager	30%	Drought management plan has been reviewed and will go to Council to be adopted in 2022. Water wise initiatives to be released through social media/mark shortly.

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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	Comment	
Support the establishment of sustainable and profitability of agricultural industries	Maintain an awareness of government land management incentives and programs.	Supervisor - Environmental	0%		
COUNCIL STRATEGY					
5.2.2 Have a tree planting program for Cobar and villages					
DP Action	Action	Responsibility	Progress	Comment	
Develop and instigate a street tree planting program	Develop and instigate a street tree planting program.	Urban Services Co-Ordinator	90%	Have just undertaken planting at Louth Road, Nullamutt st.	

ENVIRONMENT

COUNCIL STRATEGY				
5.2.3	Manage the crown land			
DP Action	Action	Responsibility	Progress	Comment
Provide ranger services to control animals in public places and to manage areas and crown land	Deliver and microchip unclaimed animals to Rescue Organisation for rehoming.	Compliance (Ranger) Supervisor	100%	All unwanted & unclaimed animals suitable for rehoming are microchipped & registered for rehoming

ENVIRONMENT

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COUNCIL STRATEGY				
5.2.3 Manage the crown land				
DP Action	Action	Responsibility	Progress	Comment
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.	Compliance (Ranger) Supervisor	100%	Council has engaged a Contract Ranger to carry out routine patrols, deal with animal complaints & provide information & feedback to the public on all aspects of the Companion Animals Act.
Provide ranger services to control animals in public places and to manage areas and crown land	Impound straying stock.	Compliance (Ranger) Supervisor	100%	Deal with stock & domestic animals on roads & in public places in a timely manner.
Provide ranger services to control animals in public places and to manage areas and crown land	Provide services for the registration and microchipping of dogs and cats.	Compliance (Ranger) Supervisor	100%	Micro-chipping of impounded animals is carried out before being released & registration services are available through the Administration Centre. Registration services are also available online.

ENVIRONMENT

Provide ranger services to control animals in public places and to manage areas and crown land	Remove abandoned vehicles.	Compliance (Ranger) Supervisor	100%	Remove abandoned vehicles which are endangering the public in a timely manner. All other abandoned/burnt out vehicles are removed as time permits
Develop Management Plans for Council managed Crown Land.	Provide management plans for Council managed Crown Land.	Director environmental services	25%	Work by LLS staff commenced June 2021.

ENVIRONMENT

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COUNCIL STRATEGY				
5.2.4	Long term management of noxious weeds			
DP Action	Action	Responsibility	Progress	Comment
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Actively participate in the Western Regional Weeds Committee (RWC).	Supervisor - Environmental	0%	
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	An increase in the number of weed awareness program run (eg weed warriors).	Supervisor - Environmental	0%	Anticipate work by LLS staff to commence by June 2021
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Continue Implementation of Regional Inspection Plan to meet the inspection targets of roadsides, TSRs, water courses etc.	Supervisor - Environmental	0%	Anticipate work by LLS staff to commence by June 2021
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Develop a centralised data set of weed distribution and abundance information.	Supervisor - Environmental	0%	Anticipate work by LLS staff to commence by June 2021

COUNCIL STRATEGY

5.2.4 Long term management of noxious weeds

DP Action	Action	Responsibility	Progress	Comment
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Increased participation of community groups.	Supervisor - Environmental	0%	
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Maintain and update an introductory weeds information pack for new property owners.	Supervisor - Environmental	0%	
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	On Ground Spraying Programs prioritised to give the greatest benefit.	Supervisor - Environmental	0%	

COUNCIL STRATEGY				
5.2.4	Long term management of noxious weeds			
DP Action	Action	Responsibility	Progress	Comment
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Private property inspections to manage invasive weeds effectively.	Supervisor - Environmental	0%	
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Prompt containment or eradication and ongoing monitoring of new incursions of invasive weeds.	Supervisor - Environmental	0%	
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Public property inspections to manage Invasive Weeds effectively.	Supervisor - Environmental	0%	
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	To negotiate a new WAP.	Supervisor - Environmental	100%	Completed

ENVIRONMENT

COUNCIL STRATEGY

5.2.5 Vibrant and well run national parks that are accessible and well used

DP Action	Action	Responsibility	Progress	Comment
Lobby the NSW government to ensure the local national parks are vibrant and well run	Identify the current services shortfall provided by National parks and Wildlife Services for National Parks.	General Manager	0%	No action undertaken in 2021/2022.

