

Annual Operational Plan Quarterly Management Report



COBAR SHIRE
COUNCIL
outback nsw

Q2 2012/2013

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Key Activity: Community

| COMMUNITY OUTCOME | |
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| 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 | | | | |
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| 1.1.1 Strong and participative interagencies | | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 1.1.1.1 Cobar Interagency | Provide secretarial services to the Cobar Interagency | Special Projects Officer | Progressing | Secretarial support provided to bi-monthly meetings through agenda and minute compilation and distribution, information share and meeting coordination. October and late November meetings held. Workshop on future of the interagency organised for the October meeting and supported by Department of Premier and Cabinet. |
| | Contribute reports, including an agency report, to each Interagency | Special Projects Officer | Progressing | Council has provided secretariat services for the Cobar Interagency. Council reports were |

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| | meeting held. | | | provided to the October and December meetings. Topics included discussion of child care options in Cobar, Youth Development Plan, initiatives to attract speech therapy services to Cobar, agency reports. In October Council organised Premier and Cabinet to attend and facilitate a strategic planning session to determine the way forward for the interagency. |
| 1.1.1.2 Murrin Bridge and Lake Cargelligo Interagency | Represent Cobar Shire Council at the Interagency. | Special Projects Officer | Progressing | Council represented by Special Projects Officer at meetings as required. Watching brief maintained for all interagency matters and actions as necessary. |

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

| COUNCIL STRATEGY | | | | |
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| 1.2.1 | Implement the actions outlined in the Youth Development Plan | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 1.2.1.1 Engage the services of a Youth Development Officer | Employ a Youth Development Officer. | Manager Youth and Fitness Centre | Not Progressing | Not progressing at this stage due to limited resourcing. Grants are being sought. Awaiting outcome of applications. |

| COUNCIL STRATEGY | | | | |
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| 1.2.2 | A greater range of youth activities are organised and coordinated | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 1.2.2.1 To provide youth services and a facility that provide recreational, sporting and cultural activities and support services for the youth and the community of Cobar. | Maintain and support staff to provide services to the youth of Cobar. | Manager Youth and Fitness Centre | Progressing | Youth Services are a minor component of the role of Manager. Drop in service provided. |
| | Continue existing grant subsidy provided by Family and Community Services. | Manager Youth and Fitness Centre | Progressing | The grant subsidy is now funding programs which are community based, that includes partnerships with Cobar Community Health (Tai Chi)and Barnardos (Circus Skills). Subsidy being changed to Community Capacity Building Program. |
| | Develop a marketing plan for a sport/nutrition store. | Manager Youth and Fitness Centre | Not Progressing | Not viable to produce and implement a sport/nutrition plan at this time. |
| | Enter and maintain partnerships to aid and enhance the provision of Youth Services. | Manager Youth and Fitness Centre | Progressing | Barnardos, PCYC Blue Light, Far West Family Day Care Service, COOSH, local schools and local sporting bodies all use the Centre for the benefit of the local youth. |
| | To be involved in the Cobar Shire Council Steering Committee for | Manager Youth and Fitness | Progressing | Informal gathering to discuss new developments and involvement with Peak |

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| | Cobar Skate Park upgrade. | Centre | | Gold Mine. |
| | Hold regular youth activities at the centre. | Manager Youth and Fitness Centre | Progressing | The Centre provides the venue for Bluelight discos. A Playgroup for 0-5yrs operates each Tuesday. The Centre also offers a "drop in " service after school and school holidays. |
| 1.2.2.2 Organise Youth Week Activities | Prepare submission for funding and report of Youth Week activities. | Manager Youth and Fitness Centre | Progressing | Funding submission completed and sent. |
| | Co-ordinate and consult with the youth of Cobar and Cobar Youth Council on the proposed activities for Youth Week. | Manager Youth and Fitness Centre | Not Progressing | Scheduled for Q3. |
| 1.2.2.3 Provide school holiday activities for children aged 5-14 years at Cobar Shire & TAFE Library | Library staff, community members and/or volunteers plan and provide Christmas craft and other fun activities for small groups of children with a charge applied to recover cost of materials. | Manager Library Services | Completed | Christmas activities were offered in Q2. 26 attendances for card, painting & food craft. |
| | Library staff, community members and/or volunteers plan and provide craft and other fun activities for small groups of children with a charge applied to recover cost of materials. | Manager Library Services | Progressing | 10 holiday activity sessions to be offered in the January school break. |

