

Annual Operational Plan Quarterly Management Report



**COBAR SHIRE
COUNCIL**
outback nsw

Q3 2019/2020

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Key Activity: Community

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

COUNCIL STRATEGY				
1.1.1		Strong and participative interagencies and forums		
DP Action	Action	Responsibility	Progress	Comments
Cobar Interagency, Community Services Forum and other groups such as the Cobar Domestic Violence Action Group	Actively participate in Interagency groups including the Community Services Forum and the Cobar Domestic Violence Action Group or Cobar Interagency (if they are running).	Grants Officer	75%	The first meeting for 2020 was held in March. Council's Grants Officer is now Secretary of the Community Services Forum. This was well attended and has been combined with the Mental Health Network Meetings. There are no meetings for Cobar Domestic Violence Action Group, all these areas are discussed at the Community Services Meetings.
Murrin Bridge and Lake Cargelligo Interagency	Represent Cobar Shire Council at the Interagency Meetings when required, follow up necessary actions and keep watching brief through monitoring minutes.	Grants Officer	75%	Murrin Bridge is no longer in Cobar Shire, as such, Interagency Meetings for these areas will not be monitored for Q3 or Q4.

COUNCIL STRATEGY				
1.1.2	Work with Government Departments and NGO's to improve service delivery, such as that proposed through initiatives like the reforms of local government (including the Far North West Joint Organisation)			
DP Action	Action	Responsibility	Progress	Comments
Actively participate in the Far North West Joint Organisation	Work with member Councils to engage a General Manager and any necessary staff to run the JO, work with NSW Public Works to develop plans, engage a consultant and agree on a new roads plan and develop tourism and cultural strategies.	General Manager	50%	Cobar Shire Council maintain the financial obligations for the FNWJO. Council attended four meetings in Q3.

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	Comments
Update the Youth Development Plan	Youth Development Plan updated.	Manger Youth & Fitness	75%	No progress in Q3.
Engage the services of a Youth Development Officer	Seek grant funding to engage a Youth Development Officer.	Manger Youth & Fitness	75%	Funding application has been submitted to engage a Youth Development Officer, outcome of grant expected in Q4.
Undertake School Holiday Activities	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.	Manager Library Services	75%	6 craft sessions were offered in January. 37 children attended.
Undertake School Holiday Activities	Undertake school holiday activities to implement a varied school holiday activities program at the CYFC.	Manger Youth & Fitness	75%	No school holiday activities held this quarter. Council have received funding of \$1,000 to run activities these holidays but we will be closed until further notice due to COVID-19.

COUNCIL STRATEGY				
1.2.2	A greater range of youth activities organised and coordinated			
DP Action	Action	Responsibility	Progress	Comments
To provide youth services and a facility that will create interaction between all ages, interests and social standing by providing recreational, sporting and cultural activities and support services for the youth and the community of Cobar.	Hold regular youth activities at the centre and maintain partnerships to aid and enhance the provision of Youth Services.	Manger Youth & Fitness	75%	Our Basketball after Dark (60+ kids per f/night) Friday night games, drop in were all running well, but have now stopped. We had planned to start a wellbeing morning tea group but it didn't commence due to COVID-19.
	Undertake activities under Family and Community Services grant.	Manger Youth & Fitness	75%	In Q3, a meeting was held with the funding body, we are going along well, our numbers are down, but other playgroups have closed down due to COVID-19 so we hope to increase participation numbers soon. Friday night games is running in-conjunction with Basketball after Dark which has seen great numbers with approximately 60 kids per night. This has now stopped due to COVID-19.
Organise Youth Week Activities	Cobar Youth Council undertake activities during the year aimed at young people.	Manger Youth & Fitness	75%	Competitions (netball, squalleyball and soccer) had commenced this quarter but have now stopped due to COVID-19.
	Youth Week activities to be organized in-conjunction with Cobar Youth Council.	Manger Youth & Fitness	50%	Youth Week has been cancelled till after the COVID-19 is over. The Youth Council had planned to run laser tag, and other events.
Implement the Drug and Alcohol Action team LDAT Grant	Undertake the activities outlined in the Drug and Alcohol Action team LDAT Grant.	Manger Youth & Fitness	75%	Basketball after Dark is running very well, a selected group of kids went to see the Sydney Kings basketball game in Sydney, which was a great trip. We have had on average 60 youth per event. Funding bodies have been contacted about closure due to COVID-19 and plans have been made to contact them each month – funds being retained at this stage.

COUNCIL STRATEGY				
1.2.3 Increased educational opportunities provided locally				
DP Action	Action	Responsibility	Progress	Comments
Work with early childhood organisations, schools and TAFE to increase the quality and diversity of educational opportunities available locally and promote them	Bring to fruition the education services goal of a local speech therapy program aimed at 3-8 years in Cobar working with governments and NGO's to find a solution.	Director Finance & Community Services	0%	No action undertaken in Q3.
	Hold regular meetings to determine key issues in delivering education to early childhood services in Cobar and develop solutions to these issues collaboratively.	General Manager	25%	No meetings have been held in Q3. However, Council staff have held discussions on the best way to move forward in regards to holding regular meetings. This was put on hold in late Q3 due to the COVID-19 pandemic.
	Technology sessions held for interested members of the community.	Manager Library Services	75%	Staff provide technical assistance and instruction on an adhoc basis several times per week in lieu of organised technology sessions.

COMMUNITY OUTCOME	
1.3	Families are supported, social inclusion is valued and families who relocate to Cobar stay in Cobar

COUNCIL STRATEGY				
1.3.1 Parents are supported in their role to raise their children and services are available to assist them to build their parenting skills				
DP Action	Action	Responsibility	Progress	Comments
Cobar Shire and TAFE library staff support parents via library services and outreach	Hold story time sessions, Library staff provide activities for children aged 6 months to 5 years and model early literacy for parents.	Manager Library Services	75%	Pre-school storytime, rhyme and craft sessions were offered in Q3. 39 children attended with parents/ carers. Storytime sessions were suspended late in Q3 in accordance with Covid-19 regulations.

Information is provided to the community on the range of services available in Cobar Shire and how to access them	Maintain and update the community services directory and other activities that provide information on services available and how to access them, including Facebook and website updates.	Director Finance & Community Services	75%	There is an ongoing distribution of information across various platforms. Continual adverts across all social media and local media platforms have started towards the end of Q3 to advise the community of what Council are doing during the COVID-19 pandemic.
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COUNCIL STRATEGY				
1.3.2	Increase the supply of childcare and preschool places and options			
DP Action	Action	Responsibility	Progress	Comments
Administer and coordinate Children Services (FDC, COOSH, IHC)	Administration of CCS for all eligible families in accordance with Federal Legislation.	Manager Children Services	75%	Lots of work has been completed to begin a preschool at Louth and 17 Educators have begun with Far West FDC in Broken Hill.
Administer and coordinate Children Services (FDC, COOSH, IHC)	Maintain and update policies, manuals, procedures, quality improvement plans and family information packages for FDC, IHC and COOSH to comply with changes to National Regulations and Quality Framework and National In Home Care Standards concepts and new information.	Manager Children Services	75%	New enrolment forms and Policy Document have been developed and approved for Louth Preschool.
Administer and coordinate Children Services (FDC, COOSH, IHC)	Provide craft and activity pack to In Home Care Educators four (4) times per year.	Manager Children Services	100%	Easter and Mother's Day packs have been sent.
Administer and coordinate Children Services (FDC, COOSH, IHC)	Support Implementation of "Early Years Learning Framework" and the "My Time Our Place" into educator curriculum.	Manager Children Services	25%	Educational Leader is working with Educators to constantly improve this.

COUNCIL STRATEGY				
1.3.2	Increase the supply of childcare and preschool places and options			
DP Action	Action	Responsibility	Progress	Comments
Improve the quality and availability of children's services in Cobar	Support Early Childhood Services in Cobar to ensure adequate supply of quality childcare to meet the communities needs and expectations.	Manager Children Services	45%	In Q3, 17 New Educators were appointed in Broken Hill.
Maintain adequate service levels for Children's Services providers across Cobar	Assist children service providers to seek service and infrastructure funding to meet the needs of the community.	Manager Children Services	75%	Cobar Shire Council assisted in the application of a successful grant for Cobar Mobile Children's Services to build a new, larger service. However, it has since been identified that the funds received would not be enough to build what is required of the grant agreement. As such, Council have applied for additional funding through BBRF, to develop an Early Learning Precinct, which would also house Cobar Mobile Children's Services. This would also extend current spaces for children 6 weeks to 6 years within the community.

COUNCIL STRATEGY				
1.3.3	Have family orientated activities to encourage families to socialise in the community			
DP Action	Action	Responsibility	Progress	Comments
Plan, organise and promote festivals, celebrations and activities in the Shire	Establish a Committee and works towards the development of a full program of activities to celebrate the 150-year anniversary of Cobar.	Tourism Manager	75%	The Tourism Committee continues to meet monthly and a full program of activities and events have been planned to celebrate the 150 years of Cobar celebration. The committee had worked together to create a program that each month of the calendar year of 2020 there was a celebration, event or activity. The 150 years logo was unveiled the Australia Day celebration and was marketed on all marketing material for the 150 years celebration

				along with local sporting jerseys of different codes of the Cobar community. Due to the current COVID-19 crisis some events have been cancelled and all future events on the 150 years calendar have been postponed until further notice.
	Organise and facilitate the successful management of the Festival of the Miner's Ghost (FOMG) in cooperation with the community and the FOMG organising committee.	Tourism Manager	100%	The Festival of the Miners Ghost was held October 22nd-27th 2019. This was a successful well attended event by the community of Cobar. Major sponsors included Cobar Shire Council, Glencore CSA Mine, Peak Gold Mine and Endeavor Mine. Minor sponsorship and In-Kind donation received from numerous community business's and groups. During the festival the following events included: Art Exhibition, Cemetery Tours, Memorial unveils, Cobar Markets with Live entertainment by Mick Green, Glencore CSA Fireworks display, Lost Miners Event, Mini mining exhibition at the Heritage Park with mines rescue demonstrations, mini mining game, entertainment and 16 exhibition stalls, Mine tours hosted by the Peak Gold Mine. Festival of the Miners Ghost was promoted on all social and digital media platforms within the Cobar Shire Council. Newspaper articles and advertising in Cobar and Dubbo programs distributed to neighboring VICs, Kidman way committee and delivered at Melbourne caravan and camping show.
	Organise community events such as Australia Day celebrations and Senior Citizen's Week events.	Tourism Manager	100%	Australia Day was held at the Cobar Memorial Swimming Pool on Sunday 26th January 2020. Dr Clio Cresswell was this year's Australia Day Ambassador. This year's Australia Day celebrations consisted of a full day program of events and activities this included triathlon, business house swimming relays, duck race, naturalization ceremony, Australia day awards & novelty events. Seniors Citizens Week was held from 9-13 March 2020. A full program of activities planned ran over the course of a week period. These events included official morning tea

