

# Annual Operational Plan Quarterly Management Report



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

Q4 2012/2013

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# Key Activity: Community

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

COUNCIL STRATEGY				
1.1.1		<b>Strong and participative interagencies</b>		
DP Action	Action	Responsibility	Progress	Comment
Cobar Interagency	Provide secretarial services to the Cobar Interagency	A Shepherd	100%	No Interagency meeting held in Q4 due to a lack of attendance. Next meeting scheduled for August 2013. Agenda will be carried over from proposed May meeting.
Cobar Interagency	Contribute reports, including an agency report, to each Interagency meeting held.	A Shepherd	100%	Council has provided secretariat services for the Cobar Interagency. Council reports were provided to the scheduled May meeting which was postponed due to a lack of attendance. Topics included a paper on the AEDI and how Cobar ranked, potential issues etc, a Crime Prevention Plan update, an options paper on the future of the Cobar Interagency and an agency report.
Murrin Bridge and Lake Cargelligo Interagency	Represent Cobar Shire Council at the Interagency.	A Shepherd	100%	Council represented by Special Projects Officer at meetings as required. Watching brief maintained for all interagency matters and actions as necessary.

**COMMUNITY OUTCOME**

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

**COUNCIL STRATEGY**

**1.2.1** Implement the actions outlined in the Youth Development Plan

DP Action	Action	Responsibility	Progress	Comment
Engage the services of a Youth Development Officer	Employ a Youth Development Officer.	D Parisi	0%	Not progressed this quarter as no grant funding was identified. Efforts will continue in 2013/2014.

**COUNCIL STRATEGY**

**1.2.2** A greater range of youth activities are organised and coordinated

DP Action	Action	Responsibility	Progress	Comment
To provide youth services and a facility that provide recreational, sporting and cultural activities and support services for the youth and the community of Cobar.	Maintain and support staff to provide services to the youth of Cobar.	D Parisi	100%	Youth Services is a minor component of the role of manager. The manager managed the staff and the facility in this quarter.
To provide youth services and a facility that provide recreational, sporting and cultural activities and support services for the youth and	Continue existing grant subsidy provided by Family and Community Services.	D Parisi	100%	The grant subsidy is now funding programs which are community based. Community Capacity Builders Program consists of a Social Inclusion Program on Friday nights for young people and 0-5yrs Playgroup once a week which has been running this quarter.

the community of Cobar.				Strong numbers have been attending these programs, particularly on Friday night games nights.
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.	Develop a marketing plan for a sport/nutrition store.	D Parisi	0%	Not viable to produce and implement a sport/nutrition store at this time.
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.	Enter and maintain partnerships to aid and enhance the provision of Youth Services.	D Parisi	100%	Barnardos, PCYC Blue Light, Yarrabin Outreach, COOSH,STORM Co, local schools and local sporting bodies have all use the Centre for the benefit of the local youth in this quarter.
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.	To be involved in the Cobar Shire Council Steering Committee for Cobar Skate Park upgrade.	D Parisi	10%	No meetings held this quarter. Grant applications have been successful.
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.	Hold regular youth activities at the centre.	D Parisi	70%	The Centre provided the venue for Blue Light discos in this quarter. Playgroup 0-5 yrs operated each Tuesday in this quarter. The Centre also organised Friday Night Games Night on a Friday night for young people in this quarter.
Organise Youth Week Activities	Prepare submission for funding and report of Youth Week activities.	D Parisi	100%	Youth Week 2013 is complete. Applications are scheduled for Q2 2014.
Organise Youth Week Activities	Co-ordinate and consult with the youth of Cobar and Cobar Youth Council on the proposed activities for Youth Week.	D Parisi	100%	Youth Week activities were organised after consultation with the Cobar Youth Council and youth of Cobar. Klub 812 was held twice in this quarter with strong attendance from local youth.

Provide school holiday activities for children aged 5-14 years at Cobar Shire & TAFE Library	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.	J Florance	100%	Completed.
Provide school holiday activities for children aged 5-14 years at Cobar Shire & TAFE Library	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.	J Florance	100%	6 holiday activity sessions were offered in the April school break. Bead and paper craft, and fun foods for kids. 49 attendances.

<b>COUNCIL STRATEGY</b>				
<b>1.2.3 Increased educational opportunities provided locally</b>				
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Work with organisations to increase the quality and diversity of educational opportunities available locally	To be involved in the Cobar Interagency and Schools Business Community Partnership Governing Committee to increase educational diversification and opportunities.	G Woodman	100%	Full attendance and commitment to the Cobar Interagency. Full support provided to the Schools Business Community Partnership Governing Committee, however attendance of Committee meetings has been problematical.
Provide training and career opportunities for local youth at Council	Employ apprentices and trainees as vacancies arise on Council's staff organisational structure.	K Walsh	100%	One apprentice successfully recruited for 2013. Other employees signed up to traineeships as the opportunities arise.
Provide educational opportunities at Cobar Shire & TAFE Library	Library staff provide basic instruction in the use of computers and the internet to small groups of adults.	J Florance	100%	Basic computer instruction offered during school terms in Q4. 9 attendances.

**COMMUNITY OUTCOME****1.3 Families are supported, social inclusion is valued and families who relocate to Cobar stay in Cobar****COUNCIL STRATEGY****1.3.1 Parents are supported in their role to raise their children and services are available to assist them to build their parenting skills**

DP Action	Action	Responsibility	Progress	Comment
Provide information on the services available to families	Gather and assemble information from all providers.	A Shepherd	100%	Information provided to families as it becomes available, including passing on information made available through the Cobar Interagency. Information included in the Community Services Directory, on the What's On slide show and forwarded to the Cobar and District Mothers Association, Far West Family Day Care, Kubby House, schools and preschools.
Cobar Shire & TAFE Library staff support parents via library services and outreach	Library staff liaise with local parents groups to develop appropriate library services and develop the early literacy skills of local parents.	J Florance	100%	Unable to make personal visits due to budget restrictions (lack of staff). E-mail contact made with community groups each month.
Cobar Shire & TAFE Library staff support parents via library services and outreach	Library staff, community members and/or volunteers plan and provide Christmas craft and other fun activities for small groups of children aged 5 -14 years with a charge applied to recover cost of materials.	J Florance	100%	Completed.
Cobar Shire & TAFE Library staff support parents via library services and outreach	Library staff, community members and/or volunteers plan and provide craft and other fun activities for small groups of children aged 5 -14 years with a charge applied to	J Florance	100%	6 holiday activity sessions were offered in the April school break. Bead and paper craft, and fun foods for kids. 49 attendances.

	recover cost of materials.			
Cobar Shire & TAFE Library staff support parents via library services and outreach	With story time sessions, Library staff provide activities for children aged 6 months to 5 years, and model early literacy for parents.	J Florance	100%	11 pre-school storytime, rhyme & craft sessions offered in Q4. 116 attendances.

<b>COUNCIL STRATEGY</b>				
<b>1.3.2 Increase the supply of childcare and preschool places and options</b>				
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Administer and coordinate Family Day Care and In Home Care	Provide craft & activity packs to In Home Care Educators four (4) times per year.	K Lennon	100%	All four craft packs sent for the year.
Administer and coordinate Family Day Care and In Home Care	Write and distribute quarterly newsletters to Families and Educators.	K Lennon	100%	Newsletters and notes written and sent as needed.
Administer and coordinate Family Day Care and In Home Care	Conduct home visits to In Home Care locations for support and monitoring purposes.	K Lennon	75%	Five home visits conducted this quarter.
Administer and coordinate Family Day Care and In Home Care	Enrol and support families and children for Family Day care and In Home Care services.	K Lennon	100%	Ten new families enrolled for Family Day Care, three for Far West In Home Care and three for NSW In Home Care.
Administer and coordinate Family Day Care and In Home Care	Administration of CCB & CCR for all eligible families enrolled in FDC & IHC.	K Lennon	100%	CCB and CCR administered each week according to Federal rules and regulations.
Administer and coordinate Family Day Care and In Home Care	Maintain and update policies and procedures for FDC to keep abreast of changes to National Regulations and Quality Framework concepts and new information.	K Lennon	90%	All policies have been reviewed for FDC and 60% have been accepted by the Educators, at this point, the rest are due for ratification by Educators in July.



Administer and coordinate Family Day Care and In Home Care	Provide interesting and stimulating excursions and events for children and educators with Far West FDC.	K Lennon	100%	Educators have taken children to visit the Bakery, Lilliane Brady Village and Cobar Show during the last quarter.
Administer and coordinate Family Day Care and In Home Care	Support Implementation of "Early Years Learning Framework" into educator curriculum.	K Lennon	100%	All educators are now using the Early Years Learning Framework in some format within their programs for children.
Administer and coordinate Family Day Care and In Home Care	Recruit and support FDC, IHC Educators.	K Lennon	80%	Two new Family Day Care Educators started in the last quarter and both are full. Eight new In Home Care Educators also began work.
Administer and coordinate Family Day Care and In Home Care	Provide weekly play session to local children and their educators and families.	K Lennon	0%	Due to increasing paperwork and Educator numbers this service is not currently offered.
Administer and coordinate Family Day Care and In Home Care	Monitor implementation of National In Home Care Standards.	K Lennon	80%	During home visits and house inspections, check-lists are completed against these Standards.
Administer and coordinate Family Day Care and In Home Care	Conduct regular educator meetings and Parent information nights.	K Lennon	100%	Extra Educator meeting were held this quarter to review policies and work through the Educator Manual Document.
Administer and coordinate Family Day Care and In Home Care	Conduct home visits to FDC educators to provide support, training and monitoring.	K Lennon	100%	All educators have received support visits at least once every three weeks, with extra visits if required.
Administer and coordinate Family Day Care and In Home Care	Update & maintain educator manuals and family information packages.	K Lennon	100%	All paperwork is now updated and in line with the Federal Government requirements.
Administer and coordinate Family Day Care and In Home Care	To provide phone contact and support to all families and educators whilst care is occurring.	K Lennon	100%	Phone contact is available 24/7, with the manager and Fax, email and phone messages can be left at any time.
Administer and coordinate Family Day Care and In Home Care	Supervise and monitor Educators.	K Lennon	100%	Educators are monitored during home visits and excursions and house inspections completed.
Administer and coordinate Family	Support Educators working towards	K Lennon	75%	Three Educators and two Staff enrolled into training

Day Care and In Home Care	qualifications ready for 2014.			courses ready for the changes in 2014.
Administer and coordinate Family Day Care and In Home Care	Provide educator meetings and training to isolated in home care educators.	K Lennon	50%	Due to staffing workloads no more Educator meetings have been held this quarter, email information has been distributed instead.
Administer the After School Care Program	Provide interesting and stimulating craft, activities & excursions for children with COOSH.	K Lennon	100%	Each week a program of activities is designed and implemented for the children using COOSH that week.
Administer the After School Care Program	Enrol and support families & children	K Lennon	100%	We have enrolled three new families in the last quarter.
Administer the After School Care Program	Recruit and support COOSH Educators	K Lennon	100%	One new Educator began with COOSH in the last quarter and another left to have a baby.
Administer the After School Care Program	Update & maintain family information packages.	K Lennon	100%	COOSH forms have been reviewed and updated as required.
Administer the After School Care Program	Write and distribute newsletters to Families.	K Lennon	100%	Newsletters and notes are emailed out as needed.
Administer the After School Care Program	Maintain and update policies and procedures to support implementation of "My Time Our Place" OOSH Framework document & OOSH national Quality Framework.	K Lennon	100%	New Educator has been given all the policies and documents to ensure that all staff are familiar with the policies and the "My Time Our Place" Framework.
Administer the After School Care Program	Administration of CCB & CCR for all eligible families enrolled COOSH.	K Lennon	100%	CCB and CCR administered each week according to Federal rules and regulations.
Facilitate the availability of childcare and preschool places and options	Develop appropriate Marketing Plan and Annual Action Plan that increases usage of services and increases income received by Council.	K Lennon	100%	Completed in September 2012. Will go to Council in 2013/2014

<b>COUNCIL STRATEGY</b>				
<b>1.3.3</b>	<b>Increase the knowledge of the community on the range of services available in Cobar Shire and how to access them</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Have information readily available to the community and new residents	Update all sections of Council's webpage, including Our Town and Shire.	G Woodman	100%	Appropriate monitoring of website for required updating undertaken.
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.	G Woodman	100%	Website developed to its full potential within resources. Positive feedback received. Web use monitoring system implemented.
Have information readily available to the community and new residents	Update the Community Services Directory and have it easily available online and distribute it through New Resident Packs.	G Woodman	100%	Full review undertaken and continuous minor changes done on-line.

<b>COUNCIL STRATEGY</b>				
<b>1.3.4</b>	<b>Have family orientated activities to encourage families to socialise in the community</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Plan, organise and promote festivals, celebrations and activities in the Shire	Promote local and visitor participation in Australia Day celebrations, Senior Citizen's Week events and Festival of the Miner's Ghost.	J Martin	100%	There has been no Tourism Advisory committee meetings in this quarter.
Plan, organise and promote festivals, celebrations and activities	Manage the successful conduct of the Festival of the Miner's Ghost through the Festival of the Miner's Ghost Organising	J Martin	100%	There has not been a Festival of the Miner's Ghost organising committee meeting in this quarter.

in the Shire	Committee.			
Plan, organise and promote festivals, celebrations and activities in the Shire	Seek grant funding to undertake an International Women's Day activity and work with the Mayor to organise guest speakers and the event.	A Shepherd	0%	NSW Government no longer offers these grants, so no International Womens Day activity was run in 2013. However, a joint project was developed with Inspiration House and the Great Cobar Heritage Centre to develop an 'Inspirational Women of Cobar' project. Grant funding was successfully sought and initial workshops have been undertaken to gather stories and photos. This project will continue into the first half of 2013/2014.

