

Annual Operational Plan



**COBAR SHIRE
COUNCIL**
outback nsw

2015/2016

Strategic Planning Framework



Community Engagement Strategy

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

COBAR SHIRE COUNCIL 2011



Community Strategic Plan

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

COBAR SHIRE COUNCIL Cobar Shire 2025



Delivery Program

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

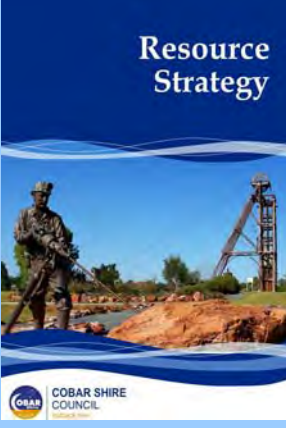
COBAR SHIRE COUNCIL 2012/2013 - 2015/2016



Annual Operational Plan

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

COBAR SHIRE COUNCIL 2015/2016



Resource Strategy

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

COBAR SHIRE COUNCIL

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Message from the Mayor and General Manager

Planning for Cobar Shire's Future

Council is responsible for delivering a comprehensive range of services to the community as well as contributing to environmental management and economic prosperity in the Shire. To ensure that Council is able to meet the community needs effectively and efficiently, Council has implemented a short, mid and long term planning process. These plans set out our goals, programs, and performance indicators for the delivery of Council's services.

Our Shire faces a number of challenges. Our economy is based on mining and agriculture and is heavily dependent on the economic climate affecting those two industries. Our mining industries are changing and are very dependent on international markets. Our population is transient, due to the nature of mining. This impacts on the social fabric of our community. There are challenges in sourcing appropriate skills both within Council and our major industries so we need to be innovative to ensure our employers are able to attract and retain an adequate workforce.

Council too faces a number of challenges. We have an extensive road network - much of which is unsealed, ageing community infrastructure, increasing demand for the provision of community services, and limited resources. Due to the limited rate base, Council is dependent on grants and fees and charges in order to be able to provide the range of services and infrastructure the community demands.

Council has been striving hard to improve ITS economic sustainability over recent years, with changes in work practices, tight budget controls and detailed prioritisation of projects. Council will continue to focus on increasing income from grants – particularly the Regional Road funding - where Cobar Shire receives one of the lowest rates in the state to maintain its road network. Council will continue to lobby for adequate funding under the Resources for Regions Program and Fixing Country Roads program to increase investment in assets and infrastructure. On the expenditure side, Council will continue to minimise operational costs to be able to further improve service and infrastructure provision in the future.



Cllr Lilliane Brady, OAM
Mayor



Mr Gary Woodman
General Manager

A Summary – 2015 / 2016

2015/2016 is another year of consolidation as Council aims to continue to reduce the budget deficit, to build cash reserves and formulate a more sustainable budget into the future. The activities proposed in the Annual Operational Plan reflect this. Council will continue to improve operations and to seek efficiencies and productivity gains in 2015/2016.

Infrastructure Renewal

In 2015/2016 Council will spend \$11.11m on capital expenditure across all funds (up from \$8.7m the year before). This includes \$4.8m from the General Fund, \$4.3m from the Water Fund and \$1.9m from the Sewer Fund. Successful projects under the Resources for Regions program have again greatly impacted the capital budget in 2015/2016 as it did the year before.

2015/2016 will be a busy year with projects that include:

- Completion of design work and commencement of construction for the new Water Treatment Plant – total funding \$8m, of which \$7.8m is Resources for Regions funds. This project will take place over three years and \$3.96m has been allocated this year.
- Upgrade works to the sewer system and expansion of the sewer system into the East Cobar Industrial Estate. Works include chlorination of reuse water, lagoon pond bank stabilisation, Ward Oval pump station refurbishment and expansion of the sewer system. Total project cost - \$2.2m, \$2.1m is Resources for Regions funding. This project will be completed this year with the remaining \$1.8m to be spent.
- In addition, Council will be managing the Cobar Water Board's pipeline renewal project worth around \$15m over three years.
- Council will undertake upgrade works to the Cobar Waste Depot and develop and implement the Waste Strategy for the Shire.

Council will undertake \$1.52m of work under the Roads to Recovery program during the year, a doubling of the usual expenditure due to increased funding from the Federal Government. Council will continue to spend \$200,000 on Shire and town road reseals and \$176,000 on gravel resheeting as per the Special Rate Variation agreement from 2013/2014. A further \$800,000 of capital works will be undertaken on the road network under the Regional Repair Program.

Council has spent \$1.2m on the Plant Replacement Program in 2015/2016.

Council has allocated \$135,000 towards further IT capital projects as Council strives to bring its IT resources up to an appropriate standard. This will include new programs to improve efficiency, including a major upgrade to CivicView – Council's primary accounting software. Council will also investigate the implementation of an electronic document management system this year, with funding allocated to implement it in future years.

Land and Buildings

There are a number of Council owned buildings that require significant works to be undertaken due to a lack of investment over the last decade. This year \$210,500 has been allocated across various buildings, including \$80,000 for the balcony at the Great Cobar Heritage Centre. From 2016/2017 onwards, \$150,000 has been allocated each year to undertake critical works in other community buildings.

Council has allocated \$100,000 to upgrade Drummond Park playground in 2015/2016, with a similar allocation the following year for other parks. The playgrounds require a renewal program to maintain appropriate standards and safety.

Council will continue to work with NSW Health and the Cobar Health Council in the development of a Multi-Purpose Health Service that will incorporate the Lilliane Brady Village and the Cobar Hospital onto the one site. This project aims to undertake the necessary capital works to the Lilliane Brady Village to meet current standards, such as reducing the number of beds per room and redoing the bathrooms. This project will be funded by the NSW Government with an initial \$15m allocated to the project. During 2015/2016 planning and design work will be undertaken.

Cobar Shire Council

Vision

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

Mission

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

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

Values

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

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

Cobar Shire Community

'Cobar Shire 2025' Values

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

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

These values have formed the basis of the Community Strategic Plan – *Cobar Shire 2025*. The Four Year Delivery Program and this Annual Operational Plan 2015/2016 are derived from the Community Strategic Plan.

Our Strategic Direction

Our response to the community's values has been to formulate a set of activities based around the five themes identified in the Community Strategic Plan – *Cobar Shire 2025*. Each theme outlines the long term goals and community outcomes and then the strategies that Council, partner organisations and individuals can undertake to work towards them.

1. Community

- 1.1 Strong coordination between government agencies, Council and NGOs to ensure efficient service delivery, avoid duplication of services and build the capacity of the community.
- 1.2 Young people are able to reach their full potential, are encouraged to stay in the region and have a wide range of opportunities available to them locally.
- 1.3 Families are supported, social inclusion is valued and families who relocate to Cobar stay in Cobar.
- 1.4 A generous, engaged and participative community with a strong community spirit.
- 1.5 A healthy and active community.
- 1.6 A safe and clean community

2. Economy

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

3. Governance

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

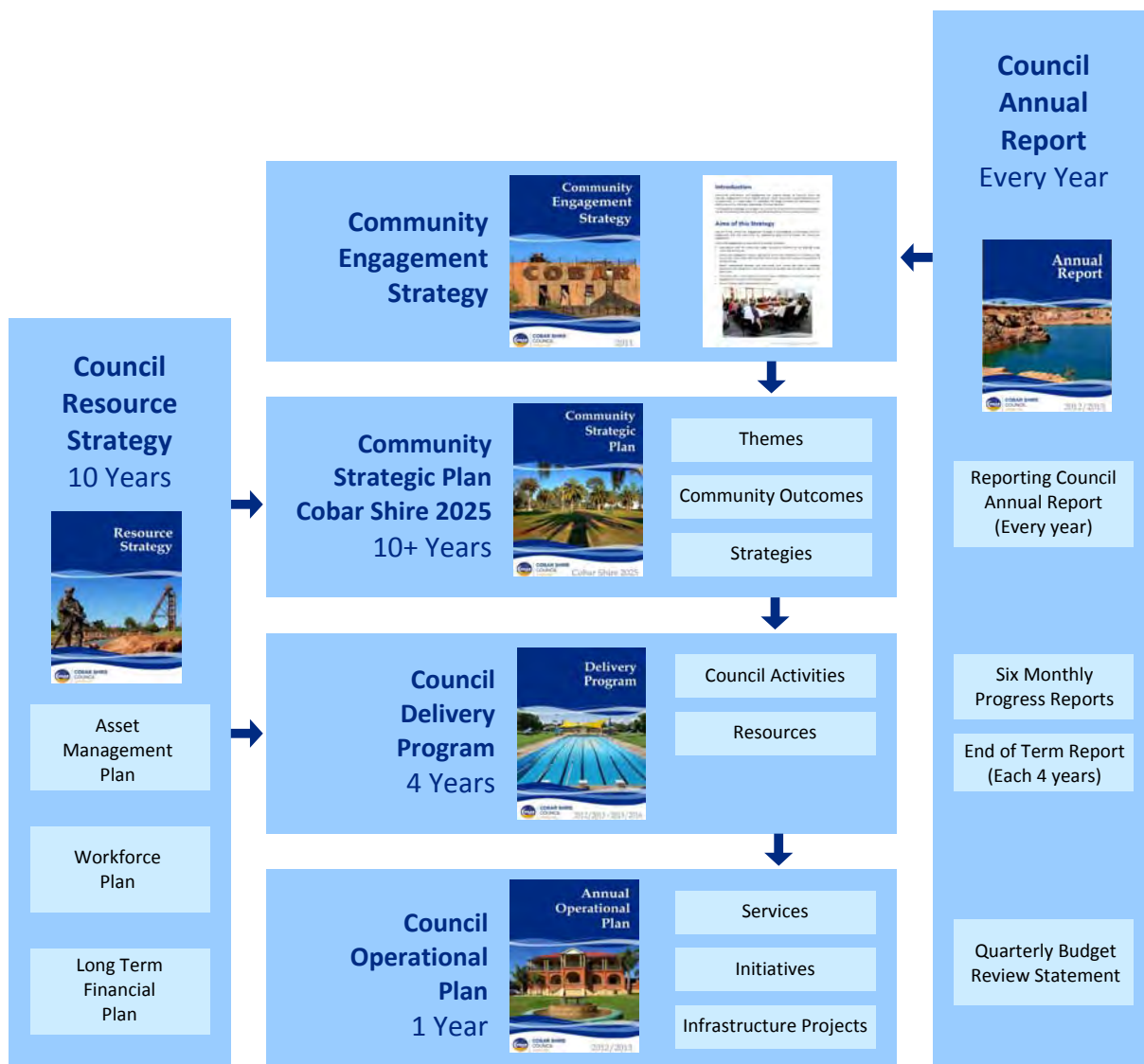
4. Infrastructure

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

5. Environment

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

Councils Delivery Program and the Annual Operational Plan have been prepared to reflect the Themes, Outcomes and Objectives of the Cobar Shire Council’s Community Strategic Plan. Cobar Shire 2025 outlines future aspirations for the Shire. It does this by defining five strategic themes for the period. The Delivery Program sets out the programs that Council will run over the next four years (2012/2013 – 2015/2016) to work towards achieving the outcomes identified in the Community Strategic Plan. The Annual Operational Plan outlines the actions Council will undertake during 2015/2016 to achieve the outcomes under the strategic themes.



