

Annual Operational Plan Quarterly Management Report



Drummond Park Upgrade—Stage 2



COBAR SHIRE
COUNCIL
outback nsw

Q3 2018/2019

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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			
DP Action	Action	Responsibility	Progress	Comment
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 running).	A Shepherd	75%	Council staff regularly participate in the Community Services Forum meetings. In April a presentation will be made on the DIAP update to encourage agency input. A working brief is kept on the DV group and input provided where we can. Council staff also attend the Mentals meeting. Council is currently preparing a paper outlining the lack of mental health services provided in Cobar.
Murrin Bridge and Lake Cargelligo Interagency	Represent Cobar Shire Council at the Interagency Meetings when required and keep a watching brief through monitoring the minutes.	A Shepherd	75%	No meetings attended, however all minutes and agendas monitored and email updates provided where appropriate. GM attended the Euabalong Progress Association meeting in January to outline Drought Projects, encourage participation and input into planning activities and update on Council activities. Staff have since been to the village to plan the projects and develop designs for the playground.

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	Comment
Actively participate in the Far North West Joint Organisation and as an affiliate member of the OROC Joint Organisation	Work with member Councils to engage a General Manager and any necessary staff to run the Joint Organisation, work with NSW Public Works to develop plans, engage a consultant and agree on a new roads plan and develop tourism and cultural strategies.	P Vlatko	75%	The Far North West Joint Organisation has approved advertising for a new Executive Officer and this will be awarded in Q4.
Actively participate in the Far North West Joint Organisation and as an affiliate member of the OROC Joint Organisation	Work with OROC Councils towards mutually beneficial projects, including procurement, sharing ideas and resources.	P Vlatko	100%	OROC has now been disbanded and has been replaced with the Joint Organisations. The Far North West Joint Organisation (Bourke, Cobar and Walgett) will work closely with the Orana Joint Organisation and Far South Joint Organisation towards mutually beneficial projects, including procurement, sharing ideas and resources.
Actively participate in the Far North West Joint Organisation and as an affiliate member of the OROC Joint Organisation	Work with the NSW Government and other Councils to engage an airline to service the towns in the Far North West Joint Organisation.	P Vlatko	75%	Cobar Shire Council are working with the Far North West Joint Organisation (FNWJO), which has now taken the lead in delivering Air Services to Cobar, Bourke and Walgett, the Tender was released in early Q2, with two (2) tenders received (Fly Pelican and Airlink). A tender evaluation committee has been formed and will meet in early Q4 to make a recommendation to the Board (FNWJO) to award the tender.

COMMUNITY OUTCOME

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

COUNCIL STRATEGY

1.2.1 Implement the actions outlined in the Youth Development Plan

DP Action	Action	Responsibility	Progress	Comment
Update the Youth Development Plan	Youth Development Plan updated.	N Kriz	50%	Youth Development plan is out of date 2012 to 2016 - however we continue to implement actions in the Cobar Community Plan, which is currently being worked on.
Engage the services of a Youth Development Officer	Seek grant funding to engage a Youth Development Officer.	N Kriz	0%	No Funding applied for - still seeking application for this position
Undertake School Holiday Activities	Library staff, community members and/or volunteers plan and provide craft and fun activities for small groups of children with a charge applied to recover cost of materials.	J Siemans	75%	6 craft sessions and a drawing workshop were offered in January. 64 children attended.
Undertake School Holiday Activities	Seek funding to undertake School holiday activities to implement a varied school holiday activities program.	N Kriz	85%	Manager applied for LDAT monies to run Basketball after Dark to keep children off streets on a Friday night. We were successful with this grant \$10000 and will possible be successful in gaining a further \$30000 after submitting a Action Plan. We held a number of events over the holidays like basketball comps, game days craft, cooking, and other events.

COUNCIL STRATEGY

1.2.2 A greater range of youth activities organised and coordinated

DP Action	Action	Responsibility	Progress	Comment
To provide youth services and a facility that will create interaction between all ages, interests and social standing by providing recreational, sporting and cultural activities and support services for the youth and the community of Cobar.	Cobar Youth Council undertake activities during the year aimed at young people.	N Kriz	50%	Cobar Youth and Fitness Centre have commenced all competitions - netball, soccer and squallyball. We held our holiday program in January with a large number of children attending all events. We have spin classes on Monday morning and Friday nights, playgroup and Friday night games nights every fortnight. Provision of wifi has assisted in continuously attracting Cobar's youth.
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 enter and maintain partnerships to aid and enhance the provision of Youth Services.	N Kriz	75%	Cobar Youth and Fitness Centre has commenced all sporting competitions this quarter. Netball has 6 teams, soccer has 5 teams, squallyball has 9 teams. The Centre are still the host venue for other community organisations like LiveBetter, Wednesday Table tennis and Tennis group, schools sports. We have purchased a new table tennis table which should arrive soon. We will commence pool competitions in Q4.
To provide youth services and a facility that will create interaction between all ages, interests and social standing by providing recreational, sporting and cultural activities and support services for the youth and the community of Cobar.	Undertake activities under Family and Community Services grant.	N Kriz	75%	Cobar Youth and Fitness Centre continues to hold Tuesday playgroup sessions and Friday night games nights which we receive funding for (not held over the school holidays). We still have a partnership with Centre Care who attend every second session, were they introduce their users to the centre, encouraging them to attend each week, making new friends and interaction for the children.
Organise Youth Week Activities	Youth Week activities to be organised in conjunction with Cobar Youth Council.	N Kriz	95%	Funding has been successful again for the 2019 Youth Week. Cobar Youth Council will be running a movie night, skate park family night and laser tag.

COUNCIL STRATEGY				
1.2.3 Increased educational opportunities provided locally				
DP Action	Action	Responsibility	Progress	Comment
Work with early childhood organisations, schools and TAFE to increase the quality and diversity of educational opportunities available locally and promote them	Bring to fruition the education services goal of a local speech therapy program aimed at 3-8 year olds in Cobar by working with government and NGOs to find a solution.	K Lennon	0%	No interest or support to restart this idea.
Work with early childhood organisations, schools and TAFE to increase the quality and diversity of educational opportunities available locally and promote them	Hold story time sessions, Library staff provide activities for children aged 6 months to 5 years, and model early literacy for parents. Technology sessions held for interested members of the community.	J Siernans	75%	Pre-school storytime, rhyme and craft sessions were offered in Q3. 116 children attended with parents/carers.

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

COUNCIL STRATEGY				
1.3.1 Parents are supported in their role to raise their children and services are available to assist them to build their parenting skills				
DP Action	Action	Responsibility	Progress	Comment
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.	A Shepherd	75%	Regular updates are provided through facebook posts (Council has a range of accounts, including for Council, library, Youth Council / Youthie, Destination Cobar and Grey Mardi Gras). New websites are being created for both Council and Destination Cobar. The Community and Business Directories are updated as resourcing allows.

COUNCIL STRATEGY

1.3.2 Increase the supply of childcare and preschool places and options

DP Action	Action	Responsibility	Progress	Comment
Administer and coordinate Children Services (FDC, COOSH, IHC)	Administration of CCB & CCR for all eligible families in accordance with Federal Legislation.	K Lennon	75%	CCS is processed as legislation decrees.
Administer and coordinate Children Services (FDC, COOSH, IHC)	Maintain and update policies, manuals, procedures, quality improvement plans and family information packages for FDC and COOSH to comply with changes to National Regulations and Quality Framework concepts and new information.	K Lennon	75%	Update of FDC policies has begun again.
Administer and coordinate Children Services (FDC, COOSH, IHC)	Monitor Implementation of National In Home Care Standards.	K Lennon	25%	New In Home Standards are provided to all new educators and included in orientation materials.
Administer and coordinate Children Services (FDC, COOSH, IHC)	Provide craft and activity packs to In Home Care Educators four (4) times per year.	K Lennon	100%	Easter and Mothers 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.	K Lennon	75%	The Educators are using this more routinely and with better understanding. The educational leader of FDC has been working hard on this area.
Administer and coordinate Children Services (FDC, COOSH, IHC)	Write and distribute newsletters to Families and Educators.	K Lennon	75%	Sent out as required.
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.	K Lennon	60%	Three new Educators have started, one in Nyngan, one in Lightning Ridge and one in Broken Hill. Still have a few vacancies in Cobar to fill.
Maintain adequate funding for Children's Services	Lobby for continued levels of funding to maintain children's services.	K Lennon	0%	Grant application was unsuccessful, families are applying individually for assistance with IHC.

COUNCIL STRATEGY				
1.3.4	Have family orientated activities to encourage families to socialise in the community			
DP Action	Action	Responsibility	Progress	Comment
Plan, organise and promote festivals, celebrations and activities in the Shire	Establish a Committee and work towards the development of a full program of activities to celebrate the 150 year anniversary of Cobar.	J Martin	75%	Council has not held a 2020 meeting for many months. Once the GMG festival is completed and a new Tourism Manager has commenced, the focus will return to next years anniversary and planning for it. A budget allocation has been requested.
Plan, organise and promote festivals, celebrations and activities in the Shire	Organise and facilitate the successful management of the Festival of the Miner's Ghost (FOMG) in cooperation with the community and the FOMG organising committee.	J Martin	75%	No progress was made on this during Q3 as the entire focus of staff was on organising the 2019 Grey Mardi Gras festival. Once it is complete and the new Tourism Manager has commenced, organisation can start on the 2019 FOMG.
Plan, organise and promote festivals, celebrations and activities in the Shire	Organise community events such as Australia Day celebrations and Senior Citizen's Week events.	J Martin	75%	Another successful Australia Day ceremony was conducted at the pool. Brad Farmer was our Ambassador and there was strong support for nominations for awards. No grant funds were applied for for this years Seniors Week, however staff worked with the LBV staff and John Peebles, to host a seniors week celebration at the village for all Cobar residents, within existing budgets.

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

COUNCIL STRATEGY				
1.4.1	Encourage business and volunteer support for local events, organisations and activities			
DP Action	Action	Responsibility	Progress	Comment
Council supports community groups by providing access to facilities	Library Community Meeting room available for community groups and local businesses.	J Siermans	75%	Library arcade rooms were booked for use 49 times in Q3.
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.	J Martin	75%	No action undertaken in Q3, due to staff availability.