## 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**

DP Action	Action	Responsibility	Progress	Comment
Provision of information on grant availability and assistance in accessing grants to community	Distribute information on available grants to community organisations through the Community Services	A Shepherd	100%	Regular grant opportunities provided to all community groups. Information provided via the Community Services Database. Assistance to put grants together offered and taken up.

groups	Database.			
Facilitate capacity building of community groups	Seek grant funding to run workshops to build capacity of community organisations to improve governance.	A Shepherd	10%	Sought assistance from Outback Arts to provide workshops in Cobar on grant writing or community group website development. No funding available at this stage.

COUNCIL STRATEGY				
1.4.2	Business supports local events, organisations and activities			
DP Action	Action	Responsibility	Progress	Comment
Council promotes local events	Advertise and promote.	J Martin	100%	Council's MTPR continues to pursue opportunities to promote Cobar Shire by working with organisations such as the Kidman Way Promotional Committee, other towns and shires in Outback NSW and Inland NSW Tourism.

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			
DP Action	Action	Responsibility	Progress	Comment

Work with local business and government agencies to identify where changes can be made or initiatives developed to reduce the negative impacts	Liaise with local business and government changes to help identify and initiate changes to reduce the negative impacts.	A Shepherd	35%	Discussions initiated through the Cobar Business Association on the types of mining rosters, FIFO and DIDO and their impacts on the community and business. Agreed not to progress at this stage. This was also the primary issue raised at the Community meeting for the RDA Orana regional plan update. This will be a topic of the Economic Study, if funding is secured.
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COUNCIL STRATEGY				
1.4.4	Support Aboriginal people and organisations to increase the broader community's awareness ad recognition of local Aboriginal cultural identity in Cobar and to assist in meeting the targets set out under the current government policy of 'Closing the Gap'.			
DP Action	Action	Responsibility	Progress	Comment
Undertake activities to increase awareness of aboriginal culture in the Cobar Shire	Liaison with aboriginal stakeholders to determine and undertake appropriate activities that increase awareness of aboriginal culture.	G Woodman	100%	Attendance at appropriate stakeholder meetings.
Improved coordination of the activities and planning of Council, Cobar Community Working Party, Cobar and Murrin Bridge Local Aboriginal Lands Councils and Mount Grenfell Board	Liaison Group established at officer level to improve the coordination of activities and planning.	G Woodman	100%	Initial liaison being undertaken by General Manager and Special Projects Officer.

COUNCIL STRATEGY	
1.4.5	Support arts and cultural organisations, activities and facilities

DP Action	Action	Responsibility	Progress	Comment
Support Outback Arts and cultural activities in the Shire	Provide annual funding to the Regional Arts Development Officer.	G Woodman	100%	Funding provided for Regional Arts Development Officer.
Facilitation of cultural workshops and activities	Arrange and update exhibitions and displays annually at the Great Cobar Heritage Centre and promote exhibitions.	J Martin	100%	The Endeavor Mine updated and new information exhibition was installed in the Great Cobar Heritage Centre and officially opened by the Mine Manager, Mr Denver D'Angelo on the 9th May 2013. The new Endeavor Mine display is a great addition to the heritage centre. Another great addition to the Great Cobar Heritage Centre was the donation of a 1926 Pontiac Car that was used on a number of local stations in the 1930s and 1940s by the Riches family. The Pontiac was stored by the Riches family for the last 70 years and when deciding what they should do with the old car, one of the family approached the Great Cobar Heritage Centre Curator who immediately recognised the value of such a great artefact and addition to the Heritage Centre collection. John Collins has had his history book on the life and times of Arthur (Pop) Burgess printed and released and is now on sale at the Great Cobar Heritage Centre.
Facilitation of cultural workshops and activities	Receive objects at the Great Cobar Heritage Centre are relevant to Cobar's history.	J Martin	100%	The Great Cobar Heritage Centre has a Cobar Shire Council adopted collection policy which is managed and strictly adhered to by the Museum Curator.
Investigation into the need for additional cultural facilities in the Shire	Identify possible grant funding sources to fund the development of a Cultural Plan for the Shire and undertake consultation with the community to identify the priority projects in developing an appropriate Cultural Plan.	A Shepherd	5%	No further progress made. No grant funds available to undertake a Cultural Plan.

**COMMUNITY OUTCOME****1.5 A healthy and active community****COUNCIL STRATEGY****1.5.1 Provide appropriate health care options and services both within the Shire and the region**

DP Action	Action	Responsibility	Progress	Comment
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.	G Woodman	100%	General Manager a member of the Cobar Health Council. Council involvement continues with the Cobar Hospital Services and Facilities Upgrade Committee.
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	Monitoring of levels of aged care provided at the Lilliane Brady Village.	G Woodman	100%	Current utilisation levels to approximately 100%. EOI investigation revealed no interest. Contact commenced with Commonwealth and State Governments for help with funding in some way. An appropriate request has been made to the Western Local Health District to undertake an investigation into the feasibility of a Multi-Purpose Health Service (MPHS) being created in Cobar that incorporates the Cobar District Hospital and Lilliane Brady Village.



**COUNCIL STRATEGY****1.5.2 Support for the Cobar Primary Health Care Centre model to ensure that it remains viable**

DP Action	Action	Responsibility	Progress	Comment
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 Interagency to help identify and improve the level of allied health care services provided locally.	G Woodman	100%	Council Officers continue to monitor any gaps in community service provision to Cobar Shire.
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	Coordination of financial support for the CPHCC.	G Woodman	100%	Completed.

**COUNCIL STRATEGY****1.5.3 Increase the use of Council owned and other sporting and recreational facilities across the community**

DP Action	Action	Responsibility	Progress	Comment
Increase the use of the Cobar Youth and Fitness Centre	Develop, implement and review Marketing and Action Plan for the Cobar Youth and Fitness Centre with the focus on new user groups.	D Parisi	25%	Draft has been submitted to Director of Corporate and Community Services and will be progressed in 2013-2014.

Increase the use of the Cobar Youth and Fitness Centre	Advertise in local newspapers all sporting competitions run by the Centre.	D Parisi	100%	All sporting competitions were finalised this quarter. Advertising for Squalleyball, Mixed Netball and Soccer competitions will commence next quarter.
Increase the use of the Cobar Youth and Fitness Centre	Monthly markets held at Centre on a weekend.	D Parisi	0%	No markets have been held due to Markets in the Park being organised by a community group.
Contract management of the Cobar Memorial Swimming Pool	Maintenance carried out in accordance with the Asset Management Plan.	T Wark	75%	Council has carried out all maintenance at the Cobar Memorial Swimming Pool in accordance with the recreation Asset Management Plan. All major works required are planned to be undertaken during the off season
Contract management of the Cobar Memorial Swimming Pool	Supervise the correct operation and maintenance of all pool infrastructure along with promoting the facility also facilitate the learn to swim campaign.	T Wark	100%	Council has met all requirements of its EPA licences.
Contract management of the Cobar Memorial Swimming Pool	Supervision of pool operations ensuring safety and convenience for all patrons is paramount, financial management and customer service.	T Wark	100%	The pool operations were well supervised. This saw safety and convenience levels at a high level. There were minimal injuries or incidents reported. Council had no real criticism of pool operations and the pool was not closed as a result of NSW Health sampling.
Maintain the skate park to a high standard	Facilitate the Skate Park Facility Steering Committee.	T Wark	100%	The Skate Park Steering Committee has been facilitated and funding has been received for a new Skate Park.
Maintain all Council parks and reserves, including plants, trees and public facilities	Provision of a regular gardening and turf maintenance service.	T Wark	100%	Council has maintained a regular garden and turf maintenance service on all required areas within the Shire. This has seen all designated garden beds kept tidy and asthetically pleasing for the community to enjoy.
Maintain all Council parks and reserves, including plants, trees	Respond to complaints of inappropriate behaviour in parks & reserves and undertake	T Wark	100%	Council has quickly been responding to complaints of inappropriate behaviour in parks and reserves with

and public facilities	appropriate action.			appropriate action being taken. This has seen the amount of complaints dramatically reduce to zero in this quarter.
Maintain all Council parks and reserves, including plants, trees and public facilities	Inspect and rectify defects of physical assets such as playgrounds and park furniture.	T Wark	100%	All inspection and rectification works on physical assets like playgrounds and park furniture is being routinely completed. These assets are visually inspected three times a week with works diagnosed completed as soon as possible with a prioritised and budget aware approach. If there could be any possible public liability action against Council as a result of injury on or near one of these assets the incidents were completely investigated and relevant findings were correctly recorded.
Maintain all Council parks and reserves, including plants, trees and public facilities	Appropriate signage erected to indicate prohibited activities in parks and reserves.	T Wark	100%	Council has formulated and adopted a Signage as Remote Supervision Policy. Council responds to complaints of inappropriate behaviour 24 hours a day with appropriate courses of action taken.
Maintain all Council parks and reserves, including plants, trees and public facilities	Tree pruning and husbandry of trees.	T Wark	100%	All Council trees are maintained in a safe and healthy condition. Inspections of trees are completed daily and complaints are investigated promptly with required action taken and recorded. Trees are only removed if it is the last and only option.
Maintain all Council parks and reserves, including plants, trees and public facilities	Inspect and rectify defects of physical assets such as irrigation systems.	T Wark	100%	All Council irrigation systems are maintained to ensure that they operate efficiently and effectively. There are minimal breakdowns as a result.
Maintain all Council parks and reserves, including plants, trees and public facilities	Carry out regular patrols of parks & reserves.	T Wark	100%	Regular patrols undertaken.
Maintain all Council parks and reserves, including plants, trees	Maintenance of sporting ground and	T Wark	100%	All maintenance works on sporting grounds and associated facilities have been completed. This has

and public facilities	associated facilities.			seen these facilities always presented in a very good condition for sporting events.
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<b>COUNCIL STRATEGY</b>				
<b>1.5.4 Provide adequate infrastructure to care for older residents locally</b>				
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Provide appropriate services for residents at the Lilliane Brady Village	Develop budget to ensure adequate resources to appropriate services maintained with funding levels received from Commonwealth Dept Health and resident fees.	S Huon	100%	2012 -2013 budget developed. For Quarter 4 - 90% of total budget expended & 102% of total income received. Occupancy rate for Quarter 4 was 99.4% for Hostel and 99.82%for Nursing Home. Occupancy is currently 100%. Comprehensive assessments and documentation of residents care needs completed as per facility protocol on the 1 new resident entering facility this quarter to enable ACFI claims to be maximised.
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.	S Huon	100%	Audits completed in Quarter 4 include Food Safety Program, infection control, resident accident & incidents, resident post admission survey, medication management, employee accident & incident. Some issues were identified with medication management in relation to document control with appropriate action taken in line with CSC & LBV protocols. There were no major trends for employee accident/incidents with one new workers comp claim- now resolved - for quarter and one ongoing injury on return to work program.
Provide appropriate services for residents at the Lilliane Brady	Maximise capital reserves.	S Huon	100%	There was 1 new admission to the Hostel section - classified as concessional therefore no Bond payable but additional subsidy has been claimed from Dept

Village				Health & Ageing. There was 1 new admission to the Nursing Home who was eligible to pay the maximum daily accommodation charge. One bond to the value of \$121,739.81 was refunded this quarter.
Provide appropriate services for residents at the Lilliane Brady Village	Ensure adequate and appropriately skilled and qualified staffs to ensure all services are delivered in line with facility mission statement and policies	S Huon	100%	Staffing levels have been maintained in line with the master roster. Positions filled this quarter – AIN x3 (casual), Admin Assistant (PPT), cleaner x1 (PPT), cleaner x1 (casual). All new staff have completed the orientation program. One resignation was received - AIN (casual) due to relocation. Positions remain vacant for PPT RN (16hrs/week). 3 staff progressing with Cert 111 in Aged Care funded via grant money.
Provide appropriate services for residents at the Lilliane Brady Village	Maintain health and personal care of all residents according to their needs and maintain resident lifestyle, rights and choices.	S Huon	100%	There was an unannounced check by the Aged Care Standards & Accreditation Agency in both Nursing Home and Hostel on 23rd April. The auditors focussed on Continuous Improvement and Incident Management in the Nursing Home and Continuous Improvement and Resident Satisfaction in the Hostel. Resident care needs continued to be regularly reviewed (monthly for high care residents and 3 monthly for low care residents) as per policy by nursing staff. Resident choice of GPs continue to visit the facility weekly (additionally if requested by nursing staff) to review resident medical management. Allied health services such as dietician, podiatry, counsellor and Australian Hearing have been provided to those residents who required the services.
Provide appropriate services for residents at the Lilliane Brady Village	Ensure financial viability of facility and that it is not a drain on Council resources.	S Huon	100%	Quarter 4 - running under budget with 90% of total budget expended & 102% of total income received resulting in a 12% annual surplus. Budget has been reviewed fortnightly in line with council protocol. All purchases have been approved in line with budget

				constraints. A new Pan Steriliser and Utensil Sanitiser were purchased this quarter at a total cost of \$23,915.
Provide appropriate services for residents at the Lilliane Brady Village	Maintain appropriate physical environment to ensure security, safety of residents, staff and visitors.	S Huon	100%	Upgrade/renovation of 5 bathrooms in Nursing Home section still to be commenced. Quotes not sought as no allocation in current budget. Grant money from RDAF has been allocated by council pending approval from RDAF for next financial year. Wormald have inspected, tested and reported on all installed fire safety equipment throughout the facility. A mock evacuation exercise is still to be conducted. The Emergency Management policy and procedures for the facility is still under review.
Provide appropriate services for residents at the Lilliane Brady Village	Provide a transparent mechanism for concerns and complaints management from all stakeholders.	S Huon	100%	There was 1 complaint received from a staff member that has been followed up and resolved in line with policy & procedures with records filed in complaints register. There were no "compulsory reportable incidents" for the quarter.
Provide appropriate services for residents at the Lilliane Brady Village	Promote community awareness and encourage ongoing resident involvement in community events.	S Huon	100%	Community visitation & involvement in the facility included:- visits and religious services by clergy of all denominations, weekly exercise every Monday run by community volunteers, weekly visits by St Johns school students. The quarterly newsletter for residents, family and friends, was published in April. Outings in the community attended by residents included the Cobar Annual Show in April. The Lilliane Brady Village bus was used for transport to all community activities. In-house activities program, including an onsite Anzac Day Service, was well attended and residents are seen to be enjoying the activities and have input into the program.