				and opening at the Lilliane Brady Village with music by John Peebles and Brad Wynd, Library arts and crafts activities, Bowls and Bingo at the RSL, Garden Party Picnic at the Great Cobar Heritage Centre & Gala Dinner at the Golfie with two course meal, music by John Peebles and Dance performances by Copper City Dance Centre & WSPA.
	Organise the Grey Mardi Gras including seeking funding opportunities.	Tourism Manager	75%	Grey Mardi Gras was planned for the 3-6 April 2020 a full 4-day program was designed to promote and increase tourism to Cobar. The program included Stomp, Jive & Bump Dinner Dance, Street Parade, Markets, Show & Show Car show, Mr & Miss Mardi Gras competition, Bob Awards, Busking, Gig on the Grass with 6 Hours of entertainment, kids amusement, food vendors, markets and live performances, bus tour, Trivia, Bingo, Bowls, Golf and lots of novelty events over the course of the weekend. This year's Grey Mardi Gras attracted new visitors, caravan groups and tour group that had booked into all events across the weekend. Unfortunately, this event was cancelled due to the COVID-19 crisis, but staff are currently working on a series of online events where we can keep people engaged and hopefully locking everyone back in for next year.

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

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DP Action	Action	Responsibility	Progress	Comments
Council supports community groups by providing access to facilities	Library Arcade rooms available for community groups and local businesses.	Manger Library Services	75%	Library arcade rooms were booked for use 49 times in Q3. Bookings were suspended late in Q3 in accordance with Covid-19 provisions.
Work with local organisations to build on current activities	Work with local organisations to build on existing events and to help them to develop new ones and promote them.	Tourism Manager	75%	Continued collaboration with community groups continued with representatives from the Market committee, Cobar Business association, Cobar Arts Council, Dust Bowl Fuel Burners, Mining representatives from CSA and Aurelia, Youth Council, Roy Butlers Office, Cobar Public and Cobar High School continue to meet monthly. Collaboration with the Cobar Business Association continues with regular communication and continually working together to engage and support local business in business growth.

COUNCIL STRATEGY				
1.4.2	Develop initiatives to maximise the benefits and minimise the negative impact of shift work and FIFO/DIDO on the community			
DP Action	Action	Responsibility	Progress	Comments
Work with local business and government agencies to identify where changes can be made or initiatives developed to reduce the negative impacts and encourage residential living of employees	Liaise with local business and government organisations to reduce the potential negative impacts of shift changes to mining rosters, absentee workers and mining closures to reduce the community impact and encourage residential livability of Cobar.	General Manager	10%	Council have currently the Draft Local Strategic Planning Statement which outlines Council's Policy position.
	Understand the extent of DIDO/ FIFO in the community and develop strategies to encourage residential living.	General Manager	10%	Council are awaiting the results of the grant application that was submitted in Q2 to do a research study on the implication of

				FIFO/DIDO on Cobar and similar sized communities.
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COUNCIL STRATEGY				
1.4.3	Support Aboriginal people and organisations to increase the broader community's awareness and recognition of local Aboriginal cultural identity in Cobar and to assist in meeting the targets set out under the current government policy of 'Closing the Gap'.			
DP Action	Action	Responsibility	Progress	Comments
Undertake activities to increase awareness of Aboriginal culture in the Cobar Shire and improved coordination of Local Aboriginal Groups	Liaison with Aboriginal stakeholders to determine and undertake appropriate activities that increase awareness of Aboriginal culture.	General Manager	0%	No liaison with Aboriginal stakeholders was undertaken in Q3. Council have applied for grant funding for the Pulpulla Road, which will seal the road to Mount Grenfell allowing greater access to visitors to the Historic Site, to date Council are still awaiting the outcome of the application.

COUNCIL STRATEGY				
1.4.4	Support arts and cultural organisations, activities and facilities			
DP Action	Action	Responsibility	Progress	Comments
Support Outback Arts and cultural activities in the Shire	Provide a range of art and culture exhibitions at the Library Gallery.	Manager Library Services	75%	The exhibition of paint-pour acrylics by local artist Sue Cox continued to be displayed in Q3.
Support Outback Arts and cultural activities in the Shire	Provide annual funding and support including Treasury services to Outback Arts and actively participate on the Outback Arts Board and support arts and cultural activities in the Shire.	Grants Officer	75%	Cobar Shire Council have nominated Grants Officer, Brytt Moore to be a Board Member for Outback Arts. The AGM was held on Monday 30 March via teleconference, due to COVID-19. We will be a Board Member only at this stage and are not required to offer Treasury assistance.

COUNCIL STRATEGY				
1.4.4	Support arts and cultural organisations, activities and facilities			
DP Action	Action	Responsibility	Progress	Comments
Support Outback Arts and cultural activities in the Shire	Work with organisations such as Cobar Arts Council to run art workshops, exhibitions and provide artistic opportunities.	Tourism Manager	75%	The Great Cobar Heritage Centre staff continue to have a close relationship with the Cobar Arts Council committee. Staff regularly attend committee meetings and communicate regularly. Events have been planned in collaboration with the 150 years celebration, CASP grants workshops, and future projects.
Provision of Curatorial services at the Great Cobar Heritage Centre.	Arrange, update and promote exhibitions and displays at the Great Cobar Heritage Centre, including master planning and renewing exhibitions as per grant funded projects.	Tourism Manager	75%	Several poster exhibitions have been used to address historic moments of interest and importance, such as the centenary of the start of the underground fire at the CSA, stories for the Miners Memorial, and the meaning of Anzac Day in Cobar in 1920. Permanent exhibitions continue to be cleaned and repaired until closure and dismantling. Plans for new exhibitions at the Great Cobar Heritage Centre are progressing. Museum Consultant, Lynn Collins, has twice visited and is in regular contact via email and phone. A 'museum journey' has been developed, laying out a coherent story that progresses thematically through the different spaces. Sub-themes, content, objects, design and layout are now progressing.
Provision of Curatorial services at the Great Cobar Heritage Centre.	Receive, document and store objects at the Great Cobar Heritage Centre that are relevant to Cobar's history and are compliant with the Collections Policy.	Tourism Manager	75%	Documentation of the collection is on-going with the focus now shifting to appropriate and safe storage during redevelopment. Objects intended for display in the new exhibitions are being stored separately.

COMMUNITY OUTCOME	
1.5	A healthy and active community

COUNCIL STRATEGY				
1.5.1	Provide appropriate health care options and services both within the Shire and the region			
DP Action	Action	Responsibility	Progress	Comments
Continue to work with the NSW Government to complete the construction and fit out of the MPS, including increasing occupancy to fill the new beds to the LBV	Endeavour to appoint a suitable external Aged Care Provider for LBV (noting that the State Government was unable to).	Director Finance & Community Services	0%	Matter to be raised at a Councillor Workshop in Q4. No offers or appointment in Q3.
Lobby NSW Government and the Federal Government to increase and improve health care provision within the Shire, including access to GP and Mental Health services.	Lobby NSW Government and the Federal Government to ensure high quality health care services are available in Cobar Shire or are easily accessible where it is not possible to have them provided locally.	General Manager	0%	No lobbying occurred in Q3.

COUNCIL STRATEGY				
1.5.2 Increase the use of Council owned and other sporting and recreational facilities across the community				
DP Action	Action	Responsibility	Progress	Comments
Increase the use of the Cobar Youth and Fitness Centre	Increase utilisation of the Cobar Youth and Fitness Centre.	Manager Youth & Fitness	75%	In Q3, commenced our own gymnastic group without PCYC as we have employed a new person who is qualified instructor. This was stopped in late Q3 due to COVID-19.
Increase the use of the Cobar Youth and Fitness Centre	Undertake the grant funded (SCCF) project to renew the CYFC including replace the roof, kitchen, counter, entrance and construct a new outdoor seating area.	Director Planning & Environmental Services	50%	This project is progressing through a design and planning stage.
Contract management of the Cobar Memorial Swimming Pool	Supervision of pool operations ensuring safety and convenience for all patrons is paramount and manage the Pool Contract. Contract is renewed.	Director Finance & Community Services	50%	No safety issues to date. Contract not due for three years.
	Undertake promotional programs to increase pool patronage.	Director Finance & Community Services	0%	Two pool parties held. Free entry through the December School holidays through grant funding.
Maintain all Council parks and reserves, including plants, trees and public facilities, the Skate Park and the Miners Memorial.	Appropriate signage erected to indicate prohibited activities in parks and reserves.	Urban Supervisor	75%	COVID-19 signage was erected in late Q3, due to the Government announcement to close all playgrounds, skate parks and outdoor gyms. Council also closed several public toilets including the Newey, Dalton Park and the Villages.

COUNCIL STRATEGY				
1.5.2 Increase the use of Council owned and other sporting and recreational facilities across the community				
DP Action	Action	Responsibility	Progress	Comments
Maintain all Council parks and reserves, including plants, trees and public facilities, the Skate Park and the Miners Memorial.	Complete the design and undertake the installation of the Miners Memorial in the Heritage Park once funding is secured.	Projects Co-Ordinator	15%	Design 2.0 at 85% complete. Expected to have design to contractor to re-cost by end April. Project still progressing.
	Inspect and rectify defects of Park assets.	Urban Supervisor	75%	Parks are inspected on a regular basis. In early, February the playground plastic was burnt in Drummond Park, these damages need to be replaced and will be undertaken in Q4.
	Maintenance of sporting ground and associated facilities.	Urban Supervisor	75%	General maintenance works have been undertaken. In Q2, Council lost Ward Oval due to the heat and over Q3 have been fertilizing and spraying and it has almost come back. We have done a round of spraying in all our parks and ovals.
	Provision of a regular gardening and turf maintenance service.	Urban Supervisor	75%	Council are still maintaining our gardens; no turf has been laid in Q3.
Extend and expand the Great Cobar Heritage Centre	Undertake consultations and prepare design documents for an expanded Great Cobar Heritage Centre.	Demi Smith	75%	Detailed consultations with architects, Dunn and Hillam, are ongoing. These have involved a great deal of negotiation around issues such as legislative requirements for disability access, which not only influences entry to the building but also flow and movement through the spaces. Progress has been made in envisioning display spaces in terms of lighting and power needs, potential use of technology, and visual presentation. Colour schemes have been delivered to review and approve. The community has also been consulted.