| COUNCIL STRATEGY | | | | |
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| 1.2.3 | Increased educational opportunities provided locally | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 1.2.3.1 Work with organisations to increase the quality and diversity of educational opportunities available locally | To be involved in the Cobar Interagency and Schools Business Community Partnership Governing Committee to increase educational diversification and opportunities. | General Manager | Progressing | Full attendance and commitment to the Cobar Interagency. Full support provided to the Schools Business Community Partnership Governing Committee, however attendance of Committee meetings has been problematical. |
| 1.2.3.2 Provide training and career opportunities for local youth at Council | Employ apprentices and trainees as vacancies arise on Council's staff organisational structure. | Human Resources Officer | Progressing | Recruitment process to employ one apprentice under way. Unsuccessful in filling Civil Engineering Technician Traineeship. |
| 1.2.3.3 Provide educational opportunities at Cobar Shire & TAFE Library | Library staff provide basic instruction in the use of computers and the internet to small groups of adults. | Manager Library Services | Progressing | Basic computer instruction offered every Thursday during school terms in Q2. 12 attendances. |

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

| COUNCIL STRATEGY | | | | |
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| 1.3.1 | Parents are supported in their role to raise their children and services are available to assist them to build their parenting skills | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 1.3.1.1 Provide information on the services available to families | Gather and assemble information from all providers. | Special Projects Officer | Progressing | Information provided to families as it becomes available, including passing on information made available through the Cobar Interagency. Information included in the Community Services Directory, on the What's On slide show and forwarded to the Cobar and District Mothers Association, Far West Family Day Care, Kubby House, schools and preschools. |
| 1.3.1.2 Cobar Shire & TAFE Library staff support parents via library services and outreach | Library staff liaise with local parents groups to develop appropriate library services and develop the early literacy skills of local parents. | Manager Library Services | Progressing | 1 meeting attended and liaised via e-mail notification of events and resources. |
| | Library staff, community members and/or volunteers plan and provide Christmas craft and other fun activities for small groups of children aged 5 -14 years with a charge applied to recover cost of materials. | Manager Library Services | Completed | Christmas activities were offered in Q2. 26 attendances for card, painting & food craft. |

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| | Library staff, community members and/or volunteers plan and provide craft and other fun activities for small groups of children aged 5 -14 years with a charge applied to recover cost of materials. | Manager Library Services | Progressing | 10 holiday activity sessions to be offered in the January school break. |
| | With story time sessions, Library staff provide activities for children aged 6 months to 5 years, and model early literacy for parents. | Manager Library Services | Progressing | Pre-school story time, rhyme & craft sessions offered every Wednesday during school terms in Q2. 77 attendances. |

| COUNCIL STRATEGY | | | | |
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| 1.3.2 | Increase the supply of childcare and preschool places and options | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 1.3.2.1 Administer and coordinate Family Day Care and In Home Care | Provide craft & activity packs to In Home Care Educators four (4) times per year. | Manager Children's Services | Progressing | 52 Christmas craft packs made and sent to In Home Care Educators. |
| | Write and distribute quarterly newsletters to Families and Educators. | Manager Children's Services | Progressing | Newsletters written and emailed or posted to all Families accessing Family Day Care, In Home Care and COOSH. Educators were emailed journals written by the service Educational Leader. |