**COMMUNITY OUTCOME****1.6 A safe and clean community****COUNCIL STRATEGY****1.6.1 A more visible and engaged police presence**

DP Action	Action	Responsibility	Progress	Comment
Work with police and licensed premises to promote a safe community	Attendance and commitment to the Cobar Police Community Precinct Committee.	G Woodman	100%	Full attendance and commitment to precinct committee meetings and liaison with police. Crime Prevention CCTV system grant submitted for a 45 camera system operating in the CBD, Drummond Park, Ward Oval, Fort Bourke and other key locations. Community consultation underway regarding the need for such a system, to be completed in early 2013/2014.
Work with police and licensed premises to promote a safe community	Provide secretariat services for the Cobar Liquor Accord.	G Woodman	100%	Full secretariat services provided.

**COUNCIL STRATEGY****1.6.2 Implementation of the Cobar Crime Prevention Plan and Strategy**

DP Action	Action	Responsibility	Progress	Comment
Removal of graffiti and recording of	Supervise and liaise with Urban Supervisor the removal of graffiti and ensure all	T Wark	100%	Council is very proactive in regards to the removal of graffiti and has consistently been eradicating the

DP Action	Action	Responsibility	Progress	Comment
graffiti incidents	evidence is taken and recorded appropriately.			vandalism within a four (4) hour period. The Urban Supervisor ensures that prior to remedial works, all evidence is taken and recorded appropriately.
Implementation of actions outlined in the Cobar Crime Prevention Plan and Strategy	Update the action list for the Crime Prevention Plan.	A Shepherd	100%	The Crime Prevention Plan action list was implemented and actioned.
Lobby for a full-time domestic violence case worker based in Cobar	Approach all agency and grant sources with a robust business case	A Shepherd	100%	Council regularly attends the monthly Cobar Domestic Violence Committee meetings and this group is making progress in finding suitable accommodation options and is investigating how the service may be established in Cobar.

COUNCIL STRATEGY				
1.6.3	Encourage safe and sustainable development			
DP Action	Action	Responsibility	Progress	Comment
Undertake regulatory obligations in relation to building and development	Assess and determine all relevant applications as outlined under Section 68 of the Local Government Act 1993	G Ryman	100%	Applications determined as required under Section 68 of the Local Government Act.
Undertake regulatory obligations in relation to building and development	Development Applications assessed and approved in accordance with statutory standards and requirements and Council Codes.	G Ryman	100%	Development Applications assessed and approved in accordance with standards and requirements.
Undertake regulatory obligations in relation to building and development	Provide registration, approval and inspection for applications to install and operate On-Site Sewage Management Systems.	G Ryman	100%	Applications for installation and operation of On-Site Sewage Management Systems processed.



Undertake regulatory obligations in relation to building and development	Inspect all development when required by approval so as to ensure compliance.	G Ryman	100%	Mandatory critical stage inspections undertaken as requested.
Undertake regulatory obligations in relation to building and development	Process applications for Section 149 Certificates.	G Ryman	100%	Certificates processed as received.
Undertake regulatory obligations in relation to building and development	Complying Development applications assessed and approved in accordance with statutory standards requirements and Council Codes.	G Ryman	100%	Applications generally determined in the statutory time frames.
Undertake regulatory obligations in relation to building and development	Develop an On-site Sewage Management Register for existing systems in priority areas.	G Ryman	50%	Database of properties within priority areas completed. Register complete for new systems and recent approvals relating to existing systems.
Undertake regulatory obligations in relation to building and development	Carry out critical stage and other progress inspections required to ensure completed projects complies.	G Ryman	100%	Mandatory critical stage inspections undertaken as requested.
Undertake regulatory obligations in relation to building and development	Provide approval and inspection services for the installation of sewage and drainage services.	G Ryman	100%	Inspections carried out as required.
Finalise and implement the Cobar LEP and development control plans	Identify required Development Control Plans to support Cobar LEP 2011.	G Ryman	100%	Cobar LEP 2012 complete. Preparation of Development Control Plans not progressing due to limited resources and pending legislative changes. No action required to develop further planning controls for intensive agriculture or rural industry activities. Need for urban controls to be considered under the proposed new planning system for NSW.
Finalise and implement the Cobar LEP and development control plans	Appropriate liaison with the Department of Planning for the completion of Cobar LEP	G Ryman	100%	Completed

	2011.			
Implement and maintain an appropriate register for leases, licences and land	Maintain the Lease, Licence & Land Register.	H Holder	100%	Lease, Licence and Land Register is current. A copy of the Land Register is now on the Council website as per regulations.

<b>COUNCIL STRATEGY</b>				
<b>1.6.4</b>	<b>Provide and maintain safe and serviceable public facilities and infrastructure</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
To provide the community with an aesthetically pleasing and clean urban environment	Manually street sweep to supplement the mechanical operations to ensure a clean and aesthetically pleasing environment in the urban area.	T Wark	100%	Council completes manual street sweeping works daily to supplement the mechanical operations. This has ensured a clean and aesthetically pleasing environment in the urban area.
To provide the community with an aesthetically pleasing and clean urban environment	Regularly clean and maintain amenities building in accordance with frequency of use.	T Wark	100%	Amenities buildings are being cleaned and maintained in accordance with their frequency of use. The level of service the community is receiving is high as staff are being very thorough and diligent with the realisation that the first impression on a tourist is instrumental in whether they stay longer or move on.
To provide the community with an aesthetically pleasing and clean urban environment	Mechanically clean the streets in the urban area to provide suitable environment for the community.	T Wark	100%	The CBD area is mechanically cleaned five days a week.
To provide the community with an aesthetically pleasing and clean urban environment	Review the Street Sweeping Program and implement an improvement action plan.	T Wark	75%	The Street Sweeping program is being reviewed but some positive changes have already been implemented. An improvement action plan will be formulated incorporating the positive changes that have already been implemented in the short term.

To have systems in place for Cobar and village communities to maintain and control their public halls and the Nymagee Old School Community Centre	Development of Cobar Town Hall Cinema Improvement and Operational Action Plan.	G Ryman	30%	No budget allocation for improvements to facility. Expressions of Interest for lease of premises advertised and reported to April 2013 Council meeting. Further information to be provided in Q1 2013/2014. Expression of Interest for works to be undertaken under the Resources for Regions Program submitted. RDAF Rd5 application being submitted in Q1 2013/2014.
To have systems in place for Cobar and village communities to maintain and control their public halls and the Nymagee Old School Community Centre	Supply electricity to the Nymagee Old School Community Centre.	G Ryman	60%	Draft licence agreement is prepared for the management and occupation of village community facilities, waiting for Nymagee Progress Association to finalise.
To have systems in place for Cobar and village communities to maintain and control their public halls and the Nymagee Old School Community Centre	Maintenance and Repair in consultation with the local Management Committee for Nymagee Hall.	G Ryman	100%	Draft licence agreement prepared for the management and occupation of village community facilities. Works completed on kitchen refurbishment project.
To have systems in place for Cobar and village communities to maintain and control their public halls and the Nymagee Old School Community Centre	Maintenance and repair in consultation with the local Management Committee for Euabalong Library and community hall.	G Ryman	55%	Draft licence agreement prepared for the management and occupation of village community facilities. Awaiting consultation with Committee.
To have systems in place for Cobar and village communities to maintain and control their public halls and the Nymagee Old School Community Centre	Maintenance and repair in consultation with the local Management Committee for Mount Hope Hall.	G Ryman	60%	Draft licence agreement prepared for the management and occupation of village community facilities. RDAF Rd5 application being submitted for installation of accessible toilets within hall.
Improve disability access to Council buildings and facilities to improve their accessibility by older people	Install disability access to Council buildings as funding becomes available.	G Ryman	30%	Grant funding approved for installation of accessible unisex toilet facility at Ward Oval as part of Men's Shed expansion. Expression of Interest submitted for

and people with a disability				accessible toilets at the Cobar Youth and Fitness Centre under the Resources for Regions program. RDAF Rd5 application being submitted for Mount Hope accessible toilet facility.
Improve disability access to Council buildings and facilities to improve their accessibility by older people and people with a disability	Consider disability access when purchasing and installing new street furniture and fixtures.	T Wark	100%	Council is currently considering disability access when purchasing and installing new street furniture and fixtures.

<b>COUNCIL STRATEGY</b>				
<b>1.6.5</b>		<b>Provide protection from fire, natural disasters, public health and other threats to the community</b>		
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
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.	I Maidens	100%	Appropriate organisation and resources in place.
Have systems in place to allow a rapid response to a fire emergency within the Rural Fire District	To have a rural community develop an approach to hazard management to minimise the threats of uncontrolled fire.	I Maidens	100%	Hazard reduction activities undertaken.
Have systems in place to allow a rapid response to a fire emergency within the Rural Fire District	Development, reporting and implementation of Rural Fire Service plant and equipment replacement program.	I Maidens	100%	Plant and equipment replacement program completed.
Have systems in place to allow a rapid response to a fire emergency within the Rural Fire District	Have a response system, which will allow a response to an emergency within a reasonable timeframe.	I Maidens	100%	Response and call-out system in place.
Have systems in place to allow a rapid response to a fire emergency	Development, reporting and implementation of Rural Fire Service (RFS) facilities asset	I Maidens	0%	Limited resources available.

within the Rural Fire District	management plan and a minimum five (5) year rolling works program.			
Have contingency plans in place to minimise the damage from threats from natural disasters	Develop Rural Addressing Program.	P Graf	0%	Unavailability of resources has delayed this project.
Have contingency plans in place to minimise the damage from threats from natural disasters	Ensure reasonable strategic planning to establish local disaster management plans which consider the risks to local communities and have in place relevant disaster management plans.	P Graf	50%	DISPLAN to be reviewed to comply with new legislation and renamed EMPLAN
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.	P Graf	100%	LEMC is in place and meets quarterly. Council provides full secretariat support.
Preserve and enhance public health by regulating and inspecting all relevant premises	Appropriate Public Health Education Campaign conducted.	P O'Brien	0%	Limited resources available.
Preserve and enhance public health by regulating and inspecting all relevant premises	Prepare and provide appropriate reports and information for administration and budget.	P O'Brien	0%	Limited resources available
Preserve and enhance public health by regulating and inspecting all relevant premises	Investigation of reportable diseases and sundry public health incidents.	P O'Brien	100%	No reportable disease incidents.
Preserve and enhance public health by regulating and inspecting all relevant premises	All food shops and licensed premises inspected.	P O'Brien	100%	Contractors engaged to inspect and report on food shops. Obligations under the partnership with the Food Authority satisfied.
Preserve and enhance public health by regulating and inspecting all	Public swimming pools inspected and water	P O'Brien	0%	Limited resources available.

relevant premises	samples taken.			
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# Key Activity: Economy

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

COUNCIL STRATEGY				
2.1.1	Provision of business services locally			
DP Action	Action	Responsibility	Progress	Comment
Facilitate business development in the Shire	Facilitate business opportunities within Cobar and promote the region.	G Woodman	100%	Economic Development strategy adopted by Council. Continuous liaison with prospective businesses. Support provided to Cobar Enterprise Facilitation Committee, executive membership of Committee and liaison with industry bodies for funding.

COUNCIL STRATEGY	
2.1.2	Skills attraction initiatives

DP Action	Action	Responsibility	Progress	Comment
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DP Action	Action	Responsibility	Progress	Comment
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.	A Shepherd	100%	Have liaised with RDA - Orana as required regarding their Skilled Migration Officer visiting Cobar, Country Week, the update of their regional plan and general economic development issues. Worked with Trade and Investment staff on Resources for Regions submissions, continue to seek funding for an economic study of the Shire and some business courses/workshop funding.

COUNCIL STRATEGY				
<b>2.1.3</b>	<b>Develop and implement an Economic Development Strategy</b>			
DP Action	Action	Responsibility	Progress	Comment
Prepare an Economic Development Strategy for Cobar.	Prepare a draft strategy for Council.	A Shepherd	100%	Completed
Implement the action plan outlined in the Economic Development Strategy	Report on the implementation of the Economic Development Strategy	A Shepherd	100%	Implementation of the Economic Development Strategy continuing. Continued to seek funding to undertake an Economic Study of the Shire to get a better understanding of industry, investment and associated statistics.
Promote economic development within Cobar Shire	Work with neighbouring Councils to promote economic development across the region.	A Shepherd	100%	Provided advice to the Economic Development Officers (a group that sits under OROC) and RDA Orana and also provided information on activities being undertaken in Cobar and on potential regional activities.