COUNCIL STRATEGY				
1.4.3	Develop initiatives to maximise the benefits and minimise the negative impact of shift work and FIFO/DIDO on the community			
DP Action	Action	Responsibility	Progress	Comment
Work with local business and government agencies to identify where changes can be made or initiatives developed to reduce the negative impacts and encourage residential living of employees	Liaise with local business and government organisations to reduce the potential negative impacts of shift changes to mining rosters, absentee workers and mining closures to reduce the community impact and encourage residential living by improving the liveability of Cobar.	P Vlatko	75%	No action undertaken in Q3.
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	Understand the extent of DIDO/FIFO in the community and develop strategies to encourage residential living.	A Shepherd	75%	Continue to investigate housing options. This is currently an issue placing great pressure on Council - analysing DAs regarding mining accommodation and future options.

COUNCIL STRATEGY				
1.4.4	Support Aboriginal people and organisations to increase the broader community's awareness and recognition of local Aboriginal cultural identity in Cobar and to assist in meeting the targets set out under the current government policy of 'Closing the Gap'.			
DP Action	Action	Responsibility	Progress	Comment
Undertake activities to increase awareness of Aboriginal culture in the Cobar Shire and improved coordination of Local Aboriginal Groups	Liaison with Aboriginal stakeholders to determine and undertake appropriate activities that increase awareness of Aboriginal culture.	P Vlatko	0%	No action undertaken in Q3.

COUNCIL STRATEGY				
1.4.5	Support arts and cultural organisations, activities and facilities			
DP Action	Action	Responsibility	Progress	Comment
Support Outback Arts and cultural activities in the Shire	Provide a range of art and culture exhibitions at the Library Gallery.	J Siemans	75%	The exhibition by local artist Thelma Wade continued to be displayed in Q3. Have booked in the Outback Arts travelling Ag Photo exhibition for 2019.
Support Outback Arts and cultural activities in the Shire	Provide annual funding and support to Outback Arts and actively participate on the Outback Arts Board and support arts and cultural activities in the Shire.	A Shepherd	75%	Council attended the Outback Arts AGM meeting on 1 April and subsequent general meeting, held in Coonamble at the Outback Arts centre. At this meeting Council was elected Treasurer for the Board for the next 12 months. Cobar local Kylie Harvey retained the Presidents role. As such, Cobar is playing a leadership role with this group. Outback Arts will commence consultations for their new strategic plan in coming months and Council requested that any surveys that are set up to inform this plan are developed with Council strategic plans in mind so that data can be used locally as well as regionally. The OA centre in Coonamble continues to grow. Bogan Shire have now joined and as such all 7 Shires in the region are members - a wonderful result.

COUNCIL STRATEGY

1.4.5 Support arts and cultural organisations, activities and facilities

DP Action	Action	Responsibility	Progress	Comment
Support Outback Arts and cultural activities in the Shire	Work with organisations such as Cobar Arts Council to run art workshops, exhibitions and provide artistic opportunities.	A Shepherd	75%	Council has been working with the Arts Council on projects for the Grey Mardi Gras, such as encouraging them to have a parade float and they have prepared a photo booth for the dinner dance. Coppersmithing workshops with Skye Bragg have been organised for the festival (all 24 spots filled rapidly) and Mugs by Monnie workshops are being offered.
Provision of Curatorial services at the Great Cobar Heritage Centre.	Purchase and implement a new database to record objects within the collections.	J Martin	75%	MOSIAC has been installed and progressively rolled out as staff time allows.
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.	J Martin	50%	Objects are received, documented and stored as per Council's collection management policy. Consideration is being given to recruiting volunteers to assist with documenting the collection during proposed renovations and changes in exhibitions.

COMMUNITY OUTCOME

1.5 A healthy and active community

COUNCIL STRATEGY					
1.5.1 Provide appropriate health care options and services both within the Shire and the region					
DP Action	Action	Responsibility	Progress	Comment	
Continue to work with the NSW Government to progress the construction and fit out of the MPS, including upgrades to the LBV	Complete the legal framework for MPS model for Cobar in conjunction with the Local Health District and prepare for integration of kitchen which will be shared.	K Miller	100%	This action has been completed.	
Continue to work with the NSW Government to progress the construction and fit out of the MPS, including upgrades to the LBV	Endeavour to appoint a suitable external Aged Care Provider for LBV (noting that the State Government was unable to).	K Miller	100%	Action no longer applicable.	
Lobby NSW Government and the Federal Government to increase and improve health care provision within the Shire	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.	P Vlatko	75%	No action undertaken 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	Comment	
Increase the use of the Cobar Youth and Fitness Centre	Increase utilisation of the Cobar Youth and Fitness Centre.	N Kriz	75%	Drop in numbers were a little quieter then last quarter with kids using the pool to keep cool. We have all of our competitions running, walking group, table tennis, school sport and playgroups.	

COUNCIL STRATEGY				
1.5.2 Increase the use of Council owned and other sporting and recreational facilities across the community				
DP Action	Action	Responsibility	Progress	Comment
Increase the use of the Cobar Youth and Fitness Centre	Undertake project to renew the Cobar Youth and Fitness Centre, including: replace the roof, kitchen, counter, entrance and construct a new outdoor seating area.	G Ryman	25%	Council engaged an architect to prepare a concept plan to secure grant funding for the project. Grant funding approved - waiting on funding agreement to be signed before finalising design work and preparation of tender documents.
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.	K Miller	75%	The Pool has reported great usage numbers over Q3 with a number of free entry days to help residents escape the heat, in January 5,332, February 3,430 and March 6,400 these numbers were on par with last quarter with 4,228 attendees in October, 3,047 in November and 6,955 in December. L&R Group have continued to promote the pool and its events on Facebook.
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.	P Sullivan	75%	No new signage erected. Ongoing replacement of street signs has occurred during this quarter.
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.	A Shepherd	75%	The tender documents were finalised and the tender placed on Tenderlink. Tenders close 10 April and will be assessed in time to go to the April Council meeting to be awarded. Around 9 packages were downloaded. There is some concern at the possible value of tender bids and how many bids will be received.
Maintain all Council parks and reserves, including plants, trees and public facilities, the Skate Park and the Miners Memorial.	Inspect and rectify defects of physical assets.	P Sullivan	75%	In Q3, damage was reported to the newly installed flying fox in Dalton Park. We inspect our parks, playgrounds and amenities frequently.

COUNCIL STRATEGY				
1.5.2 Increase the use of Council owned and other sporting and recreational facilities across the community				
DP Action	Action	Responsibility	Progress	Comment
Maintain all Council parks and reserves, including plants, trees and public facilities, the Skate Park and the Miners Memorial.	Maintenance of sporting ground and associated facilities.	P Sullivan	75%	Maintenance schedules are completed monthly. Parks and Gardens have \$50,000 worth of capital to upgrade the irrigation system at Ward Oval. We will be looking at water saving options over the next 12 months and will be establishing how we will be maintaining all sporting ground and associated facilities throughout the drought and determining a long term solution to ensure that an appropriate standard is met.
Maintain all Council parks and reserves, including plants, trees and public facilities, the Skate Park and the Miners Memorial.	Provision of a regular gardening and turf maintenance service.	P Sullivan	75%	Regular gardening and turf maintenance service is provided throughout the township. Improvements can be seen from this program. No turf was laid in Q3.
Extend and expand the Great Cobar Heritage Centre	Undertake consultations and prepare design documents for an expanded Great Cobar Heritage Centre.	A Shepherd	75%	The focus is now on improving the building and exhibitions on site, prior to focussing on expansion.

COUNCIL STRATEGY				
1.5.3	Provide adequate infrastructure to care for older residents locally			
DP Action	Action	Responsibility	Progress	Comment
Provide appropriate services for residents at the Lilliane Brady Village	Develop annual budget to ensure adequate resources to enable appropriate services are maintained.	S Huon	75%	<p>Quarter 3 budget impacted by inability to update Medicare claims due to inability to access data from servers from January 2019 onwards resulting in minimal subsidies being received . Resident fees have been received but unable to reconcile due to inability to access data from server. There is one vacancy in the Nursing Home 4 bed ward. Four bed wards are scheduled for redevelopment and due to be completed in May 2020.</p> <p>Comprehensive assessments and documentation of residents care needs were completed as per facility protocol on new residents entering facility in quarter 3 to enable ACFI claims to be maximised.</p>
Provide appropriate services for residents at the Lilliane Brady Village	Develop, implement and review systems to ensure services are provided according to the needs of residents.	S Huon	75%	Schedule audits and surveys were completed in Quarter 3 according to the schedule developed at the beginning of the year. Any gaps identified are managed as per policy and protocol. All processes are documented and filed as per facility protocol.
Provide appropriate services for residents at the Lilliane Brady Village	Ensure adequate and appropriately skilled and qualified staffs to ensure all services are delivered in line with facility mission statement and policies.	S Huon	75%	Staffing levels have been maintained in line with the master roster utilising full time, part time and casual pool of staff. All new staff completed the orientation program. All staff continues to participate in scheduled in house training utilising the "Aged Care Channel". Staff surveys have been forwarded to all staff and are currently being reviewed with the view to identify any gaps and improvement required in HR management. Many challenges are faced in recruitment, retention and rostering due to the transient nature of the Cobar community, limited childcare the supports shift workers and varied rosters of partners. Staff turnover remains an ongoing challenge.

COUNCIL STRATEGY				
1.5.3 Provide adequate infrastructure to care for older residents locally				
DP Action	Action	Responsibility	Progress	Comment
Provide appropriate services for residents at the Lilliane Brady Village	Maintain health and personal care of all residents according to their needs and maintain resident lifestyle, rights and choices.	S Huon	75%	The Nursing was audited by the Australian Aged Care Quality Agency in March 2019 and awarded 3 years re-accreditation. There were several issues identified and an action plan has been developed to enable the issues to be addressed. Comprehensive assessments continue to be completed as per facility protocol on all new residents to enable appropriate care. Resident care needs were regularly reviewed as per policy. Residents have a choice of GP and these GP's have visited the facility on a weekly basis (additionally if requested by nursing staff) to review resident medical management. Allied health services such as dietitian, podiatry, speech pathology and hearing services were provided to those residents that required them. Provision of physiotherapy services are currently being investigated with a new provider and the possibility of services commencing in the new year
Provide appropriate services for residents at the Lilliane Brady Village	Monitoring levels of aged care services provided at the Lilliane Brady Village.	S Huon	75%	The Lilliane Brady Village Continuous Improvement System incorporating scheduled audits, surveys and policy reviews across all aspects of service delivery, enables gaps in the services to be identifies and addressed and improved according to resident changing needs and in line with the Aged Care Principals and the Aged Care Act.
Provide appropriate services for residents at the Lilliane Brady Village	Promote community awareness and encourage ongoing resident involvement in community events.	S Huon	75%	Community involvement including visitation by clergy, student from local schools, placement of TAFE students completing Cert 3 in aged care work, outings in the community attended by residents with the Lilliane Brady Village bus being used for transport. The in-house recreational activity program continues to be well attended with residents having input into the program and volunteers from the community assisting with delivery of program. Publication of the quarterly newsletter for residents, family & friends to publicise upcoming events and activities with the wider community.