About Our Annual Operational Plan 2015/2016

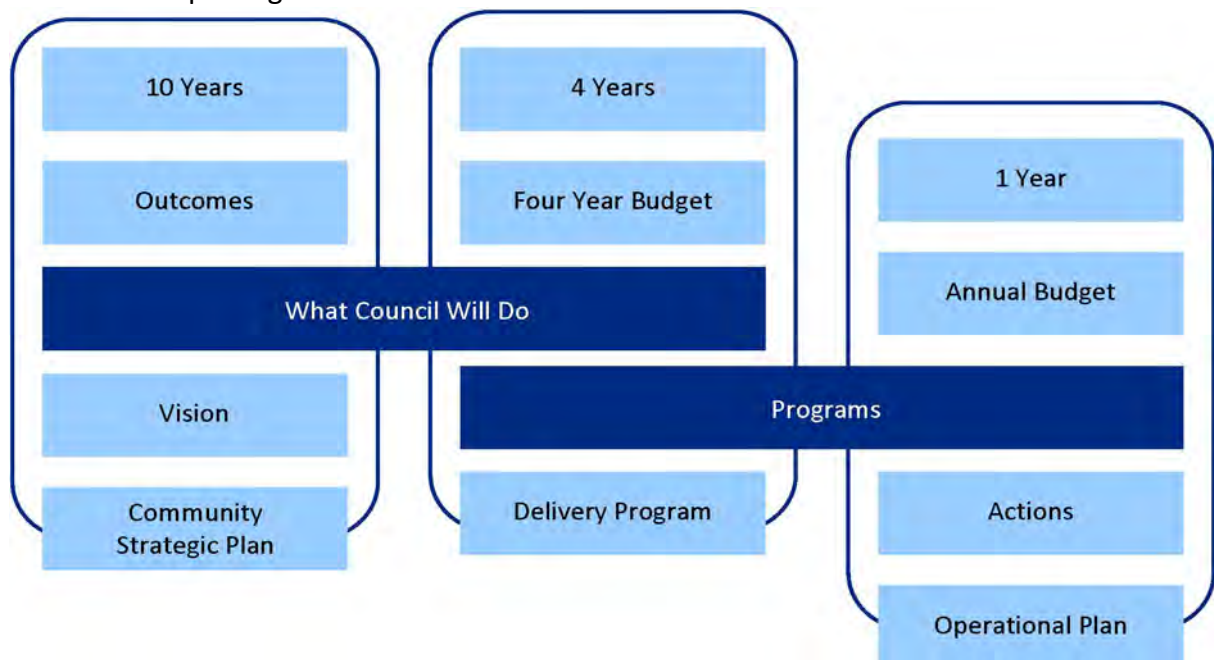
The Annual Operational Plan actions are assigned responsibility at the manager level. For each activity mentioned in the Delivery Program at least one action will be performed in the financial year 2015/2016 as outlined in the Annual Operational Plan. While developing the Annual Operational Plan, the main focus has been to address all the principal activities of Council. Also, cross links and references from other Council plans and documents has been captured at the operational level.

How to Navigate through the Annual Operational Plan

The Community Strategic Plan reflects aspirations of the community through the five strategic themes: Community, Economy, Governance, Infrastructure and Environment. The outcomes are the end result that Council and the community are aiming for over the next 10 years. Each outcome then lists strategies that the community can undertake to reach the outcome.

In the Delivery Program, under each strategy a number of council activities are listed that Council will undertake over the next four years starting from 2012/2013 to 2015/2016, and a Council Officer is assigned the responsibility for undertaking each activity.

The Annual Operational Plan picks up each of the Council's activities and further defines the actions which will be carried out by each responsible officer to achieve the program targets for the current year 2015/2016. In order to monitor and measure the progress we are making, the Annual Operational Plan includes a column on the qualitative and quantitative performance indicators. These performance indicators will form the basis for six monthly and annual reporting.



Consultation and Engagement

This Draft Annual Operational Plan will be exhibited for 28 days seeking community input. At the end of this period, comments and suggestions will be incorporated into the Plan prior to going back to Council for adoption. Once adopted, the Plan and associated documents will be sent to the Office of Local Government.

How Will Progress Be Reported

Implementation of the Annual Operational Plan is reported to Council quarterly. The quarterly reports track how Council are going with each action outlined in the Annual Operational Plan. Detailed financial reports and updates on Council's Capital Works Program are included.

Implementation of the Delivery Program is reported to Council every six months.

Annual Report

In addition to the above, Council will also prepare an Annual Report for the community which will focus on Council's implementation of our Delivery Program and the Annual Operational Plan. The Annual Report will also outline achievements in implementing the Community Strategic Plan. Also, audited financial reports will be made available to the Community.

Every four years Council will provide an End of Term report outlining the achievements in implementing the Community Strategic Plan over the previous four years. The report will also include a State of Environment Report on the environmental objectives in the Community Strategic Plan. These reports will align with Council elections and terms.

Abbreviations and Acronyms

The following acronyms are used in the Annual Operating Plan 2015/2016 and relate to positions within Cobar Shire Council. They indicate the officer responsible for ensuring each action is implemented.

| | |
|-----------------|---|
| GM | General Manager |
| DCCS | Director of Corporate and Community Services |
| DPES | Director of Planning and Environmental Services |
| DES | Director of Engineering Services |
| SPO | Special Projects Officer |
| RO | Rates Officer |
| MYFC | Manager Youth and Fitness Centre |
| MCS | Manager Children's Services |
| MTPR | Manager Tourism and Public Relations |
| SM | Services Manager |
| DON | Director of Nursing (Lilliane Brady Village) |
| RM | Roads Manager |
| PM | Project Manager |
| MPES | Manager Planning and Environmental Services |
| HRO | Human Resource Officer |
| ESM | Engineering Support Manager |
| MLS | Manager Library Services |
| LMO | Land Management Officer |
| RBMS | Ranger/Building Maintenance Supervisor |
| Manex | Management Executive, consisting of the General Manager and three Directors |
| Other acronyms: | |
| NGO's | Non-government organisations |
| CSC | Cobar Shire Council |

Annual Operational Plan

1. Community Strategies

| 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 |
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| Council Activities | | | | |
|---|--|---|----------------|----------------|
| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
| 1.1.1.1 Cobar Interagency | Determine effectiveness and appropriateness of Cobar interagency and undertake secretarial services as required. | Minutes and agendas sent out on time. Guest speakers arranged as determined by Interagency. | Revenue | SPO |
| 1.1.1.2 Murrin Bridge and Lake Cargelligo Interagency | Represent Cobar Shire Council at the Interagency Meeting. | Attend every second Interagency Meeting. | Revenue | SPO |

COMMUNITY OUTCOME

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

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|-------|--|
| 1.2.1 | Implement the actions outlined in the Youth Development Plan |
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| Council Activities | | | | |
|---|--|---|----------------|----------------|
| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
| 1.2.1.1 Undertake School Holiday Activities through the Cobar | Seek funding to undertake School holiday activities. | A number of school holidays undertaken. | Grants | DCCS |

| | | | | |
|--------------------------|--|--------------------------------|--|--|
| Youth and Fitness Centre | | With a number of participants. | | |
|--------------------------|--|--------------------------------|--|--|

COUNCIL STRATEGY

1.2.2 A greater range of youth activities are organised and coordinated

Council Activities

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|---|---|--|--|----------------|
| 1.2.2.1 To provide youth services and a facility that provide recreational, sporting and cultural activities and support services for the youth and the community of Cobar. | Undertake activities under Family and Community Services grant. | Grant applications submitted each year and grant successful. Activities undertaken. | Revenue Grants User Fees and Charges | MYFC |
| | Hold regular youth activities at the centre and enter and maintain partnerships to aid and enhance the provision of Youth Services. | The Centre continues to provide activities and "drop in" services. Including: Through partnerships with Barnardos, PCYC Bluelight, Mission Australia, local schools, Yarrabin Outreach, Far West Family Day Care Services, COOSH, local sporting bodies. | Revenue Grants User Fees and Charges | MYFC |
| | Library staff, community members and/or volunteers plan and provide craft and other fun activities for small groups of children with a charge applied to recover cost of materials. | If Library fully staffed, activities offered during one week of each school holiday period. | Revenue User Fees and Charges | MLS |
| | Library staff, community members and/or volunteers plan and provide Christmas craft and other fun activities for small groups of children with a charge applied to recover cost of materials. | Christmas activities offered before Christmas break. | Revenue User Fees and Charges | MLS |
| 1.2.2.2 Organise Youth Week | Youth Week activities to be organised | Youth week activities week | Revenue/ | MYFC |

| | | | | |
|------------|---|------------|--------|--|
| Activities | in conjunction with Cobar Youth Council | patronised | Grants | |
|------------|---|------------|--------|--|

COUNCIL STRATEGY

1.2.3 Increased educational opportunities provided locally

Council Activities

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|---|---|--|----------------|----------------|
| 1.2.3.1 Work with organisations to increase the quality and diversity of educational opportunities available locally | To be involved in the Schools Business Community Partnership Governing Committee to increase educational diversification and opportunities. | To have input into progress that increase education diversification and opportunities. | Revenue | GM |
| 1.2.3.2 Provide educational opportunities at Cobar Shire & TAFE Library | Library staff provides basic instruction in the use of computers and the internet to small groups of adults. | Instruction offered on a weekly basis during school terms. | Revenue | MLS |

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

Council Activities

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|---|---|---|----------------|----------------|
| 1.3.1.1 Cobar Shire & 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. | Story time sessions offered on a weekly basis. | Revenue | MLS |
| | Library staff liaises with local parent groups to develop appropriate library services and develop the | Library staff liaises with groups on a monthly basis. | Revenue | MLS |

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|--|---|--|--|--|
| | early literacy skills of local parents. | | | |
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COUNCIL STRATEGY

1.3.2 Increase the supply of childcare and preschool places and options

Council Activities

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|--|---|---|---------------------------------|-----------------------|
| 1.3.2.1 Administer and Coordinate Children Services (FDC, COOSH, IHC) | Administration of CCB & CCR for all eligible families in accordance with Federal Legislation. | Completion of relevant paperwork and data submissions. | User Fees and Charges Grants | MCS |
| | Maintain and update policies, manuals, procedures, quality improvement plans and family information packages for FDC and COOSH to comply with changes to National Regulations and Quality Framework concepts and new information. | All documents available to interested parties and government bodies. | User Fees and Charges Grants | MCS |
| | Support Implementation of “ <i>Early Years Learning Framework</i> ” and the “ <i>My Time our Place</i> ” into Educator Curriculum. | Checks of progress made at home visits and Educator Meetings and via contact calls. | User Fees and Charges Grants | MCS |
| | Write and distribute quarterly newsletters to Families and Educators. | Written and emailed or sent to Families and Educators. | User Fees and Charges Grants | MCS |
| | Monitor implementation of National In Home Care Standards. | Check this during visits and with regular newsletters and articles on standards. | User Fees and Charges Grants | MCS |
| | Provide craft & activity packs to In Home Care Educators four (4) times per year. | Orders placed in time, packs put together and sent to Educators. | User Fees and Charges Grants | MCS |
| 1.3.2.2 Facilitate the availability | Investigate the options and | Number of vacation care places are | User Fees and | MCS |

| | | | | |
|---|---|--------------------------------|-------------------|--|
| of childcare and preschool places and options | implement if appropriate a vacation care program. | used as they become available. | Charges Grants | |
|---|---|--------------------------------|-------------------|--|

COUNCIL STRATEGY

1.3.3 Increase the knowledge of the community on the range of services available in Cobar Shire and how to access them

Council Activities

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|---|---|---|----------------|----------------|
| 1.3.3.1 Have information readily available to the community and new residents | Have an easy to access and navigate Council Website that is relevant and a useful resource for residents and visitors. | All community services are listed and the information is up-to-date. Council's Website is updated and relevant. | Revenue | GM |
| 1.3.3.2 Have a relevant and updated Community Services Directory readily available | Update the Community Services Directory and have it easily available online and distribute it through New Resident Packs. | Directory updated twice a year. Copies available on request and online. | Revenue | GM |

COUNCIL STRATEGY**1.3.4 Have family orientated activities to encourage families to socialise in the community****Council Activities**