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| | Conduct home visits to In Home Care locations for support and monitoring purposes. | Manager Children's Services | Progressing | Due to In Home Care and Family Day Care staff covering staff required for COOSH and other work commitments, no one was available to conduct any visits this Quarter. |
| 1.3.2.1 Administer and coordinate Family Day Care and In Home Care | Enrol and support families and children for Family Day care and In Home Care services. | Manager Children's Services | Progressing | As both of these services are currently full and being close to the end of the year only six new enrolments were processed. Support of all enrolled families continued as required. |
| | Administration of CCB & CCR for all eligible families enrolled in FDC & IHC. | Manager Children's Services | Progressing | Each week CCB and CCR is processed and administered on behalf of all eligible families and forwarded to Educators as required by CCB law. |
| | Maintain and update policies and procedures for FDC to keep abreast of changes to National Regulations and Quality Framework concepts and new information. | Manager Children's Services | Progressing | All required policies for Family Day Care are in final draft, after being updated in alignment with the new regulations and Quality Framework, and have been distributed to the relevant stakeholders for review and comment. |
| | Provide interesting and stimulating excursions and events for children and educators with Far West FDC. | Manager Children's Services | Progressing | 2 Excursions conducted to the Fire Station (12 children attended) and the Supermarket, where children purchased the makings for fruit salad (20 children attended). A road safety day was also conducted with 5 car seats checked by a qualified fitter. |

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| 1.3.2.1 Administer and coordinate Family Day Care and In Home Care | Support Implementation of "Early Years Learning Framework" into educator curriculum. | Manager Children's Services | Progressing | The service Educational Leader worked with all Educators to support the ongoing use and understanding of the "Early Years Learning Framework". Useful tip sheets and samples have been distributed to all Educators. |
| | Recruit and support FDC, IHC Educators. | Manager Children's Services | Progressing | No new Family Day Care Educators started. 5 In Home Care Educators started. |
| | Provide weekly play session to local children and their educators and families. | Manager Children's Services | Not Progressing | This service has been stopped due to many factors. Please refer to last quarter. |
| | Monitor implementation of National In Home Care Standards. | Manager Children's Services | Progressing | A request for documentation to support the requirements of the Standards was sent to all In Home Care Educators and staff continued to follow this up. |
| | Conduct regular educator meetings and Parent information nights. | Manager Children's Services | Progressing | 2 Educator meetings held and a Christmas Party for the Families was conducted. |
| | Conduct home visits to FDC educators to provide support, training and monitoring. | Manager Children's Services | Progressing | Regular visits conducted to all Educators providing them with support and activities especially programmed for children. |
| 1.3.2.1 Administer and coordinate Family Day Care and In Home Care | Update & maintain educator manuals and family information | Manager Children's | Progressing | Educator Manuals for Family Day Care completed and distributed to Educators for completion. Family Information to be updated |

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| | packages. | Services | | next. |
| | To provide phone contact and support to all families and educators whilst care is occurring. | Manager Children's Services | Progressing | Phone contact was available whenever care occurred, for both families and educators. |
| | Supervise and monitor Educators. | Manager Children's Services | Progressing | Regular visit schedule each fortnight ensure this happens. |
| | Support Educators working towards qualifications ready for 2014. | Manager Children's Services | Progressing | All Educators and Staff completed training in Asthma Management and Anaphylactic reactions, which is a requirement for the new regulations. |
| | Provide educator meetings and training to isolated in home care educators. | Manager Children's Services | Progressing | Nothing was provided this quarter, lack of staff resources and the end of the year activities prevented meeting and training from occurring. |
| 1.3.2.2 Administer the After School Care Program | Provide interesting and stimulating craft, activities & excursions for children with COOSH. | Manager Children's Services | Progressing | Each week a program of activities was developed and implemented linked to the children's needs and interests. |
| | Enrol and support families & children | Manager Children's Services | Progressing | Completed as needs and spaces for new enrolments come up. |
| | Recruit and support COOSH Educators | Manager Children's | Progressing | One staff member resigned so the recruitment process has begun with applications closing in |