COUNCIL STRATEGY				
1.5.3	Provide adequate infrastructure to care for older residents locally			
DP Action	Action	Responsibility	Progress	Comment
Provide appropriate services for residents at the Lilliane Brady Village	Provide a transparent mechanism for concerns and complaints management from all stakeholders.	S Huon	75%	POL/GM2 Comments, Suggestions and 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. have been recorded. All complaints received followed up in line with policy and procedures. Pol/RM17 Compulsory Reporting covers process for reporting and responding to physical and sexual abuse of residents. There were 0 reportable incidents for quarter 3.

COMMUNITY OUTCOME	
1.6	A safe and clean community

COUNCIL STRATEGY				
1.6.1	A more visible and engaged police presence			
DP Action	Action	Responsibility	Progress	Comment
Work with police and licensed premises to promote a safe community	Attendance and commitment to the Cobar Police Community Precinct Committee.	P Vlatko	75%	No Cobar Police Community Precinct Committee meeting were held in Q3.
Work with police and licensed premises to promote a safe community	Provide secretariat services for the Cobar Liquor Accord.	P Vlatko	75%	The AGM for the Liquor Accord was held in Q3 with all previously elected members reappointed to the Board. The Board have applied for grant funding up to the amount of \$15,000 for security training for licensed premises, with a contribution from the Accord of \$5,000 this application was submitted under the Liquor and Gaming Grant fund and will be announced in early Q4.

COUNCIL STRATEGY					
1.6.1		A more visible and engaged police presence			
DP Action	Action	Responsibility	Progress	Comment	
Work with Police, Cobar Business Association And the Crime Prevention Committee to undertake a Community Safety Audit.	Undertake a Community Safety Audit and implement the Crime Prevention Plan and Strategy.	A Shepherd	0%	Not currently a priority.	

COUNCIL STRATEGY					
1.6.2		Implementation of the Cobar Crime Prevention Plan and Strategy			
DP Action	Action	Responsibility	Progress	Comment	
Removal of graffiti and recording of graffiti incidents	Supervise the removal of graffiti and ensure all evidence is taken and recorded appropriately.	P Sullivan	75%	There has been no graffiti reported in Q3.	
Implementation of actions outlined in the Cobar Crime Prevention Plan and Strategy.	Update the action list for the Crime Prevention Plan and Strategy.	A Shepherd	0%	Not currently a Council priority.	

COUNCIL STRATEGY					
1.6.3		Encourage safe and sustainable development			
DP Action	Action	Responsibility	Progress	Comment	
Undertake legislated obligations in relation to building and development	Assess and determine all relevant applications as outlined under Section 68 of the Local Government Act 1993	G Ryman	75%	All Section 68 applications were assessed and determined in accordance with relevant statutory requirements.	

COUNCIL STRATEGY				
1.6.3 Encourage safe and sustainable development				
DP Action	Action	Responsibility	Progress	Comment
Undertake legislated obligations in relation to building and development	Carry out critical stage and other progress inspections required to ensure completed projects complies.	G Ryman	75%	Critical stage and other required inspections are undertaken during construction.
Undertake legislated obligations in relation to building and development	Complying Development applications assessed and approved in accordance with statutory standards requirements and Council Codes.	G Ryman	75%	Complying development certificate applications are assessed in accordance with their respective Legislative requirements.
Undertake legislated obligations in relation to building and development	Develop an On-site Sewage Management Register for existing systems in priority areas.	G Ryman	75%	A register is updated as new on-site sewage management systems are installed or are removed.
Undertake legislated obligations in relation to building and development	Development Applications assessed and approved in accordance with statutory standards and requirements and Council Codes.	G Ryman	75%	All received development applications were assessed in accordance with relevant legislative requirements during this quarter.
Undertake legislated obligations in relation to building and development	Inspect all development when required by approval so as to ensure compliance.	S Poulter	75%	Council continue to inspect sites to verify compliance with the Environmental Planning and Assessment Act 1979 during this quarter.
Undertake legislated obligations in relation to building and development	Process applications for Section 149 Certificates.	G Ryman	75%	Planning information certificates under s.10.7 are processed expeditiously following lodgement with Council.
Undertake legislated obligations in relation to building and development	Provide approval and inspection services for the installation of sewage and drainage services.	G Ryman	75%	New or modified sewage or drainage systems are inspected by Council officers.

COUNCIL STRATEGY				
1.6.3	Encourage safe and sustainable development			
DP Action	Action	Responsibility	Progress	Comment
Undertake legislated obligations in relation to building and development	Provide registration, approval and inspection for applications to install and operate On-Site Sewage Management Systems.	G Ryman	75%	On site sewage management system are regulated by Council in accordance with the Local Government Act.
Implement and maintain an appropriate register for leases, licences and land	Maintain the Lease, Licence & Land Register.	G Ryman	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	Comment
To provide the community with an aesthetically pleasing and clean urban environment	Mechanically and manually clean the streets in the urban area to provide suitable environment for the community.	P Sullivan	75%	The street sweeper does the main street daily and blower and rubbish collection is done on a daily and need to basis. A new street sweeper will be purchased and will be delivered in Q2 2019/2020. The street sweeper is currently operational, but running with a lot of faults. Regularly pressure cleaned around barbeque areas.
To provide the community with an aesthetically pleasing and clean urban environment	Regularly clean and maintain amenities buildings in accordance with frequency of use.	P Sullivan	75%	Daily inspections and cleaning of amenities buildings undertaken, fortnightly programming for cleaning and a rotational roster prepared to ensure appropriate service levels. Grant funding has been approved for new amenities blocks in Drummond Park, Nymagee and Mount Hope.

COUNCIL STRATEGY				
1.6.4	Provide and maintain safe and serviceable public facilities and infrastructure			
DP Action	Action	Responsibility	Progress	Comment
Maintain Council Buildings to an appropriate standard to ensure that buildings are occupiable	Maintenance and repair of Council buildings undertaken with available resources.	G Ryman	75%	Councils buildings are maintained in line with available budget and risk factor to our occupants.
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.	A Shepherd	75%	The DIAP is currently being updated, and part of this process is to identify priority projects for the community that Council can focus on in the future. Accessibility consultants have been engaged this quarter to ensure that the designs for the MIners Memorial, Youthie upgrade and improvements to the Great Cobar Heritage Centre are appropriate and meet legislative requirements. These consultants have also been asked to provide options to overcome issues they identify in the design.
Improve disability access to Council buildings and facilities to improve their accessibility by older people and people with a disability	Install disability access to Council buildings as funding becomes available.	G Ryman	75%	New projects are currently being designed to incorporate means of compliant access into buildings.

COUNCIL STRATEGY				
1.6.4	Provide protection from fire, natural disasters, public health and other threats to the community			
DP Action	Action	Responsibility	Progress	Comment
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 emergency within the rural fire district.	S Taylor	75%	Regular liaison has continued with RFS.

COUNCIL STRATEGY				
1.6.4	Provide protection from fire, natural disasters, public health and other threats to the community			
DP Action	Action	Responsibility	Progress	Comment
Have contingency plans in place to minimise the damage from threats from natural disasters	To ensure reasonable strategic planning is made to establish local disaster management plans which consider the risks to local communities and have in place relevant disaster management plans which cover the reasonably foreseeable risks within the community.	S Taylor	75%	Cobar's Local Emergency Management Plan is current and up to date.
Have contingency plans in place to minimise the damage from threats from natural disasters	To establish an effective and relevant Local Emergency Management Committee to co-ordinate Emergency services with the community.	S Taylor	75%	The Local Emergency Management Committee met in Q3.
Preserve and enhance public health by regulating and inspecting all relevant premises	All food shops and licensed premises inspected as per Food Authority Partnership.	G Ryman	75%	Mandatory inspections are conducted on all food shops annually in accordance with the Food Authority Partnership between NSW Food Authority and Cobar Shire Council. Based on performance, follow up inspections may be carried out.
Preserve and enhance public health by regulating and inspecting all relevant premises	Complete appropriate advice to Land Services on Rural Addressing.	K Miller	100%	Rural Addressing has now been completed.
Preserve and enhance public health by regulating and inspecting all relevant premises	Complete quality check of initial rollout of Rural Addressing.	K Miller	75%	Minor issues reported and being addressed as arise.
Preserve and enhance public health by regulating and inspecting all relevant premises	Investigation of public health incidents.	G Ryman	75%	All public health incidents or concerns are investigated when required.

COUNCIL STRATEGY				
1.6.4	Provide protection from fire, natural disasters, public health and other threats to the community			
DP Action	Action	Responsibility	Progress	Comment
Preserve and enhance public health by regulating and inspecting all relevant premises	Public swimming pools inspected and water samples taken.	S Poulter	75%	Time is needed to undertake testing of swimming pools. Testing chemicals arrived during this quarter to allow testing.
Preserve and enhance public health by regulating and inspecting all relevant premises	Swimming pool safety barriers inspected.	S Poulter	75%	Where requested swimming pool safety barriers were inspected, and where necessary upgraded to comply with the Swimming Pools Act 1992.

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	Comment
Facilitate business development in the Shire	Facilitate business opportunities within Cobar and promote the region.	P Vlatko	75%	Council have purchased the land for the proposed new Industrial Estate.
To encourage the development and utilisation of the Cobar Caravan Park	Review the capital investment component of the lease agreement with the lessee of the Cobar Caravan Park with the view to amending it in line with current turnover and turnover expectations.	G Ryman	25%	This task is progressing as time permits.

COUNCIL STRATEGY

2.1.2 Review and Implement the Economic Action Plan

DP Action	Action	Responsibility	Progress	Comment
Review as necessary the Economic Action Plan and implement the actions contained within it	Renew as necessary the Economic Action Plan and implement the actions contained within it.	A Shepherd	75%	Limited implementation of actions due to there being no economic development staff. Mostly focused around the tourism and events activities and developing the grant application for the new Industrial estate.