COUNCIL STRATEGY				
2.1.4	Encourage people to shop locally			
DP Action	Action	Responsibility	Progress	Comment
Administer the Cobar Quids program	Monitor, dispense and reconcile Cobar Quids on a daily basis.	J Brown	100%	Quids have been reconciled daily.
Be an active member of the Cobar Business Association	Undertake the secretarial role for the Association.	A Shepherd	100%	Secretariat role fulfilled for the Cobar Business Association. April, May and June newsletters produced and emailed to all members. Three meetings attended and minutes taken, actions progressed and minutes distributed. Computer security workshop held. Proposals submitted to NSW Govt seeking funding for Shop Locally First campaign and workshops on Social Media for Business, Shop Presentation and Customer Loyalty Programs were unsuccessful. Finding grant funds to undertake such projects is currently extremely difficult with an apparent drying up of government funding at both the state and federal level.
Be an active member of the Cobar Business Association	Strive to bring affordable, quality training and workshop opportunities to Cobar business operators through the activities of the Association.	A Shepherd	100%	A computer security workshop was held in April. Proposals for further workshops have been developed and grant funding sought, however until funds can be accessed to run training courses, they have been put on hold.
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.	A Shepherd	100%	Council assisted in the preparation for the 2013 Great Cobar Business Awards in terms of initial planning and distributing nomination forms.

COUNCIL STRATEGY				
2.1.5	Diversify the business base of the Shire and strengthen local businesses			
DP Action	Action	Responsibility	Progress	Comment
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.	A Shepherd	100%	Council continues to support the CEF Board, working with the CEF Facilitator and seeking grant opportunities for the project. The CEF project has to date supported over 127 local businesses and potential business people. A revival of activity and motivation for the project started in June and will continue in early 2013/2014 as stakeholders determine the future of the project.
Investigate the availability of industrial land in Cobar and investigate options for the development of a new industrial estate in Cobar	Investigate suitable locations and zoning issues.	G Ryman	0%	Limited resources available.
Investigate the availability of industrial land in Cobar and investigate options for the development of a new industrial estate in Cobar	Undertake assessment of need for industrial land.	G Ryman	0%	Limited resources available. No identified demand for creation of additional industrial blocks during reporting period. Preparation of Cobar LEP 2012 identified a sufficient supply of undeveloped industrial zoned land within the town of Cobar.

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

DP Action	Action	Responsibility	Progress	Comment
Undertake regulatory requirements in regards to the mining industry	Assess and process Part 4 Development Applications.	G Ryman	100%	Applications generally determined in the statutory time frames.
Facilitate provision of additional funding to improve the road network	Submit applications for road improvements for appropriate funding providers.	P Graf	100%	EOI Applications have been submitted for various projects through the Resources for Regions program. Awaiting response.

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			
DP Action	Action	Responsibility	Progress	Comment
Develop and implement the Tourism Attraction and Development Strategy	Development of an appropriate Tourism Management Plan through consultation with the Tourism Advisory Committee, Business and the Community.	J Martin	25%	The Tourism Management plan is still a draft document.

COUNCIL STRATEGY				
2.2.2	Develop a diverse range of interesting annual events and promote the activities that are on and the cultural experiences that are available in Cobar to locals and tourists			
DP Action	Action	Responsibility	Progress	Comment

Market Cobar as an attractive tourist destination	Participate in tourism based organisations, eg Kidman Way Promotional Committee, Outback NSW Tourism and Tourism NSW.	J Martin	100%	<p>Cobar Shire Council is the secretariat of The Kidman Way Promotional Committee for 2013/2014. Councillor Yench is the Chairperson. The Committee participated in the NSW Caravan, Camping and Holiday Expo in Sydney at Rose Hill Race Course in April 2013. 76,000 people attended the expo.</p> <p>In June 2013 the Committee participated in the QLD Caravan, Camping and Holiday Expo which was held at the Brisbane Show Grounds. 58,000 people attended the expo which was 20,000 people down on attendance from the 2012 expo. Cobar Shire Council's MTPR assisted at both expos. Outback NSW Tourism has been included in a new regional organisation, Inland NSW Tourism. This new organisation is still finding it's way and is not providing any promotional activity for Outback NSW.</p>
Market Cobar as an attractive tourist destination	Provide a high quality "Information Centre" at the Great Cobar Outback Heritage Centre.	J Martin	100%	<p>The Visitor Information Centre which is located in the Great Cobar Heritage Centre is a grade one accredited centre. Visitors who attend the visitor information centre are greeted by very professional staff who provide general information on Cobar, why Cobar is here, why Cobar is still here, where to stay, where to eat. This information is provided in the Kidman Way brochure. What to see and do in Cobar and the surrounding district is explained in the local printed mudmap. In this quarter there was 1,650 visitors who paid to visit the museum and 6,900 visitors who were just seeking local information.</p>
Market Cobar as an attractive tourist destination	Meetings with tour and coach operators.	J Martin	100%	<p>There were six coach groups visit the Great Cobar Heritage Centre in this Quarter.</p> <p>Council's MTPR has just purchased a data base which contains 200 addresses for coach operators in</p>

				Australia. A Cobar information pack will be sent to them all over the next few months.
Market Cobar as an attractive tourist destination	Regular media releases and exposure through national, state, regional and local radio, television and print media.	J Martin	100%	The MTPR sent media releases to all local newspapers, radio stations and television stations when the Endeavor Mine display was commissioned and when the pontiac car arrived at the Heritage Centre. In May 2013 the MTPR hosted Mr Don Fuchs, a journalist writing a story on Outback NSW for the RACV magazine.
Market Cobar as an attractive tourist destination	Attend consumer shows, travel and holiday expos in the identified target market areas of Australia and disseminate information on Cobar's heritage, natural features, cultural events and tourist attractions and facilities.	J Martin	100%	The MTPR working as a member of the Kidman Way Promotional Committee participated in the NSW Caravan, Camping and Holiday Expo which was attended by 76,000 people and the QLD Caravan, Camping and Holiday Expo which was attended by 56,000 people.
Market Cobar as an attractive tourist destination	Direct mailing campaigns.	J Martin	100%	Council's MTPR authorised 500 Cobar information packs to be mailed out in this quarter.
Market Cobar as an attractive tourist destination	Provide education packages to schools and universities.	J Martin	100%	The Curator at the Great Cobar Heritage Centre has a number of different education packages which are aimed at different age groups.
Work with local organisations to build on current activities	Assist sporting clubs promote major events.	J Martin	100%	Council's MTPR works with all clubs and groups to promote their activities and events within Cobar Shire and the wider region. In this quarter the very successful Cliffhanger 4x4 event and Cobar Gun Club three day Golden Clay event were held.
Develop and implement new ideas to bring people to Cobar	Actively pursue tourism development and marketing opportunities and assist existing and potential "tourist" businesses.	J Martin	100%	Council's MTPR has facilitated two meetings with the Kidman Way member councils to discuss future promotional activities. The Manager of Tourism and Public Relations attended an Inland NSW Tourism workshop in Dubbo re a new tourism promotional

				grant opportunity available from Destination NSW. The grant is a \$ for \$ program and the lowest entry application is \$50,000 which makes it out of reach for small councils. The MTPR attended an Inland NSW Tourism workshop in Bourke which was designed to create a destination marketing plan for Bourke, Cobar, Nyngan and Brewarrina. This plan will be advanced at another workshop in late July.
Develop and implement new ideas to bring people to Cobar	Prepare bids to host relevant conferences.	J Martin	100%	There were no bids for meetings and conferences in this quarter.
Develop and implement new ideas to bring people to Cobar	Advertise the advantages of the area in conjunction with private sector operators.	J Martin	100%	The MTPR provides opportunities for tourism operators to advertise their businesses in a number of media forms. Tourism operators are encouraged to attend Tourism Advisory Committee Meetings.

## COUNCIL STRATEGY

### 2.2.3 Diversify tourism activities and increase the utilisation of current attractions

DP Action	Action	Responsibility	Progress	Comment
Identify, encourage and assist the development of existing and new tourist attractions and facilities	Provide major maintenance and repair to assets, buildings, water mains, sewer mains, roads in accordance with an adopted Asset Management Plan.	G Ryman	15%	No budget allocation for major maintenance/refurbishment works on Council's building assets (other than housing). An Expression of Interest has been submitted to undertake refurbishment of the Cobar Youth and Fitness Centre and to undertake works at the Town Hall Cinema under Resources for Regions. RDAF Rd5 funding application being made to upgrade other community

DP Action	Action	Responsibility	Progress	Comment
				facilities.
Identify, encourage and assist the development of existing and new tourist attractions and facilities	Regular review of lease agreement and performance with Caravan Park manager.	G Ryman	100%	Reviews undertaken as required by contract.
Identify, encourage and assist the development of existing and new tourist attractions and facilities	Cobar Caravan Park - provide appropriate financial advice and reports.	G Ryman	100%	Quarterly review of income and expenditure undertaken.
Work with existing operators and businesses to promote the benefits of tourism and expand the tourism business	Encourage businesses to be receptive to tourist activity and promote Cobar as a "friendly" Shire.	J Martin	100%	Business owners and operators are encouraged to attend Tourism Advisory Committee meetings. The staff at the Caravan Park, Motels, Food and Beverage Shops and the Great Cobar Heritage Centre report that most visitors provide complementary comments about their visit to Cobar.
Work with existing operators and businesses to promote the benefits of tourism and expand the tourism business	Promote attendance and participation in the Tourism Advisory Committee.	J Martin	100%	The Tourism Advisory Committee is a sub committee of Council. The committee chairperson is Mr John Dineen, Cobar Caravan Park. The committee's role is to organise and promote tourism in Cobar Shire, facilitate the development of the Australia Day events program and the Festival of the Miner's Ghost events program. The meetings are advertised as "public meetings" to encourage as many people as possible from the community to become involved.
Install and maintain tourism signage	Entry to shire, entry to town and tourism signs are installed and maintained.	J Martin	25%	There are a number of town entry signs that require upgrading due to their dilapidating condition. The Heritage Centre sign on the eastern approach to Cobar requires painting. Quote - \$2,000 The welcome to Cobar sign on the Bourke Road requires painting. Quote - \$1,500

DP Action	Action	Responsibility	Progress	Comment
				The welcome to Cobar sign on the Louth Road requires painting. Quote - \$1,900

COUNCIL STRATEGY				
2.2.4	Increase the range and degree of accommodation in the Shire			
DP Action	Action	Responsibility	Progress	Comment
Assist to identify potential new sites and facilitate the development of accommodation providers	Provide statutory planning advice to Councillors, developers, staff and the public.	G Ryman	100%	Advice provided on request.
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.	G Ryman	25%	Land identified for future residential development. Demand for additional residential lots and funding sources for development not established. Availability of the land is being promoted on Council's website to private developers.

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



DP Action	Action	Responsibility	Progress	Comment
Actively seek out business opportunities to enhance the operations at Cobar Airport	Conduct feasibility study into the need for Light Industrial Land.	K Page	50%	No further progression.
Actively seek out business opportunities to enhance the operations at Cobar Airport	Undertake advertising in Airport related journals seeking interested parties to establish business enterprises.	K Page	75%	Advertising as required. No further progress on Expressions of Interest received.
Actively seek out business opportunities to enhance the operations at Cobar Airport	Conduct feasibility study into the need for a Residential Park.	K Page	10%	Preliminary work has commenced with the draft completion of an overall plan of future development prepared. An inspection of the Residential Airpark at Narromine has demonstrated what can be achieved should a market be available. The next step in the process is to develop a preliminary design to ascertain the feasibility of such a project. Due to the impact of the economy generally no further action has been taken during Q4.

## Key Activity: Governance

COMMUNITY OUTCOME	
3.1	A well funded Council that is well managed and well governed

COUNCIL STRATEGY				
3.1.1	Increase Council's income stream			
DP Action	Action	Responsibility	Progress	Comment
Apply for a Special Rate Variation to improve the sustainability of Council's assets and services	Prepare business case and lodge with DLG.	A Shepherd	100%	Application for a one-off 25% rate rise was successful and has been applied to rates in 2013/2014.
Reassess all rates, fees and charges	Sound revenue management plan in place including rate recovery, debt recovery, economic development/business opportunities and grant funding initiatives.	G Woodman	100%	Appropriate plans instigated for rate recovery and debt recovery. Grant opportunities communicated to appropriate staff and community groups. Grants sought when appropriate. High level economic development/business opportunities commenced. Hardship Assistance Policy adopted. Successful sale of Land for unpaid rates undertaken in Q4.
Undertake private works	Undertaken private works for property owners, contractors and RMS.	P Graf	100%	Private works undertaken as requested.
Increase grant funding received	Alert community groups to grant	G Woodman	100%	All grant opportunities communicated to relevant staff

	opportunities and assist the community to apply for grants.			and to all listed groups in the Community Services Directory. Staff also disseminated information to relevant groups as required.
Increase grant funding received	Apply for grants to assist Council to undertake activities outlined in the Management Plan.	G Woodman	100%	Grants regularly applied for and reported to Council in monthly grants report.
Regular monitoring and reporting of expenditure	Major elements of the Budget/Management Plan or Delivery Plan/Operational Plan are achieved.	G Woodman	90%	Some Operational Plan elements are being slightly delayed by reduced resources and vacant senior positions.
Regular monitoring and reporting of expenditure	Appropriate process in place to report to and consult Council on significant proposed variations of the Budget/Management Plan or Delivery Plan/Operational Plan.	G Woodman	100%	Appropriate reporting mechanisms put in place for Council to be advised of major changes in income or expenditure budgets.
Undertake rating functions of Council	Recovery of outstanding rates.	J Brown	100%	A sale of land for unpaid rates was conducted in May. These properties settled in June. Debt recovery action has been ongoing.
Undertake rating functions of Council	Process Pension Rebate Claims.	J Brown	100%	Pensioner rebate claims have been completed for 2012/2013.
Undertake rating functions of Council	Levy and issue rates.	J Brown	100%	Rates Levied.
Effectively manage Council investments	Optimum investment of Council's surplus funds.	J Brown	100%	Council's funds have been invested in accordance with Sec. 625 of the Local Government Act 1993, Clause 212 of Local Government (General) Regulation 2005 and Council's Investment Policy. For the quarter ended 30 June 2013, Council's investments had earned \$35,780 interest from two approved banking institutions. A monthly investment report including investment details and balances as at month end and income earned for the month is included in Council's monthly

				Business Paper.
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<b>COUNCIL STRATEGY</b>				
<b>3.1.2 Implement a modern Section 94 Plan and Section 64 Plan to fund future infrastructure through developer contributions</b>				
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Develop a Section 94 Plan	Renew Developer Contributions Plan & Community Enhancement Program.	G Ryman	100%	Completed.
Develop a Section 64 Plan	Prepare a Section 64 Plan.	P Graf	100%	Section 64 Plan was adopted at the March 2013 Council Meeting.