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|---|--|---|-------------------------------|-----------------------|
| 1.3.4.1 Plan, organise and promote festivals, celebrations and activities in the Shire | Organise Australia Day celebrations and Senior Citizen's Week events. | Celebrations are well attended and successful. | Revenue Grants Sponsors | MTPR |
| | Manage the successful conduct of the Festival of the Miner's Ghost through the Tourism Advisory Committee. | Successful conduct of the Miner's Ghost Festival that includes an appropriate community based program and development of a sustainable strategy to give the festival a broader appeal to people outside of Cobar with a view of injecting increased recognition, tourism and commercial activity. | Revenue Grants Sponsors | MTPR |

COMMUNITY OUTCOME**1.4 A generous, engaged and participative community with a strong community spirit****COUNCIL STRATEGY****1.4.1 Support volunteer organisations by encouraging volunteerism across all age groups and supporting organisations with professional assistance, advice and services****Council Activities**

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|--|--|---|-----------------------|-----------------------|
| 1.4.1.1 Provision of information on grant availability and assistance in accessing grants to community groups | Distribute information on available grants to community organisations through the Community Services Database. | Information distributed. | Revenue | SPO |

| COUNCIL STRATEGY | | | | |
|---|---|---|-----------------------|-----------------------|
| 1.4.2 Business supports local events, organisations and activities | | | | |
| Council Activities | | | | |
| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
| 1.4.2.1 Work with local organisations to build on current activities | Assist sporting, community and business groups to promote major events. | Number of groups worked with. Enhancement of commercial and hospitality activity and enhancement of Cobar's branding. | Revenue | MTPR |

| COUNCIL STRATEGY | | | | |
|---|---|---|-----------------------|-----------------------|
| 1.4.3 Develop initiatives to maximise the benefits and minimise the negative impact of shift work and FIFO/DIDO on the community | | | | |
| Council Activities | | | | |
| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
| 1.4.3.1 Work with local business and government agencies to identify where changes can be made or initiatives developed to reduce the negative impacts | 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. | Reduction in level of FIFO/DIDO and their negative impacts. | Revenue | GM |

COUNCIL STRATEGY

1.4.4 Support Aboriginal people and organisations to increase the broader community's awareness and recognition of local Aboriginal cultural identity in Cobar and to assist in meeting the targets set out under the current government policy of 'Closing the Gap'.

Council Activities

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|---|---|--|-----------------------|-----------------------|
| 1.4.4.1 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. | Meetings held of Aboriginal stakeholders and action plans implemented to increase cultural awareness within the community. | Revenue | GM |

COUNCIL STRATEGY

1.4.5 Support arts and cultural organisations, activities and facilities

Council Activities

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|--|--|--|-------------------------------|-----------------------|
| 1.4.5.1 Support Outback Arts and cultural activities in the Shire | Provide annual funding and support to Outback Arts, Regional Arts Development Officer and the Local Arts Council. | Annual report to Council. | Revenue | SPO |
| 1.4.5.2 Provision of curatorial services at Great Cobar Heritage Centre | Arrange and update exhibitions and displays at the Great Cobar Heritage Centre and promote exhibitions. | Annual update achieved. New displays arranged on a regular basis. | Revenue Sponsors | MTPR |
| | Receive, document and store objects at the Great Cobar Heritage Centre that are relevant to Cobar's history and are compliant with the Collections Policy. | Objects conserved and stored safely as per the collection policy. | Revenue Sponsors Grants | MTPR |

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****Council Activities**

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|---|--|---|-----------------------|-----------------------|
| 1.5.1.1 Lobby NSW Government and Federal Government to ensure high quality health care services, including those offered out of Cobar Hospital and aged care are available in Cobar Shire or are easily accessible where it is not possible to have them provided locally | Participation in the Cobar Hospital Services and Facilities Upgrade Committee. | Liaison and monitoring to ensure a program of improvement at the Cobar Hospital and of Regional Centres. | Revenue | GM |
| | Participate in the Cobar Health Council. | Liaison for Cobar Hospital and other Health Services providers to improve health services and their advertisement and communication to the Community. | Revenue | GM |

| COUNCIL STRATEGY | | | | |
|---|--|---|-----------------------|-----------------------|
| 1.5.2 | Support for the Cobar Primary Health Care Centre model to ensure that it remains viable | | | |
| Council Activities | | | | |
| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
| 1.5.2.1 When appropriate, assist financially and lobby to support the CPHCC model to ensure good access to local medical practitioners and to increase the level of allied health care services provided locally | Participation in the Cobar Integration Project, CHAMP and other health initiatives to help identify and improve the level of allied health care services provided locally. | Increased allied health care services and appropriate monitoring to ensure appropriate provision. | Revenue | GM |

| COUNCIL STRATEGY | | | | |
|---|---|--|-----------------------|-----------------------|
| 1.5.3 | Increase the use of Council owned and other sporting and recreational facilities across the community | | | |
| Council Activities | | | | |
| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
| 1.5.3.1 Increase the use of the Cobar Youth and Fitness Centre | Increase utilisation of the Cobar Youth and Fitness Centre. | Increased usage and revenue at the Cobar Youth and Fitness Centre. | Revenue | MYFC |
| | Strengthen community partnerships with a view to offering more structured after school youth activities. | Acquiring partners and funding and participation rates. | Revenue | DCCS |
| | Maintain and upgrade gym equipment and seek ways to secure additional services to deal with the demand (where space permits). | Gym equipment maintained and fully functional. | Revenue | MYFC |
| | Run local sporting competitions at the Centre and the Skate Park. | Increased participation. | Revenue | MYFC |
| 1.5.3.2 Contract management of | Supervision of pool operations | No reasonable criticism of pool | Revenue | SM |

| | | | | |
|---|---|--|----------------------------------|------|
| the Cobar Memorial Swimming Pool | ensuring safety and convenience for all patrons is paramount and Pool Contract Management undertaken. | operations. No major injuries or incidents. No pool closures as a result of testing conducted on behalf of NSW Health. | User Fees and Charges | |
| 1.5.3.3 Maintain all Council parks and reserves, including plants, trees and public facilities, the Skate Park and the Miners Memorial | Inspect and rectify defects of physical assets. | All defects rectified/repared within five (5) working days (including furniture, playground equipment and irrigation systems). | Revenue | SM |
| | Tree pruning and husbandry of trees. | Trees maintained in a safe condition. | Revenue | SM |
| | Provision of a regular gardening and turf maintenance service. | Gardens kept tidy. | Revenue | SM |
| | Maintenance of sporting ground and associated facilities. | Fields and facilities are in good condition for sporting events. | Revenue User Fees and Charges | SM |
| | Appropriate signage erected to indicate prohibited activities in parks and reserves. | Only permitted activities are undertaken in parks and reserves. | Revenue | SM |
| | Carry out regular patrols of parks and reserves. | Appropriate level of patrols to inhibit in-appropriate use of parks and reserves. | Revenue | SM |
| | Complete the design and undertake the installation of the Miners Memorial in the Heritage Park. | Design completed and the installation completed. | Revenue Grants | SPO |
| 1.5.3.4 Purchase and install a mobile ablutions block as per the Sport and Recreation Grant | Purchase and install a mobile ablutions block as per the Sport and Recreation Grant. | Grant requirements met and works completed. | Grants | DPES |

COUNCIL STRATEGY

1.5.4 Provide adequate infrastructure to care for older residents locally

Council Activities

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|--|---|--|--|----------------|
| 1.5.4.1 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. | Monitor legislation and develop/modify policies and procedures to reflect current legislative requirements. | Commonwealth Subsidies and resident fees and charges | DON |
| | Develop annual budget to ensure adequate resources to enable appropriate services are maintained. | Monitor income and expenditure quarterly. Ensure appropriate resident assessments completed to maximise funding. Occupancy of the facility maintained. | Commonwealth Subsidies and resident fees and charges, Council contribution | DON |
| | Maintain health and personal care of all residents according to their needs and maintain resident lifestyle, rights and choices. | Maintain Accreditation Standards with a satisfactory outcome at all scheduled and non scheduled audits for both Hostel and Nursing Home. | Commonwealth Subsidies and resident fees and charges | DON |
| | Promote community awareness and encourage ongoing resident involvement in community events. | Keep residents informed of community events and include events in LBV activity program. Encourage community visitation and involvement. | Commonwealth Subsidies and resident fees and charges | DON |
| | Ensure adequate and appropriately skilled and qualified staff to ensure all services are delivered in line with facility mission statement and policies | Maintain staffing levels as per master roster and organisational structure. Fill staff vacancies promptly. | Commonwealth Subsidies and resident fees and charges | DON |

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| | | Provide appropriate orientation and training for all staff. | | |
| | Monitoring of levels of aged care provided at the Lilliane Brady Village. | 100% utilisation levels at the Lilliane Brady Village and investigations undertaken for any required increase in aged care services in Cobar. | Revenue | DON |
| | Provide a transparent mechanism for concerns and complaints management from all stakeholders. | All complaints recorded and actioned according to policy/procedures. | Commonwealth Subsidies and resident fees and charges | DON |
| 1.5.4.2 Undertake Lounge Extension Project | Complete Lounge Extension Project at the LBV. | Project completed within time and budget constraints. | Grant | DCCS |

COMMUNITY OUTCOME

1.6 A safe and clean community

COUNCIL STRATEGY

1.6.1 A more visible and engaged police presence

Council Activities

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|---|---|--|----------------|----------------|
| 1.6.1.1 Work with police and licensed premises to promote a safe community | Provide secretariat services for the Cobar Liquor Accord. | Provision of secretariat services. | Revenue | GM |
| | Attendance and commitment to the Cobar Police Community Precinct Committee. | Attendance of Police Community Precinct Committee Meetings. | Revenue | GM |
| 1.6.1.2 Work with Police, Cobar Business Association and the Crime Prevention Committee to undertake a Community Safety Audit. | Undertake a Community Safety Audit. | Provision of secretariat services and coordinate with the relevant stakeholders and police the completion of a Community Safety Audit. | Revenue | GM |

| COUNCIL STRATEGY | | | | |
|---|---|---|-----------------------|-----------------------|
| 1.6.2 Implementation of the Cobar Crime Prevention Plan and Strategy | | | | |
| Council Activities | | | | |
| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
| 1.6.2.1 Removal of graffiti and recording of graffiti incidents | Supervise the removal of graffiti and ensure all evidence is taken and recorded appropriately. | Less long term graffiti damage within town and surroundings. Graffiti register kept up to date so it becomes a valuable resource to help cut graffiti removal costs. | Revenue | SM |
| 1.6.2.2 Implementation of actions outlined in the Cobar Crime Prevention Plan and Strategy | Update the action list for the Crime Prevention Plan and Strategy. | Report on the progress of the action plan for the Crime Prevention Plan quarterly. | Revenue | SPO |
| 1.6.2.3 Work with the Cobar Domestic Violence Action Group to undertake local initiatives to reduce domestic violence in Cobar | Input to monthly Domestic Violence Action Group Meetings and actively participate in local initiatives. | Run a Reclaim the Night Awareness Activity, participate in White Ribbon Day as an organisation participant. | Revenue | SPO |

| COUNCIL STRATEGY | | | | |
|---|---|---|-------------------------------------|-----------------------|
| 1.6.3 Encourage safe and sustainable development | | | | |
| Council Activities | | | | |
| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
| 1.6.3.1 Undertake legislated obligations in relation to building and development | Development Applications assessed and approved in accordance with statutory standards and requirements and Council Codes. | Applications (when submitted in correct form) are processed and determined within 40 working days, with no referrals. | Revenue User Fees and Charges | DPES |
| | Complying Development Applications assessed and approved in accordance | Applications (when submitted in correct form) are processed and | Revenue User Fees and | DPES |