COUNCIL STRATEGY				
2.1.4	Encourage people to shop locally and support the business community more broadly			
DP Action	Action	Responsibility	Progress	Comment
Participate in, and work with, the Cobar Business Association to develop programs to support business	Work with the Cobar Business Association to support local business initiatives such as the Great Cobar Business Awards, shop local promotions, training initiatives and other activities.	J Martin	75%	Council continues to be a member of the Business Association.
Support shop local campaigns, including administration of the Cobar Quids program	Monitor, dispense and reconcile Cobar Quids.	J Brown	75%	Council acts as 'the bank' for dispensing and receiving Cobar Quids on behalf of the Cobar Business Association to encourage people to shop locally. They are reconciled daily and reported to the Business Association monthly.
Support the Economic Taskforce and progress priority actions identified by the Taskforce	Support the Economic Taskforce and progress priority actions identified by the Taskforce.	A Shepherd	75%	No meetings held for the quarter as new Economic Development Manager has only just commenced in the role. During Q4 new terms of reference will be developed prior to recommending this group. Previous actions will be progressed.

COMMUNITY OUTCOME	
2.2	A strong and diverse tourist industry with a focus on customer service

COUNCIL STRATEGY				
2.2.1	Update and implement the Tourism, Events and Museum Business Plan			
DP Action	Action	Responsibility	Progress	Comment
Update and implement the Tourism, Events and Museum Business Plan	Regularly update and report on the implementation of the Tourism, Events and Museum Business Plan.	J Martin	50%	This plan was not updated this quarter as there was no Tourism Manager. The new Manager will review and update the plan in Q4.

COUNCIL STRATEGY				
2.2.2	Develop a diverse range of interesting annual events and promote the activities that are on and the cultural experiences that are available in Cobar to locals and tourists			
DP Action	Action	Responsibility	Progress	Comment
Manage the Visitor Information Centre	Manage the "Visitor Information Centre", admissions to Museum and souvenir shop at the Great Cobar Heritage Centre.	J Martin	75%	A stocktake was undertaken in March to identify issues with stock levels. Inventory management will be further improved with the commencement of the new Tourism Manager. Decisions on new stock control software and registers will be made.
Develop and implement new ideas to bring people to Cobar	Develop new marketing material to bring new residents and tourists to Cobar.	J Martin	75%	Photographs and videos were commissioned as part of the 2019 Grey Mardi Gras festival. Once completed these can be used to not only promote next years GMG festival but future events and Cobar itself. A new tourism website is being developed - the focus to date has been on the GMG festival page, however the next quarter will focus on the rest of the website. Council has reviewed and updated information in the ATWD and will continue to improve Cobar information, ensuring the Destination NSW information on Cobar is relevant and up to date. More collaboration with neighbouring shires and destinations will also be a focus in the coming quarter. A services guide was prepared for the GMG festival. This can be built upon in future.

COUNCIL STRATEGY				
2.2.3	Diversify tourism activities and increase the utilisation of current attractions			
DP Action	Action	Responsibility	Progress	Comment
To encourage the development and utilisation of the Cobar Caravan Park.	Oversee the lease and assist the lease as required.	G Ryman	25%	The caravan lease is managed appropriately with the caravan park management.
Continually enhance and upgrade the exhibition space at the Great Cobar Heritage and Mining Centre and maximise available space	Continually enhance and upgrade the exhibition space at the Great Cobar Heritage and Mining Centre and maximise available space.	J Martin	50%	The museum curator continually looks at how best to display objects and the relevant information for the objects. New display options, masterplanning the exhibition space and developing new displays are being developed as part of a major upgrade to the centre. Options for providing displays and information outside of the centre are also continuously explored, such as working with the Murrin Bridge community for signage celebrating revival of language.

COUNCIL STRATEGY				
2.2.4	Increase the range and degree of accommodation in the Shire			
DP Action	Action	Responsibility	Progress	Comment
Investigate the need to the develop the next stage of Pioneer Estate and undertake development if required	Estimate market and land availability for future Residential Land Development.	G Ryman	75%	There is currently no pressure for new residential land in the Cobar LGA, as existing sites in new subdivisions remaining to be vacant.

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	Comment
Actively seek out business opportunities to enhance the operations at Cobar Airport and develop a Master Plan for the site.	Lobby and work with other Councils to reinstate an RPT service that meets the needs of Cobar businesses and residents.	P Vlatko	75%	Cobar Shire Council are working with the Far North West Joint Organisation (FNWJO), which has now taken the lead in delivering Air Services to Cobar, Bourke and Walgett, the Tender was released in early Q2, with two (2) tenders received (Fly Pelican and Airlink). A tender evaluation committee has been formed and will meet in early Q4 to make a recommendation to the Board (FNWJO) to award the tender.
Actively seek out business opportunities to enhance the operations at Cobar Airport and develop a Master Plan for the site.	Promote the airport to interested parties to establish business enterprise.	K Miller	10%	No action undertaken in Q3. Further investigations will be undertaken after the introduction of a new Air Service to Cobar is established.
Actively seek out business opportunities to enhance the operations at Cobar Airport and develop a Master Plan for the site.	Providing Secretariat support to the Airport Advisory Committee to the Cobar Regional Airport.	K Miller	75%	One meeting held in the quarter, with the focus on the Airport Master Plan.

Key Activity: Governance

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

COUNCIL STRATEGY				
3.1.1	Increase Council's income stream			
DP Action	Action	Responsibility	Progress	Comment
Reassess all rates, fees and charges	Sound revenue management plan in place including rate recovery and debt recovery.	K Miller	75%	Invoices have been raised in a timely manner and debts are closely monitored and debt recovery action taken when required as per the Policy.
Undertake private works	Undertaken private works for property owners, mines, contractors and RMS.	S Taylor	75%	Private works are being undertaken as required.
Increase grant funding received	\$1 Million Drought Fund Extension Projects	A Shepherd	40%	All 27 projects are progressing. Most will be on a very tight timeframe to be completed by 30 June. The first and only progress report has been submitted on time. Progress Associations are on board for community event and signage projects. A meeting was held in Euabalong for the community to discuss all projects and information was sent to the Murrin Bridge / Lake Cargellico Interagency group with an update on all projects in the area. Information has also been supplied to Hannah Parish, the Drought Support Worker so she can encourage clients to be involved. The pool party has been completed.

COUNCIL STRATEGY				
3.1.1	Increase Council's income stream			
DP Action	Action	Responsibility	Progress	Comment
Increase grant funding received	Apply for grants to assist Council to undertake activities outlined in the Annual Operational Plan and to access additional grant opportunities as they become available.	A Shepherd	75%	Council has continued to work with the state government regarding our application for a new industrial estate. This grant was submitted and the department has now come back asking for additional information. 27 projects have been approved under the Federal Government's Drought Communities Program (combined into six applications). Council is still awaiting confirmation of funding for the Great Cobar Heritage Centre through the FNWJO. Projects to investigate water security options in the villages were approved under the Safe and Secure Water Fund (\$43,500 - Nymagee study and \$29,250 - Euabalong and Euabalong West study - Council will contribute 25%). The two grants submitted for the inclusive playgrounds were both unsuccessful. \$10,000 has been awarded to the Local Drug and Alcohol Action team for basketball activity planning to better engage with our youth. Grants are likely to slow down for a few months due to elections at both the state and federal levels.
Undertake rating functions of Council	Recovery of outstanding rates.	J Brown	75%	Rates and charges arrears as at the 30 June 2018 have been reduced from \$1,514,209.71 to \$704,935.77. Council has collected 65% of the current year's rates and arrears. Council will continue to follow up arrears as documented in the Rates Recovery Policy.
Undertake rating functions of Council	Undertake sale of land under Section 713.	J Brown	20%	Council has identified properties which qualify to be sold for non payment of rates under Section 713 of the Local Government Act, and will continue with the process. An auction will be held in August 2019.

COUNCIL STRATEGY				
3.1.1	Increase Council's income stream			
DP Action	Action	Responsibility	Progress	Comment
Effectively manage Council investments	Optimum investment of Council's surplus funds in accordance with Council's Investment Policy.	N Mitchell	75%	Council is pursuing options with respect to higher interest-earning At Call Accounts to maximise working capital funds.
Undertake the new requirements as per Services NSW Contract.	Meet the requirements as per Services NSW Contract.	K Miller	75%	Services NSW Agency staff have provided customer service as per the contract and met all audit requirements.
Implement the Section 94 Plan, Section 64 Plan and VPAs and manage the funds to provide for future infrastructure through developer contributions	Implement the Section 94 Plan, Section 64 Plan and VPAs and manage the funds to provide for future infrastructure through developer contributions.	G Ryman	75%	Reported each quarter to Council.

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	Comment
Undertake reviews of Council's own service delivery levels	Undertake service level reviews to inform community consultations and budgeting processes.	P Vlatko	75%	No service level reviews were undertaken in Q3.

COUNCIL STRATEGY				
3.1.3	Minimise risk for Council and the community			
DP Action	Action	Responsibility	Progress	Comment
Develop and implement a risk management strategy suitable for Council operations	Co-ordinate the development of Council's Business Continuity Plan and Disaster Recovery Plan in conjunction with StateCover.	S Patterson	75%	Now that the Airport Emergency Plan has been finalised and tested in a mock emergency, focus has been on the drafting of the business continuity plan, which was presented to the internal audit committee in March 2019.
Develop and implement a risk management strategy suitable for Council operations	Develop and implement a Corporate Risk Management Strategy.	S Patterson	75%	The review and update of the risk register is completed, Manex has now signed off. Disaster recovery plan has been drafted and submitted to the internal audit committee for review.
Develop and implement suitable internal audit processes for Council operations	Carry out Internal Audits.	K Miller	100%	Internal Audits are now a function of the Internal Audit Committee.
Develop and implement suitable internal audit processes for Council operations	Internal Audit Committee to meet quarterly and strive for compliance with Treasury requirements.	K Miller	75%	One Internal Audit Committee meeting 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.	P Vlatko	75%	WHS Committee Meetings have continued to be scheduled quarterly. With a new Workplace Health and Safety Officer commencing in March 2019, the regular agenda items for these meetings will be assessed to determine if they are meeting our WHS obligations, and new items added if required. All WHS issues raised in the meetings will be reported to Manex, and more regular reporting from the WHS Officer to Manex will commence.