<b>COUNCIL STRATEGY</b>				
<b>3.1.3 Investigate how to reduce the cost of Council's community facilities through partnerships with other organisations</b>				
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Investigate partnership options, and enact if advantageous for the Cobar Youth and Fitness Centre	Seek and initiate discussions with potential appropriate partners.	K Miller	0%	No contracts yet.
Investigate partnership options, and enact if advantageous for the Lilliane Brady Village	Undertake a Business & Management Review to determine most suitable way to manage & operate the facility.	K Miller	100%	Council reviewed all community facilities at workshops.
Investigate partnership options, and enact if advantageous for the Lilliane Brady Village	Development and implementation of an appropriate Marketing Plan.	K Miller	50%	No target options in view currently.

<b>COUNCIL STRATEGY</b>				
<b>3.1.4</b>	<b>Minimise risk for Council and the community</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Develop and implement a risk management strategy suitable for Council operations	Staff report hazards and risks to their immediate supervisor as soon as possible.	G Woodman	100%	Staff continuing to be educated to ensure hazards and risks are reported.
Develop and implement a risk management strategy suitable for Council operations	Review Insurance Levels annually.	K Miller	100%	Completed and policies set.
Develop and implement a risk management strategy suitable for Council operations	Create an Event Management Plan that will identify any risk or hazard to Council whilst planning any activities or events.	J Martin	50%	Council's MTPR, with the assistance of the local government risk manager and council's HR officer, is preparing a draft event risk management document.
Develop and implement a risk management strategy suitable for Council operations	Develop and implement a Corporate Risk Management Strategy.	K Walsh	50%	Climate Change risk assessment completed.
Develop and implement a risk management strategy suitable for Council operations	Develop WHS Manual	G Woodman	25%	Further liaison required with consultant undertaking WHS Manual. Project being delayed due to unavailability of relevant senior staff.
Develop and implement a risk management strategy suitable for Council operations	Management obligations.	K Walsh	50%	Preliminary work done. Manex members are familiar with their obligations. State Records Act obligations explained during inductions and ongoing advice provided.
Develop and implement a risk management strategy suitable for Council operations	Co-ordinate the development of Council's Business Continuity Plan and Disaster Recovery Plan.	K Walsh	0%	Not commenced due to lack of resources and expertise.

Develop and implement a risk management strategy suitable for Council operations	Manex will direct the attention and the resources of the organisation towards managing significant risks and hazards.	G Woodman	40%	Asset Risk Management Plan developed. Risk Management Strategy being developed in conjunction with City of Canterbury.
Develop and implement a risk management strategy suitable for Council operations	Develop and implement Gathering Information procedures.	K Walsh	25%	No progress in Q4 due to lack of resources.
Develop and implement suitable internal audit processes for Council operations	Carry out 'In House' Internal Audits.	K Miller	100%	Rely on internal auditors.
WHS obligations are met and safe work practices are promoted and undertaken	WHS reviews regularly conducted and recommendations acted upon.	G Woodman	70%	WHS review list being utilised.
WHS obligations are met and safe work practices are promoted and undertaken	Provide support to Council's WHS Committee.	K Walsh	100%	Minutes and agenda prepared and issued within required timeframe for meetings held 8 April and 17 June.
WHS obligations are met and safe work practices are promoted and undertaken	Coordinate injury management and return to work programs for injured workers.	K Walsh	100%	Three WorkCover accredited Return to Work Coordinators on staff handle all Council's injury management. Rehab Providers engaged as required. Return To Work Plans developed within required timeframes.
WHS obligations are met and safe work practices are promoted and undertaken	Consult with WHS Committee to take a proactive stance in promoting a healthy and safe work environment.	G Woodman	40%	WHS Committee meetings attended, liaison with WHS manual project team and consultant.
WHS obligations are met and safe work practices are promoted and undertaken	Workplace Inspections.	G Woodman	85%	Inspection program arranged, and commenced.
WHS obligations are met and safe work practices are promoted and	Coordinate Council's Continuous	K Walsh	100%	Deadlines for annual audits met. Risk Management Continuous Improvement Plan developed and adopted

undertaken	Improvement Program assessment			by Manex.
WHS obligations are met and safe work practices are promoted and undertaken	WHS Policy Development and Maintenance.	G Woodman	25%	Draft WHS manual developed but further liaison required with consultant by project team.
WHS obligations are met and safe work practices are promoted and undertaken	Re-development of Councils' WHS Management System in conjunction with WHS Committee and employees.	G Woodman	25%	Draft WHS manual developed with further liaison required with consultant by project team.
WHS obligations are met and safe work practices are promoted and undertaken	Coordinate/arrange safety training programs	K Walsh	100%	Training such as manual handling training, traffic control delivered and inductions undertaken.
Administer Council's accident/injury/public liability claims management competently	Effective control of work flow interfaced with risk reporting.	K Walsh	100%	All claims have been handled satisfactorily with no rejections.
Ensure that documentation and records management provide a framework for easy retrieval and reference	Effective records administration systems and protocols in place	K Miller	100%	Ongoing.
Ensure that documentation and records management provide a framework for easy retrieval and reference	Compliance with Records Management obligations.	K Miller	100%	On balance Cobar Shire Council is compliant.
Reduce workplace accidents and incidents	Ensure WHS Committee is active and proactive.	K Walsh	100%	WHS Committee meetings held 8 April 2013 and 17 June 2013.
Reduce workplace accidents and incidents	Train all workers for their tasks and induct all workers into the workplace or job site.	G Woodman	100%	Full commitment to corporate training presentations by General Manager. Corporate Training Plan developed and being implemented.

Reduce workplace accidents and incidents	Coordinate development and train staff in Safe Work Method Statements (SWMS).	G Woodman	100%	SWMS renewal as required.
Reduce workplace accidents and incidents	Facilitate/coordinate regular WHS audits of the workplace and monitor implementation of audit recommendations.	G Woodman	60%	Audit program developed with some inspections commenced.

<b>COUNCIL STRATEGY</b>				
<b>3.1.5</b>	<b>Strong governance measures in place</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Councillors are well trained and informed on their roles and responsibilities	Training provided to Councillors.	G Woodman	100%	All Councillors are provided information packages and in-house training where available and training sourced through LGSA and DLG for available/interested Councillors.
Strategic policy setting undertaken by the elected representatives	Necessary advice and policy recommendations provided to Council in relation.	G Woodman	100%	Initial review of Policy Register undertaken and development of a list of new policies arranged for DLG Better Practice Review. Staff continue to work through the policy development list.
Strategic policy setting undertaken by the elected representatives	Mayor and Councillor requests are met within Council policy.	G Woodman	100%	Councillor and Mayor requests appropriately communicated to relevant Council officers for action and monitoring system in place.
Strategic policy setting undertaken by the elected representatives	Feedback to Councillors on progress with resolutions and Councillor requests.	G Woodman	100%	Monthly status report communicated, updated and monitored.

## **COMMUNITY OUTCOME**



<b>3.2</b>	<b>An engaged community that participates in decision making</b>
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<b>COUNCIL STRATEGY</b>				
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<b>3.2.1</b>	<b>Implementation of Council's Community Engagement Strategy</b>			
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DP Action	Action	Responsibility	Progress	Comment
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.	G Woodman	100%	Positive media liaison on critical matters undertaken with local newspapers and radio stations by the Management Executive.
Engage with the various sectors of the community as required and to a level that adequately addresses the complexity of the issues.	Council's media presence.	G Woodman	100%	Positive media engagement undertaken with local newspapers on critical issues.
Engage with the various sectors of the community as required and to a level that adequately addresses the complexity of the issues.	Appropriate information in relation to Council resolutions and deliberations provided to Directors and relevant staff.	G Woodman	100%	Monthly status report communicated and continuously updated.
Engage with the various sectors of the community as required and to a level that adequately addresses the complexity of the issues.	Appropriate attendance of General Manager at Community groups and external committees, as appropriate.	G Woodman	100%	Attendance of all public meetings concerning critical matters. Attendance of all necessary advisory committee meetings.

<b>COUNCIL STRATEGY</b>				
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<b>3.2.2</b>	<b>Encourage more direct participation and interaction between Council and the community</b>			
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DP Action	Action	Responsibility	Progress	Comment
Provide up-to-date and relevant information to the public on Council's activities	Management oversight provided in relation to all information from appropriate staff to Council and the Community.	G Woodman	100%	Major projects and programs communicated to Management Executive.
Provide up-to-date and relevant information to the public on Council's activities	Prepare a quarterly Council newsletter to go out with the rates notices.	G Woodman	100%	June newsletter produced for inclusion with the rates notices in early July.
Maintain partnerships with community organisations, such as Arts Council, Business Association, Cancer Council, sporting groups etc	Appropriate networking with the local government industry and professional organisations.	G Woodman	100%	Continued membership of the IPWEA and LGEA Boards. Membership of the LGMA working party for staff sharing. Attendance of GMAC and OROC Board meetings. Commitment to the OROC Human Resources and Learning and Development Professional Team as a sponsoring GM.
Increase the participation of youth in community leadership	Provide administration and support to the Cobar Youth Council.	D Parisi	100%	The manager attended 2 Youth Council meetings and provided support for 2 Klub 812 events this quarter.
Increase the participation of youth in community leadership	Maintain contact with similar organisations in other local government areas so as to provide interaction.	D Parisi	50%	Limited access with organisations in other local government areas due to time/travel/budget constraints. Supported Dubbo City Council's bid to hold 2013 Youth Council Forum.

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			
DP Action	Action	Responsibility	Progress	Comment	
Focus on the provision of good customer service by all Council staff	Completion of a Customer Service Policy.	K Miller	100%	Policy adopted.	
Focus on the provision of good customer service by all Council staff	Development, reporting and implementation of a Customer Services Policy & Standard.	K Miller	0%	Not completed yet.	
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.	K Miller	0%	Not commenced. Anecdotal evidence suggests low non delivery.	

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

DP Action	Action	Responsibility	Progress	Comment
Implementation of the Employee Expectation Statement	Staff consultation by a continuing process through Consultative Committee.	K Walsh	100%	No meetings held in Q4.
Implementation of the Employee Expectation Statement	Issues and concerns are able to be brought to the General Manager individually or in small groups in accordance with Council's grievance procedure.	G Woodman	100%	Reasonable open door policy undertaken.
Implementation of the Employee Expectation Statement	Build productivity, maintain industrial harmony and increase employee satisfaction.	K Walsh	100%	A number of grievances lodged by employees were investigated, a number of meetings with the United Services Union's representatives were held and matters were considered by the IRC.

DP Action	Action	Responsibility	Progress	Comment
Implementation of the Employee Expectation Statement	Drive a biennial staff attitude or culture survey.	K Walsh	100%	Programmed for 2013/2014.
Implementation of the Employee Expectation Statement	General Manager demonstrated strong and effective leadership and management behaviours which transcend the organisation and are consistent with the "positive" culture being promoted and actively sought by the Council.	G Woodman	100%	Appropriate leadership management behaviours demonstrated.
Implementation of the Employee Expectation Statement	Provide a strategic focus for workforce issues that is aligned to direction of Council as a whole.	K Walsh	100%	HR Management Plan adopted by Manex.
Implementation of the Employee Expectation Statement	Formal and informal meetings held with staff as required by organisational need.	K Walsh	100%	Formal and informal meetings held with staff as required by organisational need.
Implementation of the Employee Expectation Statement	Employees paid appropriately.	K Walsh	100%	Salary changes approved following annual reviews.
Implementation of the Employee Expectation Statement	Increase the level of personal interaction and information dissemination within Council.	G Woodman	100%	Council meetings information provided to Administration Centre staff monthly.
Implementation of the Employee Expectation Statement	Human Resources Management Strategies, objectives, protocols and outcomes aligned with Council strategic initiatives, objectives and applicable legislation.	K Walsh	50%	HR Management Plan approved by Manex. Biennial survey scheduled for 2013/14.
Implementation of the Employee Expectation Statement	Foster and improve staff confidence, trust and inclusion in decision making	K Walsh	100%	Staff attitude survey scheduled for September 2013. Employee Expectation Statement launched September 2012.
Good recruitment and selection processes that promote the	Provide appropriate accommodation for key	G Ryman	100%	All Council positions that require housing have