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| | with statutory standards requirements and Council Codes. | determined within 10 working days. | Charges | |
| | Inspect all development when required by approval so as to ensure compliance. | Inspections undertaken within 48 hours. Results issued within 3 working days. | Revenue User Fees and Charges | DPES |
| | Process applications for Section 149 Certificates. | Certificates issued within 7 days. | Revenue User Fees and Charges | DPES |
| | Carry out critical stage and other progress inspections required to ensure completed projects complies. | Certificates issued within legislative time frames. All required inspections carried out within 48 hours notice. | Revenue User Fees and Charges | DPES |
| | Provide approval and inspection services for the installation of sewage and drainage services. | 100% applications determined within 5 working days. All inspections carried out within 48 hours of notification. | Revenue User Fees and Charges | DPES |
| | Provide registration, approval and inspection for applications to install and operate On-Site Sewage Management Systems. | 100% of applications determined within 20 working days. All inspections carried out within 48 hours of notification. | Revenue User Fees and Charges | DPES |
| | Assess and determine all relevant applications as outlined under Section 68 of the Local Government Act 1993. | 100% of applications determined within 20 working days. All inspections carried out within 48 hours of notification. | Revenue User Fees and Charges | DPES |
| | Develop an On-site Sewage Management Register for existing systems in priority areas. | On-Site Sewage Management Register for priority areas completed. | Revenue | DPES |

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| 1.6.3.2 Implement the Cobar LEP and development control plans | Identify if Development Control Plans will be required to support Cobar LEP 2012 once the current NSW Planning Reforms are finalised. | Development Control Plan developed and adopted by Council if required. Redevelopment of Development Applications Procedures Manual. | Revenue | DPES |
| 1.6.3.3 Implement and maintain an appropriate register for leases, licences and land | Maintain the Lease, Licence & Land Register. | Register maintained in accordance with the requirements of the Local Government Act. | Revenue | LMO |

COUNCIL STRATEGY

1.6.4 Provide and maintain safe and serviceable public facilities and infrastructure

Council Activities

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|---|--|---|----------------|----------------|
| 1.6.4.1 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. | CBD area cleaned on a regular basis. | Revenue | SM |
| | Review the Street Sweeping Program and implement an improvement action plan. | Improvement action plan implemented by September 2015. | Revenue | SM |
| | Regularly clean and maintain amenities building in accordance with frequency of use. | Frequently used amenity buildings cleaned daily eg: public toilets. | Revenue | SM |
| 1.6.4.2 Maintain Council Buildings to an appropriate standard to ensure that buildings are occupiable | Maintenance and repair of Council building undertaken with available resources. | Repairs carried out as required and within budget. | Revenue | DPES |
| 1.6.4.3 Improve disability access to Council buildings and facilities to improve their accessibility by older people and people with a | Install disability access to Council buildings as funding becomes available. | Disability access to Council buildings improved. | Grants | DPES |

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|------------|-----------------------------------|---|----------------|-----|
| disability | | | | |
| | Implement Disability Action Plan. | Disability Action Plan developed and implement. | Revenue Grants | SPO |

COUNCIL STRATEGY

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

Council Activities

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|--|---|---|----------------|----------------|
| 1.6.5.1 Have systems in place to allow a rapid response to a fire emergency within the Rural Fire District | To maintain an organisation to provide the human and physical resources to assist with the control of rural fire threats. | All personnel appropriately and adequately trained to respond to fire threats. | Revenue Grants | DES |
| | To have a rural community develop an approach to hazard management to minimise the threats of uncontrolled fire. | Facilitate biannual meetings of the Cobar District Bush Fire Management Committee (BFMC) in accordance with Bush Fire Coordinating Committee requirements and policies. In conjunction with the BFMC the Bush Fire Risk Management Plan is maintained. The plans associated treatments relevant to the Rural Fire Service, including hazard reduction activities, asset protection zone maintenance, strategic fire advantage zone maintenance and associated activities are addressed. | Revenue Grants | DES |
| | Have a response system, which will allow a response to an emergency within a | All fire calls are taken in accordance with service guidelines and actioned | Revenue Grants | DES |

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| | reasonable timeframe. | <p>within 20 minutes.</p> <p>All RFS equipment and vehicles are maintained to the NSW Rural Fire Service and RMS standards.</p> <p>An ongoing program to replace old or unreliable equipment is developed and implemented.</p> <p>All communications systems and procedures are operational, maintained and upgraded as required. Including PMR radio, GRN radio and UHF radio repeaters, telecommunications systems, paging and other callout systems.</p> | | |
| | Development, reporting and implementation of Rural Fire Service (RFS) facilities Asset Management Plan and a minimum five (5) year Rolling Works Program. | <p>RFS Facilities Asset Management Plan developed, and approved by the Rural Fire District Liaison Committee.</p> <p>Plan to include projected funding requirements, maintenance issues and individual project issues.</p> <p>Plan developed and presented to NSW Rural Fire District Liaison Committee Annual Meeting.</p> <p>Planning procedures and requirements are completed in accordance with the approved plan.</p> | Revenue Grants | DES |

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| | Development, reporting and implementation of Rural Fire Service plant and equipment replacement program. | Plan updated and presented to the NSW Rural Fire District Liaison Committee Annual Meeting for approval. Implement requirements of the plan in accordance with the strategic requirements of the local Rural Fire Service Organisation. | Revenue Grants | DES |
| | Assist RFS with Project Management for construction and commissioning of new RFS Headquarters in Cobar. | New headquarters built on time and within Budget. | Revenue | DES |
| 1.6.5.2 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. | To have multi-organisational committee which is able to deal with all recognised risks identified in the Local Emergency Disaster Management Plan. The organisations respond in an appropriate fashion with sufficient equipment and personnel to handle the disaster. | Revenue | DES |
| | 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 reasonably foreseeable risks within the community. | To have a review of the adequacy of the EMPLAN annually. Hold an annual exercise and find any deficiencies and have them corrected. The Local Emergency Management Committee (LEMC) to ensure that a reasonable response capacity is available and to have an emergency co-ordination centre identified and available for use as required for | Revenue | DES |

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|---|--|---|-------------------------------------|------|
| | | incidents. No significant complaints by the community about emergency responses. | | |
| | Develop Rural Addressing Program. | Rural Addressing program completed. | Grant User Fees and Charges | DES |
| 1.6.5.3 Preserve and enhance environmental health by regulating and inspecting all relevant premises | Prepare and provide appropriate reports and information for administration and budget. | Information available on time. | Revenue | MPES |
| | All food shops and licensed premises inspected as per Food Authority Partnership. | Satisfy Food Authority Partnership obligations. | Revenue User Fees and Charges | MPES |
| | Public swimming places inspected and water samples taken. | Inspections and sampling program for public accessible swimming places established. | Revenue User Fees and Charges | MPES |
| | Investigation of public health incidents. | Investigations carried out within 24 hours of report. | Revenue | MPES |
| | Swimming pool safety barriers inspected. | To be completed in accordance with the Pool Inspection Barrier Safety Program. | User Fees and Charges | MPES |

2. Economic Strategies

COMMUNITY OUTCOME

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

COUNCIL STRATEGY

2.1.1 Provision of business services locally

Council Activities

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|--|--|--|----------------|----------------|
| 2.1.1.1 Facilitate business development in the Shire | Facilitate business opportunities within Cobar and promote the region. | Increase Business opportunities within Cobar and the region. | Revenue | GM |

COUNCIL STRATEGY

2.1.2 Skills attraction initiatives

Council Activities

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|--|---|--|----------------|----------------|
| 2.1.2.1 Work with relevant government organisations, including Regional Development Australia – Orana, and NSW Industry and Investment to attract skilled people to Cobar to work. | Work with Regional Development Australia – Orana Inc and Industry and Investment (I&I) on economic development issues within Cobar Shire. | Number of projects progressed through these contacts, such as funding opportunities identified and reports prepared. | Revenue | SPO |

| COUNCIL STRATEGY | | | | |
|--|--|---|-----------------------|-----------------------|
| 2.1.3 Develop and implement an Economic Development Strategy | | | | |
| Council Activities | | | | |
| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
| 2.1.3.1 Implement the action plan outlined in the Economic Development Strategy and facilitate the Economic Taskforce | Report on the implementation of the Economic Development Strategy and facilitate the Economic Taskforce. | Quarterly reports provided to Council. Actions are implemented in a timely fashion and action adopted recommendations of the Economic Taskforce are completed. | Revenue | SPO |
| 2.1.3.2 Promote economic development within Cobar Shire | Work with neighbouring Councils to promote economic development across the region. | Number of Economic Development Officers meetings attended. Presentation of a report for the Shire given at each meeting. | Revenue | SPO |

| COUNCIL STRATEGY | | | | |
|--|--|--|-----------------------|-----------------------|
| 2.1.4 Encourage people to shop locally | | | | |
| Council Activities | | | | |
| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
| 2.1.4.1 Administer the Cobar Quids program | Monitor, dispense and reconcile Cobar Quids and report the economic impact. | All Quids accounted for. | Revenue | RO |
| 2.1.4.2 Be an active member of the Cobar Business Association | Work with the Cobar Business Association to support local business initiatives such as the Great Cobar Business Awards, shop local promotions and other activities and undertake the secretarial role for the Association. | Running of annual local business awards carried out in a timely and efficient fashion. Preparation of minutes from meetings distributed in a timely fashion and are an accurate record of that meeting. | Revenue | SPO |

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| | | Newsletter provided in a timely fashion. | | |
| | Strive to bring affordable, quality training and workshop opportunities to Cobar business operators through the activities of the Association. | Number of training opportunities brought to Cobar for business operators. | Revenue Grants | SPO |

COUNCIL STRATEGY

2.1.5 Diversify the business base of the Shire and strengthen local businesses

Council Activities

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|---|--|--|----------------|----------------|
| 2.1.5.1 Continued support for the Cobar Enterprise Facilitation project | Work with the Cobar Enterprise Facilitation Group to progress the CEF project by sitting on the Board of Management and assisting with fundraising activities, particularly by working with government agencies and attracting government funding. | Enterprise facilitation project successfully operating in Cobar. Number of grants identified and applied for. Amount of funding attracted from government sources. | Revenue | SPO |

COUNCIL STRATEGY**2.1.6 Support mining and agricultural industries to keep them strong****Council Activities**

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|---|--|---|-----------------------|-----------------------|
| 2.1.6.1 Undertake regulatory requirements in regards to the mining industry | Assist the mining industry with Development proposals. | Strong professional relationship developed. | User Fees and Charges | DPES |
| 2.1.6.2 Facilitate provision of additional funding to improve the road network | Submit applications for road improvements for appropriate funding providers. | Adequate funding sourced. | Revenue | DES |
| | Seek Regional Road funding at levels comparable to neighbouring shires. | Regional Roads funding at adequate level. | Revenue | DES |

COMMUNITY OUTCOME**2.2 A strong and diverse tourist industry with a focus on customer service****COUNCIL STRATEGY****2.2.1 Develop and implement a Tourism Attraction and Development Strategy****Council Activities**

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|--|--|--|-----------------------|-----------------------|
| 2.2.1.1 Implement a Tourism Attraction & Development Strategy | Implement Tourism Management Plan. | Tourism Management Plan is reported to and adopted by Council. Implementation of Tourism Management Plan. | Revenue | MTPR |
| | Attend consumer shows, travel and holiday expos to disseminate information on Cobar Shire. | Shows and expos attended and promotional material distributed as directed. | Revenue | MTPR |

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|---|--|----------------|------|
| Regular media releases and exposure through national, state, regional and local radio, television and print media. | Weekly media releases/radio talks. | Revenue Grants | MTPR |
| Direct mailing campaigns. | Data base maintained and relevant material distributed. | Revenue | MTPR |
| Meetings with tour and coach operators. | Cobar used as a stopover for coach tours. | Revenue | MTPR |
| Provide education packages to schools and universities. | Packages distributed annually to schools. | Revenue Grants | MTPR |
| Participate in Tourism based organisations, eg Kidman Way Promotional Committee, Inland Tourism, Outback NSW Tourism and Tourism NSW. | Increased promotion and visitor numbers through Regional Promotions. | Revenue Grants | MTPR |