				Workshops with the Mount Grenfell Board were very useful in developing ideas with the Ngiyampaa Wangaaybuwaan people. The general community were invited to “Future Tours” of the proposed museum journey; comments were extremely positive. Unfortunately, only two of the four future tours planned went ahead due to shutdowns. Staff are currently video graphing the current museum exhibition space for future historical documentation and online media and exhibition content.
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COUNCIL STRATEGY				
1.5.3 Provide adequate infrastructure to care for older residents locally				
DP Action	Action	Responsibility	Progress	Comments
Provide appropriate services for residents at the Lilliane Brady Village	Develop annual budget to ensure adequate resources to enable appropriate services are maintained.	Director of Nursing	75%	<p>Quarter 3 budget running at a deficit due to loss of income as a result of ongoing vacancies and renovations of bathrooms.</p> <p>There are two vacancies in the nursing home and two vacancies in the hostel. There are applications currently wanting permanent placement when ACAT assessments completed.</p> <p>The vacant beds have been utilised for respite care where possible which has led to applications for permanent residency.</p> <p>Comprehensive assessments and documentation of resident’s care needs were completed as per facility protocol on new residents entering facility in quarter 3 to enable ACFI claims to be maximised.</p>
	Develop, implement and review systems to ensure services are provided according to the needs	Director of Nursing	75%	Schedule audits completed in Quarter 3 include infection control – infection rates remain low, environmental safety – no hazards were identified, medication management –

	of residents.			incidents identified managed as per facility policy, document control, clinical management, medication administration, resident accident/incidents, housekeeping, meal satisfaction, food safety program, food monitoring verification and external services. Minor issues identified were addressed and managed as per facility policy and procedures.
	Ensure adequate and appropriately skilled and qualified staffs to ensure all services are delivered in line with facility mission statement and policies.	Director of Nursing	75%	Staffing levels have been maintained in line with the master roster. All staff recruited have appropriated qualifications and skill sets where possible. If not, they receive on the job training, competency assessment and commence certificate level qualification utilising TAFE NSW as the RTO as soon as course available. All new staff completed comprehensive orientation program aligned to their PD. All staff continues to participate in scheduled in-house training utilising the "Aged Care Channel" that are aligned with the aged care standards.
	Maintain health and personal care of all residents according to their needs and maintain resident lifestyle, rights and choices.	Director of Nursing	75%	Hostel is accredited until August 2021 and Nursing Home accredited until May 2020. There were no visits from the Australian Aged Care Quality Agency during this quarter. Comprehensive assessments were completed as per facility protocol on new residents to enable appropriate care. Resident care needs were regularly reviewed as per policy (monthly for high care residents and 3 monthly for low care residents). Residents have a choice of GP and these GPs have visited the facility on a weekly basis (additionally if requested by nursing staff) to review resident medical management. Allied health services such as dietician, podiatry, speech pathology and hearing services were provided to those residents that required them.
	Monitoring of levels of aged care provided at the Lilliane Brady Village.	Director of Nursing	75%	Ten additional hostel units and four new single nursing home rooms with ensuites were built to enable the restructure of the two four bed wards into single rooms, as part of NSW Health infrastructure MPS development.

				Renovation of the remaining 1982 built bathroom across the whole facility are planned to be renovated along with laying of new carpet and vinyl, instillation of new blinds and painting throughout is planned over the next 12-18 months. This will enable the application for additional funding in the form of accommodation supplements from the commonwealth department of health for "major refurbishment".
	Promote community awareness and encourage ongoing resident involvement in community events.	Director of Nursing	75%	Community involvement included: Visitation by clergy, weekly exercise run by community volunteers, student visits from St John's Catholic School, storytelling/reading/book review provided by Cobar Library staff. Outings in the community attended by residents including advertised community events. The Lilliane Brady Village bus was used for transport. The in-house recreational activity program continues to be well attended with residents having input into the program. Publication of the quarterly newsletter for residents, family and friends in publicises upcoming events and shares activities with the wider community.
	Provide a transparent mechanism for concerns and complaints management from all stakeholders.	Director of Nursing	75%	POL/GM2 Comments, Suggestions & Complaints covers the protocol and procedures for complaint resolution and escalation process for Lilliane Brady Village. The facility maintains a register for all complaints. Investigation and resolutions including any actions required such as staff training, resources etc. are recorded. Pol/RM17 Compulsory Reporting covers process for reporting and responding to physical and sexual abuse of residents. There no reportable incidents for the quarter.

COMMUNITY OUTCOME	
1.6	A safe and clean community

COUNCIL STRATEGY				
1.6.1 A more visible and engaged police presence				
DP Action	Action	Responsibility	Progress	Comments
Work with police and licensed premises to promote a safe community	Attendance and commitment to the Cobar Police Community Precinct Committee.	General Manager	75%	No Cobar Police Community Precinct Committee meetings were held in Q3.
	Provide secretariat services for the Cobar Liquor Accord.	General Manager	75%	The Annual General Liquor Accord Meeting was held in Q3, with Linda Carter - Cobar Memorial Services Club being re-appointed unopposed as Chairperson, Brad Beetson - Cobar Bowling and Golf Club being re-appointed unopposed as Deputy Chairperson and Peter Vlatko - Cobar Shire Council being re-appointed unopposed as Secretary. Discussions were held on the Golfie courtesy and the new drink driving rules.

COUNCIL STRATEGY				
1.6.2 Implementation of the Cobar Crime Prevention Plan and Strategy				
DP Action	Action	Responsibility	Progress	Comments
Removal of graffiti and recording of graffiti incidents	Supervise the removal of graffiti and ensure all evidence is taken and recorded appropriately.	Urban Supervisor	75%	Graffiti has been removed from the Drummond Park playground in Q3. There was also a graffiti attempt on the new Toilet block in Drummond Park.
Implementation of actions outlined in the Cobar Crime Prevention Plan and Strategy	Update all action list for the Cobar Crime Prevention Plan and Strategy.	Director Finance & Community Services	0%	No action undertaken in Q3.

COUNCIL STRATEGY				
1.6.3	Encourage safe and sustainable development			
DP Action	Action	Responsibility	Progress	Comments
Undertake legislated obligations in relation to building and development	Assess and determine all relevant applications as outlined under Section 68 of the Local Government Act 1993.	Director Planning & Environmental Services	75%	Applications lodged seeking an approval under Section 68 of the Local Government Act are assessed and determined in accordance with relevant legislative standards.
	Carry out critical stage and other progress inspections required to ensure completed projects complies.	Director Planning & Environmental Services	75%	Development projects are inspected when necessary to establish level of compliance.
	Complying Development applications assessed and approved in accordance with statutory standards requirements and Council Codes.	Director Planning & Environmental Services	75%	All complying development certificate applications are assessed against legislative and state prescribed development standards, in conjunction with statutory determination periods.
	Develop an On-site Sewage Management Register for existing systems in priority areas.	Director Planning & Environmental Services	75%	An electronic onsite sewage management register is maintained as new systems are installed and given approval to operate.
	Development Applications assessed and approved in accordance with statutory standards and requirements and Council Codes.	Director Planning & Environmental Services	75%	Development Applications lodged with Council are assessed and determined in accordance with relevant legislated requirements.
	Inspect all development when required by approval so as to ensure compliance.	Director Planning & Environmental Services	75%	Developments were inspected at times when required to evaluate compliance with relevant approval.
	Process applications for Planning Certificates.	Director Planning & Environmental Services	75%	Planning certificate applications are determined expeditiously following lodgement with Council.

	Provide approval and inspection services for the installation of sewage and drainage services.	Director Planning & Environmental Services	75%	Councils role are plumbing regulator, as delegated by the Office of Fair Trading under the Plumbing and Drainage Act, is undertaken as per required legislative requirements.
	Provide registration, approval and inspection for applications to install and operate On-Site Sewage Management Systems.	Director Planning & Environmental Services	75%	All Section 68 applications seeking approval to install, operate and modify on-site sewage management systems are managed as per relevant legislated requirements, including registration, inspection and approval.
Implement and maintain an appropriate register for leases, licenses and land	Maintain the Lease, Licence and Land Register.	Director Planning & Environmental Services	75%	The lease, license and land use register is maintained.

COUNCIL STRATEGY				
1.6.4	Provide and maintain safe and serviceable public facilities and infrastructure			
DP Action	Action	Responsibility	Progress	Comments
To provide the community with an aesthetically pleasing and clean urban environment	Mechanically and manually clean the streets in the urban area to provide suitable environment for the community.	Urban Supervisors	75%	Mechanically and manually clean the streets this is undertaken on a daily basis.
Maintain Council Buildings to an appropriate standard to ensure that buildings are occupiable	Maintenance and repair of Council buildings undertaken with available resources.	Director Planning & Environmental Services	75%	Council buildings are repaired when necessary and when expenditure budgets permit.
Improve disability access to Council buildings and facilities to improve their accessibility by older people and people with a disability	Implement Council's Disability Action Plan.	Director Finance & Community Services	10%	No action undertaken in Q3.
	Install disability access to Council buildings as funding becomes available.	Director Planning & Environmental Services	50%	Where development projects to Council building assets are commenced, improved means of universal access is included within design scopes to meet relevant Commonwealth legislative obligations and Council policy.
Design and scope system for CCTV for key assets in the Shire	Design and scope a system covering key assets and seek funding to implement CCTV installation.	IT Manager	20%	Funding was requested as part of the additional drought funding, however it was not approved as a project. Has been put on hold due to Covid-19 response.