DP Action	Action	Responsibility	Progress	Comment
philosophy of 'recruit for attitude, train for skills'	positions.			appropriate housing provided.
Good recruitment and selection processes that promote the philosophy of 'recruit for attitude, train for skills'	Identify and implement initiatives that assist in attracting and retaining Council staff.	K Walsh	50%	Draft attraction, engagement and retention strategy currently under consideration by Manex. Currently focussing on fostering growth of local talent through traineeships, apprenticeships and ongoing training. No reduction in staff turnover.
Good recruitment and selection processes that promote the philosophy of 'recruit for attitude, train for skills'	Develop and review of policies and procedures to ensure best available applicants are chosen to fill vacant positions.	K Walsh	100%	Recruitment Policy complies with Local Government Act 1993.
Good recruitment and selection processes that promote the philosophy of 'recruit for attitude, train for skills'	Attract and retain competent and professional staff equipped with skills and abilities to achieve Council's objectives.	K Walsh	50%	Draft attraction and retention strategy under consideration by Manex.
Good recruitment and selection processes that promote the philosophy of 'recruit for attitude, train for skills'	Maintain an up-to-date Organisation Chart in accordance with Council's organisation structure.	K Walsh	100%	Organisation chart supplied to Manex for discussion monthly.
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.	K Walsh	100%	Draft organisation structure presented to Council in June and deferred by Council to July 2013.
Implement and manage an Employee Assistance Program for Council staff	Implement programmes to promote and encourage employees to develop lifestyle habits that achieve healthy living and work-life balance	K Walsh	100%	Employees have knowledge of health and well being programs such as free access to gymnasium, free skin checks, Council's EAP. Hepatitis B Clinic was conducted during Q4. Flu vaccination supported for aged care facility employees. A number of employees with

DP Action	Action	Responsibility	Progress	Comment
				grievances were referred to Council's EAP Provider.
Implement and manage an Employee Assistance Program for Council staff	Manage Council's Employee Assistance Programme.	K Walsh	100%	New EAP provider engaged and service agreement signed in June.
Training, instruction and performance evaluations are carried out	Support management in driving and supporting change management and employee development.	K Walsh	100%	Council's organisational training plan developed and adopted by Manex. Biennial organisational culture survey scheduled for 2013-14.
Training, instruction and performance evaluations are carried out	Demonstrated commitment to employee safety through HR policies and an in-house training capacity.	K Walsh	100%	WHS Management System currently being developed. Mandatory and statutory training provided in line with budget constraints.
Training, instruction and performance evaluations are carried out	Evaluate all positions by a process that includes senior management.	K Walsh	100%	Positions evaluated as they become vacant. All position evaluations were reviewed Q3 and Q4.
Training, instruction and performance evaluations are carried out	Training needs analysis conducted and a structured training process in place.	K Walsh	100%	Completed in Q3.
Training, instruction and performance evaluations are carried out	Provide staff with a positive and supportive introduction to Cobar Shire Council	K Walsh	100%	Inductions conducted as soon as is reasonably practicable after engagement. Probation period appraisals completed and supported in a timely manner.
Training, instruction and performance evaluations are carried out	Assist managers/supervisors to access tools which empower them to effectively manage staff.	K Walsh	100%	RMS Traffic Control training provided, Corporate Induction for aged care facilities employees conducted, manual handling training provided for Euabalong employees, ongoing Cert III Civil trainer visits to Council, supervisors informed on procedures for handling bullying in the workplace and disciplinary

DP Action	Action	Responsibility	Progress	Comment
				action in accordance with the Awards.
Training, instruction and performance evaluations are carried out	Develop and maintain Organisation Training Plan.	K Walsh	100%	Training provided in accordance with Organisation Training Plan where required.
Training, instruction and performance evaluations are carried out	Work with staff to prepare individual training plans that reflect legislative requirements and personal career paths.	K Walsh	100%	Training as required and where practical delivered in accordance with individual training plans. Unscheduled training arranged as required.
Training, instruction and performance evaluations are carried out	Maintain Council's Salary System and associated employment contracts for senior/contract staff.	K Walsh	100%	Council's Salary System and employment contracts for senior/contract staff maintained.
Training, instruction and performance evaluations are carried out	Educate staff with clear messages about Council's operations, culture and values, vision and strategic direction.	K Walsh	100%	Information provided during inductions and staff training days.
Training, instruction and performance evaluations are carried out	Coordinate annual staff appraisals. Performance Review Processes are in place.	K Walsh	80%	All annual reviews completed. No progress in Q4 with Performance Management System.
Training, instruction and performance evaluations are carried out	Maximise Council's return on human resources investment.	K Walsh	100%	Workforce Plan reviewed and adopted by Council in June 2013.
Maintain and actively use the City of Canterbury relationship	Prepare a Council team to attend the annual Corporate Leadership Cup.	A Shepherd	100%	Completed.
Maintain and actively use the City of Canterbury relationship	Identify opportunities for Council and community partnerships.	A Shepherd	100%	Council continues to progress partnerships in a number of areas, particularly with Peak Gold Mines on a joint skate park project which will be completed in 2013/2014. This partnership made accessing grant funding to undertake the project possible (through an

DP Action	Action	Responsibility	Progress	Comment
				RDAF Rd 3 grant).
Maintain and actively use the City of Canterbury relationship	Prepare for, and undertake staff exchanges.	A Shepherd	100%	No staff exchanges undertaken in Q4.
Staff are provided with up-to-date and relevant tools to undertake their roles	Review Council's corporate induction session content and other compulsory training programs for new employees.	K Walsh	100%	Induction documentation reviewed and confirmed.
Staff are provided with up-to-date and relevant tools to undertake their roles	Develop and review policies relating to HR matters.	K Walsh	95%	HR Policies are reviewed as required.
Staff are provided with up-to-date and relevant tools to undertake their roles	Provide professional advice in relation to People Management.	K Walsh	100%	HR Officer prepared reports for Manex monthly, staff structure charts were updated at least monthly, industrial relations advice and people management advice was provided in a timely manner as requested. A large number of grievances were investigated and reported to General Manager.
Staff are provided with up-to-date and relevant tools to undertake their roles	Provide coaching and encouragement through the probation period and ongoing support.	G Woodman	100%	Coaching and support provided to relevant staff members, management level and above. Support provided to the necessary arrangements for the Corporate Leadership Cup team. Cobar Shire Council team won the 2012 Corporate Leadership Cup. Majority of Corporate Cup team members have taken the opportunity to show their leadership skills by acting in higher positions and taking on more responsibility.
Staff are provided with up-to-date and relevant tools to undertake their roles	Hardware kept in working condition.	K Miller	20%	Hardware is being replaced where appropriate but insufficient resources to do at a satisfactory level.



DP Action	Action	Responsibility	Progress	Comment
Staff are provided with up-to-date and relevant tools to undertake their roles	Efficient and effective day to day operations and work scheduling for the Engineering Department.	P Graf	100%	Progressing satisfactorily.
Staff are provided with up-to-date and relevant tools to undertake their roles	Review plant requirements; undertake asset management and maintenance of plant fleet.	K Page	100%	Plant operations reviewed and are compliant with company policy. Plant is consistently monitored, repaired and serviced to ensure maximum productivity with no major delays in set works programs in Q4.
Staff are provided with up-to-date and relevant tools to undertake their roles	Effective Information Technology and Records administration systems and protocols in place.	K Miller	20%	This is ongoing but is in a high risk position for Cobar Shire Council.
Staff are provided with up-to-date and relevant tools to undertake their roles	Preparation of Computer Support Strategic Plan.	K Miller	25%	Data gathered but strategy to be prepared.
Staff are provided with up-to-date and relevant tools to undertake their roles	Implement action plan for Plant and Equipment Utilisation Review Report.	P Graf	40%	Action plan being implemented within budget. Water pump suitability investigated and operational changes put in place. Training for grader crews identified and a program currently being developed. Electronic tracking equipment installed in major items of plant which resulted in a direct increase of productivity levels.
Staff are provided with up-to-date and relevant tools to undertake their roles	Review and update 15 Year Plant Rolling Replacement Program.	K Page	100%	Plant Replacement Program updated and readopted by Council. The Program is now being implemented.
Staff are provided with up-to-date and relevant tools to undertake their roles	Review of EEO Management Plan.	K Walsh	0%	Not achieved.
Staff are provided with up-to-date and relevant tools to undertake	Computer system support –	K Miller	0%	Not applicable.

DP Action	Action	Responsibility	Progress	Comment
their roles	Training of Users in New Software Products.			

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

DP Action	Action	Responsibility	Progress	Comment
Council updates the Integrated Planning and Reporting framework documents as required	Produce Internal Management Reports.	K Miller	100%	Reports produced as required.
Council updates the Integrated Planning and Reporting framework documents as required	Produce Annual Estimates.	K Miller	100%	Estimates adopted.
Council updates the Integrated Planning and Reporting framework documents as required	Completion of Annual Financial Statements.	K Miller	0%	Not completed yet.
Council updates the Integrated Planning and Reporting framework documents as required	Implementation of Council's Community Engagement Strategy.	A Shepherd	100%	The Community Engagement Strategy continues to be implemented and inform Council's activities.
Council updates the Integrated Planning and Reporting framework documents as required	Develop Asset Management programs for Shire and Regional roads, drainage, signs and traffic facilities.	K Page	100%	Asset Management Plans have been developed and form part of Councils Asset Management Strategy. Rural Road Maintenance Programs have been developed and circulated. Priorities within that program are subject to weather conditions prevailing at the time and can cause significant changes to the

DP Action	Action	Responsibility	Progress	Comment
				planned program at short notice.
Council updates the Integrated Planning and Reporting framework documents as required	Review Asset Management Policy and Strategy.	P Graf	100%	Asset Management Policy and Strategy were adopted by Council in February 2012 with 4 year life.
Council updates the Integrated Planning and Reporting framework documents as required	Compliance with Integrated Planning and Reporting Requirements (IPRR) as outlined by the DLG.	G Woodman	100%	All plans distributed. DLG provided with copies and has undertaken assessment. All Council and Committee reports now referenced to the Annual Operational Plan. Council has readopted amended CSP, Delivery Program and AOP 2013/2014, LTFP, relevant Asset Management Plans and amended Workforce Strategy.
Council updates the Integrated Planning and Reporting framework documents as required	Produce Management Reports for Council.	K Miller	100%	Reports produced as required.
Council updates the Integrated Planning and Reporting framework documents as required	Implement and monitor the Action Plan for Council in the Cobar Shire Social Plan 2011-2016.	A Shepherd	100%	Implementation and monitoring of Action Plan for the Shire's Social Plan progressing. Priority items being actioned as the budget allows. Information used to inform Council activities and plans, such as the Community Enhancement Plan.
Council updates the Integrated Planning and Reporting framework documents as required	Develop and implement annual Works Programmes, for capital and maintenance projects.	P Graf	95%	Maintenance program completed. Capital Works program progressing.
Council updates the Integrated Planning and Reporting framework documents as required	Workforce Management Strategy, as part of Resourcing Strategy, developed and maintained.	K Walsh	100%	Workforce Plan reviewed and adopted by Council in June 2013.
Council updates the Integrated Planning and Reporting framework documents as required	Provision of information to Council on progress.	G Woodman	100%	All Integrated Planning and Reporting documentation distributed within the organisation, to new Councillors and to the DLG. Re-exhibition of plans for new Council

DP Action	Action	Responsibility	Progress	Comment
documents as required				completed and Council has readopted the CSP, Delivery Program, LTFP and relevant Asset Management Plans and the Workforce Strategy.
Council updates the Integrated Planning and Reporting framework documents as required	Implement and monitor the Action Plan for Council in the Cobar Crime Prevention Strategy 2011-2016.	A Shepherd	100%	The Action Plan for the Crime Prevention Strategy was monitored and implemented. An application for 45 CCTV cameras and lighting was submitted to the Australian Government. Public consultation was commenced on the need for a CCTV program in Cobar.
Council updates the Integrated Planning and Reporting framework documents as required	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.	K Miller	100%	Plan completed but now needs updating.
Service level provision planning undertaken as required	Review and amendment of the Corporate Asset Register.	K Miller	50%	Will complete after audit.
Undertake legislative reporting requirements	Development of Best Practice Improvement Action Plan and timetabling.	G Woodman	100%	Best Practice Action Plan developed with timetabling. A further refinement was undertaken in preparation for the DLG Better Practice Review visit and now only medium and long term items to be undertaken.

COUNCIL STRATEGY				
3.3.4 Good procurement processes in place to ensure the most advantageous provision of goods and services to Council				
DP Action	Action	Responsibility	Progress	Comment
Good contract management and procurement practices are employed	Manage Engineering tenders and contracts in accordance with Councils policy.	P Graf	100%	All tenders let conformed to Council policy and Local Government Tendering Guidelines.

Good contract management and procurement practices are employed	Contracts Register updated.	G Woodman	100%	Contracts register continuously updated and made available on Council's website.
Leases and management agreements monitored, implemented and adhered to	Swimming pool, dentist and doctors surgeries, caravan park, and airport agreements monitored and implemented.	H Holder	100%	All leases and management agreements are current, being billed correctly and annual reviews are being undertaken and increases advised.

# Key Activity: Infrastructure

COMMUNITY OUTCOME	
4.1	A clean and reliable water supply

COUNCIL STRATEGY				
4.1.1	Pipe the Albert Priest Channel			
DP Action	Action	Responsibility	Progress	Comment
Facilitate the construction of the Albert Priest Channel Pipeline Augmentation Project	Facilitate the construction of the Albert Priest Channel Pipeline Augmentation Project.	G Woodman	20%	Cobar Water Board and Bogan Shire Council have engaged a consultant to investigate and report on lining of the Albert Priest Channel as an alternative to piping, together with a business case and grant information.

COUNCIL STRATEGY	
4.1.2	Increase Cobar's water allocation

DP Action	Action	Responsibility	Progress	Comment
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DP Action	Action	Responsibility	Progress	Comment
Lobby the NSW Government to have Cobar's town water supply increased	Organise and facilitate a meeting with relevant Government personnel demonstrating the need for town water licence to be increased.	T Wark	100%	Council has had a formal meeting with the NSW Water Commissioner and Council is awaiting a formal response advising of Cobar's request for an increase in the town water allocation.