ENVIRONMENT

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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

DP Action	Action	Responsibility	Progress	Comment
That safe air quality is maintained in Cobar.	That relevant complaints are forwarded to EPA. Other complaints handled by Council Staff.	Manager Building & Environment	100%	Any concerns or complaints relevant are investigated by Council and communicated to the EPA as required.

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COUNCIL MEETINGS AND MINUTES

Ordinary meetings of Council are held on the fourth Thursday of each month unless otherwise advertised. Unconfirmed minutes are available for inspection *no later than ten days* after each meeting and copies of confirmed minutes are available for purchase at applicable photocopying charges or alternatively can be downloaded from Council's Website.

COUNCIL REGISTERS

The following registers are available for inspection at the Council Office:

- Register of Roads in Cobar Shire (and map);
- Register of Delegations;
- Register of Policies, Plans and Codes;
- Register of Fees and Charges;
- Register of Gifts Received;
- Register of Contracts;
- Register of Council Land.

COUNCIL RATE REBATES & CONCESSIONS

PENSIONERS

The Council grants a Council Pensioner Remission up to a maximum rebate on the General Rate including Domestic Waste of \$250.00 per annum and \$87.50 per annum for each of the Sewerage and Water Rates to all approved pensioners who reside in their own premises within the Shire.

The Council applies each year to the State Government for their contribution towards the welfare of Pensioners. The State Government's contribution is a rebate to the Council of up to 55% of the maximum rebate.

CHURCHES

The Council levies only the water, garbage, and sewerage charges on premises used solely for the purpose of religious activities within the Shire.

REVENUE POLICY

TREATMENT OF RATES & CHARGES

Rates and charges will be determined with reference to the cost of maintaining Shire services and assets to an appropriate standard, but within the limits of rate pegging legislation.

Water, Sewerage, Garbage Waste and Cleaning Charges were determined with reference to retaining assets and providing an appropriate service to the community. The determination of review generally reflects a user pays principle.

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REBATES AND CONCESSION ON RATES AND CHARGES

Rebates and concessions are determined with the adoption of each budget and will reflect Council's desire to:

- Assist pensioners on an ongoing basis.
- Offer rebates/concessions as appropriate in consideration of adverse economic, seasonal, and other extraordinary circumstances. All such offers would be dependant upon Council's ability to finance them.

LIMITATION ON INCREASES IN RATES AND CHARGES

Limitations will be considered within the context of the Local Government Act and Regulations and with reference to the following:

- Movements in the cost of living index for the preceding year.
- Adverse seasonal / economic conditions.
- Changes in valuation relativities within the Shire.

Also, balanced against Council's financial position.

BORROWINGS POLICY

CURRENT LEVEL OF DEBT

Cobar Shire Council had term borrowings with a balance of \$381,656 as at 30 June 2022.

FUTURE BORROWINGS

The 2021/2022 Budget Cash Flow has planned additional borrowings of \$2.5 Million.

CONDITION OF INFRASTRUCTURE - SECTION 428

Refer to Report on the Condition of Public Works.

IT UPDATE

. The IT Department achieved the following during 2021-2022:

- No Major outages occurred in 2021/2022.
- The Lilliane Brady Village ICT was totally upgraded thereby eliminating manual records by staff.

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- Most outdated workstations were updated
- Revitalised museum was totally serviced including new eftpos system.

Total spent: \$692,332. Projected spend for 2021/2022 reporting period: \$1,136,441.

ENVIRONMENTAL STRATEGIES - SECTION 428

UNDERTAKE KERBSIDE GARBAGE COLLECTION AND RECYCLING IN COBAR AND KERBSIDE GARBAGE COLLECTION IN RELEVANT VILLAGES

Council collected 909 tonnes of domestic waste from kerbs in the Cobar Local Government Area.

MAINTAIN THE TOWN AND VILLAGE TIPS TO A HIGHER STANDARD

Council currently operates six waste facilities in the local government area. Each of these facilities are managed within the limited resources available.

The Cobar Waste facility, being the largest and busiest facility is currently subject to a review and will be completed in 2023.

ENCOURAGE EFFICIENT WATER USE BY SHIRE RESIDENTS

Council has promoted the efficient use of water within the local government area using water restrictions and staging water usage rates to encourage responsible water usage. This strategy is employed to maintain the water security to the community. An updated drought management plan has been prepared to reflect changes after the 2019 drought.

Newspaper notices, water information packs and website information are released as required to provide awareness of water restrictions and to encourage responsible use of water.

UPGRADE OF WARD OVAL

Council has undertaken significant improvements to the playing surface and surrounds at Ward Oval. The key upgrades include the installation of new picket fencing, new irrigation systems, new shared pathways all around both ovals in addition to the levelling, reshaping and reseeding of both ovals.