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| | | Services | | Jan 2013. The Service Manager and other staff covered the position for most of this quarter. |
| 1.3.2.2 Administer the After School Care Program | Update & maintain family information packages. | Manager Children's Services | Progressing | No further work was completed on these in this quarter. Will be reviewed in January 2013 ready for the new school year. |
| | Write and distribute newsletters to Families. | Manager Children's Services | Completed | COOSH information and news emailed to families as required. |
| | Maintain and update policies and procedures to support implementation of "My Time Our Place" OOSH Framework document & OOSH national Quality Framework. | Manager Children's Services | Progressing | Policies to comply with the new requirements are written and are with the relevant stakeholders for comment and feedback. 15 policies in total. |
| | Administration of CCB & CCR for all eligible families enrolled COOSH. | Manager Children's Services | Completed | Each week CCB and CCR was administered and attendances recorded as per the Government requirements. |
| 1.3.2.3 Facilitate the availability of childcare and preschool places and options | Develop appropriate Marketing Plan and Annual Action Plan that increases usage of services and increases income received by Council. | Manager Children's Services | Completed | Marketing plan completed and submitted to Director of Corporate and Community Services. |

| COUNCIL STRATEGY | | | | |
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| 1.3.3 | Increase the knowledge of the community on the range of services available in Cobar Shire and how to access them | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 1.3.3.1 Have information readily available to the community and new residents | Update all sections of Council's webpage, including Our Town and Shire. | General Manager | Progressing | Appropriate monitoring of website for required updating undertaken. |
| | Have an easy to access and navigate Council website that is relevant and a useful resource for residents and visitors. | General Manager | Progressing | Website developed to its full potential within resources. Positive feedback received. Web use monitoring system implemented. |
| 1.3.3.2 Have information readily available to the community and new residents | Update the Community Services Directory and have it easily available online and distribute it through New Resident Packs. | General Manager | Progressing | Review undertaken and continuous minor changes done on-line. |

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

| Community Strategy | Actions | Council Lead | Status | Action Comments |
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| 1.3.4.1 Plan, organise and promote festivals, celebrations and activities in the Shire | Promote local and visitor participation in Australia Day celebrations, Senior Citizen's Week events and Festival of the Miner's Ghost. | Manager Tourism and Public Relations | Progressing | The Manager of Tourism and Public Relations organises public meetings to encourage members of the Cobar Shire community to assist in the development of the activity programs of events for Australia Day, Senior's Week and the Festival of the Miner's Ghost. The Australia Day 2013 award nomination forms are available at the Council Offices, Cobar Library, Great Cobar Heritage Centre, Cobar Weekly, Cobar Bowling & Golf Club and Online. |
| | Manage the successful conduct of the Festival of the Miner's Ghost through the Festival of the Miner's Ghost Organising Committee. | Manager Tourism and Public Relations | Completed | The 2012 Festival of the Miner's Ghost had a budget reduction which had an impact on some festival activities; however the general feed back from the Cobar community was that the festival was enjoyed by many and deemed a success. |
| | Seek grant funding to undertake an International Women's Day activity and work with the Mayor to organise guest speakers and the event. | Special Projects Officer | Not Progressing | NSW Government currently undertaking a review and no decision has yet been made as to whether or not grants will be made available this year. Discussions have been held with Inspiration House and the Cobar Domestic Violence Committee on possible activities if funding is available, and other |

| Community Strategy | Actions | Council Lead | Status | Action Comments |
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| | | | | potential sources of funding. |