COUNCIL STRATEGY				
<b>4.1.3</b>	<b>Improved water treatment systems for the provision of potable water to the villages</b>			
DP Action	Action	Responsibility	Progress	Comment
Investigate options to improve the water quality and consistency of water supply in the villages of the Shire	Investigate and prepare report on upgrading non-potable water.	T Wark	75%	These works are ongoing with various options being explored and costed. For example, it is believed the best potable water option at Euabalong and Euabalong West would be a pipeline from Lake Cargelligo.

COUNCIL STRATEGY				
<b>4.1.4</b>	<b>Improved water infrastructure across the Shire</b>			
DP Action	Action	Responsibility	Progress	Comment
Maintenance and repairs of water mains	Review and update Water Supplies Asset Management Plan with 5 year rolling works program.	T Wark	100%	Council has updated and adopted the Water Supplies Asset Management Plan that encompasses an updated 5 year rolling works program.
Maintenance and repairs of water mains	Repairs carried out promptly.	T Wark	100%	All water mains supply repairs are being carried out promptly. The three breaks in Cobar this quarter were completed within four hours.

Maintenance and repairs of water mains	Annual Maintenance schedule prepared.	T Wark	100%	The work diagnosed within the Annual Maintenance Schedule for the water supply system is being completed systematically and within budget.
Water filtration system adequate and well maintained	Staff record meter readings for data entry.	T Wark	100%	Staff record meter readings daily for data entry purposes.
Water filtration system adequate and well maintained	Water tested and treated as required.	T Wark	100%	Water tests are performed daily at the Filtration Plant with jar testing performed as required to ensure the effective treatment of the raw water.
Water filtration system adequate and well maintained	Prepare a Developer Servicing Plan for the Water Supply.	T Wark	100%	Council has adopted the recently formulated Developer Servicing Plan for Water Supply Services. This document has been sent to NSW Office of Water for their approval.
Water bores drilled in the villages where appropriate	Drill water bores at Euabalong.	T Wark	100%	These works have been completed with two bore holes drilled at both Euabalong and Euabalong West. These works resulted in an inadequate water source.

## COMMUNITY OUTCOME

**4.2** Good communications networks with services equal to the metropolitan areas

## COUNCIL STRATEGY

**4.2.1** Improved access to telecommunications, radio, TV and broadband services

DP Action	Action	Responsibility	Progress	Comment
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DP Action	Action	Responsibility	Progress	Comment
Lobby the government for improved communications networks	Maintenance of radio base stations and licences.	P Graf	100%	Base stations and licences maintained.
Lobby the government and business to increase the reliability of energy provision within the Shire	Monitor opportunities for increased reliability and other energies within the shire.	G Woodman	100%	Appropriate liaison with Essential Energy Regional Management Team undertaken.

COMMUNITY OUTCOME	
4.3	Good transport networks that increase the accessibility of Cobarr and markets

COUNCIL STRATEGY				
4.3.1	Seek ways to expand the sealed road network and improve and maintain the unsealed road network			
DP Action	Action	Responsibility	Progress	Comment
Road works undertaken according to priority, weather conditions and availability of resources	Inspections by Council staff on a monthly basis to identify maintenance works and report any urgent works to minimise public liability risk to Council.	K Page	100%	Road inspections are on a continuing basis with priority being assessed against existing programs and changed priorities being given where necessary.
Road works undertaken according to priority, weather conditions and availability of resources	Construction and maintenance works carried out on Regional and Shire Road Network in accordance with approved programs and standards.	K Page	95%	Construction and maintenance works have been continuing on both rural and regional roads. Flood damage works have been completed and some sealing works have been completed.
Road works undertaken according to priority, weather conditions and	Street maintenance and sign maintenance.	K Page	80%	Street maintenance and sign maintenance programmed and undertaken as required according to resource

availability of resources				availability and budget constraints.
Road works undertaken according to priority, weather conditions and availability of resources	Undertake work on State Roads in accordance with the RTA Contract.	M Bell	100%	Final works order claims submitted.
Oversee quarrying activities and ensure an adequate supply of good quality gravel for use on the road network	Review and update the Quarry Safety Management Plan.	K Page	10%	Pit identification is being undertaken.
Oversee quarrying activities and ensure an adequate supply of good quality gravel for use on the road network	Establishment of reserve for the rehabilitation and restoration of disused gravel pits and quarries.	K Page	10%	Some action has been taken in regard to this as the identification of existing quarry sites is being undertaken. Identification of redundant quarries will be undertaken and listed for rehabilitation.
Oversee quarrying activities and ensure an adequate supply of good quality gravel for use on the road network	Use consent for all existing and new quarries progressively obtained.	K Page	0%	No new quarries have been developed nor sought. At the completion of the Quarry Review wherein Council's future requirements will be determined and relevant applications made to formalise all quarries in accordance with statutory requirements.
Oversee quarrying activities and ensure an adequate supply of good quality gravel for use on the road network	Develop code of practice for the safe operation and rehabilitation of all Council controlled gravel pits and quarries.	K Page	0%	No action has been taken on this pending a review and stocktake of the pits within the shire.

COUNCIL STRATEGY	
4.3.2	<b>Provide and maintain safe and serviceable transport infrastructure including roads, footpaths, bike paths and airport</b>

DP Action	Action	Responsibility	Progress	Comment
Provide and maintain a safe and adequate footpath and bike path network	Footpath Maintenance.	K Page	100%	Pedestrian access and mobility plan (PAMP) and audit has been completed. Areas of greatest needs have been identified and are being included in the program.
Provide and maintain a safe and adequate footpath and bike path network	Prepare a Pedestrian Access Mobility Plan (PAMP) and Bike Plan for Cobar.	M Bell	100%	PAMP and access audit completed.
Provide and maintain a safe and adequate footpath and bike path network	Kerb & Gutter maintenance.	K Page	75%	Kerb and gutter maintenance undertaken when required.
Cobar airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Review of the Airport Management and Strategic Plans.	K Page	80%	No progression at this stage due to staff shortages.
Cobar airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Conduct regular and statutory maintenance program in accordance with adopted plan.	K Page	100%	In relation to Cobar Regional Airport all Statutory Inspections and corrective actions have been completed as required by CASA. The Airport now complies with all regulations as is required. Inspections and maintenance programs have been completed for all Shire and Regional roads. Grader maintenance programs have been developed and circulated. Capital Works programs have been developed and submitted to Council. Applications have also been submitted to resources for the region for the runway lighting and pavement strengthening.
Cobar airport maintained and available for RPT and general aviation to meet the needs of the	Consult with key stakeholders such as Brindabella Airlines.	K Page	50%	Discussions have been ongoing with Brindabella Airlines and other users of the airport. Hanger leases have been prepared by Council's solicitors for review and approval. Formal agreements with Brindabella

DP Action	Action	Responsibility	Progress	Comment
Cobar community				Airlines and Aerorefuellers are yet to be signed. Efforts to have this completed in Q3 and Q4 have been unsuccessful and processes are in train to have signed agreements in the next financial year.
Cobar airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Implement the action Plan for the Cobar Aerodrome Strategic Plan.	K Page	80%	Cobar Airport Strategic Plan drafted. Obstacle Limitation Survey completed and obstacles identified that need to be removed or modified. An Aerodrome Safety Inspection has been completed identifying safety issues that require attention. A program has been established to prioritise and address the issues identified within budget limitations.
Cobar airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Airport infrastructure meets the requirements of CASA and Air Services Australia.	K Page	100%	Cobar Airport complies with all statutory requirements for operation as a RPT Airport and meets the requirements of General Aviation. CASA to review in 2013/2014.
Cobar airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Undertake regular maintenance program, according to the adopted budget.	K Page	100%	Maintenance operations have been continuing on a planned basis. Operational priorities may change due to the requirements of weather conditions.
Cobar airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	To have an operational plan to ensure that the airport is maintained to the standards set by the CASA and the associated regulations.	K Page	50%	A review of all maintenance and capital requirements of the airport has been completed. All regulatory work has also been completed ensuring that the airport meets statutory requirements. With the introduction of the larger capacity RPT service to Cobar, real concerns are now evident as to the continued servicability of the sealed runway. Council is currently developing avenues to seek adequate funding from either the state or federal governments for the refurbishment of the sealed runway. Applications have been made to Resources for Regions Program to

DP Action	Action	Responsibility	Progress	Comment
				strengthen the runway pavement and to install new runway lighting.
Landing strips at Nymagee, Euabalong and Mt hope adequately maintained	To maintain runways as a grass surface in a state that is acceptable for dry weather operation. To ensure that the airstrips comply with the minimum standards for operation.	K Page	100%	The grass runway at Cobar Regional Airport has been maintained in accordance with the conditions required by CASA. All rural airstrips have been graded and windsocks replaced. Council needs to be mindful of the necessity to replace the majority of gable markers at these airstrips in order to provide adequate visibility for pilots on approach. The cost of these gable markers has not been provided for in the current budget.

## COUNCIL STRATEGY

**4.3.3 Maintain the rail network in the Shire to maximise the benefits to the community and to provide an alternative to road freight.**

DP Action	Action	Responsibility	Progress	Comment
Lobby the NSW Government to ensure that the rail network in well maintained, safe, affordable and well used, particularly for freight movements to reduce the impact of road movements on the community.	Continually lobby NSW Government to maintain rail network.	P Graf	100%	No complaints of lack of maintenance received.

## COMMUNITY OUTCOME

**4.4 Good quality and affordable community facilities and infrastructure**

<b>COUNCIL STRATEGY</b>				
<b>4.4.1</b>	<b>Develop well designed and expanded playgrounds catering for all age groups</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Provide and maintain safe and adequate playground facilities	Supervision of playground facilities ensuring safety and convenience for all prospective users.	T Wark	100%	Council has proactively supervised all playground facilities to ensure safety and convenience for all prospective users. This has seen no accidents or incidents reported at any playground facilities in this quarter.
Provide and maintain safe and adequate playground facilities	Financial Management to ensure gradual upgrade of equipment to meet Australian Standards.	T Wark	100%	There is ongoing financial management to ensure the gradual upgrade of equipment to meet Australian Standards. This has seen Council not receive any complaints or negative feed back in regards to playground facilities.

<b>COUNCIL STRATEGY</b>				
<b>4.4.2</b>	<b>Increase the range of community facilities and maintain those that we have to an appropriate standard</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Implement the Ward Oval Masterplan	Suitable investigation, design, tender letting and project supervision.	P Graf	10%	Application for Resources for Regions funding made to implement the Ward Oval masterplan. Response will be received in 2013/2014.
Implement the Ward Oval Masterplan	Work with government agencies to attract funding for the project.	A Shepherd	100%	Universal access facilities not completed in 2013/2014 due to delays in the Men's Shed extension project. Works will be undertaken in 2013/2014.
Undertake Council's cemetery operations in an appropriate and	Develop appropriate Improvement Action Plan and Financial Plan that will increase the	T Wark	100%	Council has undertaken cemetery operations in an appropriate and dignified manner. This has seen the

dignified manner	Improvements to the Cemetery and to increase Fees as required on a regular basis.			creation of an improvement action plan for the site. Required works within this plan are systematically being completed within budget.
Undertake Council's cemetery operations in an appropriate and dignified manner	Provide strategic direction and management, through the Cobar Cemetery Management Plan in consultation with the Cobar Cemetery Committee and interested persons.	T Wark	100%	Council has provided strategic direction and management, through the Cobar Cemetery Management Plan in consultation with the Cobar Cemetery Committee and interested persons. This has seen the repair works required as a result of the March 2012 vandalism act completed.
Undertake Council's cemetery operations in an appropriate and dignified manner	Provide assistance and supervision and materials etc to the Cemetery committee contractor.	T Wark	100%	Assistance, supervision and materials have been provided to the Cemetery Committee contractor. This has seen the Cemetery maintained to the satisfaction of the community inline with the recommendations of the Cemetery Committee. There is always a rapid repair of any vandalism damage excluding the graves and headstones.
Undertake Council's cemetery operations in an appropriate and dignified manner	Internment of deceased persons	T Wark	100%	All internments of deceased persons have been completed in accordance with regulations.
Undertake Council's cemetery operations in an appropriate and dignified manner	Enquiries dealt with in a sympathetic manner.	T Wark	100%	All enquiries dealt with in a sympathetic manner and actioned within 10 working days.
Undertake Council's cemetery operations in an appropriate and dignified manner	Keep stock of pre-dug graves in reserve.	T Wark	100%	Council is currently maintaining an appropriate number of pre-dug graves.
To provide quality and readily accessible library services to Cobar and villages	The Library provides public access to the internet service where possible.	J Florance	90%	9 computers provided for public access. 2,082 hours of computer use for Q4. 225 hours of wireless bookings for Q4. Wireless inaccessible through June due to library server fault.