These upgrades can now support three full size rugby league or soccer fields.

PROVIDE SUPPORT TO INDUSTRY BODIES FOR IMPROVED GRAZING MANAGEMENT PRACTICES

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Council has not been contacted by grazing industry bodies in this reporting year, however continues to be available to assist in discussions about strengthening the local grazing industry through improved grazing management practices.

DEVELOP AND INSTIGATE A PLANTING PROGRAM

The focus for 2021/2022 was to maintain the existing plants through another challenging year and systematically upgrade some of the key locations around the town. Additional trees planted to maintain the appearance of our town was undertaken.

PROVIDE RANGER SERVICES TO CONTROL ANIMALS IN PUBLIC SPACES AND TO MANAGE THE COMMON AREAS AND CROWN LAND

During this reporting year, Council has met its Legislative obligations by operating a proactive and reactive Ranger service in the Cobar Local Government Area. These services have included:

- Managing stray companion animals;
- Assisting with the management of livestock and native animals in public areas;
- Providing assistance regarding registration, microchipping and de-sexing of companion animals;
- Patrolling of Crown Land.

MONITOR NOXIOUS WEED INFESTATIONS, PROVIDE ADVICE, UNDERTAKE SPRAYING ON PUBLIC AREAS AND COMPLETE APPROPRIATE REPORTS

During this reporting year, Council action was limited due to a staff vacancy and activities were reactive only in consultation with NSW Local Land Services. During the year, contract services for weed control activities were negotiated with NSW Local Land Services with services commencing in 2021/2022.

HAZARD REDUCTION PROGRAMS

Hazard reduction work carried out in the Cobar Shire over the past year included mechanical works, such as grading and slashing, as well as a number of prescribed burns. This work is coordinated in collaboration with the Rural Fire Service.

HAZARD REDUCTION WORKS 2021-2022

NSW Rural Fire Service – Far West Team (Incorporating Cobar District)

NSW Rural Fire Service – Far West Team (Incorporating Cobar District)

- Asset Protection Zones are maintained around all townships and villages, including Cobar, Nymagee, Mount Hope, Canbelego, Euabalong & Euabalong West;
- Asset Protection Zone implemented around the Murrin Bridge discreet Aboriginal community;

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- From 2018 onwards, Fire Trail Maintenance is captured within the Fire Access Fire Trails (FAFT) plans developed with all Fire and Land Managers within the Cobar Shire area; Critical to this work is feedback from all landholders due to the large areas.
- Drought conditions across the Far West (including Cobar) have had some impact on the Hazard Reduction activities due to reduced fuel loads.

Cobar Shire Council

- *Roadside slashing;*
- Maintained Asset Protection Zones around the Cobar District Waste Management Depots.

National Parks

- *Reserve fire trail maintenance.*
- *Strip burning along strategic fire trails.*

Forests NSW

- *Fire trail maintenance as part of yearly management practices.*

FIRE SAFETY AWARENESS

Community awareness activities are carried out as part of the NSW Rural Fire Service community education program. This is updated annually with community events, media activities and other activities carried out in accordance with Service protocols. Some examples include:

- *Use of social media to reach members of the community and keep them updated on any important issues via Facebook;*
- *Local news stories shared with local print and regional radio stations;*
- *Displays are local community events including:*
 - *Get Ready Weekend;*
 - *Festival of the Miner's Ghost Activities;*
 - *Cobar Show*
- *Unfortunately due to COVID this year the number of events otherwise undertaken by Brigades across the LGA have been reduced.*
- *The Fire Danger Period, where permits are required is from the 1st October to 31st March. During the period 23rd December to 3rd January Permits are automatically suspended.*

MULTICULTURAL SERVICES - SECTION 428 (2) (J)

There were no new programs undertaken during the year for people of non-English speaking background or for people of Aboriginal descent.

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CONTRIBUTIONS AND DONATIONS - SECTION 428 (2) (L)

Section 356 of the Local Government Act, 1993 enables a Council to resolve to grant financial assistance to persons for the purpose of exercising its functions. In 2020/2021 Council made donations of this nature amounting to \$18,450.00.

This assistance was predominantly granted to community, sporting, cultural and recreation groups to assist them in their work and activities.