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

| COUNCIL STRATEGY | | | | |
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| 1.4.1 | Support volunteer organisations by encouraging volunteerism across all age groups and supporting organisations with professional assistance, advice and services | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 1.4.1.1 Provision of information on grant availability and assistance in accessing grants to community groups | Distribute information on available grants to community organisations through the Community Services Database. | Special Projects Officer | Progressing | Regular grant opportunities provided to all community groups. Information provided via the Community Services Database. Assistance to put grants together offered. |
| 1.4.1.2 Facilitate capacity building of community groups | Seek grant funding to run workshops to build capacity of community organisations to improve governance. | Special Projects Officer | Not Progressing | Met with NSW Sport and Recreation in Q1 to discuss the possibility of holding workshops in Cobar on sports coaching and running a sports organisation (improving the skills of voluntary organisations). NSW Sport and Recreation were to progress and implement. No progress at this stage. |

| COUNCIL STRATEGY | |
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| 1.4.2 | Business supports local events, organisations and activities |
| Council Activities | |

| Community Strategy | Actions | Council Lead | Status | Action Comments |
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| 1.4.2.1 Council promotes local events | Advertise and promote. | Manager Tourism and Public Relations | Progressing | Cobar received a lot of positive media in the local area, through the promotion of the Festival of the Miner's Ghost. The Manager of Tourism and Public Relations provided information to journalists at RM Williams Outback magazine for their October issue of the Kidman Way, and Cobar features in the story. The Manager of Tourism and Public Relations also provided The Land newspaper journalist, Andrew Norris with information on the Kidman Way and Cobar Shire. That story will feature in early January 2013. |

| COUNCIL STRATEGY | |
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| 1.4.3 | Develop initiatives to maximise the benefits and minimise the negative impact of shift work and FIFO/DIDO on the community |
| Council Activities | |

| Community Strategy | Actions | Council Lead | Status | Action Comments |
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| 1.4.3.1 Work with local business and government agencies to identify where changes can be made or initiatives developed to reduce the negative impacts | Liaise with local business and government changes to help identify and initiate changes to reduce the negative impacts. | Special Projects Officer | Progressing | No discussions have been held to date to discuss FIFO and its impact on Cobar. Presentation made to December 2012 Cobar Mining Conference discussing such issues. Council preparing presentation to the Rockhampton FIFO conference in March 2013. |

| COUNCIL STRATEGY | | | | |
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| 1.4.4 | Support Aboriginal people and organisations to increase the broader community's awareness and recognition of local Aboriginal cultural identity in Cobar and to assist in meeting the targets set out under the current government policy of 'Closing the Gap'. | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 1.4.4.1 Undertake activities to increase awareness of aboriginal culture in the Cobar Shire | Liaison with aboriginal stakeholders to determine and undertake appropriate activities that increase awareness of aboriginal culture. | General Manager | Progressing | Attendance of appropriate stakeholder meetings. |
| 1.4.4.2 Improved coordination of the activities and planning of Council, Cobar Community Working Party, Cobar and Murrin Bridge | Liaison Group established at officer level to improve the coordination of activities and planning. | General Manager | Progressing | Initial liaison being undertaken by General Manager and Special Projects Officer. |

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| Local Aboriginal Lands Councils and Mount Grenfell Board | | | | |
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| COUNCIL STRATEGY | | | | |
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| 1.4.5 | Support arts and cultural organisations, activities and facilities | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 1.4.5.1 Support Outback Arts and cultural activities in the Shire | Provide annual funding to the Regional Arts Development Officer. | General Manager | Completed | |
| 1.4.5.2 Facilitation of cultural workshops and activities | Arrange and update exhibitions and displays annually at the Great Cobar Heritage Centre and promote exhibitions. | Manager Tourism and Public Relations | Progressing | The curator at the Great Cobar Heritage Centre created a local exhibition for history week" local bush craft" in October 2012. All the items that were part of the temporary display were from the Heritage Centre's collection. The Endeavor Mine's new display is completed and is currently being printed on display boards. It is anticipated that the display will be installed in early 2013. |
| | Receive objects at the Great Cobar Heritage Centre are relevant to Cobar's history. | Manager Tourism and Public Relations | Progressing | The Great Cobar Heritage Centre has a Cobar Shire Council adopted collection policy which is managed and strictly adhered to by the Museum Curator. |