To provide quality and readily accessible library services to Cobar and villages	To ensure that well trained, professional and highly motivated staff are responsive to serving the needs of the community.	J Florance	100%	Library staff skills developed in internet troubleshooting. Council staff unable to attend training opportunity in Broken Hill due to budget restrictions.
To provide quality and readily accessible library services to Cobar and villages	Develop, implement and review Marketing and Action Plan for Library Services.	J Florance	15%	Draft plan not prepared. Staff support hours reduced to minimise library budget.
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.	J Florance	100%	6,673 items loaned in Q4. 573 items added to the collection in Q4. 461 items = value \$13,491 (at cost) removed in Q4.
To provide quality and readily accessible library services to Cobar and villages	To ensure that the Library service is utilised by Cobar residents of all ages and community groups.	J Florance	100%	8,880 visits counted in Q4. 71 new members joined in Q4. Total membership = 2,628 members. Monthly new book list and events calendar e-mailed to press and community groups.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Carry out regular patrols of Council properties and report any vandalism	G Harbison	100%	Regular patrols of Council properties carried out and vandalism reported. Police and Councillors notified of any irregularities.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Arrange contracts and construction work for capital works.	G Ryman	10%	Only capital funds available in budget are for housing upgrades. Essential works only being undertaken.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Provide staff and tradesmen to carry out approved maintenance in accordance with Council's policy and current lease arrangements	G Harbison	100%	Maintenance carried out as required on Council's buildings.
Maintain all Council land and buildings to an appropriate	Development of Cobar Shire Councils'	G Ryman	0%	Limited resources have not allowed this project to



standard and use them appropriately.	Asbestos Register.			progress to-date.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Provide staff and tradesmen to carry out house maintenance.	G Harbison	100%	Council's housing stock maintained as required.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Prepare Plans of Management for Council's controlled Land.	H Holder	25%	Due to lack of resources this project was not completed. It is anticipated it will be completed in 2013/14.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Housing stock upgrade and budget accordance with Council's policy.	G Ryman	100%	Priority works undertaken as required.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Commercial building and surgery maintenance.	G Harbison	100%	Structures maintained. Airconditioners serviced.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Development of Cobar Shire Council Staff Housing Strategic Plan.	G Ryman	0%	Limited resources available.

COUNCIL STRATEGY				
4.4.3 Improve recreational facilities at the water reserves				
DP Action	Action	Responsibility	Progress	Comment

Maintain and improve recreational facilities that are available at the Newey and Old Res reserves	Increase availability and utilisation of facilities at the Newey and Old Res reserves.	T Wark	100%	Council staff have been increasing the availability and actively encouraging the community to utilise the Newey and Old Res reserves. This has seen the numbers of people using these facilities steadily rising.
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<b>COUNCIL STRATEGY</b>				
<b>4.4.4</b>	<b>Maintain and expand where necessary, the stormwater and sewer networks</b>			
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Maintain suitable stormwater network including kerb and guttering	Maintenance of overland flow areas to prevent build up of obstructions, which could lead to 'backwater' effect.	T Wark	100%	Council has maintained the stormwater and sewer networks including kerb and guttering and expanded the systems as required within budget.
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.	T Wark	100%	Council has completed all maintenance works of the CBD and older areas of town. This has ensured that when there are overflows, damage and clean up works required are at a minimum.
Provide, maintain and operate a sewer network and disposal system and treatment works	Repairs carried out promptly.	T Wark	100%	Council has provided, maintained and operated a sewer network, disposal system and treatment works. All required repairs were completed within a 6hr time period.
Provide, maintain and operate a sewer network and disposal system and treatment works	Implement a detection program for illegal Stormwater connections into Sewerage Scheme.	T Wark	100%	Council has implemented an ongoing detection program for illegal stormwater connections into the sewerage scheme which has dramatically reduced the stormwater infiltration rate.
Provide, maintain and operate a sewer network and disposal system and treatment works	Annual Maintenance schedule prepared.	T Wark	100%	Council has completed all scheduled maintenance within the stormwater and sewer systems within budget.

Provide, maintain and operate a sewer network and disposal system and treatment works	Prepare Developer Servicing Plan for Sewerage Scheme.	T Wark	100%	Councils Developer Servicing Plan has been adopted and sent away to NSW Office of Water to be formally recognised.
Provide, maintain and operate a sewer network and disposal system and treatment works	Quality of water to meet EPA criteria.	T Wark	100%	Council has met all requirements of its EPA licences.
Provide, maintain and operate a sewer network and disposal system and treatment works	Review and update Sewerage Services Asset Management Plan with 5 year rolling works program.	T Wark	100%	Council has updated and adopted the Sewerage Services Asset Management Plan that encompasses an updated 5 Year Rolling Works Program.
Provide, maintain and operate a sewer network and disposal system and treatment works	Review and update Sewerage business plan.	T Wark	100%	The Water Supply and Sewerage Services Strategic Business Plan has been formulated and adopted by Council.
Provide, maintain and operate a sewer network and disposal system and treatment works	Monitor quality.	T Wark	100%	All relevant flowmeters are read daily and all testing has been completed as per EPA licence requirements.
Provide, maintain and operate a sewer network and disposal system and treatment works	Implement Liquid Trade Waste policy and program.	T Wark	75%	Council has formally adopted a Liquid Trade Waste Policy with the implementation and licensing of premises ongoing.
Provide, maintain and operate a sewer network and disposal system and treatment works	Monitor quality and maximise use.	T Wark	95%	Effluent water usage is being maximised with quality being monitored. Council still has to complete additional works to gain approval from NSW Office of Water to supply effluent water for re use. These works are ongoing with prices currently being considered for a Recycled Water Management Plan as a first requirement from the NSW Office of Water.
Provide, maintain and operate a sewer network and disposal system and treatment works	Investigate possible extension of Sewerage Reticulation into the East Cobar Area.	T Wark	95%	The investigation into the possible extension of Sewerage Reticulation into the East Cobar area is ongoing with a range of options being considered.

COUNCIL STRATEGY				
4.4.5	Maintain and service villages			
DP Action	Action	Responsibility	Progress	Comment
Maintain and improve village facilities and services	Regularly maintain parks, streets and footpaths in all villages.	T Wark	100%	Council has maintained all parks, streets and footpaths within the shire to an appropriate hierarchy standard.

# Key Activity: Environment

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

COUNCIL STRATEGY				
5.1.1	Develop an alternative energy industry in Cobar			
DP Action	Action	Responsibility	Progress	Comment
Lobby business and government to encourage the development of an alternative energy industry in Cobar	Monitor opportunities for development of an alternative energy industry in Cobar.	G Woodman	100%	Sunlease proposal obtained and being investigated. Solar Energy Exchange Initiative investigated through OROC and was reported to Council.
Encourage solar energy use and the efficient use of energy by residents and businesses	Apply for funding.	H Holder	100%	Council applied for funding to instal solar hot water systems in three (3) facilities. Council has not yet been advised if we were successful.
Encourage solar energy use and the efficient use of energy by residents and businesses	Implement projects that have received funding.	H Holder	100%	The Home Power Saving Program project received funding and focused on disseminating information to residents in the villages.
Encourage solar energy use and the efficient use of energy by residents and businesses	Continue information sessions about the OEH Save Power Program.	H Holder	100%	Borrowing of kits continuing. Two kits have now been placed in the Nymagee and Euabalong libraries.

## COUNCIL STRATEGY

### 5.1.2 Develop community leadership on becoming leaders in resource use, reuse and recycling

DP Action	Action	Responsibility	Progress	Comment
Undertake kerbside garbage collection and recycling in Cobar and kerbside garbage collection in the relevant villages	Provide service to empty street bins in central business district twice weekly and other street bins and parks once weekly.	P O'Brien	100%	All street and park bins emptied regularly.
Undertake kerbside garbage collection and recycling in Cobar and kerbside garbage collection in the relevant villages	Provide a trade waste collection service to all customers on a fee for service.	P O'Brien	100%	Trade waste collection service provided and utilised.
Undertake kerbside garbage collection and recycling in Cobar and kerbside garbage collection in the relevant villages	Prepare Waste Services Strategy that includes Cobar Recycling, Euabalong, Euabalong West & Murrin Bridge for Consultation.	P O'Brien	0%	Limited resources available.
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.	P O'Brien	100%	Domestic waste collected weekly and transported to Depot for Cobar.
Maintain the town and village tips to a high standard	Prepare Landfill Management Plan.	P O'Brien	0%	No staff resources available.
Maintain the town and village tips to a high standard	Provide waste disposal facilities for Nymagee & Canbelego and depots at Euabalong & Euabalong West.	P O'Brien	100%	Waste services being provided.
Maintain the town and village tips	Provide for the management of the Cobar Waste Disposal Depot so as to comply with	P O'Brien	100%	Depot being maintained in accordance with legislation.

to a high standard	statutory obligations.			
Maintain the town and village tips to a high 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.	P O'Brien	100%	Regular patrols being maintained.
Encourage efficient water use by Shire residents	Prepare an advertising campaign promoting efficient water use by Shire residents with the assistance of savewater.	T Wark	100%	An advertising campaign including television advertisements has been conveyed to the community and positive results are being displayed by the community in regards to the efficient use of water.

## 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

DP Action	Action	Responsibility	Progress	Comment
Provide support to industry bodies for improved grazing management practices	Maintain an awareness of government land management incentives and programs.	H Holder	100%	Incentive programs that were known about were circulated to all relevant people.

## COUNCIL STRATEGY

### 5.2.2 Have a planting program for Cobar and villages and encourage the schools and businesses to participate

DP Action	Action	Responsibility	Progress	Comment
Develop and instigate a planting program	Prepare a program for planting in the whole Shire utilising correct plant material for the correct application/location.	T Wark	100%	Council has developed and instigated a planting program resulting in the establishment of a greenhouse operated by council staff. This greenhouse is stocked with appropriate plant material ready to be utilised as required.
Develop and instigate a planting program	Apply for funding to undertake planting activities.	T Wark	100%	No funding opportunities available.
Develop and instigate a planting program	Develop a Street Tree Policy.	T Wark	90%	A Street Tree Policy is currently being developed with the assistance of Councils Land Management Officer.

COUNCIL STRATEGY				
5.2.3	Manage the crown land and commons			
DP Action	Action	Responsibility	Progress	Comment
Provide ranger services to control animals in public places and to manage the common areas and crown land	Operate and maintain a pound for the keeping of seized dogs and cats.	G Harbison	100%	Council maintains the pound and dogs and other animals regularly seized and impounded.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Provide services for the registration and micro-chipping of dogs and cats.	G Harbison	100%	Services provided and regular micro-chipping of cats and dogs undertaken.
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.	G Harbison	100%	Dog and cat database kept up-to-date. Promotion of responsible dog and cat ownership undertaken. Signs on noticeboards promoting the need to have all puppies microchipped prior to sale.



Provide ranger services to control animals in public places and to manage the common areas and crown land	Provide annual registration of commoners and maintain roll.	G Harbison	100%	Annual registration of commoners undertaken and roll maintained.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Impound dogs and cats found on a public place & surrendered animals and undertake appropriate enforcement action.	G Harbison	100%	Dogs and cats impounded. Appropriate enforcement action undertaken. 28 dogs seized (plus an additional five that were held from the previous quarter), 11 of which were euthanised, 9 stolen, 12 released, none re-homed and 1 remains in the pound. 1 feral cat seized and euthanised.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Impound straying stock.	G Harbison	100%	No stock impounded.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Provide services for the euthanasia of dogs and cats that have been seized or surrendered.	G Harbison	100%	11 dogs euthanised and 1 cat.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Maintain pound yards.	G Harbison	100%	Pound yards maintained and utilised.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Carry out regular patrols of the Common.	G Harbison	100%	Regular patrols of the Common undertaken.
Provide ranger services to control animals in public places and to manage the common areas and	Register all stock on Common.	G Harbison	100%	All stock over six months of age on the Common registered.

crowd land				
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<b>COUNCIL STRATEGY</b>				
<b>5.2.4 Long term management of noxious weeds</b>				
<b>DP Action</b>	<b>Action</b>	<b>Responsibility</b>	<b>Progress</b>	<b>Comment</b>
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Implement a regional communications strategy.	H Holder	100%	Articles have been placed in the Council Newsletter, a display stall manned at the Cobar Show and information provided to I&I Weeds Extension Unit.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Monitoring Program implemented	H Holder	100%	Appropriate mapping of infestations has been undertaken, the use of photo points where applicable and a re-inspection program for relevant sites.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Promote use of hygienic practices within Council and increase their weed identification skills.	H Holder	100%	Toolbox meeting attended and education materials provided to interested staff members.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Increased participation of community groups.	H Holder	100%	Database of existing volunteer networks is being maintained and contact with these groups continues.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Invasive weeds effectively managed on private lands.	H Holder	100%	A total of 54 private property inspections and a total of 5 re-inspections were undertaken in Q4.
Monitor noxious weed infestations,	Provide effective and targeted on-ground	H Holder	100%	Biological control release sites being monitored and

provide advice, undertake spraying on public areas and complete appropriate reports	weed control.			the control agents continue to be spread to new sites.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Invasive Species on public lands are managed effectively.	H Holder	100%	Inspections of Council and State owned land undertaken.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Continue Implementation of Regional Inspection Plan.	H Holder	100%	Inspections completed this quarter include: 1284 km of high risk roadsides, 48 high risk Travelling Stock Routes, 1 nursery, and 2 stockyards
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Management Programs prioritised to give the greatest benefit.	H Holder	100%	On ground weed control work was undertaken and is on-going. A large area of boxthorn removal was undertaken.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Improve/Update knowledge of Weeds Inspector.	H Holder	100%	Training opportunities were undertaken when appropriate.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	An increase in the number of weed awareness program run (eg weed warriors).	H Holder	100%	Local schools were encouraged to undertake weed awareness activities with students.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Prompt containment or eradication and ongoing monitoring of new incursions.	H Holder	100%	Rapid Response Plan in place for use if required. Monitoring of relevant sites in accordance with Rapid Response Plan. No High Priority Weeds found during this year.

COUNCIL STRATEGY				
5.2.5	Vibrant and well run national parks that are accessible and well used			
DP Action	Action	Responsibility	Progress	Comment
Lobby the NSW government to ensure the local national parks are vibrant and	Monitoring of services provided for local national parks.	G Woodman	0%	No action taken this quarter

COMMUNITY OUTCOME	
5.3	Clean air in the community

COUNCIL STRATEGY				
5.3.1	Manage the externalities of mining and other industries operating close to towns and villages to minimise air pollution			
DP Action	Action	Responsibility	Progress	Comment
Monitoring and regulation of activities to minimise air pollution	Respond to mining related air pollution complaints.	G Ryman	100%	None received to-date.