COUNCIL STRATEGY				
3.1.3	Minimise risk for Council and the community			
DP Action	Action	Responsibility	Progress	Comment
WHS obligations are met and safe work practices are promoted and undertaken	Reduce workplace incidents by providing return to work services, supporting the Health and Safety Committee, providing adequate training and appropriate procedures.	S Patterson	75%	Return to Work and injury management services are provided to all areas of Council by the Human Resources team. WH&S training is provided as required/requested to staff.
WHS obligations are met and safe work practices are promoted and undertaken	Refinement and implementation of Councils' WHS Management System in conjunction with WHS Committee and employees.	P Vlatko	75%	The new WHS Officer is working with Tanya Gilbert in reviewing Councils Health & Safety Management System, starting firstly with the WHS Policy and then working down from there - ensuring we are meeting our Legislative requirements in regards to Workplace Health and Safety through consultation, training, supervision, hazards/risks and incident management.
Reduce workplace accidents and incidents by supporting the WHS Committee, providing adequate training and appropriate procedures	Coordinate development and training of staff in Safe Work Method Statements (SWMS).	P Vlatko	75%	At the Annual Induction Day all outdoor employees were retrained in the 6 SWMS relevant across the whole organisation.
Reduce workplace accidents and incidents by supporting the WHS Committee, providing adequate training and appropriate procedures	Development and implementation of Council wide and Department specific Safety Inductions.	S Patterson	75%	All new staff receive a 'walk through' induction during their first week of employment from their supervisor as well as completing an online WHS induction. Staff are inducted onto the relevant worksites they will be working at (and onto applicable plant) by their immediate supervisor. Council host a Corporate Induction every quarter for new employees.

COUNCIL STRATEGY				
3.1.3	Minimise risk for Council and the community			
DP Action	Action	Responsibility	Progress	Comment
Reduce workplace accidents and incidents by supporting the WHS Committee, providing adequate training and appropriate procedures	Facilitate/coordinate regular WHS audits of the workplace and monitor implementation of audit recommendations.	S Patterson	75%	WHS Officer works with the WHS Committee and regular workplace audits are conducted in accordance with the annual calendar. In recent years it has proven virtually impossible to reduce our increasing premiums with our existing ageing workforce. The majority of our injuries over the past three years (premium impacting) have been mechanical/degenerative in over 55s.
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.	P Vlatko	75%	In the Q3, Councils Records Department shifted its focus to audit preparation to ensure Council was in a better position for the interim audit which was conducted in late March. Focussed specifically on tenders, legal document records and personnel files. Council has undertaken a comprehensive Service Review for Records Management with an aim to build organisation capacity for the future and improve understanding of service levels. From this outstanding compliance requirements were identified; with an update provided on the progress that has been made within compliance areas over the last 12 months. Records is running at capacity and is registering 4 x times the records of any OROC paper based Council. By focussing 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.

COUNCIL STRATEGY				
3.1.3	Minimise risk for Council and the community			
DP Action	Action	Responsibility	Progress	Comment
Ensure that records management provides a framework for collection, management and retrieval of Council's records to meet Council's needs and compliance requirements	Effective records administration systems and protocols in place.	P Vlatko	75%	In Q3, the Records Department made changes to the way correspondence received in the mail is processed to ensure staff are receiving it in a timely and efficient manner; with the change communicated to staff. The Records team has been exploring changes to streamline our involvement in the tender process and the management of personnel files. The Records Department is running at capacity and a Service Review has been prepared for Councils Records Department. 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.
Ensure that records management provides a framework for collection, management and retrieval of Council's records to meet Council's needs and compliance requirements	Investigate options to use CivicView as an Electronic Document Management System (EDMS) to meet our needs.	P Vlatko	75%	With the recent on boarding of Councils IT Services Manager one of the first priorities has been to stabilise the email server. In addition the IT Services Manager has commenced an Audit of our IT systems which will have implications for the planning and rollout of an EDRMS. An EDRMS timeline; including the steps required to undertake EDRMS, risks contained within the project as well as the risks of not converting to an EDRMS have been identified and presented as part of the Service Review for Records Management.

COUNCIL STRATEGY				
3.1.4	Strong governance measures in place			
DP Action	Action	Responsibility	Progress	Comment
Councillors are well trained and informed on their roles and responsibilities	Training provided to Councillors.	P Vlatko	75%	Councillor Kate Winders underwent Councillor Induction Training in Q3.
Strategic policy setting undertaken by the elected representatives	Feedback to Councillors on progress with resolutions and Councillor requests and Policy advice.	P Vlatko	75%	Monthly Status Report provided to Councillors, fortnightly workshops held and Motions taken on Notice from Council Meetings and responded to in a timely manner. Regular updates on important matters are also communicated via email to Councillor Tablets. A new Councillor Induction and Professional Development Policy is being created and should be completed in early Q4.

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	Comment
Provide up-to-date and relevant information to the public on Council's activities	Dissemination of up-to-date and relevant information to the media and staff on Council's activities.	A Shepherd	75%	Regular staff newsletters are prepared outlining projects, strategic directions and issues arising. Regular adverts are placed in the Cobar Weekly on specific topics, such as water, to keep the community informed of progress of projects, issues arising etc. Facebook and the websites are used to disseminate information, as are the database Council maintains for this purpose. Council actively uses Instagram. Innovative means to engage with the community are constantly being sought, with staff attending social media training. A video of the new playground was prepared and posted to Facebook to encourage residents to attend the opening. This was very popular and generated a great deal of interest in the project.
Maintain partnerships with community organisations, such as Business Groups, Council Committees and Council Alliances	Appropriate networking with the local government industry and professional organisations.	P Vlatko	75%	The General Manager, Mayor and Deputy Mayor attended a Western Division Conference in Bourke, they have advised that these meetings will continue into the future at this stage, attended a community meeting in Euabalong with a good representation from the community, the General Manager also attended a Local Government Professionals workshop and attended an RDA Orana workshop as a presenter to discuss the implications of rural living and growth.
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.	S Taylor	75%	Rural Roads Advisory Committee and Traffic Committee met in Q3.
Maintain partnerships with community organisations, such as Business Groups, Council Committees and Council Alliances	Participation in Lower Macquarie Water Utilities Alliance LMWUA	E Poga	75%	Ongoing support and participation in Orana Water Utility Alliance.

COUNCIL STRATEGY				
3.2.2 Implementation of Council's Community Engagement Strategy				
DP Action	Action	Responsibility	Progress	Comment
Engage with the various sectors of the community as required and to a level that adequately addresses the complexity of the issues.	Dissemination of information to the media and staff.	P Vlatko	75%	Regular press releases and articles on relevant matters sent to the paper, stories and articles placed on Council's Website and Facebook page.

COUNCIL STRATEGY				
3.2.3 Increase the participation of youth in community leadership				
DP Action	Action	Responsibility	Progress	Comment
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.	Provide administration and support the Cobar Youth Council (CYC) and maintain contact with similar organisations in other local government areas so as to provide interaction.	N Kriz	75%	Youth Centre Manager is providing support to the CYC, who have been busy planning Youth Week, we have a movie night , skate night and laser tag planned for the 2019 youth week activities . We have also held monthly meeting, CYC has two representatives going to Sydney to join the Annual Youth Week Advisory Council.

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	Comment
Focus on the provision of good customer service by all Council staff	Ensure that all CRM and other complaints registers and reviewed with appropriate actions and responses to complainants.	K Miller	75%	Manex and staff are sent a weekly updated list of outstanding work orders to be actioned. Action times have improved, but improvement is needed in responding to complainants.

COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comment
Human Resources	Continued improvement of the electronic performance appraisal system, with updated skills matrices and position descriptions.	S Patterson	75%	As positions become vacant we are working to review and improve current position descriptions and skills matrices, including adding standard behavioural assessments in line with the expectations in the annual performance review.
Human Resources	Develop a Staff Recognition and Reward Program.	S Patterson	75%	GEM Awards are awarded quarterly. There are never any suggestions in the allocated staff suggestion boxes Could do more as an organisation to celebrate team/departmental successes.
Human Resources	Develop Staff and promote their inclusion in decision making through consultation and through measures such as the Staff Suggestion Program and with regular team meetings.	S Patterson	75%	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. Staff suggestion box is available, but does not generate any feedback.

COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comment
Human Resources	Employees paid accurately and on time.	S Patterson	100%	Council's Payroll Officer ensures that all staff are paid accurately and timely in accordance with the relevant Awards. All raised payroll queries are addressed and rectified (if required) in the next available pay run.
Human Resources	To be an employer of choice including the development of an attraction and Retention Strategy, training plans, succession plans and traineeships.	S Patterson	75%	CC committee requested Manex come up with ideas for non-monetary retention initiatives, have put it back on them to speak to staff to generate the ideas for Manex to consider. Succession plans need to be looked at for key personnel (including LBV). Apprenticeships are difficult with a shortage of tradesmen, but traineeships and additional graduate roles are currently being considered.
Human Resources	To build productivity, maintain industrial harmony and increase employee satisfaction.	S Patterson	75%	Overall the industrial harmony is sound. We have had 1 reportable industrial issue this quarter, resulting in involvement from the NSW Industrial Commission, which is currently still in progress. Other issues raised have been resolved through mediation and consultation with the Unions.
Human Resources	To ensure that a Consultative Committee is effective and efficient in recommending to the General Manager for action.	S Patterson	75%	Regardless of the training provided for the entire committee was conducted in Q1, to clarify their role and therefore generate more functionality, there are very few items being brought to the CC by members of the committee. The majority of items are raised by HR.
Human Resources	Undertake biennial Staff Attitude Survey.	S Patterson	100%	Next staff satisfaction survey to be completed in Q1/Q2 2019-20.
Human Resources	Undertake electronic performance appraisal annually.	S Patterson	100%	Since April 2017, Council has been conducting electronic performance appraisals through PULSE.

COUNCIL STRATEGY

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

DP Action	Action	Responsibility	Progress	Comment
Good recruitment and selection processes that promote the philosophy of 'recruit for attitude, train for skills'	Ensure the organisational structure is appropriate to achieving the Budget or Delivery Program/Annual Operational Plan.	S Patterson	75%	The current organisational structure is in line with budget availability, our biggest issue continues to be the availability of suitable staff at management level and above. Vacant roles are not replaced if not required, job redesigns are undertaken where appropriate. 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.	S Patterson	75%	Council's Employee Assistance Program is heavily utilised by staff and promoted to individuals who may benefit from the assistance. We are focusing on all areas of health and wellbeing for staff and promoting other training and activities throughout the business.
Staff are provided with up-to-date and relevant tools to undertake their roles	Review and update 15 Year Plant Rolling Replacement Program.	S Taylor	75%	A five year plant replacement program has been prepared.
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.	S Taylor	75%	Plant replacements are discussed with relevant operators prior to replacement plant being purchased.
Provide Cobar Shire Council with a secure, reliable and cost effective information technology network.	Appointment of an independent consultant to report on security and access annually.	E Jones	100%	ASI Solutions completed internal audit for risk and security of IT systems for Cobar Shire Council. Recommendations have been included in the IT Action List.

COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comment
Provide Cobar Shire Council with a secure, reliable and cost effective information technology network.	Audit and analysis of software used and future needs and identify software champions.	E Jones	40%	Lifecycle analysis completed for Office 365. Windows requirements have been identified as part of Internal audit and self review. Requirements for next budget period have been identified.
Provide Cobar Shire Council with a secure, reliable and cost effective information technology network.	Continue to promote the concept of IT savviness with a view of creating an IT focused business.	E Jones	20%	Training requirements identified and additional computers required for outdoor staff. Identification of a requirement of intranet for communication for outdoor staff/staff with no access to emails. Identified requirements for users who require different IT solutions- 2-in-1 laptops, laptops etc.
Provide Cobar Shire Council with a secure, reliable and cost effective information technology network.	Create business rules/ policies to assist in creating a much more focused and visible organisation.	E Jones	20%	Policy requirements have been identified from Internal (ASI Solutions) and external audit.
Provide Cobar Shire Council with a secure, reliable and cost effective information technology network.	Ensure that a systematic review of services is in place.	E Jones	15%	Identified as part of internal and external audit. Requirements for review schedule also identified.
Provide Cobar Shire Council with a secure, reliable and cost effective information technology network.	Evaluate the appropriateness of an outside consultant verse an internal IT Support Staff.	E Jones	100%	Internal IT Manager appointed and has started in the position.
Provide Cobar Shire Council with a secure, reliable and cost effective information technology network.	Review and ensure that backup systems are secure and reliable.	E Jones	50%	DR and Backup strategy created as part of Business Continuity and DR plan. Quotes received for stage 1. Require to be put into budget or purchased in 2018/2019 year.

COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comment
Maintain and actively use the Public Libraries NSW Membership	Identify opportunities for information share and services development.	J Siemans	75%	In Q3, participated in information sharing activities via e-mail and attended the Central West Zone meeting in Condoblin. Due to lack of staff and budget, Library staff were not trained in Q3.

COUNCIL STRATEGY				
3.3.3	Council undertakes adequate strategic planning activities and meets all legislative reporting requirements			
DP Action	Action	Responsibility	Progress	Comment
Council updates the Integrated Planning and Reporting framework documents as required	Compliance with Integrated Planning and Reporting (IPR) Framework Requirements as outlined by the OLG.	A Shepherd	75%	Preparation of this years budget is behind schedule due to workloads on staff. It is expected that the documents will be prepared on time despite this. The DIAP is being reviewed. The AOP is almost complete, just dependent on capital projects being confirmed in the budget. The draft budget will go to the May Council meeting. Workshops on water charges, fees and charges and rating will be undertaken in April.
Council updates the Integrated Planning and Reporting framework documents as required	Implementation of Council's Community Engagement Strategy.	A Shepherd	75%	Engagement Strategy implemented as required. Strategy currently being developed for new DIAP.
Council updates the Integrated Planning and Reporting framework documents as required	Workforce Management Strategy as part of the Resource Strategy is developed and maintained.	S Patterson	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.

COUNCIL STRATEGY				
3.3.3	Council undertakes adequate strategic planning activities and meets all legislative reporting requirements			
DP Action	Action	Responsibility	Progress	Comment
Council updates the Integrated Planning and Reporting framework documents as required	Works Program developed for Shire and Regional roads, drainage, signs and traffic facilities.	M Bell	15%	Works Program currently developed for Shire and Regional roads, drainage, signs and traffic facilities.
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.	K Miller	75%	Asset Management Policy and Strategy task completion has been delayed by the departure of the Director of Engineering Services.
Complete and regularly update Council's Asset Registers for recreation, buildings, transport, water, sewer and stormwater	Roll out outsourced arrangement for (Morrison Low) for Asset Management integration, commencing with a gap analysis.	K Miller	100%	Arrangements in place.
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.	A Shepherd	75%	Parks and Gardens review to be finalised in Q4.
Undertake legislative reporting requirements	Implementation of OLG Best Practice Improvement Action Plan.	P Vlatko	0%	This action is ongoing. All IP&R reporting met on time. High demands being placed on Council through the Audit Office as the new requirements are rolled out.

COUNCIL STRATEGY				
3.3.4	Good procurement processes in place to ensure the most advantageous provision of goods and services to Council			
DP Action	Action	Responsibility	Progress	Comment
Good contract management and procurement practices are employed	Maintain a current Contracts Register.	K Miller	75%	Contracts register has been maintained.
Provision of Cobar Water Board Administration and Financial Services	Undertake administration and financial services for the Cobar Water Board as per the Agreement.	K Miller	75%	Administration and financial services undertaken as per the agreement in Q3.

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	Comment
To support the Cobar Water Board in seeking funding for improvements to water supply infrastructure to bring quality water and a reliable supply of water to Cobar for treatment and distribution	Negotiate with Cobar Water Board and Bogan Shire Council to provide grant funding and options for the improving the Albert Priest Channel, completing the Pipeline Augmentation Project and undertaking improvements to other water supply infrastructure.	E Poga	10%	A business case requesting State Government funding assistance to upgrade the remaining 100km of the the Nyngan to Cobar 300mm mild steel pipeline has been presented to the Minister for Water by the CWB President. The CWB President also presented a Public Works report for the upgrade of the Nyngan and Hermidale pump stations.

COUNCIL STRATEGY				
4.1.2 Increase Cobar's water allocation				
DP Action	Action	Responsibility	Progress	Comment
Lobby the NSW Government to have Cobar's town water supply increased	Attend meetings with relevant Government personnel demonstrating the need for the town water licence to be increased.	E POGA	100%	Request made to State Government for increase in town water allocation however advice received from Minister for Water that allocation will not be increased. Water NSW has advised that water inflow to Burrendong Dam is the lowest on record over the last twelve months. There is the possibility that the town water allocation for 2019/2020 may be reduced and Water NSW are reviewing allocations and will advise affected Councils. With no further inflow Burrendong Dam will be empty by December 2019 and the dead storage will be pumped out providing three months of town water supplies, after which there will be no water available to Cobar from Burrendong Dam.

COUNCIL STRATEGY				
4.1.3 Improved water infrastructure across the Shire, including the town reticulation system				
DP Action	Action	Responsibility	Progress	Comment
Upgrade the reticulation network in Cobar, replacing old pipework, valves etc to improve water flow and water quality	Undertake repairs to the potable water storages including re-roofing.	E Poga	5%	Business case for Safe and Secure funding is progressing and will be forwarded to the State Government.
Upgrade the reticulation network in Cobar, replacing old pipework, valves etc to improve water flow and water quality	Upgrade the reticulation network in Cobar, replacing old pipework, valves etc to improve water flow and water quality.	E Poga	5%	Site survey for the replacement of the corroded cast iron pipework has been completed by Public Works. Design work and contact documentation by Public Works is progressing.

COUNCIL STRATEGY					
4.1.3	Improved water infrastructure across the Shire, including the town reticulation system				
DP Action	Action	Responsibility	Progress	Comment	
Maintenance and repairs of water mains and water filtration system	Implement Water Supplies Asset Management Plan with 5 Year Rolling Works Program.	E Poga	5%	Public Works are progressing the design and contract documentation of the cast iron pipe replacement.	
Work with Public Works NSW to implement the restart NSW Water Treatment Plant project	Undertake the actions outlined in the Project Management Plan for the Cobar Water Treatment Plant Replacement Project.	S Taylor	75%	The construction of the new Water Treatment Plant has continued and is due to be commissioned in April 2019.	
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.	E Poga	0%	Revaluation programme to be determined.	

COUNCIL STRATEGY					
4.1.4	Seek alternate supply solutions to improve water supply to Villages				
DP Action	Action	Responsibility	Progress	Comment	
Improve water supply to villages where appropriate	Investigate and prepare a report on upgrading non-potable water.	E POGA	10%	The State Government has approved funding of the scoping studies for Nymagee and Euchareena villages under the Safe and Secure programme.	
Undertake Resources for Regions Water Filtration Plant Project	Undertake the actions outlined in the Project Management Plan for the Cobar Filtration Plant Replacement Program.	S TAYLOR	75%	The construction of the new Water Treatment Plant has continued and is due to be commissioned in April 2019.	

COUNCIL STRATEGY				
4.1.5	Provide contract services to Cobar Water Board			
DP Action	Action	Responsibility	Progress	Comment
Provide contract services to Cobar Water Board	Provide technical advice and maintenance activities to the Cobar Water Board.	E Poga	75%	Ongoing.

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	Comment
Undertake the Project Management for the works agreed to under the Resources for Regions funding to construct a third pipeline and associated works.	As the Secretariat of the Cobar Water Board seek funding to complete the installation of the third pipeline.	P Vlatko	75%	The Board has submitted a further application for the remaining 100km of pipeline under the Safe and Secure Water Fund and have not been advised of the outcome to date. Council have provided Secretariat services to the Cobar Water Board, a meeting and workshop were held in the quarter.
Undertake the Project Management for the works agreed to under the Resources for Regions funding to construct a third pipeline and associated works.	Undertake the Project Management for the works agreed to under the Resources for Regions funding to construct a third pipeline and associated works.	S Taylor	90%	The first stage of telemetry upgrade is almost complete and valve replacement is progressing with contract documents being prepared for the second stage telemetry upgrade and valve replacement scheduled for later in the year.

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

COUNCIL STRATEGY				
4.2.1 Improved access to telecommunications, radio, TV and broadband services				
DP Action	Action	Responsibility	Progress	Comment
Lobby the government for improved communications networks	Lobby to reduce Mobile Blackspots across the Shire.	P Vlatko	0%	Discussions have been held in Manex, to try and identify ways of locating mobile blackspots throughout the Shire and as evidence when applying for funding, no funding identified in Q3.
Lobby the government for improved communications networks	Maintenance of radio base stations and licences.	S Taylor	75%	Radio base stations have been maintained 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	Comment
Road works undertaken according to priority, weather conditions and availability of resources	Complete the Fixing Country Roads Project to install culverts at acres Billabong floodway on RR7518.	S Taylor	75%	Contractor is waiting on water availability to finish project.
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.	M Bell	75%	Roadworks are being undertaken as water becomes available. Works are being undertaken on SR12.