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

Council Activities

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|---|---|--|-----------------------|-----------------------|
| 2.2.2.1 Manage the Tourism Information Centre | Manage the "Visitor Information Centre", admissions to Museum and souvenir shop at the Great Cobar Outback Heritage Centre. | Promotion booklets and "Mud Maps" distributed. Increase in visitation to and sales at the "Visitor Information Centre", Museum and Souvenir Shop. | Revenue | MTPR |
| 2.2.2.2 Develop and implement new ideas to bring people to Cobar | Prepare bids to host relevant conferences. | New conferences held each year. | Revenue | MTPR |
| | Advertise the advantages of the area in conjunction with private sector operators. | Advertising placed in a number of relevant tourism based magazines and websites. | Revenue Grants | MTPR |

COUNCIL STRATEGY

2.2.3 Diversify tourism activities and increase the utilisation of current attractions

Council Activities

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|---|--|---|-----------------------|-----------------------|
| 2.2.3.1 To encourage the development and utilisation of the Cobar Caravan Park | Oversee the lease and assist the leasee as required. | Lease conditions met. | Revenue | LMO |

COUNCIL STRATEGY

2.2.4 Increase the range and degree of accommodation in the Shire

Council Activities

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|--|--|--|----------------|----------------|
| 2.2.4.1 Investigate the need to the develop the next stage of Pioneer Estate and undertake development if required | Estimate market & land availability for future Residential Land Development. | Draft Cobar Residential and Industrial Land Strategy prepared. | Revenue | DPES |

COMMUNITY OUTCOME

2.3 A strong business hub operating out of the Cobar airport

COUNCIL STRATEGY

2.3.1 Develop a business case to attract businesses to Cobar Airport

Council Activities

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|---|---|--|----------------|----------------|
| 2.3.1.1 Actively seek out business opportunities to enhance the operations at Cobar Airport | Promote the airport to interested parties to establish business enterprises. | Enquiries followed up. Include opportunities at the Airport in any Cobar prospectus or advertising. | Revenue | DES |
| | Providing Secretariat to the Airport Advisory Committee to the Cobar Regional Airport | Secretariat support provided and minutes provided to Council. | Revenue | DES |

3. Governance Strategies

| 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 | | | | |
| Council Activities | | | | |
| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
| 3.1.1.1 Reassess all rates, fees and charges | Sound revenue management plan in place including rate recovery and debt recovery. | Revenue and income targets are met as per the Budget/Operational Plan. Increased revenue from grant allocations. | Revenue | GM |
| 3.1.1.2 Undertake private works | Undertaken private works for property owners, mines, contractors and RMS. | Private works undertaken. | Fees and Charges | DES |
| 3.1.1.3 Increase grant funding received | Apply for grants to assist Council to undertake activities outlined in the Annual Operational Plan and to access additional grant opportunities as they become available. | Number of grant opportunities investigated and applied for. | Revenue | GM |
| 3.1.1.4 Regular monitoring and reporting of expenditure | Major elements of the Budget or Delivery Plan/ Annual Operational Plan are achieved. | Appropriate development of design, capital and maintenance works programs and reporting systems/programs. | Revenue | GM |
| | Appropriate process in place to report to and consult Council on significant proposed variations of the Budget or Delivery Plan/Operational Plan. | Appropriate reporting of significant projects, programs and strategic matters to satisfy Council to ensure its awareness and involvement in | Revenue | GM |

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| | | ongoing strategic management of the Plan and Budget. | | |
| 3.1.1.5 Undertake rating functions of Council | Recovery of outstanding rates. | Utilise debt recovery procedures to ensure the optimum recovery of arrears. | Revenue User Fees and Charges | RO |
| | Undertake sale of land under Section 713. | Land sale undertaken, 100% clearance. | Revenue | RO |
| 3.1.1.6 Effectively manage Council investments | Optimum investment of Council's surplus funds in accordance with Council's Investment Policy. | Maximise investment returns and report to council on a monthly basis. | Revenue | MFA |
| 3.1.1.7 Seek efficiency through shared services | Investigate in conjunction with neighbouring Councils, LMWUA, OROC and Western Division of Council's of NSW areas of improved efficiencies due to resource sharing. | Cooperation and liaison with relevant organisation and consultants to find areas for appropriate shared services and implement those programs. | Revenue | GM |
| 3.1.1.8 Undertake the new requirements as per services NSW Contract | Undertake the new requirements as per Services NSW Contract | Services NSW Contract adhered to. | Revenue | RO |

COUNCIL STRATEGY

3.1.2 Implement the Section 94 Plan and Section 64 Plan to fund future infrastructure through developer contributions

Council Activities

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|---|---|---|----------------|----------------|
| 3.1.2.1 Manage income received from the Section 94 Plan and the Section 64 Plan. | Appropriately report on contributions received and works programming required for projects contained within the contributions plan and Council's Community Enhancement Program. | Developer Contributions Plan and Community Enhancement Plan contributions reported to Council for appropriate works allocation. | Revenue | LMO |

COUNCIL STRATEGY**3.1.3 Investigate how to reduce the cost of Council's community facilities through partnerships with other organisations****Council Activities**

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|---|--|---|-----------------------|-----------------------|
| 3.1.3.1 Investigate partnership options, including the MPHS model for the Lilliane Brady Village | Seek and initiate discussions with potential appropriate partners. | Preparation of a business case for Council when an appropriate opportunity is investigated. | Revenue | DCCS |

COUNCIL STRATEGY**3.1.4 Minimise risk for Council and the community****Council Activities**

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|---|---|---|-----------------------|-----------------------|
| 3.1.4.1 Develop and implement a risk management strategy suitable for council operations | Develop and implement a Corporate Risk Management Strategy. | Risk Management Strategy developed and implemented. | Revenue | DCCS |
| | Co-ordinate the development of Council's Business Continuity Plan and Disaster Recovery Plan. | Development of Council's Business Continuity and Disaster Recovery Plan. | Revenue | DCCS |
| | Refine the Event Management Plan that will identify any risk or hazard to Council whilst planning any activities or events. | A risk assessment, contained within the Event Management Plan, is carried out as part of the planning process of any Council activity or event. | Revenue | DCCS |
| 3.1.4.2 Develop and implement suitable internal audit processes for Council operations | Carry out Internal Audits. | Internal Audits Carried out on a monthly basis. | Revenue | GM |
| 3.1.4.3 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 | Adoption of updated WHS System and associated documentation. | Revenue | GM |

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| | and employees. | <p>Implementation of WHS System and associated documentation, and education of staff in systems.</p> <p>Annual internal reviews and (subject to Council allocating funds) every five years an external review.</p> | | |
| | Consult with WHS Committee to take a proactive stance in promoting a healthy and safe work environment. | Refinement and implementation of Council's WHS Management System in conjunction with WHS Committee and employees. | Revenue | GM |
| | WHS Policy Development and Maintenance. | Review policies in accordance with the policy register. | Revenue | GM |
| | Provide a safe working environment through advice, safety programs, audits and staff involvement. | <p>Provide Work Health and Safety services to staff.</p> <p>Implement and monitor safety programs to ensure the organisation meets its legislative requirements.</p> <p>Coordinate an audit program that ensures safety programs are being implemented to enable the organisation to meet the requirements of the Work Health and Safety Act.</p> <p>Encourage employees to participate in initiatives that create safer and healthy working environments.</p> | Revenue | GM |
| | Reduce workplace incidents by | Provide a Workers Compensation and | Revenue | GM |

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|---|---|--|----------------|-------------|
| | <p>providing return to work services, supporting the Health and Safety Committee, providing adequate training and appropriate procedures.</p> | <p>Injury Management service to all Departments and Sections of Council.</p> <p>WHS Consultative Committee is active and proactive.</p> <p>Coordinate regular WHS audits of the workplace and monitor implementation of audit recommendations.</p> <p>All workers are appropriately trained for their tasks and are inducted into the workplace or job site.</p> <p>Ensure that Safe Work Method Statements (SWMS) have been prepared and are implemented.</p> | | |
| <p>3.1.4.5 Ensure that documentation and records management provide a framework for easy retrieval and reference</p> | <p>Compliance with Records Management obligations.</p> | <p>Compliance with Records Management requirements as set down in the State Records Management Act.</p> | <p>Revenue</p> | <p>DCCS</p> |
| | <p>Effective records administration systems and protocols in place</p> | <p>Records administrative systems in place and operating to the requirements of the organisation.</p> | <p>Revenue</p> | <p>DCCS</p> |
| <p>3.1.4.6 Reduce workplace accidents and incidents</p> | <p>Facilitate/coordinate regular WHS audits of the workplace and monitor implementation of audit recommendations.</p> | <p>WHS inspections carried out and recommendations considered by Manex and WHS Committee.</p> | <p>Revenue</p> | <p>GM</p> |
| | <p>Train all workers for their tasks and induct all workers into the workplace or job site.</p> | <p>All workers appropriately trained and inducted.</p> | <p>Revenue</p> | <p>GM</p> |

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|--|---|--|---------|----|
| | Coordinate development and train staff in Safe Work Method Statements (SWMS). | SWMS developed and relevant staff trained. | Revenue | GM |
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COUNCIL STRATEGY

3.1.5 Strong governance measures in place

Council Activities

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|--|---|--|----------------|----------------|
| 3.1.5.1 Councillors are well trained and informed on their roles and responsibilities | Training provided to Councillors. | Annual Councillor Training Plan/s in place and reflective of organisational priorities and needs. Councillor satisfaction with training provided. | Revenue | GM |
| 3.1.5.2 Strategic policy setting undertaken by the elected representatives | Feedback to Councillors on progress with resolutions and Councillor requests. | Regular progress reports on resolutions and Councillor requests are provided. | Revenue | GM |
| | Necessary advice and policy recommendations provided to Council in relation. | Legislative changes are advised within required timeframes. | Revenue | GM |
| | Mayor and Councillor requests are met within Council policy. | All reasonable requests responded to within appropriate timeframes. | Revenue | GM |
| | Assistance in the administrative management of Council Meetings. | Obligations under the act are met. | Revenue | GM |
| 3.1.5.3 Improve Dashboard Reporting Systems | Improved Dashboard reporting to be compliant for the DLG (Fit for the Future) | Dashboard reporting system implemented and reported to Council. | Revenue | DCCS |

COUNCIL STRATEGY**3.1.6 Fit for the Future****Council Activities**

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|---|---|---|-----------------------|-----------------------|
| 3.1.6.1 Continue to formulate the Far West Initiative in conjunction with other Councils and governments | Formulate and progress ideas in conjunction with other participants in the Far West Initiative to improve service delivery and coordination in Cobar Shire. | Attend Meetings undertake responsibilities that are assigned. Communicate outcomes and potential impacts to Council and the Community. | Revenue | GM |
| 3.1.6.2 Implement Fit for the Future proposal | Continuing to liaise with Office of Local Government (OLG) to have Cobar's Fit for the Future Proposal approved and being implementation. | Fit for the Future Proposal approved by OLG. | Revenue | GM |

COMMUNITY OUTCOME**3.2 An engaged community that participates in decision making****COUNCIL STRATEGY****3.2.1 Implementation of Council's Community Engagement Strategy****Council Activities**

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|--|--|---|-----------------------|-----------------------|
| 3.2.1.1 Engage with the various sectors of the community as required and to a level that adequately addresses the complexity of the issues. | Dissemination of information to the media and staff. | Appropriate advice in accordance with Council Policy. Appropriate positive image created within General Managers and Management Executives ability to influence. | Revenue | GM |

| | | | | |
|--|---|---|---------|----|
| | | Media reports cover major Council initiatives and are accurate, timely and visible. | | |
| | Maintain community engagement regarding Council's Fit for the Future obligations. | Community aware of Council's requirements under the Fit for the Future Initiative. | Revenue | GM |