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PRIVATE WORKS - SECTION 67

Council carries out private works throughout the Shire, particularly the hire of earthmoving plant to property owners, companies and government departments. This work usually includes the construction and maintenance of access roads, fire trails, ground tanks and drains, the supplying of gravel and loam, removal of rubbish, construction of fencing and spraying of noxious weeds. The value of the work carried out in 2021/202 was \$89,286.00

HUMAN RESOURCES ACTIVITIES - SECTION 428 (2) (M)

HUMAN RESOURCES MANAGEMENT

Council's Human Resources (HR) function provides and coordinates proactive, evidence-based advice and practical support to all employees regarding:

- Attraction, recruitment, selection and retention of staff;
- Coordinating Council's annual performance appraisal process;
- Learning and Development;
- Co-ordinating the provision of an Employee Assistance Program;
- Promotion and Management of Work, Health and Safety;
- Promotion and Management of employee's health and wellbeing;
- Injury management and return to work coordination;
- Industrial and Employee Relations advice and advocacy;
- Interpretation of Awards and associated legislation;
- Grievance investigation and dispute resolution;
- Risk Management;
- Promotion of Equal Employment Opportunity principals and obligations.

CORE VALUES

Council's Core Values acronym is **ACE IT** which aptly represents our agreed expectations of each other to always do our best. They represent who we are as an organisation and are the guiding principles for how we carry out our duties:

A - Accountability - *We are responsible for our actions, our behaviour and the satisfactory completion of allocated tasks*

C - Communication - *We communicate openly and respectfully, sharing timely and appropriate information with others*

E - Effective Leadership - *We lead by positive example, embodying all of Council's agreed values*

I - Integrity - *We are consistently honest, transparent, ethical and fair, regardless of the situation*

T - Teamwork - *We work collaboratively to achieve shared goals for Council and the community*

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RECRUITMENT AND SELECTION

2021 has been a challenging year for recruitment. We have seen significantly less applications per advertised vacancy than in previous years. We can only assume that the decline is a direct result of the COVID-19 pandemic due to the reduction in immigration and the general uncertainty continual lockdowns and discovery of new virus variants has caused. We did successfully recruit over 30 positions throughout the organisation, with all vacancies filled in accordance with Council's Recruitment Policy. The shortage of skilled workers and the competitiveness of other local industries have resulted in some of Council's positions, specifically trades, being difficult to fill. Cobar Shire Council like many other rural Council's struggles to compete financially for a range of professional staff.

Traineeships/apprenticeships

Apprentices, trainees and graduates have become an integral part of Council's structure, with Council offering employment for young people and an opportunity for Council to develop future managers and leaders. Our most recent apprentices completed their indenture in January 2020 and Council has been unable to engage any new apprentices since January 2016 due to the unavailability of qualified trades people to mentor them. We currently have trainees engaged in administration services, water treatment and childcare as well as graduate engineers and are working with the local high school to offer a range of school based traineeships for several departments across the business in 2022.

LEARNING AND DEVELOPMENT

Council is committed to the learning and development needs of its employees. It is recognised that increasing the efficiency and productivity of Council requires an ongoing commitment to education, training, upgrading skills and professional development opportunities for existing staff.

All compliance training requirements are gathered through the annual performance appraisal process, which is used to develop the Annual Training Plan. Strength in leadership is an industry wide area of concern, many leaders are promoted off the back of their technical abilities, so continual targeted leadership training for our current managers needs to be supported.

Employees at all levels are provided with, and encouraged to undertake, training relevant to suit their work requirements and potential career progression as well as the organisational goals of Council. The majority of training delivered at Council is compliance-based training which is mandatory to allow employees to fulfil the requirements of existing roles. Supporting technical and professional employees to continue their growth and development is something we have been working hard to deliver. COVID has seen a lot of face to face training put on-hold, which has required the majority of the business to adapt to online learning opportunities.

We currently use a basic electronic on-boarding induction to ensure that all employees are provided with the information they may need on commencement with Council, both corporate information about the organisation and work, health and safety information to encourage and support compliance.

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INDUSTRIAL RELATIONS

As Council strives for a harmonious industrial environment, the ongoing coaching and mentoring of managers and supervisors in effective employee relations and performance management continues to be a priority.

Council continues to adopt a consultative approach with its staff to ensure a positive working environment. This has been achieved through participation in regular Consultative Committee meetings, post Council meeting staff meetings, yard meetings for the outdoor workforce and the General Manager and Human Resources having an open-door policy for all employees to facilitate, promote and support the continuous improvement of our workplace culture.

Council has a good industrial relations record with employees, relevant unions and associations. Council had no time lost as a result of industrial disputes and no formal disputes lodged with the Industrial Relations Commission during 2020/2021 financial year.

WORK, HEALTH AND SAFETY

Work is continuing on updating Council's Work, Health and Safety Management System framework including policies, procedures and associated documentation.