COUNCIL STRATEGY				
1.6.5	Provide protection from fire, natural disasters, public health and other threats to the community			
DP Action	Action	Responsibility	Progress	Comments
Have systems in place to allow a rapid response to a fire emergency within the Rural Fire District	Liaise with the RFS to ensure that systems are in place to allow for a rapid response to fire emergencies within the Rural Fire District.	Director Engineering Services	75%	No action undertaken in Q3.
Have contingency plans in place to minimise the damage from threats from natural disasters	All food shops and licensed premises inspected as per Food Authority Partnership.	Manager Planning & Environmental Services	75%	Food premises are being inspected in accordance with the Food Authority partnership. A hold has been placed on future inspections due to COVID-19.
	Complete appropriate advice to Land Services on Rural Addressing.	Director Finance & Community Services	0%	This is proving difficult to prioritise.
	Investigation of public health incidents.	Manager Planning & Environmental Services	75%	No incidents in Q3.
	Maintain RAP (Rural Addressing Posts) as required.	Director Finance & Community Services	100%	No replacements called for in Q2.
	Public swimming places inspected and water samples taken.	Manager Planning & Environmental Services	75%	No water samples taken as no available test equipment. Inspections were undertaken focusing on pool operator testing regimes.
	Swimming pool safety barriers inspected.	Manager Planning & Environmental Services	75%	No private pools were inspected in Q3.
	To ensure reasonable strategic planning is made to establish local disaster management	Director Engineering Services	75%	No action undertaken in Q3.

	plans which consider the risks to local communities and have in place relevant disaster management plans which cover the reasonable foreseeable risks within the community.			
	To establish an effective and relevant Local Emergency Management Committee to co-ordinate Emergency services with the community.	Director Engineering Services	50%	Local Emergency Management Committee Meeting have held three meetings in Q3 and are now focusing on reducing the spread of the COVID-19 pandemic.

Key Activity: Economy

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

COUNCIL STRATEGY				
2.1.1	Encourage business growth and new business opportunities in the Shire			
DP Action	Action	Responsibility	Progress	Comments
Facilitate business development in the Shire	Facilitate business opportunities within Cobar and promote the region.	General Manager	0%	No action undertaken in Q3.
	Review all lease conditions of the Cobar Caravan Park with an objective of striking a balance between revenue and investment.	General Manager	100%	New lease has been negotiated and implemented.

COUNCIL STRATEGY				
2.1.2	Review and Implement the Economic Action Plan			
DP Action	Action	Responsibility	Progress	Comments
Review as necessary the Economic Action Plan and implement the actions contained within it	Renew as necessary the Economic Action Plan and implement the actions contained within it.	Director Finance & Community Services	0%	Economic Action Plan will be reviewed in Q4.

COUNCIL STRATEGY				
2.1.3 Encourage people to shop locally and support the business community more broadly				
DP Action	Action	Responsibility	Progress	Comments
Participate in, and work with, the Cobar Business Association to develop programs to support business	Work with the Cobar Business Association to support local business initiatives such as the Great Cobar Business Awards, shop local promotions, training initiatives and other activities.	Tourism Manager	75%	<p>Cobar Shire Council staff continue to collaborate with the Cobar Business Association with regular communication, planning workshops and attend events and meetings hosted by both parties.</p> <p>Recently Cobar Shire Council worked with Cobar Business Association in engaging a consultant from “retail revamp” to engage and assist Cobar Shop owners to improve, transform and work on creating an amazing customer experience and optimal sales environment in the local Businesses in Cobar. This service included assisting with retail design, visual merchandising education and inspiring creativity within their shop displays and space.</p>
Support shop local campaigns, including administration of the Cobar Quid’s program	Monitor, dispense and reconcile Cobar Quid’s.	Office Co-Ordinator	75%	Council acts as the "bank" for the issue and collection of Cobar Quids which is a Shop locally initiative of the Cobar Business Association. There was an average of 70 quid transactions per month for January and February and 60 for March.
Support the Economic Taskforce and progress priority actions identified by the Taskforce	Support the Economic Taskforce and progress priority actions identified by the Taskforce.	Director Finance & Community Services	0%	No action undertaken in Q3.

COMMUNITY OUTCOME

2.2	A strong and diverse tourist industry with a focus on customer service
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COUNCIL STRATEGY

2.2.1	Update and implement the Tourism, Events and Museum Business Plan
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DP Action	Action	Responsibility	Progress	Comments
Update and implement the Tourism, Events and Museum Business Plan	Regularly update and report on implementation of the Tourism, Events and Museum Business Plan.	Tourism Manager	75%	Reports recently prepared consist of Australia Day, Seniors Week, trade show activity and Tourism report. Tourism strategic plan is currently being reviewed and Annual Tourism action plan.

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
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DP Action	Action	Responsibility	Progress	Comments
Manage the Visitor Information Centre	Manage the "Visitor Information Centre", admissions to Museum and souvenir shop at the Great Cobar Heritage Centre.	Tourism Manager	75%	<p>The Great Cobar Heritage Centre stats for Q3: Total visitors: 2,105 and total shop sales: \$10,570.55</p> <p>Museum entry a total of 384 and total visitor enquiries 1,721.</p> <p>Shop sales January: \$4,209.80, February: \$3,030.45 and March \$3,330.30.</p> <p>The Great Cobar Heritage Centre was closed for public access on 17 March 2020 due to COVID-19.</p>

Develop and implement new ideas to bring people to Cobar	Develop new marketing material to bring new residents and tourists to Cobar.	Tourism Manager	75%	The Great Cobar Heritage Centre continues to work with neighboring visitors centre's to cross promote and increase tourism. Staff continue to update ATDW website and work with local business to help promote and update information. Staff recently attended the Melbourne Caravan and Camping Super Show as part of the Kidman way promotional committee to promote the Kidman way tour route and Cobar. A total of 45,726 people attended the show with promotional material of brochures, digital media content, maps, Grey Mardi Gras and 150 years of Cobar programs and booklets distributed to visitors and promoted at the show. Cobar, Bourke and Walgett had plan to attend the Sydney Royal Easter Show from the 3-14 April 2020 as a promotional group funded by our JO to promote and capture a new target market with the family market who are heavily invested in the caravan and outback travel at present time. This was however cancelled due to the COVID-19 crisis.
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COMMUNITY OUTCOME	
2.3	A strong business hub operating out of the Cobar airport

COUNCIL STRATEGY				
2.3.1	Encourage business development at Cobar Airport and encourage Cobar as a stopover point for aircrafts			
DP Action	Action	Responsibility	Progress	Comments
Actively seek out business opportunities to enhance the operations at Cobar Airport	Promote the airport to interested parties to establish business enterprises as per the actions in the Master Plan.	Director Finance & Community Services	0%	No action undertaken in Q3. This action is now on hold until the COVID-19 pandemic is over.
	Providing Secretariat support to the Airport Advisory Committee to the Cobar Regional Airport.	Director Finance & Community Services	0%	No action undertaken in Q3.

Key Activity: Governance

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

COUNCIL STRATEGY	
3.1.1	Increase Council's income stream

DP Action	Action	Responsibility	Progress	Comments
Reassess all rates, fees and charges	Sound revenue management plan in place including rate recovery and debt recovery.	Office Co-Ordinator	75%	Fees and Charges were reviewed and adopted for 2019-2020 as part of Council's Annual Operation Plan in June. Rate recovery and Debt recovery are conducted as per council's Debt Recovery Policy. Outstanding rate balances have been reduced from \$1,797,313.76 at the 30 June 2019 to \$452,933.17 at the 31 March 2020.
Undertake private works	Undertaken private works for property owners, mines, contractors and RMS.	Roads Development Officer	50%	Private works being undertaken as required and staff available.
Increase grant funding received	Apply for grants to assist Council to undertake activities outlined in the Annual Operational Plan and to access additional grant opportunities as they become available.	Grants Officer	75%	Grants applied for are as follows: <ul style="list-style-type: none"> - Active Transport - Maidens/ Woodiwiss Avenue intersection - pedestrian refuge. - Active Transport - Bathurst street footpath from the Caravan Park - Cobar TAFE. - Local Government Authorities Arts and Cultural Funding - Continued Museum Upgrades.

DP Action	Action	Responsibility	Progress	Comments
				Currently working \$1 million drought funding application, Crown Lands funding, Club Grants Funding, CASP funding and acquittals for Seniors Week and previous \$1 million drought funding received.
Undertake rating functions of Council	Recovery of outstanding rates	Office Co-Ordinator	75%	Council levied rates in July in accordance with the NSW Local Government Act 1993. Council continues to recover outstanding rates as per the Debt Recovery Policy. A sale of land for unpaid rates was conducted on the 25 October 2019 which has reduced the outstanding balances.
	Undertake sale of land under Section 713.	Office Co-Ordinator	90%	A Sale of Land for Unpaid Rates Under Section 713 was conducted on the 25 October 2019. Settlement of these properties has finalised. The land which were passed in will be sold by private treaty.
Effectively manage Council investments	Optimum investment of Council's surplus funds in accordance with Council's Investment Policy.	Financial Accountant	75%	Council's surplus funds have been invested to maximise interest revenue after taking Council's current and future working capital and operational needs into consideration.
Provide services as per contract with Services NSW	Meet the requirements as per Services NSW Contract.	Office Co-Ordinator	75%	Council provides a Service NSW Agency Monday to Friday from 8am to 4.30pm. Customer Service is provided as per the contract and relevant legislation.
Implement the Section 94 Plan, Section 64 Plan and VPAs and manage the funds to provide for future infrastructure	Implement the Developer Contributions Plan, Section 64 Plan and VPAs and manage the funds to provide for future infrastructure through developer contributions.	Director Planning & Environmental Services	75%	Contributions Plan, S64 Plan and Planning Agreements implemented/ utilised during Q3.

DP Action	Action	Responsibility	Progress	Comments
through developer contributions				

COUNCIL STRATEGY

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

DP Action	Action	Responsibility	Progress	Comments
Undertake reviews of Council's own service delivery levels	Undertake service level reviews to inform community consultations and budgeting processes.	General Manager	0%	No service level reviews were undertaken in Q3. Parks and Gardens is the only service area marked for review that has not been finalised.