COUNCIL STRATEGY

3.2.2 Encourage more direct participation and interaction between Council and the community

Council Activities

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|---|---|--|----------------|----------------|
| 3.2.2.1 Provide up-to-date and relevant information to the public on Council's activities | Prepare a Council newsletter and prepare electronic updates. | Preparation of a quality, informative and accurate newsletter and electronic updates completed. | Revenue | SPO |
| 3.2.2.2 Maintain partnerships with community organisations, such as Business Groups, Council Committees and Council Alliances | Appropriate networking with the local government industry and professional organisations. | Attendance and commitment to Regional bodies such as the Orana Regional Organisation of Councils (OROC) Board and General Managers Advisory Committee (GMAC), State and Regional Group Meetings of the Institute Public Works Engineering Australia, Local Government Engineers Association (LGEA) and the Local Government Managers Australia (LGMA). | Revenue | GM |
| | Coordinate and support the Traffic Committee and the Rural Roads Advisory Committee. | Meetings regularly held, reported to Council and participated in. | Revenue | DES |
| | Participation in Lower Macquarie Water Utilities Alliance (LMWUA). | Best Practice reached in identified areas. | Revenue | SM |

COUNCIL STRATEGY**3.2.3 Increase the participation of youth in community leadership****Council Activities**

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|---|---|--|-----------------------|-----------------------|
| 3.2.3.1 Provide administration and support to the Cobar Youth Council. | Provide administration and support to the Cobar Youth Council and maintain contact with similar organisations in other Local Government areas so as to provide interaction. | Convene the Cobar Youth Council. Regular contact and interaction arranged with Youth Council's in other Local Government areas. | Revenue | MYFC |

COMMUNITY OUTCOME**3.3 A well functioning Council that focuses on strategic planning, provides good customer service and secures value-for-money goods and services****COUNCIL STRATEGY****3.3.1 Good customer service provided by all Council Officers****Council Activities**

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|--|---|---|-----------------------|-----------------------|
| Focus on the provision of good customer service by all Council staff | Qualitative measures on response and processing times in relation to queries face to face, by phone, letter or email. | A quarterly report is provided – as part of a Council 'dashboard' report. | Revenue | DCCS |
| | Continually improve the customer service ethos of all Council staff. | Customer service improved. | Revenue | DCCS |

COUNCIL STRATEGY

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

Council Activities

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|-------------------------|---|--|----------------|----------------|
| 3.3.2.1 Human Resources | Undertake biennial Staff Attitude Survey. | Survey undertaken, results disseminated, action plan implemented. | Revenue | HRO |
| | Develop a Staff Recognition and Reward Program | Program developed and implemented | Revenue | HRO |
| | Staff consultation by a continuing process through Consultative Committee. | Provide advice and support to Consultative Committee at bi-monthly meetings. | Revenue | GM |
| | Employees paid accurately and on time. | Award provision changes implemented and progression through the skill steps in Council's Salary System managed in a timely manner. | Revenue | HRO/ Payroll |
| | To be an employer of choice including the development of an attraction and Retention Strategy, training plans, succession plans and Traineeships. | <p>Work with staff to prepare individual training plans that reflect legislative requirements and personal career paths.</p> <p>Continue to foster the growth of a local workforce through traineeships, apprenticeships and ongoing training.</p> <p>Identify and implement initiatives that assist in attracting and retaining Council staff and develop an Attraction, Engagement and</p> | Revenue | HRO |

| | | | | |
|--|--|---|---------|-----|
| | | Retention Strategy. Develop mechanisms that will facilitate effective succession planning with Council. | | |
| | Develop Staff and promote their inclusion in decision making through consultation through measures such as the Staff Suggestion Program, regular team meetings and site visits by Manex. | Increase the level of personal interaction and information dissemination within Council. Increase the level of consultation with employees during the development of Council projects and initiatives. Actively involve employees in problem-solving and decision-making activities within Council. | Revenue | HRO |
| | Develop and Implement an Attraction, Engagement and Retention Strategy, including a succession plan. | Provide recruitment services to all Departments and sections of Council that is professional, confidential and carried out in a timely manner. Identify ways to retain key staff, through the development of an Attraction, Engagement and Retention Strategy to improve recruitment practices. Undertake a review of the Salary Administration and Performance | Revenue | HRO |

| | | | | |
|---|--|---|---------|------|
| | | <p>Management Systems.</p> <p>Provide coaching and encouragement through the probationary period and ongoing support as required.</p> <p>Review Council's corporate induction session content and other compulsory training programs for new employees.</p> | | |
| | Implementation of an electronic performance appraisal system, with updated skills matrices and position descriptions. | New electronic performance appraisal system implemented. | Revenue | HRO |
| | To build productivity, maintain industrial harmony and increase employee satisfaction. | <p>Provide advice to management on industrial matters.</p> <p>Biennially review the Equal Employment Opportunity Management Plan.</p> <p>Continue to build productive relationships with unions.</p> | Revenue | HRO |
| 3.3.2.2 Good recruitment and selection processes that promote the philosophy of 'recruit for attitude, train for skills' | Ensures the Organisational Structure is appropriate to achieving the Budget or Delivery Program/Annual Operational Plan. | <p>Council advised on any required changes to the Organisational Structure.</p> <p>Delegations required annually.</p> | Revenue | GM |
| | Provide appropriate accommodation for key positions. | Develop, report and implement a Staff Housing Strategic Plan. | | DPES |
| 3.3.2.3 Implement and manage | Oversee and promote Council's | Staff aware of and accessing the | Revenue | HRO |

| | | | | |
|---|---|---|---------|------|
| an Employee Assistance Program for Council staff | Employee Assistance Program. | Employee Assistance Program. | | |
| 3.3.2.4 Maintain and actively use the City of Canterbury relationship | Prepare for and undertake Staff exchanges where a need is identified. | Staff exchange takes place with a report, including recommendations, produced for and addressed by management. | Revenue | SPO |
| | Prepare a Council team to attend the annual Corporate Leadership Cup. | Council sends a team to the challenge that has undertaken some training prior to going. The leadership skills of those attending are improved. | Revenue | SPO |
| 3.3.2.9 Staff are provided with up-to-date and relevant tools to undertake their roles | Effective Information Technology administration systems and protocols in place. | IT and records administrative systems in place and operating to the requirements of the organisation. | Revenue | DCCS |
| | Computer system support – Training of Users in Software Products. | Users trained in the utilisation of new products as required. | Revenue | DCCS |
| | Implementation of Computer Support Strategic Plan. | Implementation of IT Strategic Action Plan from the Strategic Plan. | Revenue | DCCS |
| | Implement the new IT Service Provider Contract. | Contract requirements implemented. | Revenue | DCCS |
| | Roll out version 9 of CivicView. | Version 9 implemented and staff experts identified. | Revenue | DCCS |
| | Finalise the feasibility study for an electronic document management system. | Feasibility study finalised and fully costed. Included in the 2016/2017 if appropriate. | Revenue | DCCS |
| | Roll out Customer Management System (Complaints System). | Appropriate CMS System identified, purchased, and implemented. Customer enquiries addresses in a timely fashion. | Revenue | DCCS |

| | | | | |
|---|---|--|---------|------|
| | Roll out and implement an Intranet for Cobar Shire Council. | Creation and implementation of an Intranet completed and all staff are competent. | Revenue | DCCS |
| | Enhance all employees IT skills by making champions, in programs/ applications such as Civic View, Power Budget, MS Project, MS Office etc. | Staff experts identified in all programs and applications as identified. | Revenue | DCCS |
| | Create operating procedures and guidelines for all user functions in all user suites. | All operating procedures and guidelines for all user functions and suites created, implemented and complete staff competency. | Revenue | DCCS |
| | Review plant requirements; undertake asset management and maintenance of plant fleet. | Reviews carried out annually in accordance with Plant Replacement Program. Data collected on fortnightly basis (entry into computer system). Bi-monthly reviews of plant operations. Plant repairs prioritised to ensure least delay to works programmed. | Revenue | ESM |
| | Review and update 15 Year Plant Rolling Replacement Program. | Plant Replacement Program updated by April 2015. | Revenue | ESM |
| 3.3.2.10 Maintain and actively use the Public Libraries NSW Membership | Identify opportunities for information share and services development. | Attend quarterly Central West zone meetings. Regularly share and access knowledge via email network. | Revenue | MLS |

COUNCIL STRATEGY

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

Council Activities

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|---|---|--|----------------|----------------|
| 3.3.3.1 Council updates the Integrated Planning and Reporting framework documents as required | Compliance with Integrated Planning and Reporting (IPR) Framework Requirements as outlined by the DLG. | Renewal of IPR Framework documents within agreed timeframe: <ul style="list-style-type: none"> Resource Strategy involving: <ul style="list-style-type: none"> Minimum Ten (10) Year Financial Plan; Asset Management Plans for Building Assets; Annual Operational Plan. | Revenue | GM |
| | Development and implementation of a minimum 10 Year Financial Plan for inclusion in the Resourcing Strategy to support the Cobar Shire 2025 Community Strategic Plan. | Implementation of minimum 10 Year Financial Plan with relevant funding scenarios. | Revenue | DCCS |
| | Works Program developed for Shire and Regional roads, drainage, signs and traffic facilities. | Road Maintenance Programme to be updated on a monthly basis. | Revenue | ESM |
| | Implementation of Council's Community Engagement Strategy. | Adequate opportunities are provided to the public to input into Council's decision making process. Number of community consultation activities undertaken. | Revenue | SPO |
| | Renew the Revenue Policy 2015/2016. | Policy renewed. | Revenue | DCCS |
| | Produce Quarterly Budget Review for Council. | Quarterly Budget Review completed by due date. | Revenue | DCCS |
| | Completion of Annual Financial | Financial statements are completed | Revenue | DCCS |

| | | | | |
|--|--|---|---------|------|
| | Statements. | and lodged to the Office of Local Government by the due date. | | |
| | Workforce Management Strategy, as part of Resourcing Strategy, developed and maintained. | Workforce Plan developed and reviewed as required. | Revenue | HRO |
| 3.3.3.2 Service level provision planning undertaken as required | Review and amend the Corporate Asset Register including CivicView integration. | Completion of up-to-date Corporate Asset Register that is available as a resource for all Departments. | Revenue | DCCS |
| 3.3.3.3 Undertake legislative reporting requirements | Implementation of OLG Best Practice Improvement Action Plan. | Improved Governance, finance, policy development, strategies requirements communicated within the organisation. | Revenue | GM |

COUNCIL STRATEGY

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

Council Activities

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|---|--|---|-------------------|----------------|
| 3.3.4.1 Good contract management and procurement practices are employed | Contracts Register updated. | Contracts Register managed and updated. | Revenue | DES |
| 3.3.4.2 Leases and management agreements monitored, implemented and adhered to | Swimming pool and airport agreements monitored and implemented. | All Leases and Management agreements are current, billed correctly, annual review and increase advised. | Revenue | DES |
| | Cinema building, Dentist and Doctors surgeries and commercial building agreements monitored and implemented. | All Leases and Management Agreements are current, billed correctly, annual review and increase advised. | Revenue | LMO |
| 3.3.4.3 Provision of Cobar Water Board Administration and Financial Services | Undertake administration and financial services for the Cobar Water Board as per the Agreement. | Undertaken as per Agreement. | Cobar Water Board | DCCS |