COUNCIL STRATEGY				
4.3.1 Seek ways to expand the sealed road network and improve and maintain the unsealed road network				
DP Action	Action	Responsibility	Progress	Comment
Road works undertaken according to priority, weather conditions and availability of resources	Inspections by Council staff on a routine basis to identify maintenance works and report any urgent works to minimise public liability risk to Council.	M Bell	60%	Reflect now appears to be operational and inspection are being undertaken on Regional Roads.
Road works undertaken according to priority, weather conditions and availability of resources	Street maintenance and sign maintenance, including alcohol free zone signage.	M Bell	30%	Street maintenance is being undertaken as required.
Road works undertaken according to priority, weather conditions and availability of resources	Undertake ordered works on behalf of RMS within the agreed budget.	M Bell	80%	Routine works is ongoing. Musheroo Project is nearing completion and should be within time parameters. Heavy patching is almost completed and resealing is about to commence.
Road works undertaken according to priority, weather conditions and availability of resources	Undertake routine and supplementary works on State Roads in accordance with the RMS Contract.	M Bell	75%	Progressing satisfactorily.
Oversee quarrying activities and ensure an adequate supply of good quality gravel for use on the road network	Establishment and use of reserve for the rehabilitation and restoration of disused gravel pits and quarries.	A Pierini	0%	No works undertaken in Q3.
Oversee quarrying activities and ensure an adequate supply of good quality gravel for use on the road network	Licences for all existing and new quarries progressively obtained.	A Pierini	75%	No new licences obtained.
Oversee quarrying activities and ensure an adequate supply of good quality gravel for use on the road network	Review and update the Quarry Safety Management Plan.	M Bell	100%	This should be removed.

COUNCIL STRATEGY

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

DP Action	Action	Responsibility	Progress	Comment
Provide and maintain a safe and adequate footpath and bike path network	Develop and implement a Footpath and Bike Path Maintenance Works Program.	P Sullivan	75%	No maintenance was undertaken in Q3.
Provide and maintain a safe and adequate footpath and bike path network	Implement the Active Transport Grant awarded by RMS.	M Bell	75%	The Active Transport Plan has been placed on public exhibition with no comments received, the plan was put to Council and adopted in Q3. The implementation of the actions outlined will commence in Q4.
Provide and maintain a safe and adequate footpath and bike path network	Kerb & Gutter maintenance.	P Sullivan	75%	Kerb and Gutter maintenance is ongoing. Gutter, kerb and footpath works in Marshall Street will be undertaken in Q4, by a Contractor, due to staffing availability.
Provide and maintain a safe and adequate footpath and bike path network	Undertake bike path rejuvenation works.	M Bell	60%	Works are being undertaken when resources are available.
Provide and maintain a safe and adequate footpath and bike path network	Update the Pedestrian Access Mobility Plan (PAMP) and Bike Plan for Cobar.	M Bell	15%	Active transport plan is completed and adopted by Council and activities can now be planned.
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 Plan.	K Miller	65%	Regular maintenance is undertaken of the Cobar Airport when required. With all requirements met.
Cobar Airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Implement the Cobar Aerodrome Master Plan.	K Miller	0%	No action has been undertaken with the Cobar Aerodrome Master Plan in Q3. The Plan is still in draft form.

COUNCIL STRATEGY

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

DP Action	Action	Responsibility	Progress	Comment
Cobar Airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Lobby for reinstatement of an RPT service, operating from Cobar Airport at times suitable for users.	P Vlatko	75%	Cobar Shire Council are working with the Far North West Joint Organisation, which has now taken the lead in delivering Air Services to Cobar, Bourke and Walgett, the Tender was released in early Q2, with two (2) tenders received (Fly Pelican and Airlink). A tender evaluation committee has been formed and will meet in early Q4 to award the tender.
Cobar Airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Provision of services to key stakeholders such as airlines and Charters.	K Miller	75%	Services provided as required.
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.	K Miller	75%	Continually being addressed with users.
Review the maintenance requirements of the Village Airports.	Maintain runways in a state that is acceptable for dry weather operation and ensure that the airstrips comply with the minimum standards for operation.	K Miller	75%	Runways are maintained to meet standards.

COUNCIL STRATEGY				
4.3.3	Maintain the rail network in the Shire to maximise the benefits to the community and to provide an alternative to road freight.			
DP Action	Action	Responsibility	Progress	Comment
Lobby the NSW Government to ensure that the rail network is well maintained, safe, affordable and well used, particularly for freight movements to reduce the impact of road movements on the community.	Continually lobby NSW Government to maintain rail network.	S Taylor	30%	No action has been undertaken 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	Comment
Provide and maintain safe and adequate playground facilities	Inspection of playground facilities ensuring safety and convenience for all users with the aim for gradual upgrade of playground equipment to meet Australian Standards.	P Sullivan	75%	Inspection of playground facilities has been undertaken and an audit of all playgrounds is in progress. A number of parks have been identified for equipment removal and we will see if they are viable for continued use. If the budget is available we will look at replacing the equipment, however the focus has been on building key playgrounds around the town, not renewing all small ones. The finalised review of parks and gardens service levels will guide future decision making.

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	Comment
Provide and maintain safe and adequate playground facilities	Install new playground equipment in Drummond Park.	A Shepherd	90%	Playground installers arrived in Cobar late March and all equipment has now been installed. Staff are now completing installation of softfall, BBQs etc and a community opening will be held Wednesday 10 April with the fence coming down during that day. Staff have developed a video of the playground as a promotion for the event.
Provide and maintain safe and adequate playground facilities	Undertake upgrade works to Dalton Park.	P Sullivan	75%	Dalton Park playground has been completed. The grant for the sensory garden was unsuccessful.
Provide and maintain safe and adequate playground facilities	Undertake upgrade works to Rankin Street Park.	P Sullivan	75%	Upgrade works to Rankin Street Park (Apex Park) have been completed. No further action undertaken in Q3. Seeking grants for additional footpath works, to link Elizabeth Crescent to Rankin Street.

COUNCIL STRATEGY				
4.4.2	Increase the range of community facilities and maintain those that we have to an appropriate standard			
DP Action	Action	Responsibility	Progress	Comment
Implement the Ward Oval Masterplan	Update the Ward Oval Masterplan and seek funding for a new building at the site and other improvements.	A Shepherd	25%	No further work undertaken on this project for the quarter. A new plan forward is required.
Undertake Council's cemetery operations in an appropriate and dignified manner	Keep stock of pre-dug graves in reserve.	P Sullivan	75%	6 pre-dug graves have been dug in Q3. Survey works of the Cemetery have been completed, results to be analysed 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	Comment
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.	J Siermans	75%	Nymagee and Euabalong library services operated for five hours per week in Q3. Cobar library staff operated the Nymagee service until Nymagee recruitment was completed.
To provide quality and readily accessible library services to Cobar and villages	Participate in State and National events that promote literacy.	J Siermans	75%	No State or National literacy events were promoted in Q3.
To provide quality and readily accessible library services to Cobar and villages	The Library acquires, processes, maintains, and lends library materials that are up to date and appropriate.	J Siermans	75%	726 physical items and 526 eBooks and eAudio were added to the collection in Q3. 1,362 items = value \$30,541 (at cost) were removed. 5,888 items loaned (includes 541 eBook and eAudio loans).
To provide quality and readily accessible library services to Cobar and villages	The Library provides public access to the internet service where possible.	J Siermans	75%	10 computers provided for public access. 1,057 hours of computer use and 329 hours of wireless bookings for Q3.
To provide quality and readily accessible library services to Cobar and villages	To ensure that the Library service is utilised by Cobar residents of all ages and community groups.	J Siermans	75%	48 new members joined in Q3. Total membership = 2,160 members. 6,802 visits counted. Monthly new book list and events calendar e-mailed to stakeholders, press, and community groups. Library resources and services promoted via Facebook and the Council website.
To provide quality and readily accessible library services to Cobar and villages	To ensure that well trained, professional and highly motivated staff are responsive to serving the needs of the community.	J Siermans	75%	No training provided due to lack of staff and budget.

COUNCIL STRATEGY				
4.4.2	Increase the range of community facilities and maintain those that we have to an appropriate standard			
DP Action	Action	Responsibility	Progress	Comment
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Commercial building maintenance.	G Harbison	75%	In conjunction with Councils maintenance team all Commercial buildings have been maintained when necessary to an acceptable level.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Depot upgrade works undertaken as per the master plan.	G Ryman	75%	The acid storage shed built to lock up stage. Further works will continue as budget permits.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Maintenance of Buildings Asbestos Register.	S Poulter	75%	The asbestos register is updated as new work is planned.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Undertake condition assessments in order to Review Buildings Asset Management Plan and undertake building condition reports and review service levels of building assets.	G Ryman	0%	There is limited capacity to complete condition assessments of buildings at this point in time. Building assets are maintained as required.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Undertake major pool renovations and complete Stronger Country Communities grant requirements.	K Miller	100%	The major pool renovations have been completed.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Undertake upgrades to the Cobar Youth and Fitness Centre, including roof replacement/ repairs as per SCCF funding agreement.	G Ryman	25%	Council engaged an architect to prepare a concept plan to secure grant funding for the project. Grant funding approved - waiting on funding agreement to be signed before finalising design work and preparation of tender documents.

COUNCIL STRATEGY				
4.4.3 Improve recreational facilities at the water reserves				
DP Action	Action	Responsibility	Progress	Comment
Maintain and improve recreational facilities that are available at the Newey and Old Reservoir reserves	Develop and adopt a plan of management for the Newey Reservoir.	G Ryman	75%	Council is currently awaiting for confirmation from Crown Lands in relation to the proposed categorisation of the land that the Newey Reservoir is situated on. Once this confirmation is in place this matter can progress further.
Maintain and improve recreational facilities that are available at the Newey and Old Reservoir reserves	Undertake actions outlined in the Newey Reservoir Plan of Management.	P Sullivan	0%	No action to date as the Newey Reservoir Plan of Management has not yet been completed.

COUNCIL STRATEGY				
4.4.4 Maintain and expand where necessary, the stormwater and sewer networks				
DP Action	Action	Responsibility	Progress	Comment
Maintain suitable stormwater network including kerb and guttering	Maintenance of CBD and older areas of town, where overland flow is the only means of runoff, annually, including removal of obstructions.	P Sullivan	75%	Drain networks are kept clear to a degree, there have been a couple of complaints in regards to drains around the Cobar Bowling and Golf Club, which will be cleared in Q4.
Provide, maintain and operate a sewer network and disposal system and treatment works	Ensure EPA licence completed annually and at minimal cost.	E Poga	100%	Annual return lodged on time at minimal cost.
Provide, maintain and operate a sewer network and disposal system and treatment works	Implement the Resources for Regions Sewer Upgrade Project.	S Taylor	60%	Investigation and design of upgrades is currently proceeding. Contract documentation will commence after investigation and design work is completed.