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| 1.4.5.3 Investigation into the need for additional cultural facilities in the Shire | Identify possible grant funding sources to fund the development of a Cultural Plan for the Shire and undertake consultation with the community to identify the priority projects in developing an appropriate Cultural Plan. | Special Projects Officer | Progressing | No further progress made. No grant funds available to undertake a Cultural Plan. |
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| COMMUNITY OUTCOME | |
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| 1.5 | A healthy and active community |

| COUNCIL STRATEGY | | | | |
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| 1.5.1 | Provide appropriate health care options and services both within the Shire and the region | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 1.5.5.1 Lobby NSW Government and Federal Government to ensure high quality health care services, including those offered out of Cobar Hospital and aged care are available in Cobar Shire or are easily accessible where it is not possible to have them provided locally | Participation in the Cobar Hospital Services and Facilities Upgrade Committee. | General Manager | Progressing | General Manager appointed to the Cobar Health Council. Council involvement continues with the Cobar Hospital Services and Facilities Upgrade Committee. |
| | Monitoring of levels of aged care provided at the Lilliane Brady Village. | General Manager | Progressing | Current utilisation levels to approximately 100%. EOI investigation has revealed no interest. Contact commenced with Commonwealth and State Governments for |

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| | | | | help with funding in some way. |
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| COUNCIL STRATEGY | | | | |
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| 1.5.2 | Support for the Cobar Primary Health Care Centre model to ensure that it remains viable | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 1.5.2.1 When appropriate, assist financially and lobby to support the CPHCC model to ensure good access to local medical practitioners and to increase the level of allied health care services provided locally | Participation in the Cobar Interagency to help identify and improve the level of allied health care services provided locally. | General Manager | Progressing | Council Officers continue to monitor any gaps of community services provided to Cobar Shire. |
| | Coordination of financial support for the CPHCC. | General Manager | Completed | |

| COUNCIL STRATEGY | | | | |
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| 1.5.3 | Increase the use of Council owned and other sporting and recreational facilities across the community | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 1.5.3.1 Increase the use of the Cobar Youth and Fitness Centre | Develop, implement and review Marketing and Action Plan for the Cobar Youth and Fitness Centre with the focus on new user groups. | Manager Youth and Fitness Centre | Progressing | Draft has been submitted to Director of Corporate and Community Services and is on hold pending cost reduction review. |

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| | Advertise in local newspapers all sporting competitions run by the Centre. | Manager Youth and Fitness Centre | Progressing | Women's Basketball, Mixed Squalleyball and Mixed Netball held their Grand Finals this quarter. Barnardos also held a Circus Skill program this quarter with 101 over 9 years old taking part. |
| | Monthly markets held at Centre on a weekend. | Manager Youth and Fitness Centre | Progressing | Attempts made to organise markets with a majority of interested stall holders coming from out of town. Lack of local vendors able to participate would make the markets unviable. A market day was held this quarter for the Festival of The Miner's Ghost which was successful. |
| 1.5.3.2 Contract management of the Cobar Memorial Swimming Pool | Maintenance carried out in accordance with the Asset Management Plan. | Services Manager | Progressing | Council has carried out all maintenance at the Cobar Memorial Swimming Pool in accordance with the recreation asset management plan. All major works required are planned to be undertaken during the off season. |
| | Supervise the correct operation and maintenance of all pool infrastructure along with promoting the facility also facilitate the learn to swim campaign. | Services Manager | Progressing | Council has supervised the correct operation and maintenance of all pool infrastructure. Council has also helped to promote and facilitate the learn to swim campaign. This has seen over 80 classes held thus far. |
| 1.5.3.2 Contract management of the Cobar Memorial Swimming Pool | Supervision of pool operations ensuring safety and convenience for | Services Manager | Progressing | The pool operations have been supervised. This has seen safety and convenience levels |