The annual WHS Audit continues to identify areas for Council's improvement including: documented procedure gaps, planning, emergency preparedness and workplace inspections.

The Work Health and Safety Committee have developed a workplace inspection schedule so that inspections are carried out on a frequency pertinent to their level of risk, to ensure that hazards are identified on an ongoing basis. Council engaged external resources to develop our business continuity plan and to update our existing risk management register to allow for better planning.

Council will look to implement a new safety management program which is provided complimentary by our WorkCover insurer StateCover, with the hope of improving the accuracy of the information captured and enabling a reporting tool for Management and Council to make decisions in relation to Risk and Work Health and Safety in general at Cobar Shire Council. This program will allow for real time capture of incidents, accidents, injuries and near misses.

Council provides an efficient and effective injury management and return to work service to all employees.

Health and Wellbeing Program

Council's ongoing commitment to its health and wellbeing program is assisting to positively promote and encourage employees to develop healthy lifestyle habits that achieve healthy living and work-life balance. Research has shown that the improved health and wellbeing of the workforce is a contributor to the enhanced performance and success of an organisation.

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Council recently changes Employee Assistance Program (EAP) providers to provide a more a more holistic approach to the traditional Employee Assistance Program. Uprise is an employee assistance provider that combines multiple wellbeing initiatives into one easy to use on-line platform with on-demand digital resilience library, 24/7 crisis line, and next day therapy bookings with a qualified psychologist of your choosing

Unlike past EAP programs which only provided a one-dimensional approach to wellbeing through crisis management, Uprise focuses on prevention whilst also offering the traditional counselling service. The on-demand digital resilience library provides audio, video, and interactive exercises designed to help you better manage any personal issues you may be experiencing, as well as access to live (and recorded) monthly webinars on a wide range of wellbeing topics to continually improve your mental fitness.

During the year Council's employees participated in Hepatitis B clinics, flu vaccinations and took advantage of free gym membership (Youth & Fitness Centre) and swimming pool season ticket offers.

Council recognises that continual self-improvement and healthy *mental* health are vital to a strong workplace culture and to be operationally successful. We value our people as our number one asset and work hard to facilitate access to resources that allow them to be the best versions of themselves. The introduction of our annual Health and Wellbeing Day for all Council staff in February 2020 was well received with nationally renowned speakers travelling to Cobar to uplift, motivate, provoke thoughts and encourage self-reflection and therefore has continued to be an annual event.

ACTIVITIES TO IMPLEMENT EEO MANAGEMENT PLAN - SECTION 428 (2) (N)

Council's Equal Employment Opportunity plan identifies key actions to be undertaken to address the organisations EEO responsibilities. The plan aims to eliminate and ensure the absence of discrimination in employment, promotion, training and transfers on the grounds of race, sex, age, pregnancy, gender, sexual preference, disability, marital status, political opinion, social origin or religion, past convictions and carers' responsibility.

Council has continued to work towards ensuring its human resources policies and procedures conform to EEO principles and demonstrate fair practice.

ENVIRONMENTAL PLANNING AND ASSESSMENT ACT 1979

PLANNING AGREEMENTS

The only Planning Agreement Council has is the one established in 2013 between Cobar Shire Council and the operators of Hera Mine.

Following a variation to the 2013 planning agreement, the operators of Hera Mine contribute in the 2021/2022 year \$34,354 (community fund) and \$64,414 (road repair and maintenance).

EXTERNAL BODIES EXERCISING COUNCIL FUNCTIONS - SECTION 428 (2) (O)

The only three external bodies that exercised functions delegated by the Council during the year were the Cobar Water Board, Far North West Joint Organisation and the NSW Rural Fire

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Service. The Cobar Water Board manages the supply of bulk raw water to Cobar Shire Council and three of the mining companies.

CONTROLLING INTEREST IN COMPANIES - SECTION 428 (2) (P)

There were no companies in which Cobar Shire Council (alone or in conjunction with other Councils) held a controlling interest during 2021/2022.

OVERSEAS VISITS BY COUNCILLORS - SECTION 428 (2) (R) CLAUSE 217 (1) (A1) (VI)

There were no overseas visits by Councillors and others representing the Council.