4. Infrastructure Strategies

| COMMUNITY OUTCOME | | | | |
|-------------------|-----------------------------------|--|--|--|
| 4.1 | A clean and reliable water supply | | | |

| COUNCIL STRATEGY | | | | |
|--|---|---|--|----------------|
| 4.1.1 | Pipe the Albert Priest Channel | | | |
| Council Activities | | | | |
| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
| 4.1.1.1 Facilitate the construction of the Albert Priest Channel Pipeline Augmentation Project | Facilitate the construction of the Albert Priest Channel Pipeline Augmentation Project. | Facilitation of the Albert Priest Channel Pipeline Augmentation Project undertaken (Stage 1 – Nyngan Storage Facility). | Revenue User Fees and Charges Grants | GM |

| COUNCIL STRATEGY | | | | |
|--|---|--|----------------|----------------|
| 4.1.2 | Increase Cobar's water allocation | | | |
| Council Activities | | | | |
| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
| 4.1.2.1 Lobby the NSW Government to have Cobar's town water supply increased | Attend meetings with relevant Government personnel demonstrating the need for the town water licence to be increased. | Provide reports to Council pending outcome of the meeting. | Water Fund | GM |

| COUNCIL STRATEGY | | | | |
|---------------------|---|--------------------------------|----------------|----------------|
| 4.1.3 | Improved water treatment systems for the provision of potable water to the villages | | | |
| Council Activities | | | | |
| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |

| | | | | |
|--|--|--|------------|----|
| 4.1.3.1 Investigate options to improve the water quality and consistency of water supply in the villages of the Shire | Investigate and prepare a report on upgrading non-potable water. | Report on investigations to Council by March 2016. | Water Fund | SM |
|--|--|--|------------|----|

COUNCIL STRATEGY

4.1.4 Improved water infrastructure across the Shire

Council Activities

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|---|--|---|------------------|----------------|
| 4.1.4.1 Maintenance and repairs of water mains and water filtration system | Implement Water Supplies Asset Management Plan with 5 Year Rolling Works Program. | Plan implemented effectively and updated as required. | Water Fund | SM |
| | Implement the Works Program, determined by the Water Main, Valve and Hydrant Audit. | Program of achievement approved within budget. | Water Fund | SM |
| 4.1.4.3 Undertake Resources for Regions Water Treatment Plant Project | Undertake the actions outlined in the Project Management Plan for the Cobar Water Treatment Plant Replacement Project. | Targets met as outlined in Project Management Plan. | Water Fund Grant | PM |

COUNCIL STRATEGY

Provide Contract Services to Cobar Water Board

Council Activities

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|---|--|---|-------------------|----------------|
| 4.1.5 Provide contract services to Cobar Water Board | Provide technical advice and maintenance activities to the Cobar Water Board. | Works undertaken in accordance with instruction requirements provided by the Cobar Water Board. | Cobar Water Board | DES |
| | Develop Cobar Water Board Asset Management Plan, Financial Plan and Strategic Business Plan. | Cobar Water Board Asset Management Plan, Financial Plan and Strategic Business Plan developed. | Cobar Water Board | DES |
| 4.1.6 Undertake Resources for | Investigate design and construct the | Milestones met and the works | Cobar Water | PM |

| | | | | |
|--|--|--|--------------|--|
| Regions program for the pipeline replacement | replacement of the Pipeline as per the project plan. | completed within the projects timeline and budget. | Board Grants | |
|--|--|--|--------------|--|

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

Council Activities

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|--|--|--|----------------|----------------|
| 4.2.1.1 Lobby the government for improved communications networks | Maintenance of radio base stations and licences. | Effective communications available in Shire for staff. | Revenue | DES |
| 4.2.1.2 Lobby the government and business to increase the reliability of energy provision within the Shire | Monitor opportunities for increased reliability. | All opportunities recognised and assessed for suitability. | Revenue | GM |

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

Council Activities

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|---|--|--|----------------|----------------|
| 4.3.1.1 Road works undertaken according to priority, weather conditions and availability of resources | Street maintenance and sign maintenance, including alcohol free signage. | Annual maintenance carried out in accordance with adopted program. Respond to community complaints. | Grants | RM |

| | | | | |
|---|---|---|-----------------------|-----|
| | | Regular pothole patching. | | |
| | Undertake the Street Sign Audit and implement the Action Plan. | Complete action plan works priorities by June 2015. | Revenue Grants | RM |
| | Inspections by Council staff on a routine basis to identify maintenance works and report any urgent works to minimise public liability risk to Council. | Inspection reports checked and actioned accordingly. | Grants | RM |
| | Undertake routine and supplementary works on State Roads in accordance with the RMS Contract. | All contract conditions are met within budget parameters. | User Fees and Charges | RM |
| | Undertake ordered works on behalf of RMS within the agreed budget. | Works undertaken in accordance with standards and specifications and with approved margins. | Grants | RM |
| | Construction and maintenance works carried out on Regional and Shire Road Network in accordance with approved programs and standards. | Construction and maintenance work carried out within budget and on time. | Grants | RM |
| | Complete the Fixing Country Roads Project to realign the Kangaroo Springs bend and upgrade the floodway pavement. | Grant requirements met and works completed. | Grants | DES |
| | Complete the Fixing Country Roads project the install culverts at the Acres Billabong floodway on RR 7518. | Grant requirements met and works completed. | Grants | DES |
| 4.3.1.2 Undertake fair valuation of footpaths, roads, bridges, drainage and bulk earth works | In conjunction with Councils Asset Management team and Auditor undertake revaluation of Council's major transport assets. | Revaluation of transport Assets by 30 June 2016. | Revenue | DES |
| 4.3.1.3 Oversee quarrying activities and ensure an adequate | Licences for all existing and new quarries progressively obtained. | Extraction of gravel material carried out in accordance with relevant stake | Grants | DES |

| | | | | |
|---|--|--|--------|--------|
| supply of good quality gravel for use on the road network | | holder requirements. | | |
| | Review and update the Quarry Safety Management Plan. | Quarry Safety Plan updated. | Grants | DES |
| | Establishment and use of reserve for the rehabilitation and restoration of disused gravel pits and quarries. | Completion of appropriate rehabilitation and restoration work in accordance with the Gravel Pit Restoration Program. | Grants | RM/DES |

COUNCIL STRATEGY

4.3.2 Provide and maintain safe and serviceable transport infrastructure including roads, footpaths, bike paths and airport

Council Activities

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|---|---|---|--------------------------|----------------|
| 4.3.2.1 Provide and maintain a safe and adequate footpath and bike path network | Develop and implement a Footpath and Bike Path Maintenance Works Program. | Respond to community complaints. Undertake maintenance on bike path and footpath on annual basis. | Revenue Grants | SM/RM |
| | Obtain grant funding to install lighting in the Linsley Street taxi rank. | Lighting installed at taxi rank. | Grants | DES |
| | Kerb & Gutter maintenance. | Annual maintenance carried out in accordance with adopted program. Respond to community complaints. Regular pothole patching. Develop a Kerb & Gutter Program for Cobar. | Revenue Grants | RM |
| | Implement the Pedestrian Access Mobility Plan (PAMP) and Bike Plan Action Plan for Cobar. | Priority Actions implemented. | Revenue Grants | RM |
| 4.3.2.2 Cobar airport maintained and available for RPT and general | Undertake regular maintenance programs at the Cobar Airport, | Maintenance carried out within budget and on time. | Revenue User Fees and | ESM |

| | | | | |
|---|---|---|---|-----|
| aviation to meet the needs of the Cobar community | according to the adopted budget. | | Charges | |
| | Conduct regular and statutory maintenance program in accordance with adopted plan at the Cobar Airport. | Cobar airport passes the CASA Safety Audit. Cobar airport conforms to CASA requirements, outlined in the Cobar Airport Transport Security Program. No reasonable criticism of the standard of facilities. | Revenue User Fees and Charges | ESM |
| | Provision of services to key stakeholders such as Airlines and Charters. | Services provided efficiently. | Revenue | ESM |
| | Develop and implement the Cobar Aerodrome Strategic Plan. | Action Plan implemented through the Airport Committee. | Revenue User Fees and Charges Grants | DES |
| 4.3.2.3 Landing strips at Nymagee, Euabalong and Mt hope adequately maintained | To maintain runways in a state that is acceptable for dry weather operation. To ensure that the airstrips comply with the minimum standards for operation. | Surface is free of obstacles and holes. That the Obstacle Limitation Gradient meets the standard required. | Revenue User Fees & Charges | ESM |
| | Undertake a Strategic Plan for the Nymagee Airstrip. | Strategic Plan developed and implemented. | Revenue User Fees & Charges Grants | DES |

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.

Council Activities

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|---------------------|---------|--------------------------------|----------------|----------------|
|---------------------|---------|--------------------------------|----------------|----------------|

| | | | | |
|--|---|--------------------------------|----------------|-----------|
| <p>4.3.3.1 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.</p> | <p>Continually lobby NSW Government to maintain rail network.</p> | <p>NSW Government lobbied.</p> | <p>Revenue</p> | <p>GM</p> |
|--|---|--------------------------------|----------------|-----------|

COMMUNITY OUTCOME**4.4 Good quality and affordable community facilities and infrastructure****COUNCIL STRATEGY****4.4.1 Develop well designed and expanded playgrounds catering for all age groups****Council Activities**

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|--|--|--|-----------------------|-----------------------|
| 4.4.1.1 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. | No major accidents and incidents reported at any playground facilities. Minimal complaints or negative feedback delivered to Council in regards to Playground facilities. | Revenue | SM |
| | Establish a Community Playground Committee | Committee established and input used to develop new playground designs. | Revenue | SPO |

COUNCIL STRATEGY**4.4.2 Increase the range of community facilities and maintain those that we have to an appropriate standard****Council Activities**

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|--|--|---|-----------------------|-----------------------|
| 4.4.2.1 Implement the Ward Oval Masterplan | Work with government agencies to attract funding for the project. | Number of funding sources identified and funding attracted. | Grants | SPO |
| 4.4.2.2 Undertake Council's cemetery operations in an appropriate and dignified manner | Keep stock of pre-dug graves in reserve. | Appropriate number of pre-dug graves available. | Revenue | SM |
| | Develop appropriate Improvement Action Plan to undertake improvements to the Cemetery. | Implementation of Improvement Action Plan. | Revenue | SM/ RO |

| | | | | |
|---|--|---|----------------|-----|
| | | Cemetery Lighting and Security System Project complete. | Grants Revenue | SM |
| 4.4.2.3 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. | Minimum of 500 items added to the library collection per quarter. Collection continually weeded – number and value of items weeded reported quarterly. Minimum of 5,000 items circulated per quarter. | Grants Revenue | MLS |
| | The Library provides public access to the internet service where possible. | Minimum of 1,500 hours use of library computer per quarter. Wireless access provided. IT issues reported promptly to relevant service provider. | Revenue | MLS |
| | To ensure that the Library service is utilised by Cobar Shire residents of all ages and community groups. | Minimum of 1,500 members. Minimum of 8,000 visits to the main branch per quarter. Actively promote library services and resources to public and community groups. | Revenue | MLS |
| | To ensure that well trained, professional and highly motivated staff are responsible for serving the needs of the community. | Staff receive appropriate training and on-going skills development to ensure adequate library and customer service. | Revenue | MLS |
| | Offer high quality and relevant library services for five (5) hours per week at both Nymagee and Euabalong. | Village libraries stock updated on a regular basis. | Revenue | MLS |

| | | | | |
|---|---|--|-------------------|------|
| | Participate in State and National events that promote literacy. | Encourage local participation in Summer Reading Club, National Simultaneous Story Time and Library Lovers Day. | Revenue | MLS |
| 4.4.2.4 Maintain all Council land and buildings to an appropriate standard and use them appropriately. | Prepare Plans of Management for Council's controlled Land. | Plans of Management for Council's controlled Community Land reported to and adopted by Council. | Revenue | LMO |
| | Development of Staff Housing Strategic Plan. | Development and approval of a Staff Housing Strategic Plan. | Revenue | DPES |
| | Commercial building maintenance. | Maintenance is carried out on time and within budget. | Revenue | DPES |
| | Maintenance of Buildings Asbestos Register. | Maintain the buildings Asbestos Register. | Revenue | DPES |
| | Review Buildings Asset Management Plan. | Asset Management Plan updated. | Revenue | DPES |
| | Refurbishment and preventative maintenance of the Cobar Youth and Fitness Centre and the Great Cobar Heritage Centre. | Works undertaken, condition preserved. | Grants Revenue | DPES |