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| | all patrons is paramount, financial management and customer service. | | | are at a high level. There have been no injuries or incidents reported. Council has had no real criticism of pool operations and the pool has not been closed as a result of NSW Health sampling. |
| 1.5.3.3 Maintain the skate park to a high standard | Facilitate the Skate Park Facility Steering Committee. | Services Manager | Progressing | The Skate Park Steering Committee has been facilitated with funding possibilities being actively pursued. |
| 1.5.3.4 Maintain all Council parks and reserves, including plants, trees and public facilities | Provision of a regular gardening and turf maintenance service. | Services Manager | Progressing | Council has maintained a regular garden and turf maintenance service on all required areas within the Shire. This has seen all designated garden beds kept tidy and aesthetically pleasing for the community to enjoy. |
| | Respond to complaints of inappropriate behaviour in parks & reserves and undertake appropriate action. | Services Manager | Progressing | Council has quickly been responding to complaints of inappropriate behaviour in parks and reserves with appropriate action being taken. This has seen the amount of complaints dramatically reduce to zero in this quarter. |
| | Inspect and rectify defects of physical assets such as playgrounds and park furniture. | Services Manager | Progressing | Council has routinely been inspecting all physical assets such as playgrounds and park furniture and rectifying defects as soon as possible within budget allocations. |

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| 1.5.3.4 Maintain all Council parks and reserves, including plants, trees and public facilities | Appropriate signage erected to indicate prohibited activities in parks and reserves. | Services Manager | Progressing | Council is still in the process of formulating a Signage as Remote Supervision Policy. Council responds to complaints of inappropriate behaviour 24 hours a day with appropriate courses of action taken. |
| | Tree pruning and husbandry of trees. | Services Manager | Progressing | All Council trees are maintained in a safe and healthy condition. Inspections of trees are completed daily and complaints are investigated promptly with required action taken and recorded. Trees are only removed if it is the last and only option. |
| | Inspect and rectify defects of physical assets such as irrigation systems. | Services Manager | Progressing | All Council irrigation systems are maintained to ensure that they operate efficiently and effectively. There are minimal breakdowns as a result. |
| | Carry out regular patrols of parks & reserves. | Services Manager | Progressing | Regular patrols undertaken. |
| | Maintenance of sporting ground and associated facilities. | Services Manager | Progressing | All maintenance works on sporting grounds and associated facilities have been completed. This has seen these facilities always presented in a very good condition for sporting events. |

COUNCIL STRATEGY

| 1.5.4 | | Provide adequate infrastructure to care for older residents locally | | |
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| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 1.5.4.1 Provide appropriate services for residents at the Lilliane Brady Village | Develop budget to ensure adequate resources to appropriate services maintained with funding levels received from Commonwealth Dept Health and resident fees. | Director of Nursing (Lilliane Brady Village) | Progressing | 2012 -2013 budget developed. 2nd quarter for year running under budget with 47.25% of budget expended & 50.75% of income received. Occupancy rate for 2nd Quarter was 99.49% for Hostel and 98.96%for Nursing Home. Occupancy is currently 100%. Comprehensive assessments and documentation of residents care needs completed as per facility protocol on the 2 new residents entering facility this quarter to enable ACFI claims to be maximised. Commonwealth Dept Health & Ageing requested to review ACFI claims for 4 hostel residents in December 2012 to validate accuracy of appraisals and claims for Medicare funding. Result of Audit will be available in January 2013. |
| | Develop, implement and review systems to ensure services are provided according to the needs of residents. | Director of Nursing (Lilliane Brady Village) | Progressing | Post admission surveys have been distributed to 3 residents post admission - 2 returned with no issues raised. Results of satisfaction surveys sent out to all residents and persons responsible last quarter have been collated with a 56% response from the nursing home |