COMMUNITY AND CHILDREN'S SERVICES AND ACCESS AND EQUITY - SECTION 428 (2) (R) CLAUSE 217 (1) (C) CLAUSE 217 (1) (D) (I)

Activities to develop and promote services for residents and other uses of those services:

- **Community Services** – Residents and other users can access a wide range of entertainment, leisure, information and health services including fitness programs and library facilities.
- **Community information** – Council service areas adopted a wide range of promotional strategies to inform the public about activities, programs, events and other initiatives. Strategies included flyers, news releases, public exhibitions, social media and advertisements.
- **Youth Centre** – Council provides activities to the community which includes an outlet for the youth of Cobar. This is achieved through participation in organized activities including youth week, StormCo Visits, Skate Park activities and active support for the Youth Council. The youth centre was closed for the majority of the year due to COVID restrictions and renovations. Some activities were scheduled elsewhere.
- **Library** – Council provides educational and developmental activities at the Library for all ages, through participation in organised activities including story-time, eBook learning and school holiday activity programs. The Library also offers books, cds, ebooks, newspapers and houses the TAFE computers. The Library Arcade has been converted into a community meeting and craft room.
- **Children's Services** – Provide physical, educational and emotional benefits for children by providing quality family day care and in-home care services. Before and After School and Vacation Care are also provided.

LOCAL GOVERNMENT RATES AND CHARGES – CLAUSE 132

Rates and Charges written off for 2020/2021 amounted to \$26,501.73

Rates reduced or waived for pensioners amounted to \$104,981.24 in 2021/2022

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NATIONAL COMPETITION POLICY - CLAUSE 217 (I) (D) (VI)

CATEGORY 1 BUSINESS ACTIVITY – SECTION 428 (2) (R) CLAUSE 217 (1) (D) (II)

Council does not have any Category 1 business activities.

CATEGORY 2 BUSINESS ACTIVITY - CLAUSE 217 (1) (D) (III)

- Water Supply;
- Sewerage Services;
- Lilliane Brady Village Aged Care Facility.

PROGRESS SUMMARY – IMPLEMENTING COMPETITIVE NEUTRALITY - CLAUSE 217 (1) (D) (V)

Council initially assessed its various functions during 1997 as to whether they should be classified as business activities in terms of competitive neutrality principles. These functions are reviewed on an annual basis as to whether the classifications should be amended.

COMPLAINTS HANDLING - CLAUSE 217 (1) (D) (VII)

Council has adopted a Complaints Management Policy outlining the process by which Council deals with complaints, including complaints with respect to competitive neutrality. The document is on public display at the public document display area located in the front foyer of the Council Administration Building, 36 Linsley Street, Cobar. The availability of the document has been advertised via the local print media and the document is reproduced in full on Council's Website address: [e](#).

COMPANION ANIMALS ACT

POUND DATA RETURNS

The annual pound data collection return was submitted to the NSW Companion Animal Register.

LODGEMENT OF DATA RELATED TO DOG ATTACKS WITH THE OFFICE OF LOCAL GOVERNMENT

As per Clause 33A (4) of the *Companion Animal Regulation 2008*, all dog attacks must be entered into Companion Animal Register within 72 hours. The Office of Local Government publishes quarterly reports on dog attack data reported by Council. Cobar Shire Council has confirmed all dog attack incidents known and have listed them on the Companion Animal Register for each quarter.

FINANCIAL EXPENDITURE

\$134,615 has been spent on companion animal management and related activities during 2021/2022. Compared to \$83,381 in 2020/2021.

COMMUNITY EDUCATION AND DE-SEXING STRATEGIES

Council has developed an education program focusing on awareness of companion animal responsibilities and de-sexing of companion animals. This program has utilised several communication mediums such as posts on Council's social platforms, notices on community notice boards and face to face communication.

SECTION 64 (COMPANION ANIMALS ACT) STRATEGIES

Every attempt was made to re-home suitable unclaimed seized or surrendered animals as per Section 64 of the *Companion Animals Act 1998* as an alternative to euthanasia for unclaimed animals.

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OFFLEASH AREAS

The available off-leash areas are extensive and exceed the demand for these areas.

FUND FOR MANAGING AND CONTROLLING COMPANION ANIMALS

Registration Fees received for 2021/2022 totaled \$10,242 with \$8,110 being paid to Department of Planning, Industry and Environment.

PARTNERSHIPS, CO-OPERATIVES OR OTHER JOINT VENTURES – SECTION 428 (2) (Q)

Council is a member of the Far North West Joint Organisation of Councils (FNWJO). Details of Council's membership and participation is as follows:

LEGAL STATUS OF JOINT ORGANISATION

The FNWJO is a separately constituted entity pursuant to Part 7 (Sections 4000O to 400ZH) of the Local Government Act (NSW) 1993, as amended, and the Local Government {General} Regulation 2008. The charter of the FNWJO can be found here: <https://www.farnorthwestjo.nsw.gov.au/f.ashx/%24341338%24Far-North-West-JO-Charter.pdf> The FNWJO was formed in July 2018 and has the same year end date as the Council.