COUNCIL STRATEGY

3.1.3 Minimise risk for Council and the community

DP Action	Action	Responsibility	Progress	Comments
Develop and implement a risk management strategy suitable for Council operations	Co-ordinate the development of Council's Business Continuity Plan and Disaster Recovery Plan in conjunction with StateCover.	Human Resources Manager	75%	The risk register has been reviewed and adopted by Manex. The BCP has been developed and presented to the IRAC for review and adoption. In light of COVID-19, a decision on whether we need a Pandemic Plan is required.
	Implement a Corporate Risk Management Strategy.	Human Resources Manager	75%	The Corporate Risk Register has been reviewed and adopted by Manex. Quarterly departmental reviews will commence Q1 2020/2021 to ensure the content remains current. Manex review all high-level risks at each monthly Manex meeting.

Develop and implement suitable internal audit processes for Council operations	Facilitate Internal Audits functions based on Risk Register – commencing with most significant risk.	Director Finance & Community Services	75%	The Risk Register was developed and adopted by Manex and the RAC. High rated risks and accompanying actions are reported to MANEX on a monthly basis for review.
	Internal Audit Committee to meet quarterly and ensure Compliance with all Legislative and Regulatory requirements.	Director Finance & Community Services	75%	One meeting of the Internal Audit Committee was held in Q3.
WHS obligations are met and safe work practices are promoted and undertaken	Consult with WHS Committee to take a proactive stance in promoting a healthy and safe work environment.	Human Resources Manager	75%	Current WHS Committee has been in place for six months, holding a two-year term. Meetings are scheduled every two months (April meeting re-scheduled due to COVID-19), with regular agenda items to include monitoring and reviewing incidents/hazards reported, hazard identification in the workplace and a platform to provide consultation between Council management and employees.
	Provide a safe working environment through advice, safety programs, audits and staff involvement.	Human Resources Manager	75%	Polices & Procedures for WHS have been developed, regularly reviewed and any changes or new policies/procedures are relayed to all staff. To meet our consultation requirements, the Council's WHS Committee are asked to contribute in these reviews, and managers/supervisors are asked to discuss any changes with employees. Council conducts a yearly StateCover WHS Audit to highlight any areas that need attention, and complete yearly StateWide Continuous Improvement Pathway (CIP) program to further improve our safety systems in an area of risk chosen by them. Nationally Recognised Training in WHS and high-risk activities carried out by Council employees is provided where required.

	Reduce workplace incidents by providing return to work services, supporting the Health and Safety Committee, providing adequate training and appropriate procedures.	Human Resources Manager	75%	Return to Work and injury management services are provided to all areas of Council by the Human Resources team. Our ageing workforce continue to be a significant driver for workplace degenerative injuries. This year has seen a marked reduction in Council's workcover premiums, which is directly impacted by a reduction in lost time through a conscious effort on returning staff to work as soon as possible.
	Refinement and implementation of Councils' WHS Management System in conjunction with WHS Committee and employees.	General Manager	75%	New policies/procedures will continuously be developed throughout the year. An action plan from the StateCover WHS audit has been put in place and consultant is working on completing out tasks with the new WHS Officer. The WHS Officer will continue to attend quarterly Orana Risk Group meeting (whether as an online meeting forum with the COVID-19 risks, this is yet to be determined). The WHS Committee has been running well, and meets every two months, although with the COVID-19 risk it is yet to be determined if face-to-face meetings will continue or an online platform. A new cloud-based health and safety software (VAULT - provided by StateCover and is a free resource to Council) will be introduced. This is a collaborative effort by the HR Manager, WHS Officer and IT Manager (who is project managing the installation) to get the project up and running. It will allow a more efficient way to manage our risk, health and safety responsibilities.
Reduce workplace accidents and incidents by supporting the WHS Committee, providing	Coordinate development and training of staff in Safe Work Method Statements (SWMS).	Human Resources Manager	75%	At the Annual Induction Day all outdoor employees are retrained in the 6 SWMS relevant across the whole organisation. A review of Council's WHS Management System will identify the risks and hazards in the workplace, and SWMS will be created from this. Training of the

adequate training and appropriate procedures				SWMS will follow, through consultation in supervisors meetings, toolbox talks and on the job training.
	Development and implementation of Council wide and Department specific Safety Inductions.	Human Resources Manager	75%	All new staff receive a 'walk through' induction during their first week of employment from their supervisor as well as completing an online Council induction (which is currently under review). Staff are inducted onto the relevant work sites they will be working at (and onto applicable plant) by their immediate supervisor.
	Facilitate/coordinate regular WHS audits of the workplace and monitor implementation of audit recommendations.	Human Resources Manager	75%	WHS Committee have an active workplace audit schedule. The action register keeps track of allocated tasks and their completion - with positive feedback from committee members on their progress.
Ensure that records management provides a framework for collection, management and retrieval of Council's records to meet Council's needs and compliance requirements	Compliance with Records management obligations.	General Manager	75%	In Q3, Records trained new Records Staff. As part of the training frequently used files were identified and documented from the file register to assist new staff when correctly allocating correspondence to file and for undertaking search requests. To improve compliance when undertaking disposals; archiving instructions have been created and distributed for the debtor records to ensure staff are better able to interpret the General retention and disposal authority: local government records (GA39). The Records & Information Supervisor undertook two major search requests in respect of ongoing legal matters to demonstrate Councils overall compliance. By focusing on EDRMS over the next 3 years a lot of areas within compliance will improve; once staff are trained and using the system the records team will then have the

				opportunity to address outstanding operational and strategic backlog including outstanding compliance requirements.
	Effective records administration systems and protocols in place.	General Manager	75%	In Q3, the Records Team discussed ideas and options for the safe handling of physical mail and files in preparation for COVID-19. The Records Team underwent training for the inputting of Customer Requests into the CRM module to ensure the systems and protocols align with Councils accountability goals. New formal procedures for CivicView version 9 were developed for inputting internal emails, inputting outgoing letters and registering correspondence for NFA into the correspondence module. Records is running at capacity. In order to improve the records administration systems and protocols Council has been exploring EDRMS. Work plans have been developed; however, time constraints and operational demands prove to be an ongoing issue. In the coming months there will be a shift in focus from operational tasks to strategic focus when the Records and Information Supervisor steps into a more strategic role in order to progress EDRMS particularly with the commencement of the new IT Manager.
	Investigate options to use CivicView as an Electronic Document Management System (EDMS) to meet our needs.	General Manager	75%	In Q3, Records & Information Supervisor together with the IT Manager held meetings to discuss moving forward with an Electronic Document Records Management System (EDRMS). Ultimately it was decided that Council will go out to tender for Enterprise Resource Planning (ERP) that would have an EDRMS component. Tender documents are being prepared and a User Group is being formed.

COUNCIL STRATEGY				
3.1.4	Strong governance measures in place			
DP Action	Action	Responsibility	Progress	Comments
Councillors are well trained and informed on their roles and responsibilities	Training provided to Councillors.	General Manager	75%	Councillors undertook Planning Training with Adam Seton of Marsdens Group. Which focused on the role of Councillors in determining Development Applications.

COMMUNITY OUTCOME	
3.2	An engaged community that participates in decision making

COUNCIL STRATEGY				
3.2.1	Encourage more direct participation and interaction between Council and the community			
DP Action	Action	Responsibility	Progress	Comments
Provide up-to-date and relevant information to the public on Council's activities	Dissemination of up-to-date and relevant information to the media and staff on Council's activities.	General Manager	75%	Regular staff newsletters are generated and distributed giving staff an update on projects, corporate issues and staffing. Regular adverts are placed in the paper to the community updates, along with Facebook postings across Council's business units - with Facebook accounts regularly updated by the Youthie, Library, Tourism and Council. Council also uses Instagram to sell what we are doing and to generate interest.

COUNCIL STRATEGY

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

DP Action	Action	Responsibility	Progress	Comments
Maintain partnerships with community organisations, such as Business Groups, Council Committees and Council Alliances	Coordinate and support the Traffic Committee and Rural Roads Advisory Committee.	Director of Engineering Services	75%	<p>Local Traffic Committee Meeting: There has been one Local Traffic Committee meeting held in Q3, on 18 February 2020. Next meeting will be 19 May 2020. Recommendations from the meeting were: Parallel Parking on Linsley Street be changed from rear to curb to parallel parking, and Council to investigate if the current location of the Bus Stop at Taxi Rank is the most suitable place. From the Status report – Pedestrian Crossing at Public School – Council still to send request to RMS and to consult with School, and Council to decide on location of the 40kms signs for Marshall Street.</p> <p>Rural Roads Advisory Committee Meeting: Only one meeting held in Q3, on 5 February 2020. Next meeting will be 6 May 2020. No major issues to report.</p>
	Participation in Lower Macquarie Water Utilities Alliance (LMWUA).	General Manager	75%	Meetings of the Orana Water Utilities Alliance (OWUA) are regularly attended and are actively participated in and engagement regarding alliance COVID-19 response.

COUNCIL STRATEGY				
3.2.2	Increase the participation of youth in community leadership			
DP Action	Action	Responsibility	Progress	Comments
Provide administration and support to the Cobar Youth Council	Provide administration and support to the Cobar Youth Council and maintain contact with similar organisations in other Local Government areas so as to provide interaction.	Manager Youth & Fitness	75%	New Youth Council members have been appointed. We have a great new team of very young adults who will be great to train up, this group had so many ideas for Youth Week, but have now cancelled these events and meetings until future notice due to COVID-19.

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

COUNCIL STRATEGY				
3.3.1	Provision of good customer service			
DP Action	Action	Responsibility	Progress	Comments
Focus on the provision of good customer service by all Council staff	Ensure that all CRM and other complaints registers and reviewed with appropriate actions and responses to complainants.	Director of Finance & Community Services	75%	Requests and complaints are recorded via work orders in Civicview and distributed for action. Council still needs to improve on capturing all requests and responding to customers after we have actioned the request.

COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comments
Human Resources	Continued improvement of the electronic performance appraisal system, with updated skills matrices and position descriptions.	Human Resources Manager	75%	<p>As positions become vacant we are working to review and improve current position descriptions and skills matrices, including adding standard behavioral assessments in line with the expectations in the annual performance review.</p> <p>We are currently developing the online training matrix through PULSE, but with 2020 performance reviews on hold due to COVID-19, this may be delayed until 2021.</p>
	Develop a Staff Recognition and Reward Program.	Human Resources Manager	75%	<p>Council introduced GEM Awards in 2018 to encourage staff to nominate their peers for "Going the Extra Mile", the awards are presented at a quarterly BBQ for all staff.</p> <p>Following a staff suggestion in December 2019, we will now align the GEM Awards with Council's Corporate Values.</p>
	Develop Staff and promote their inclusion in decision making through consultation through measures such as the Staff Suggestion Program, regular team meetings and site visits by Manex.	Human Resources Manager	75%	<p>Manex (GM specifically) are meeting with teams across Council (outside of the administration building) on a regular basis to provide an opportunity for feedback and sharing of information.</p> <p>Staff suggestion box is available, but does not generate any feedback, however informal feedback is provided to Management on a regular basis.</p>

COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comments
Human Resources	To be an employer of choice including the development of an attraction and Retention Strategy, training plans, succession plans and traineeships.	Human Resources Manager	75%	Recruitment for all non-critical roles has been put on hold due to the uncertainty of COVID-19. Attraction and retention are significant HR issues for all regional Councils in NSW. A training matrix is being developed, with resourcing the main barrier to completing this. Apprenticeships for 2019 were put on hold due to the lack of qualified tradesmen to support them. Additional graduate roles for technical areas and administrative trainees are being considered. Succession planning for critical roles needs more consideration.
	To build productivity, maintain industrial harmony and increase employee satisfaction.	Human Resources Manager	75%	Overall the industrial harmony is sound. We have had no significant industrial issue this quarter.
	To ensure that a Consultative Committee is effective and efficient in recommending to the General Manager for action.	Human Resources Manager	75%	There continues to be very few items brought to CC by employee representatives on the committee, majority of items are raised by HR for policy review, structure changes or position re-evaluations.
	Undertake electronic performance appraisal annually.	Human Resources Manager	75%	Performance reviews for 2019 calendar year have been put on hold with COVID-19. Only those staff eligible for a wage review will complete a skills assessment in May 2020.

COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comments
Human Resources	Undertake biennial Staff Attitude Survey.	Human Resources Manager	75%	The staff satisfaction survey was due to be conducted in November 2019. Depending on the situation with COVID-19, we will consider conducting that survey in November 2020.
Good recruitment and selection processes that promote the philosophy of 'recruit for attitude, train for skills'	Ensure the organisational structure is appropriate to achieving the Budget or Delivery Program/Annual Operational Plan.	Human Resources Manager	75%	COVID-19 has seen a halt on recruitment for all non-critical roles for this coming quarter. DES, Works Manager, Water & Sewer Engineer, Technical Officer and DON remain critical recruitment. The current organisational structure is in line with budget availability. Resignations of key roles provide opportunity for re-assessment of organisational requirements. The philosophy to recruit for attitude and train for skill is our entire recruitment strategy.
Implement and manage an Employee Assistance Program for Council staff	Oversee and promote Council's Employee Assistance Program.	Human Resources Manager	75%	Council's Employee Assistance Program is utilised by staff and promoted to individual staff who may benefit from the assistance. Council are focusing on all areas of health and well-being for staff and promoting other training and activities throughout the business including a health and wellbeing day for all staff held in February 2020. The day received positive feedback from all workgroups, we hope it will become a biennial event.

COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comments
Staff are provided with up-to-date and relevant tools to undertake their roles	Review plant requirements; undertake asset management and maintenance of plant fleet.	Director of Engineering Services	25%	
	Review and update 15 Year Plant Rolling Replacement Program.	Infrastructure Manager	10%	
Provide Cobar Shire Council with a secure, reliable and cost-effective information technology network.	Audit and analysis of software used and future needs and identify software champions.	IT Manager	75%	Ongoing assessment is being made for emerging requirements in Covid-19 response.
	Continue to promote the concept of IT savviness with a view of creating an IT focused business.	IT Manager	75%	Requirement for training in Outlook, Excel, Word and other business applications has been discovered through gap analysis (partially completed) and staff requests through Service Desk tickets. Investigation into online/ inhouse training to be investigated.
	Create business rules/ policies to assist in creating a much more focused and visible organisation.	IT Manager	30%	New policy for user access has been created including new role, change in access and terminations.
	Ensure that a systematic review of services are in place.	IT Manager	100%	Has been completed.
	Report any identified system breaches.	IT Manager	75%	Breaches have been identified and reported to MANEX on a monthly basis.

COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comments
Provide Cobar Shire Council with a secure, reliable and cost-effective information technology network.	Review and ensure that backup systems are secure and reliable.	IT Manager	75%	Onsite and offsite backups have been configured. DR and backup testing to be completed.
Maintain and actively use the Public Libraries NSW Membership	Identify opportunities for information share and services development.	Library Manager	75%	Participated in information sharing activities via e-mail in Q3 and attended the central-west zone meeting in Dubbo.

COUNCIL STRATEGY				
3.3.3	Council undertakes adequate strategic planning activities and meets all legislative reporting requirements			
DP Action	Action	Responsibility	Progress	Comments
Council updates the Integrated Planning and Reporting framework documents as required	Compliance with Integrated Planning and Reporting (IPR) Framework Requirements as outlined by the OLG.	General Manager	75%	All requirements of IP&R met to date.
	Implementation of Council's Community Engagement Strategy.	Grants Officer	75%	The Community Engagement Plan will require community consultation to be undertaken - no date planned yet.
	Make changes to IP&R documents in line with Audit Office requirements.	Director Finance & Community Services	10%	These are not due for renewal until Q4.

COUNCIL STRATEGY				
3.3.3 Council undertakes adequate strategic planning activities and meets all legislative reporting requirements				
DP Action	Action	Responsibility	Progress	Comments
Council updates the Integrated Planning and Reporting framework documents as required	Workforce Management Strategy, as part of Resourcing Strategy, developed and maintained.	Human Resources Manager	100%	Council's Workforce Plan has been renewed and adopted for the coming four years, effective 1 July 2017. The document reflects the key elements from other workforce plans that are considered model documents throughout the State. Next review date is February 2021 in preparation for 1 July 2021.
	Works Program developed for Shire and Regional roads, drainage, signs and traffic facilities.	Roads Development Manager	100%	Updated works program completed.
Complete and regularly update Council's Asset Registers for recreation, buildings, transport, water, sewer and stormwater	Have Morrison Low review and update the Asset Management Policy and Strategy.	Director Finance & Community Services	25%	This is now ongoing. Policy will be reviewed in Q4 by Council's Asset and Infrastructure Manager.
	Roll out outsourced arrangement (Morrison Low) for Asset Management integration, commencing with a gap analysis.	Director Finance & Community Services	100%	Completed.
Undertake service level reviews for key services and assets	Undertake condition assessments, asset purpose and lifecycle analysis to determine current service levels and create option for service levels that are then discussed during community consultation.	Director Finance & Community Services	50%	This has now commenced. A number of roads have been completed, but there is still a lot of work 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	Comments
Good contract management and procurement practices are employed	Maintain a current Contracts Register, update policies and procedures and identify improvements in procurement processes.	Director Finance & Community Services	75%	The Contracts Register is reviewed on a regular basis. Policies and procedures are reviewed regularly.
	Update Trades and Miscellaneous Services Register with alternate options to be investigated.	Director Finance & Community Services	75%	Investigations have continued into a suitable trades and miscellaneous services register.
Provision of Cobar Water Board Administration and Financial Services	Undertake administration and financial services for the Cobar Water Board as per the Agreement.	Director Finance & Community Services	75%	Administration and financial services being performed to expectation.

Key Activity: Infrastructure

COMMUNITY OUTCOME	
4.1	A clean and reliable water supply

COUNCIL STRATEGY	
4.1.1	Improve water supply infrastructure to Cobar, including piping the Albert Priest Channel, replacing the Nyngan to Cobar pipeline and improving pump stations, water storages and other associated infrastructure

DP Action	Action	Responsibility	Progress	Comments
To support the Cobar Water Board in seeking funding for improvements to water supply infrastructure to bring quality water and a reliable supply of water to Cobar for treatment and distribution	Negotiate with Cobar Water Board and Bogan Shire Council to provide grant funding and options for the improving the Albert Priest Channel, completing the Pipeline Augmentation Project and undertaking improvements to other water supply infrastructure.	Water & Sewer Manager	0%	Dubbo Council is investigating engaging a consultant to act on behalf of the region west Councils to work with the government on a pipeline proposal between Burrendong Dam and Nyngan. Regional water strategies being developed by DPIE. This considers piping APC and replacement pipes Nyngan to Cobar.

COUNCIL STRATEGY	
4.1.2	Increase Cobar's water allocation

DP Action	Action	Responsibility	Progress	Comments
Lobby the NSW Government to have Cobar's town water supply increased	Continue meeting with relevant Government personnel demonstrating the need for the town water licence to be increased.	General Manager	50%	Supported Cobar Water Board President meeting with the Minister seeking an additional 1,000mg.

COUNCIL STRATEGY				
4.1.3 Improved water infrastructure across the Shire, including the town reticulation system				
DP Action	Action	Responsibility	Progress	Comments
Upgrade the reticulation network in Cobar, replacing old pipework, valves etc to improve water flow and water quality	Undertake repairs to potable water storages, including re-roofing.	Water & Sewer Manager	20%	Under design.
	Upgrade the reticulation network in Cobar, replacing old pipework, valves etc to improve water flow and water quality.	Water & Sewer Manager	50%	Contractors on-site completing replacement of mains, expected completion August 2020. Water hydrant maintenance program ongoing. Valve replacements ongoing.
Maintenance and repairs of water mains and water filtration system	Implement Water Supplies Asset Management Plan with 5 Year Rolling Works Program.	Water & Sewer Manager	30%	Killards replacing pipes throughout town.
Undertake fair valuation of water and sewer	In conjunction with Councils Asset Management team and Auditor undertake revaluation of Council's water and sewer assets.	Director Engineering Services	0%	No action undertaken in Q3.

COUNCIL STRATEGY				
4.1.4 Seek alternate supply solutions to improve water supply to Villages				
DP Action	Action	Responsibility	Progress	Comments
Improve water supply to villages	Scoping study to be completed for Nymagee, Euabalong and Euabalong West.	Water & Sewer Manager	75%	Public works undertaking scoping study.