COUNCIL STRATEGY				
4.4.4	Maintain and expand where necessary, the stormwater and sewer networks			
DP Action	Action	Responsibility	Progress	Comment
Provide, maintain and operate a sewer network and disposal system and treatment works	Implement the Sewerage Services Asset Management Plan with 5 year rolling plant works.	E Poga	5%	Public Works are progressing the design of upgrade of three minor pump stations and installation of screens and grit removal at sewage treatment works.
Provide, maintain and operate a sewer network and disposal system and treatment works	Investigate options for implementing the Liquid Trade Waste policy and program.	E Poga	0%	Council does not have a trade waste officer to implement and monitor a liquid trade waste policy and programme. The Orana Water Utilities Alliance will be requested to investigate options to assist Alliance Councils who have resources issues with trade waste implementation and monitoring.

COUNCIL STRATEGY				
4.4.5	Maintain and service villages parks, streets, footpaths and community facilities			
DP Action	Action	Responsibility	Progress	Comment
Maintain and improve village facilities and services	Arrange for works to be undertaken that have been identified as priority projects by the Nymagee Progress Association (to use Nymagee VPA funds).	P Vlatko	75%	Cooperation between the Nymagee Progress Association and Council has been ongoing. The General Manager has attended one Nymagee Progress Association meeting in this quarter. A playground will be erected in Nymagee and a toilet block will be built under the Australian Government Drought Program.
Maintain and improve village facilities and services	Regularly maintain parks, streets and footpaths in all villages.	P Sullivan	75%	The Village parks, streets and footpaths are maintained to an appropriate standard.

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	Comment
Lobby business and government to encourage the development of an alternative energy industry in Cobar	Monitor opportunities for development of an alternate energy industry in Cobar.	P Vlatko	10%	Council have received a Environmental Impact Statement for the Cobar Biohub project which was presented to the March Ordinary Council Meeting for comment.

COUNCIL STRATEGY				
5.1.2	Develop community leadership on becoming leaders in resource use and waste management			
DP Action	Action	Responsibility	Progress	Comment
Undertake kerbside garbage collection and recycling in Cobar and kerbside garbage collection in the relevant villages	Prepare a Waste Services Strategy.	S Poulter	75%	A report will be drafted for Council consideration in the near future that proposes a particular charging mechanism and some other improvements.
Undertake kerbside garbage collection and recycling in Cobar and kerbside garbage collection in the relevant villages	Provide a once weekly domestic waste collection and transportation service for residents located within the waste collection area of Cobar.	S Poulter	75%	Regular domestic waste collections have taken place throughout Cobar during this quarter.

COUNCIL STRATEGY				
5.1.2 Develop community leadership on becoming leaders in resource use and waste management				
DP Action	Action	Responsibility	Progress	Comment
Undertake kerbside garbage collection and recycling in Cobar and kerbside garbage collection in the relevant villages	Provide a trade waste collection service to all customers on a fee for service.	S Poulter	75%	Trade waste collections have continued to operate during this quarter.
Undertake kerbside garbage collection and recycling in Cobar and kerbside garbage collection in the relevant villages	Provide service to empty street bins in central business district twice weekly and other street bins and parks once weekly.	S Poulter	75%	Street bins were emptied relevant to their expected fill rate for this time of year.
Maintain the town and village tips to an acceptable standard	Carry out surveillance of waste depot and access roads to minimise the spread of waste from vehicles and surrounding areas so as to detect unauthorised waste disposal and undertake appropriate enforcement action.	S Poulter	75%	There is currently no resources available to proactively survey these areas.
Maintain the town and village tips to an acceptable standard	Provide for the management of the Cobar Waste Disposal Depot so as to comply with statutory obligations.	S Poulter	75%	The Cobar waste depot has been operated in accordance with its relevant statutory obligations, such as the EPA license.
Maintain the town and village tips to an acceptable standard	Provide waste disposal facilities for Nymagee, Mt Hope, Canbelego, Euabalong and Euabalong West.	S Poulter	75%	All village tips have recently had their trenches re-excavated. Further improvements are proposed in this financial year where expenditure allows.
Encourage efficient water use by Shire residents	Promote efficient water use by Shire residents.	P Vlatko	75%	Tighter water restrictions have been enforced as of 1 February 2019, the 'odds and evens' water restriction system has continued, with hand held hoses only allowed. The community have been very supportive of this and we have managed to significantly reduce the amount of water used.

COMMUNITY OUTCOME	
5.2	Well managed public and private land

COUNCIL STRATEGY				
5.2.1	Encourage sustainable and profitable agricultural industries			
DP Action	Action	Responsibility	Progress	Comment
Provide support to industry bodies for improved grazing management practices and other initiatives to maintain the profitability of agricultural enterprises	Maintain an awareness of government land management incentives and programs.	M Gunn	50%	Continued to research funding opportunities but limited time and resources to participate in many.

COUNCIL STRATEGY				
5.2.2	Have a street tree planting program for Cobar and Villages			
DP Action	Action	Responsibility	Progress	Comment
Develop and instigate a street tree planting program	Develop and instigate a street tree planting program.	P Sullivan	75%	With the current drought conditions the implementation of a tree planting program has stopped, further investigation on planting will be undertaken in Q4 when the weather cools down. Priority for Q3 was keeping the plants previously planted in Q2 alive.

COUNCIL STRATEGY				
5.2.3	Manage the crown land and commons			
DP Action	Action	Responsibility	Progress	Comment
Provide ranger services to control animals in public places and to manage the common areas and crown land	Carry out monthly patrols of the Common.	G Harbison	75%	Provide this service as resources permits.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Deliver and microchip unclaimed animals to Rescue Organisation for rehoming.	G Harbison	75%	All suitable unclaimed & unwanted animals chipped & sent to rescue group R.O.A.R.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Implement provisions of the Companion Animals Act and promote community awareness and responsibilities of dog and cat ownership.	G Harbison	75%	Companion Animal act implemented & enforced where necessary.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Impound dogs and cats found on a public place and surrendered animals and undertake appropriate enforcement action.	G Harbison	75%	Stray dogs and cats seized from public areas & impounded.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Impound straying stock.	G Harbison	75%	Ranger services provided where resources permit.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Maintain stock pound yards.	G Harbison	75%	Pound yards are maintained and available for use when necessary.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Operate and maintain a pound for the keeping of seized dogs and cats.	G Harbison	75%	Pound is cleaned and animals fed daily.

COUNCIL STRATEGY				
5.2.3	Manage the crown land and commons			
DP Action	Action	Responsibility	Progress	Comment
Provide ranger services to control animals in public places and to manage the common areas and crown land	Provide services for the euthanasia of dogs and cats that have been seized or surrendered.	G Harbison	75%	Only animals unsuitable for rehoming or injured are euthanized.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Provide services for the registration and micro-chipping of dogs and cats.	G Harbison	75%	Council provides a microchipping service for impounded animals or organised multiple animals (we are not in competition with the Vets).
Provide ranger services to control animals in public places and to manage the common areas and crown land	Register all stock on Common.	G Harbison	0%	This is now Crown Lands responsibility.
Provide ranger services to control animals in public places and to manage the common areas and crown land	Remove abandoned vehicles.	G Harbison	75%	Abandoned vehicles removed on request or where creating a hazard. There are some burnt out vehicles in remote spots that have not been picked up due to time & resource deficiencies.

COUNCIL STRATEGY				
5.2.4	Long term management of noxious weeds			
DP Action	Action	Responsibility	Progress	Comment
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Actively participate in the Western Regional Weeds Committee (RWC).	M Gunn	75%	Telephone meetings have been held but unfortunately was unable to attend. Minutes have been received and noted

COUNCIL STRATEGY

5.2.4 Long term management of noxious weeds

DP Action	Action	Responsibility	Progress	Comment
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	An increase in the number of weed awareness programs run (eg weed warriors).	M Gunn	0%	Now weed awareness programs have been completed this year. Due to drought conditions no field days or school activities have been undertaken.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Attend toolbox meetings and provide education material.	M Gunn	75%	Informal toolbox meetings have been held with staff when weed infestations are seen on field and road inspections.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Continue Implementation of Regional Inspection Plan to meet inspection targets of roadsides, TSR's, water courses etc.	M Gunn	75%	Inspections have been little due to drought conditions. Currently undertaking field inspections to ensure target objectives are met for the financial year.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Develop a centralised data set of weed distribution and abundance information.	M Gunn	50%	Inspection program is continuing and data is being collected to comply with the DPI requirements.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Implementation of the Mapping, Photo Point and Re-inspection Program.	M Gunn	50%	Re-inspection program is progressing and continual mapping data is collected.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Improve/Update knowledge of Weeds Inspector.	M Gunn	50%	Undertaken Chemcert training in February to update required certification for the role of Weeds Inspector.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Increased participation of community groups.	M Gunn	50%	Spoke with the new Local Land Care coordinator but no participation of any community groups due to limited funding, resources and drought conditions.

COUNCIL STRATEGY				
5.2.4	Long term management of noxious weeds			
DP Action	Action	Responsibility	Progress	Comment
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Maintain and update an introductory weeds information pack for new property owners.	M Gunn	50%	No information packs for new property owners were sent out in Q3.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	On Ground Spraying Programs prioritised to give the greatest benefit.	M Gunn	50%	No spraying has been conducted this quarter due to the very dry conditions, spraying will begin when conditions are favorable.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Private property inspections to manage invasive weeds effectively.	M Gunn	50%	Private property inspections are being conducted, difficult due to dry conditions, strategically inspecting areas not inspected last financial year.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Prompt containment or eradication and ongoing monitoring of new incursions of invasive weeds.	M Gunn	75%	Ongoing inspections and mapping data collected for any new invasive weed. No new weed incursions were recorded for this quarter.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Public property inspections to manage Invasive Weeds effectively.	M Gunn	100%	Public property inspections targets have been completed for this financial year. No new weed incursions were found.

COUNCIL STRATEGY				
5.2.5	Vibrant and well run national parks that are accessible and well used			
DP Action	Action	Responsibility	Progress	Comment
Lobby the NSW government to ensure the local national parks are vibrant and	Monitoring of services provided for local National Parks. Identify the current services shortfall provided by National parks and Wildlife Services for National Parks.	M Gunn	25%	No monitoring has occurred in Q3 limited time and resources to monitor this action.

COMMUNITY OUTCOME	
5.3	Clean air in the community

COUNCIL STRATEGY				
5.3.1	Manage the externalities of mining and other industries operating close to towns and villages to minimise air pollution			
DP Action	Action	Responsibility	Progress	Comment
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.	S Poulter	75%	Concerns about various mining activities have been raised with either the mine directly or the appropriate regulator within this quarter.