WHAT THE JOINT ORGANISATION DOES

The principle purpose of the FNWJO is to establish strategic regional priorities and to provide regional leadership to the geographical area for which it serves, and to identify and take up opportunities for intergovernmental cooperation on matters relating to the joint organisation area.

JOINT ORGANISATION PARTICIPANTS

FNWJO comprises the Councils of Shires Cobar, Bourke and Walgett in north western NSW. The Board of the FNWJO comprises of 3 voting members being the Mayors of the three member Councils, and non-voting members being the General Managers of the three Council's as well as 3 appointed members from the State Government and cabinet (non-voting).

In accordance with the Charter each member of the FNWJO contributes annual fees towards the operation of the joint organisation. In 2021/2022 the contribution made by Cobar Shire Council was \$32,724.12

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PUBLIC INTEREST DISCLOSURES ACT 1994 (SECTION 31)

Nil applications were received during 2021/2022.

GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009 (SECTION 125)

A separate Annual Report will be provided under the Government Information (Public Access) ACT 2009 (Section 125).

Council received no formal GIPA access applications for 2021/2022.

CONDITION OF PUBLIC WORKS – SECTION 428(2) (D)

This is a report on the conditions of public works (including public roads, water and sewerage schemes, drainage works and public buildings) under the control of the Council as at the end of the year, together with:

- An estimate (at current value) of the amount of money required to bring the works up to satisfactory standard.
- An estimate (at current Values) of the annual expense of maintaining the works at that standard.
- The Council's program of maintenance for that year in respect of the works.

Special Schedule 7 provides details required. Additional information is provided below:

COUNCIL LOCAL AND REGIONAL ROADS

Council maintains 60.6 km of sealed urban road, 1.5 km of unsealed urban roads, 169 km of sealed rural local roads, 1,462.9 km of unsealed rural local roads (of which approx. 1,150km are natural surface), 303.5 km of sealed regional roads and 366.9 km unsealed regional roads (of which approximately 240km are natural surface).

The sealed roads have a top sealed surface that varies in age from new to 15 plus years old.

It is assumed the sealed surface will have a fifteen-year life before requiring resealing, the recent resealing programs have been implemented on urban, local and regional roads.

Council has also actively sought to improve the standard of the local and regional roads across the shire. A significant gravel re sheeting program was undertaken and Council has committed to the repair and replacement of grids and culverts across the Shire.

With the assistance from other government agencies, Council has also been actively repairing its roads and drainage infrastructure that has been severely impacted from a number of significant storm events. The repair and restoration works will continue well into 2023.

Input from the community through the Rural Roads Committee and the Local Traffic Committee meetings has been invaluable in identification of local roads issues and is especially effective when meetings are held in community settings. These meetings enhance the relationship between Council and the community and lead to better outcomes.

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Council has ongoing issues with access to water to enable maintenance and construction works but is working closely with property owners to obtain access to local water sources. Council has also commissioned seven new bore and tank sites which provide a reliable and sustainable water source for future works.

Council has ongoing issues with access to water to enable maintenance and construction works but is working closely with property owners to obtain access to local water sources. Council has also commissioned three new bore and tank sites which provide a reliable and sustainable water source for future works.

UTILITIES

Council operates water systems in Cobar, Nymagee, Mt Hope, Euabalong and Euabalong West and a sewerage scheme in Cobar.

COBAR WATER SUPPLY

The two existing potable water storage reservoirs supply Cobar township. The Fort Bourke Hill Reservoir has had a new roof and support structure, as well as a new access ladder installed in 2022 to provide safe access. With funding secured, epoxy coating of the internal structure was completed in early December 2022. The Bathurst Street Reservoir requires corrosion protection and minor structural upgrade. Funding for these works is being sought from Resources for Regions sources.

The water reticulation system within the township of Cobar is a mixture of Cast Iron (CI), Ductile Iron Cement Lined (DICTL), Un-plasticized Polyvinyl Chloride (UPVC), Asbestos Cement (AC) and Polyethylene (PE) pipes. One of the major problems that has confronted council is the dirty water issues caused in the summer months from 5.2km of old cast iron pipes that were severely corroded. Council received funding assistance from the State Government for the replacement of the old cast pipes with UPVC. Additional reticulation works have been undertaken to install ring-mains to boost pressure to low-pressure regions of the town. These works were completed in August 2022.