COUNCIL STRATEGY				
4.1.5	Provide contract services to Cobar Water Board			
DP Action	Action	Responsibility	Progress	Comments
Provide contract services to Cobar Water Board	Provide technical advice and maintenance activities to the Cobar Water Board.	Water & Sewer Manager	75%	Technical advice and maintenance activities undertaken.

COUNCIL STRATEGY				
4.1.6	Work with NSW Public Works to implement the Resources for Regions project to replace the pipeline, in line with direction provided by Cobar Water Board			
DP Action	Action	Responsibility	Progress	Comments
Undertake the Project Management for the works agreed to under the Resources for Regions funding to construct a third pipeline and associated works.	Continue to make representation to the Cobar Water Board to have the remaining 100km of the Nyngan to Cobar Pipeline funded and installed.	Water & Sewer Manager	10%	Cobar Water Board has resolved to seek funding from the State Government to replace the remaining 90km of 300mm mild steel pipeline.
	Undertake the Project Management for the works agreed to under the Resources for Regions funding to construct a third pipeline and associated works.	Director Engineering Services	5%	No action undertaken in Q3.

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

COUNCIL STRATEGY				
4.2.1	Improved access to telecommunications, radio, TV and broadband services			
DP Action	Action	Responsibility	Progress	Comments
Lobby the government for improved communications networks	Lobby to reduce Mobile Blackspots across the Shire.	General Manager	75%	No action undertaken in Q3, still awaiting response from Mark Coutlon's Office in support of a Mobile Black spot application sent through for Hermidale.
	Maintenance of radio base stations and licences.	Infrastructure Manager	75%	Licences have been paid for, no maintenance has been undertaken in Q3.

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

COUNCIL STRATEGY				
4.3.1	Seek ways to expand the sealed road network and improve and maintain the unsealed road network			
DP Action	Action	Responsibility	Progress	Comments
Road works undertaken according to priority, weather conditions and availability of resources	Construction and maintenance works carried out on Regional and Shire Road Network in accordance with approved programs and standards.	Roads Development Manager	75%	Maintenance works are progressing where we have crews and water available.
	Inspections by Council staff on a routine basis to identify maintenance works and report any urgent works to minimise public liability risk to Council.	Roads Development Manager	75%	Inspections being undertaken as required and repairs on urgent works carried out.

	Street maintenance and sign maintenance, including alcohol free signage.	Roads Works Manager	75%	Maintenance conducted as required.
	Undertake ordered works on behalf of RMS within the agreed budget.	Roads Development Manager	70%	Ordered works are being undertaken as required, Heavy patching completed. Resealing commenced.
	Undertake routine and supplementary works on State Roads in accordance with the RMS Contract.	Roads Development Manager	70%	Routine works being undertaken as scheduled and required.
Oversee quarrying activities and ensure an adequate supply of good quality gravel for use on the road network	Ensure that all Contractors have a Quarry Safety Management Plan.	Roads Development Manager	100%	All Contractors have a Quarry Safety Management Plan and are conforming.
	Establishment and use of funding reserve for the rehabilitation and restoration of disused gravel pits and quarries.	Roads Development Manager	70%	Gravel crushing being undertaken at Kilala Pit. 78 Mile pit has been blasted and crushing to commence in April.
	Licences for all existing and new quarries progressively obtained.	Roads Development Manager	50%	Licences are being obtained as council commences works in areas where pits are required. 5 new pits are currently being licenced.
Undertake Grain Road Seal Extension Project	Undertake upgrade to Grain Road as per funding agreements.	Roads Works Manager	75%	All of the gravel for the base layer has been spread and shaped to design levels. Approximately 4.5km of the base layer has been stabilised and constructed, with approximately 2km of the project sealed.

COUNCIL STRATEGY				
4.3.2	Provide and maintain safe and serviceable transport infrastructure including roads, footpaths, bike paths and airport			
DP Action	Action	Responsibility	Progress	Comments
Provide and maintain a safe and adequate footpath and bike path network	Identify priority works required to improve the safety of the footpath network and undertake works as funding becomes available.	Urban Supervisor	75%	A number of patching works were undertaken, patched 20 metres of footpath near St John's Catholic School, renewed guttering in Brough Street and gutter replacement in Bradley Street.
	Implement the Pedestrian Access Mobility Plan (PAMP) and Bike Plan Action Plan for Cobar.	Roads Works Manager	100%	Pedestrian Access Mobility Plan (PAMP) has been superseded by the Active Transport Plan (ATP).
	Implement the actions outlined in the Active Transport Plan.	Roads Works Manager	0%	No action undertaken in Q3.
	Kerb & Gutter maintenance.	Urban Supervisor	75%	Works were undertaken in Bradley and Brough Street in Q3.
Cobar Airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Conduct regular and statutory maintenance program in accordance with Airport Operational Manual.	Director Finance & Community Services	75%	Conducted in accordance with Airport Operational Manual.
	Implement the Cobar Aerodrome Master Plan.	Director Finance & Community Services	10%	On hold – No action undertaken in Q3.
	Provision of services to key stakeholders such as airlines and Charters.	Director Finance & Community Services	75%	Services are being provided, but service levels have been impacted by COVID-19.

COUNCIL STRATEGY				
4.3.2	Provide and maintain safe and serviceable transport infrastructure including roads, footpaths, bike paths and airport			
DP Action	Action	Responsibility	Progress	Comments
Review the maintenance requirements of the Village Airports.	Address the use of airstrips for purposes other than emergencies and determine best way forward to meet needs of all stakeholders.	Director Finance & Community Services	75%	Low priority at the moment.
	Maintain runways in a state that is acceptable for dry weather operation and ensure that the airstrips comply with the minimum standards for operation.	Director Finance & Community Services	75%	Runways are maintained to an acceptable standard.

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	Comments
Lobby the NSW Government to ensure that the rail network is well maintained, safe, affordable and well used, particularly for freight movements to reduce the impact of road movements on the community.	Lobby NSW Government to maintain rail network and develop initiatives to increase its use.	General Manager	0%	No lobbying occurred in Q3.

COMMUNITY OUTCOME	
4.4	Good quality and affordable community facilities and infrastructure

COUNCIL STRATEGY				
4.4.1	Upgrade priority playgrounds and parks with good designs to cater for all age groups and abilities and maintain the rest at agreed service levels			
DP Action	Action	Responsibility	Progress	Comments
Provide and maintain safe and adequate playground facilities	Inspection of playground facilities ensuring safety and convenience for all users with the aim for gradual upgrade of playground equipment to meet Australian Standards.	Urban Supervisor	75%	All playgrounds are inspected fortnightly and all meet Australian Standards.
	Remove Drummond Park Playground and reclaim area.	Urban Supervisor	0%	No action undertaken in Q3. Potentially to be removed in Q4.

COUNCIL STRATEGY				
4.4.2	Increase the range of community facilities and maintain those that we have to an appropriate standard			
DP Action	Action	Responsibility	Progress	Comments
Implement the Ward Oval Masterplan	Update the Ward Oval Masterplan and seek funding for a new building at the site and other improvements.	Projects Coordinator	20%	Architect working finalisation of plans for the new Ward Oval building. Consultation for the master plan to be undertaken in the future. Project progressing.
Undertake Council's cemetery operations in an appropriate and dignified manner	Keep stock of pre-dug graves in reserve and maintain Cemetery to the appropriate level.	Urban Supervisor	75%	Council did 4 pre-dug graves in Q3 and will be doing 8 in Q4.

COUNCIL STRATEGY				
4.4.2	Increase the range of community facilities and maintain those that we have to an appropriate standard			
DP Action	Action	Responsibility	Progress	Comments
To provide quality and readily accessible library services to Cobar and villages	Offer high quality and relevant library services for five (5) hours per week at both Nymagee and Euabalong.	Manager Library Services	75%	Nymagee and Euabalong library services operated for five hours per week in Q3. Library services doors were closed to visitors late in Q3 in accordance with covid-19 provisions. Home and postal delivery of loans is being offered to Nymagee and Euabalong Library customers.
	Participate in State and National events that promote literacy.	Manager Library Services	75%	Supported the Premier's Reading Challenge with purchase and loan of listed books.
	The Library acquires, processes, maintains and lends library materials that are up to date and appropriate.	Manager Library Services	75%	927 physical items and 404 eBooks and eAudio were added to the collection in Q3. 358 items = value \$4,853 (at cost) were removed. 5,515 items loaned (includes 567 eBook & eAudio loans). Cobar Library doors were closed to visitors late in Q3 in accordance with COVID-19 provisions. Home and postal delivery of loans is being offered to Library customers.
	The Library provides public access to the internet service where possible.	Manager Library Services	75%	10 computers provided for public access. 483 hours of computer use and 150 hours of wireless bookings for Q3. Library services doors were closed to visitors late in Q3 in accordance with COVID-19 provisions. Library customers are currently not able to access the Library internet service.

	To ensure that well trained, professional and highly motivated staff are responsive to serving the needs of the community.	Manager Library Services	75%	Training not provided in Q3 due to time and budget considerations.
	To ensure that the Library service is utilised by Cobar Shire residents of all ages and community groups.	Manager Library Services	75%	32 new members joined in Q3. Total membership = 2,241 members. 4,944 visits counted in Q3. Activities provided for Cobar residents: Bookaholics meetings - 9 attended; LBV readers' group - 25 attended; Seniors week morning tea & activities - 17 attended; adult craft sessions - 29 attended. Cobar library service doors were closed to visitors late in Q3 in accordance with covid-19 provisions. Home and postal delivery of loans is being offered to library customers. Customer engagement is taking place via Facebook and phone contact.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Depot upgrade works undertaken as per the master plan.	Director Planning & Environmental Services	75%	No action undertaken in Q3.
	Each season a review of the plant and equipment to ensure timely expenditure on plant costs.	Infrastructure Manager	75%	Plant review undertaken as required.
	Maintenance of Buildings Asbestos Register.	Manager Planning & Environmental Services	75%	Council building assets are progressively going through a process of being assessed for asbestos presence to develop a respective register for that asset.
	Undertake upgrades to the Cobar Youth and Fitness Centre, including roof replacement/ repairs as per SCCF funding agreement.	Director Planning & Environmental Services	75%	All relevant upgrades to the Cobar Youth and Fitness Centre are progressing through the application phase.