COUNCIL STRATEGY

4.4.3 Improve recreational facilities at the water reserves

Council Activities

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|--|---|---|-------------------|----------------|
| 4.4.3.1 Maintain and improve recreational facilities that are available at the Newey and Old Reservoir reserves | Continue to work with the Newey improvement Committee and implement identified actions where appropriate. | Create an attractive environment for users of the water reserves. | Revenue Grants | SM |

COUNCIL STRATEGY

4.4.4 Maintain and expand where necessary, the stormwater and sewer networks

Council Activities

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|---|---|--|---------------------|----------------|
| 4.4.4.1 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. | Asset register, valuation and development of asset management plan completed by 30 June annually, as required by AAS27 and Local Government Act. | Revenue | SM |
| 4.4.4.2 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. | Sewerage Services Asset Plan implemented. | Sewer Fund | SM |
| | Ensure EPA licence completed annually and at a minimal cost. | EPA licence costs kept at a minimum. | Sewer Fund | SM |
| | Implement Liquid Trade Waste Policy and program. | Liquid Trade Waste Policy implemented. | Sewer Fund | SM |
| | Implement the Resources for Regions Sewer Upgrade and Expansion Project. | Project Implemented by Grant and Sewer fund deadline. | Sewer Fund Grant | PM |
| | Implement the Works Program, determined by the Sewer System Audit. | Program of achievement approved within budget. | Sewer Fund | SM |

COUNCIL STRATEGY

4.4.5 Maintain and service villages

Council Activities

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|--|--|---|----------------|----------------|
| 4.4.5.1 Maintain and improve village facilities and services | Regularly maintain parks, streets and footpaths in all villages. | Ground maintained at an appropriate standard. | Revenue | SM |

5. Environmental Strategies

| 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 | | | |
| Council Activities | | | | |
| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
| 5.1.1.1 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. | All opportunities recognised and assessed for suitability. | Revenue | GM |
| | Apply for funding to undertake energy efficiency programs within Council buildings when available. | Apply for funding if available and appropriate to encourage solar energy use and the efficient use of energy within Council buildings. | Revenue | LMO |

| COUNCIL STRATEGY | | | | |
|---|---|---|----------------|----------------|
| 5.1.2 | Develop community leadership on becoming leaders in resource use, reuse and recycling | | | |
| Council Activities | | | | |
| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
| 5.1.2.1 Undertake kerbside garbage collection and recycling in Cobar and kerbside garbage collection in the relevant villages | Provide a once weekly domestic waste collection and transportation service for residents located within the waste collection area of Cobar. | No services missed. | Waste Fund | MPES |
| | Provide service to empty street bins in central business district twice weekly and other street bins and parks once weekly. | All bins in central business district are emptied twice per week and once per week for other street bins and parks. | Waste Fund | MPES |

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|---|--|--|-----------------------|------|
| | Provide a trade waste collection service to all customers on a fee for service. | All trade waste bins are emptied as required and in a timely manner. | Waste Fund | MPES |
| | Prepare Waste Services Strategy that includes Cobar recycling for consultation. | Strategy reported to Council for approval and implementation. | Revenue | MPES |
| 5.1.2.2 Maintain the town and village tips to an acceptable standard | Carry out surveillance of waste depot and access roads to minimise the spread of waste from vehicles and surrounding areas so as to detect unauthorised waste disposal and undertake appropriate enforcement action. | Waste Disposal Depot inspected at least twice per week Reduce level of illegal dumping. | Revenue Waste Fund | MPES |
| | Provide for the management of the Cobar Waste Disposal Depot so as to comply with statutory obligations. | Waste Disposal Depot is maintained in accordance with the relevant legislation. | Waste Fund | MPES |
| | Provide waste disposal facilities for Nymagee, Mt Hope, Canbelego, Euabalong and Euabalong West. | All waste is cleaned into trenches at least twice per year. | Waste Fund | MPES |
| 5.1.2.3 Encourage efficient water use by Shire residents | Promote efficient water use by Shire residents. | Positive results being displayed by the community in regards to efficient water use. | Water Fund | SM |

COMMUNITY OUTCOME**5.2 Well managed public and private land****COUNCIL STRATEGY****5.2.1 Develop a grazing industry that is based on managed, not feral, stock to improve pasture management****Council Activities**

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|---|--|---|-----------------------|-----------------------|
| 5.2.1.1 Provide support to industry bodies for improved grazing management practices | Maintain an awareness of government land management incentives and programs. | Communicate knowledge of incentive and programs to industry bodies and individual graziers during the course of daily Council activities. | Revenue | LMO |

COUNCIL STRATEGY**5.2.2 Have a planting program for Cobar and villages and encourage the schools and businesses to participate****Council Activities**

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|---|---|---|-----------------------|-----------------------|
| 5.2.2.1 Develop and instigate a planting program | Prepare a program for planting in the whole Shire utilising correct plant material. | Program created and used correctly by all Staff and greenhouse at depot stocked with relevant plant material as so upon acts of vandalism replacement times of materials are short. | Revenue | SM |

COUNCIL STRATEGY

5.2.3 Manage the crown land and commons

Council Activities

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|---|--|--|-------------------------------------|----------------|
| 5.2.3.1 Provide ranger services to control animals in public places and to manage the common areas and crown land | Implement provisions of the Companion Animals Act and promote community awareness and responsibilities of dog and cat ownership. | <p>Promotion of responsible ownership of dogs and cats by bi-annual press releases.</p> <p>Register all released impounded animals.</p> <p>Require all animals, the subject of any complaint to be registered.</p> <p>Reduce number of companion animals found unregistered.</p> <p>Impound companion animals found unattended in public places.</p> <p>Dog and Cat registration database kept up to date.</p> | Revenue User Fees and Charges | RMBS |
| | Impound dogs and cats found on a public place and surrendered animals and undertake appropriate enforcement action. | Impounding register is maintained and kept up to date. | Revenue User Fees and Charges | RBMS |
| | Operate and maintain a pound for the keeping of seized dogs and cats. | Pound is kept clean and well maintained in accordance with industry standards. | Revenue User Fees and Charges | RBMS |
| | Provide services for the euthanasia of dogs and cats that have been seized | Euthanasia services provided where required. | Revenue User Fees and | RBMS |

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|--|--|---|-------------------------------------|------|
| | or surrendered. | | Charges | |
| | Provide services for the registration and micro-chipping of dogs and cats. | Registration and micro-chipping services provided. | Revenue User Fees and Charges | RBMS |
| | Carry out monthly patrols of the Common. | Patrols of the Common are carried out monthly. | Revenue | RBMS |
| | Register all stock on Common. | All stock on the Common are registered. | Revenue | RBMS |
| | Impound straying stock. | Respond to straying stock events. | Revenue | RBMS |
| | Maintain pound yards. | Pound yards are maintained and available for use when needed. | Revenue | RBMS |

COUNCIL STRATEGY

5.2.4 Long term management of noxious weeds

Council Activities

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|--|---|---|-------------------|----------------|
| 5.2.4.1 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. | Inspection of: <ul style="list-style-type: none"> 6,500km of roadsides inspected annually; 37 high risk TSRs; 210km of high risk water courses; 150km of high risk railway corridors; 1 nurseries; 5 sale yards; 1 pet shop (targeting aquatic weeds); 1 other identified high risk site. | Revenue Grants | LMO |
| | Private property inspections to manage invasive weeds effectively. | Inspection of: <ul style="list-style-type: none"> 125 properties; 25 properties (re-inspections); All landholders provided with relevant extension information. | Revenue Grants | LMO |

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|--|---|---|----------------|-----|
| | Attend toolbox meetings and provide education material. | Attend one toolbox meetings and provide education materials. | Revenue Grants | LMO |
| | Prompt containment or eradication and ongoing monitoring of new incursions of invasive weeds. | Requires: <ul style="list-style-type: none"> • Rapid Response Plan in place for use if required; • Development of monitoring programs for relevant sites in accordance with Rapid Response Plan; • Implementing recommended actions for High Priority Weeds. | Revenue Grants | LMO |
| | On-Ground Spraying Programs prioritised to give the greatest benefit. | Requires: <ul style="list-style-type: none"> • Implementing recommended actions for Low Priority Weeds | Revenue Grants | LMO |
| | Public property inspections to manage invasive weeds effectively. | Requires: <ul style="list-style-type: none"> • 1 Inspection of Council owned land; • 1 Inspection of land owned/managed by State Bodies eg vacant crown land. | Revenue Grants | LMO |
| | Implement a Regional Communications Strategy. | Requires: <ul style="list-style-type: none"> • 1 Article or advertisements placed in local newspapers; • 1 Displays/Stalls is manned at field days or local shows. | Revenue Grants | LMO |
| | Increased participation of community groups. | Requires: <ul style="list-style-type: none"> • Maintaining a database of existing volunteers eg Landcare; • Maintain contact with these groups. | Revenue Grants | LMO |
| | Develop an introductory weeds information pack for new property owners. | Requires: <ul style="list-style-type: none"> • Packs to be sent to all new property owners within 12 months of property changing hands. | Revenue Grants | LMO |

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|--|--|--|----------------|-----|
| | Develop a centralised data set of weed distribution and abundance information. | Information to be sent quarterly. | Revenue Grants | LMO |
| | An increase in the number of weed awareness program run (eg weed warriors). | Encourage use of existing weed awareness programs in local schools. | Revenue Grants | LMO |
| | Improve/Update knowledge of Weeds Inspector. | Attendance at training (competency based) as defined by regional benchmarks. | Revenue Grants | |
| | Implementation of the Mapping, Photo Point and re-inspection program. | Requires: <ul style="list-style-type: none"> • Mapping of infestations accurately; • Use photo points where appropriate; • Continue re-inspection program for relevant sites. | Revenue Grants | LMO |

COUNCIL STRATEGY

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

Council Activities

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|--|---|--|----------------|----------------|
| 5.2.5.1 Lobby the NSW government to ensure the local national parks are vibrant and well run | Monitoring of services provided for local National Parks. | Liaison undertaken to ensure appropriate services provision. | Revenue | GM |

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****Council Activities**

| Activities/Services | Actions | Performance Targets & Measures | Funding Source | Responsibility |
|---|---|---|-----------------------|-----------------------|
| 5.2.5.1 Communicate and complaints or concerns or air pollution to the mines and or relevant state regulatory authority | Communicate and complaints or concerns or air pollution to the mines and or relevant state regulatory authority | Identified pollution events reported to the appropriate regulatory authority. | Revenue | DPES |

Conclusion

The Annual Operational Plan is made up of four documents:

- This Plan, which outlines the actions that Council will undertake during 2015/2016, who is responsible for ensuring the actions are undertaken, the source of funding the action and performance indicators which will allow Council to determine the success of each action and to view progress on its implementation;
- The annual Fees and Charges document, which outlines the fees and charges for the use of Council equipment and facilities, charges on Council services, charges such as rates, water, sewer and waste and development and regulatory fees;
- The Revenue Policy, which outlines how rates, water, sewer and waste charges are calculated, possible revenue sources for 2015/2016 and Council's pricing policy;
- The Annual Budget, which shows Councils expenditure by line item for 2015/2016.

These four documents all form the Annual Operational Plan for 2015/2016 and should be read together. Council will provide a quarterly report on the implementation of the Plan and a budget review.

Version Control

| No. | Date Adopted | Minute No. | Date Commenced | Date notified in Local Paper |
|-----|--------------|-------------|----------------|------------------------------|
| 1 | 25.06.2015 | 105.06.2015 | 01.07.2015 | N/A |
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