A program over recent years has resulted in the replacement of many of the faulty valves which will allow for isolation of mains and the total disconnection of decommissioned mains from the towns reticulation system, further enhancing the town's water quality.

A water supply access license for an additional 1200 ML/ year has been secured from the National Resource Access Regulator. Cobar's total water allocation is now 3,050 ML.

NYMAGEE WATER SUPPLY

Council has received a water supply scoping study under the State Governments Safe and Secure funding program. The scoping study has been incorporated into the Integrated Water Cycle Management Plan (IWCM). The IWCM is expected to be completed in 2023.

MT HOPE WATER SUPPLY

Water supply to Mt Hope consists of a 10ML ground storage dam, a 3.6Kw submersible pump suspended from a pontoon and two 45KL fiberglass tanks that are located on top of the dam

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wall. The process involved in the preparation for delivery of water to the 45KL storage tank on top of Mt Hope is as follows:

- Water is transferred from the ground tank to one of the two fiberglass tanks. The water would typically have alum added prior to the tank to aid in the coagulation and to facilitate settlement of particles contained within the dam water.
- The water is transferred to a second tank from where a multi-stage 5Kw pump transfers the water through 5.0 km of 63mm polyethylene pipe (PE) to a third 45KL reinforced concrete tank located on top of Mt Hope. The water is then reticulated to the village of Mt Hope (population of 30) through 2.0 km of 100mm AC water main.

EUABALONG, EUABALONG WEST WATER SUPPLIES

The Raw Water supply for the two towns was first established in 1950 and 1960 by providing extraction points on the Lachlan River for each town and each installation includes a multistage 5.5kW pump.

The Euabalong supply is transferred through 4.0km of 100mm AC main to an 18.0m high by 6.0m diameter 0.25ML steel raw water storage reservoir from which the water is then reticulated throughout to 90 residents via 4.0km of 100mm AC water main.

The Euabalong West supply is similar to that of Euabalong whereas the raw water is transferred through 10.0km of 100mm AC main to an 18.0m high by 6.0m diameter 0.25ML steel raw water storage reservoir from which the water is then reticulated throughout to 80 residents by 3.0km of 100mm AC water main.

The Euabalong and Euabalong West rising mains from the pump stations are failing frequently and require replacement. External funding is currently being sought to undertake these works. Otherwise, all the smaller townships' raw water supply reticulation is in good condition with no immediate replacement work required.

Council has sought funding to replace the Euabalong and Euabalong West pumping stations through Resources for Regions.

COBAR SEWERAGE SCHEME

The desludging of polisher ponds 2 and 3 has been completed. The lagoon embankment repair at the sewerage treatment plant is ongoing.

Council also received State Government funding assistance to continue upgrade works on the minor sewerage pump station as well as improvement works at the sewerage treatment plant such as inlet works screening. This work was completed in mid-2022.

DISABILITY INCLUSION ACTION PLAN 2020-2024

Cobar Shire Council has developed this plan as a four-year framework, outlining the key strategies and actions to be delivered by Council in its commitment to disability access and

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inclusion within the Shire. Council is committed, through the actions in this plan, to make continual improvement to reduce barriers that people face when living, working and visiting our Shire.

A review of the plan was to take place this year however due to COVID-19 restrictions this has now been postponed until 2023.

Over the last 12 months, Council has installed accessible toilets, new footpaths, and access ramps. Councils' administration building has been improved for access with a new ramp.

Grant funding was obtained to improve accessibility at the Great Cobar Heritage Centre, including accessibility ramp and improved accessibility throughout the building which is now completed.

Grant funding was sourced for Euabalong for the construction of bus shelters designed to meet accessibility standards. Council installed accessible toilets at Nymagee Park in this financial year.

Council converted a Council owned house into a Girl Guides Hall, which included a ramp and accessible amenities.

Cobar Shire Council have since applied for funding on behalf of CWA, for the installation of an Accessibility ramp at the CWA Hall, through the Drought Communities Program – Extension, and should hear about the outcome of this in June 2020.

For the final stage of the Medical Centre upgrade a new access entrance will be designed and implemented to enable easier patient drop off, collection and access.

Many commercial buildings have poor access in Cobar. This will continue to be an issue. Council will, through the Development Application process, continue to strive to improve accessibility and can work with groups such as the Cobar Business Association to alert business owners of the advantages of improving access. However, with a large proportion of proprietors who live out of the Shire and the cost of undertaking the works, it will continue to be a challenge that must be addressed over time.

The design concept for both Ward Oval and the Early Learning building has incorporated accessibility to meet today's standards.

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