	Undertake condition assessments in order to Review Buildings Asset Management Plan and undertake building condition reports and review service levels of building assets.	Director Planning & Environmental Services	0%	No resources available at this point in time to progress this task.
	Undertake upgrades to the Great Cobar Heritage Centre including, improving access, fire safety and weather proofing to the building.	Director Planning & Environmental Services	75%	This project is progressing through a design and planning stage. Some minor preparatory works have commenced on the northern side of the building to make way for the new access ramp into the building.

COUNCIL STRATEGY				
4.4.3	Improve recreational facilities at the water reserves			
DP Action	Action	Responsibility	Progress	Comments
Maintain and improve recreational facilities that are available at the Newey and Old Reservoir reserves	Develop and adopt a plan of management for the Newey Reservoir.	Director Planning & Environmental Services	75%	Draft Plan to be finalised by consultant for submission to Crown Lands to approve public exhibition.
	Undertake actions outlined in the Newey Reservoir Plan of Management.	Urban Supervisor	0%	No action undertaken in Q3, as there is no Newey Reservoir Plan of Management.

COUNCIL STRATEGY				
4.4.4	Maintain and expand where necessary, the stormwater and sewer networks			
DP Action	Action	Responsibility	Progress	Comments
Maintain suitable stormwater network including kerb and guttering	Maintenance of CBD and older areas of town, where overland flow is the only means of runoff, annually, including removal of obstructions.	Urban Supervisor	75%	No stormwater or sewer networks cleaned out in Q3.
Provide, maintain and operate a sewer network and disposal system and treatment works	Ensure EPA licence completed annually and at a minimal cost.	Water & Sewer Manager	75%	EPA licence compliance testing is being undertaken.
	Implement the Sewerage Services Asset Management Plan with 5 year rolling works program.	Water & Sewer Manager	5%	Asset management plan tender documents being prepared
	Investigate options for implementing Liquid Trade Waste Policy and program.	Water & Sewer Manager	0%	Orana Water Utilities Alliance is looking at engaging a trade waste officer to assist Councils in the implementation of a liquid trade waste policy.
	Undertake works to upgrade the three minor Sewer Pump Stations and inlet works at Sewer Treatment Plant.	Water & Sewer Manager	25%	Procurement underway. Some delays due to COVID-19.

COUNCIL STRATEGY				
4.4.5	Maintain and service villages parks, streets, footpaths and community facilities			
DP Action	Action	Responsibility	Progress	Comments
Maintain and improve village facilities and services	Arrange for works to be undertaken that have been identified as priority projects by the NPA (to use Nymagee VPA funds).	General Manager	75%	Meetings are being regularly attended by the General Manager or allocated Council Staff. The March Progress Association Meeting was cancelled due to the current COVID-19 pandemic. A number of projects have been identified and the funding is being held in trust. Projects will be reviewed in Q4.
	Regularly maintain parks, streets and footpaths in all villages.	Urban Supervisor	75%	Regularly maintenance on the parks, streets and footpaths in all villages is undertaken.
	Upgrade Euabalong Oval, install new playground and other associated works.	Urban Supervisor	100%	A new irrigation system has been installed at Euabalong Oval along with the oval being levelled and turf laid, a new park was also installed.

Key Activity: Environment

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

COUNCIL STRATEGY				
5.1.1	Develop an alternative energy industry in Cobar			
DP Action	Action	Responsibility	Progress	Comments
Lobby business and government to encourage the development of an alternative energy industry in Cobar	Monitor opportunities for development of an alternative energy industry in Cobar.	General Manager	10%	No opportunities identified for an alternative energy industry in Cobar.

COUNCIL STRATEGY				
5.1.2	Develop community leadership on becoming leaders in resource use and waste management			
DP Action	Action	Responsibility	Progress	Comments
Undertake kerbside garbage collection and recycling in Cobar and kerbside garbage collection in the relevant villages	Prepare a Waste Services Strategy Discussion Paper.	Manager Planning & Environmental Services	75%	Draft waste management strategy has been developed and is awaiting discussion at a Manex meeting.
	Provide a trade waste, domestic waste and street bin collection service to all customers as per agreed service levels.	Manager Planning & Environmental Services	75%	Trade waste, domestic kerbside and street bin collections are being undertaken in accordance with required service levels.

Maintain the town and village tips to an acceptable standard	Provide waste disposal facilities for Cobar, Nymagee, Mt Hope, Canbelego, Euabalong and Euabalong West and develop initiatives to reduce unauthorised waste disposal.	Manager Planning & Environmental Services	75%	Waste disposal facilities are being provided in all villages.
Encourage efficient water use by Shire residents	Promote efficient water use by Shire residents.	Water & Sewer Manager	75%	Ongoing - A program has been developed. Shower timers, social media, audits, etc being made into a water restriction drought package for residents.

COMMUNITY OUTCOME	
5.2	Well managed public and private land

COUNCIL STRATEGY					
5.2.1	Encourage sustainable and profitable agricultural industries				
DP Action	Action	Responsibility	Progress	Comments	
Support the establishment of sustainable and profitability of agricultural industries	Maintain an awareness of government land management incentives and programs.	Environmental Supervisor	75%	Continually researching funding opportunities and provide this information to landholders when conducting weed inspections.	

COUNCIL STRATEGY				
5.2.2	Have a street tree planting program for Cobar and Villages			
DP Action	Action	Responsibility	Progress	Comments
Develop and instigate a street tree planting program	Develop and instigate a street tree planting program.	Urban Supervisor	10%	The street tree planting program has been placed on hold due to the current drought conditions.

COUNCIL STRATEGY				
5.2.3	Manage the Crown Land			
DP Action	Action	Responsibility	Progress	Comments
Provide ranger services to control animals in public places and to manage areas and crown land	Deliver and microchip unclaimed animals to Rescue Organisation for rehoming.	Compliance & Regulations Supervisor	75%	All animals suitable for rehoming are Microchipped and taken to R.O.A.R.
	Implement provisions of the Companion Animals Act and promote community awareness and responsibilities of dog and cat ownership.	Compliance & Regulations Supervisor	75%	Any new and updated rules regarding advertising of companion animals are distributed to notice boards. Ongoing face to face contact with residents regarding responsible pet ownership & obligations under The Companion Animals act.
	Impound straying stock.	Compliance & Regulations Supervisor	75%	Any stray and/or neglected horses are still being reported on outskirts of town and on the Kidman Way North. Continuing to lure and trap these horses within the old Grain handling compound to deal with them appropriately.
	Operate and maintain the pound and stock pound yard.	Compliance & Regulations Supervisor	75%	Pound is cleaned daily and large animal pound yards are maintained and available for use when needed.
	Provide services for the registration and micro-chipping of dogs and cats.	Compliance & Regulations Supervisor	75%	Microchipping service still available. Registration services available at Council's Administration centre as well as online.

	Remove abandoned vehicles.	Compliance & Regulations Supervisor	75%	Abandoned vehicles removed from areas where they present a public danger A.S.A.P All burnt-out vehicles that are dumped on reserves bordering town are picked up when time permits.
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COUNCIL STRATEGY				
5.2.4	Long term management of noxious weeds			
DP Action	Action	Responsibility	Progress	Comments
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Actively participate in the Western Regional Weeds Committee (RWC).	Environmental Supervisor	75%	No meeting this quarter and very little correspondence from WRWC, still no minutes from December meeting
	An increase in the number of weed awareness programs run (eg weed warriors).	Environmental Supervisor	75%	No weed awareness programs have been conducted due to limit funding, resources and the drought. Will continue to research funding opportunities.
	Continue Implementation of Regional Inspection Plan to meet the inspection targets of roadsides, TSRs, water courses etc.	Environmental Supervisor	75%	Continued inspections of public areas are occurring but are limited due to the drought conditions.
	Develop a centralised data set of weed distribution and abundance information.	Environmental Supervisor	75%	Weed inspections are still occurring and data is collected and mapped of weeds found via Konect App and Mapinfo.
	Implementation of the Mapping, Photo Point and re-inspection program.	Environmental Supervisor	75%	Mapping and re-inspection program is continuing and photo points used for external weed control funding programs.
	Improve/Update knowledge of Weeds Inspector.	Environmental Supervisor	75%	No training was conducted during this quarter.
	Increased participation of community groups.	Environmental Supervisor	75%	No community engagement this quarter due to drought conditions.
	Maintain and update an introductory weeds information pack for new property owners.	Environmental Supervisor	75%	Research of new information to apply to the 'welcome' information package to new landholders is continuing.

	On-Ground Spraying Programs prioritised to give the greatest benefit.	Environmental Supervisor	75%	Undertaken spraying of cacti species around Euabalong and Euabalong tip as well as Parthenium weed along Mulya Road and CSA Access road.
	Private property inspections to manage invasive weeds effectively.	Environmental Supervisor	75%	Private property inspections are continuing to comply with Weed Action Program.
	Prompt containment or eradication and ongoing monitoring of new incursions of invasive weeds.	Environmental Supervisor	75%	Continual inspections of roads sides and other public areas to ensure no new incursions. Re-inspection of notifiable weeds sites have been conducted and 5 parthenium weeds found and controlled on Mulya and CSA Access Road.
	Public property inspections to manage invasive weeds effectively.	Environmental Supervisor	75%	Continual public property inspections have occurred.

COUNCIL STRATEGY				
5.2.5	Vibrant and well-run national parks that are accessible and well used			
DP Action	Action	Responsibility	Progress	Comments
Lobby the NSW government to ensure the local national parks are vibrant and well run	Identify the current services shortfall provided by National parks and Wildlife Services for National Parks.	General Manager	0%	No action undertaken in Q3.
	Lobby to have Pulpulla Road upgraded to allow all weather access both on the Council owned and NPWS owned sections to increase visitation to Mount Grenfell.	Roads Works Manager	0%	No action undertaken in Q3.
	Monitoring of services provided for local National Parks.	General Manager	0%	No monitoring has occurred in Q3.

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	Comments
Communicate any complaints or concerns or air pollution to the mines and or relevant state regulatory authorities	Communicate any complaints or concerns or air pollution to the mines and or relevant state regulatory authority.	Manager Planning & Environmental Services	75%	Complaints or concerns relating to the mining industry were referred to relevant State authorities during this quarter.