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| | | | | residents. 4 minor issues were raised and followed up appropriately. 60% of surveys were returned by hostel residents with 5 minor issues raised and managed as per facility protocol. Other audits completed in 2nd quarter include Infection Control, Employee Accident & Incident, Medication management, Equipment Maintenance, Environmental Safety. Only minor issues were identified in these audits with appropriate action taken. |
| | Maximise capital reserves. | Director of Nursing (Lilliane Brady Village) | Progressing | There was 1 new admission to the Hostel section whose assets entitles Council to ask for a bond in excess of \$400,000. This is still being negotiated. There was 1 new admission to the Nursing Home section with assets less than \$40,000 thus exempt from paying an accommodation charge. Additional subsidy will be claimed from Department of Health & Ageing. |
| | Ensure adequate and appropriately skilled and qualified staffs to ensure all services are delivered in line with facility mission statement and policies | Director of Nursing (Lilliane Brady Village) | Progressing | Appropriate services have been delivered. |

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| | Maintain health and personal care of all residents according to their needs and maintain resident lifestyle, rights and choices. | Director of Nursing (Lilliane Brady Village) | Progressing | Both Hostel and Nursing Home sections are accredited until August 2015 having met all 44 outcomes when audited by the Aged Care Standards & Accreditation Agency in June 2012. There have been no unscheduled visits this quarter. Resident care needs continue to be regularly reviewed (monthly for high care residents and 3 monthly for low care residents) as per policy by nursing staff. Resident choice of GPs continue to visit the facility weekly (additionally if requested by nursing staff) to review resident medical management. Allied health services such as dietician, podiatry, counsellor and Australian Hearing have been provided to those residents who required the services. |
| | Ensure financial viability of facility and that it is not a drain on Council resources. | Director of Nursing (Lilliane Brady Village) | Progressing | 2nd quarter for year running under budget with 47.25% of budget expended & 50.75% of income received. Budget has been reviewed fortnightly in line with council protocol. All purchases have been approved in line with budget constraints. There were no unforeseen expenses this quarter. |
| | Maintain appropriate physical environment to ensure security, safety of residents, staff and | Director of Nursing (Lilliane Brady Village) | Progressing | Upgrade/renovation of 5 bathrooms in Nursing Home section still to be completed. Schedule of work is required to be drawn up to enable comparative quotations by relevant |

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| | visitors. | | | tradesmen. Wormald have inspected, tested and reported on all installed fire safety equipment throughout the facility. There is 1 DRA (Defect Rectification Authority) for stop valve to sprinkler system outstanding for the quarter. Wormald to provide a quote. A mock evacuation exercise is still to be conducted. The Emergency Management policy and procedures for the facility are currently being reviewed and updated. |
| | Provide a transparent mechanism for concerns and complaints management from all stakeholders. | Director of Nursing (Lilliane Brady Village) | Progressing | There were a total of 2 complaints received for the quarter: 1 from family member and 1 staff. Both have been followed up in line with policy & records filed in complaints register. There were no compulsory reportable incidents for the quarter. |
| | Promote community awareness and encourage ongoing resident involvement in community events. | Director of Nursing (Lilliane Brady Village) | Progressing | A maternity relief Recreational Activities Officer commenced in October. Outings attended by residents included CSC seniors Christmas lunch, Carols in Drummond Park, shopping for Christmas, attendance at Cobar High School presentation day and fortnightly visits to the swimming pool. The Lilliane Brady Village bus was used for transport. The residents also assisted in the judging of the Cobar Community Christmas Light competition. In-house activities program has |

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| | | | | been well attended and residents are seen to be enjoying the activities and have input into the program. A special Christmas luncheon was held at the facility in December to which residents were able to invite family and friends – approximately 90 attended. |
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| COMMUNITY OUTCOME | |
|-------------------|----------------------------|
| 1.6 | A safe and clean community |

| COUNCIL STRATEGY | | | | |
|--|---|-----------------|-------------|--|
| 1.6.1 | A more visible and engaged police presence | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 1.6.1.1 Work with police and licensed premises to promote a safe community | Attendance and commitment to the Cobar Police Community Precinct Committee. | General Manager | Progressing | Full attendance and commitment to precinct committee meetings and liaison with police. |
| | Provide secretariat services for the Cobar Liquor Accord. | General Manager | Progressing | Full secretariat services provided. |

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

| Council Activities | | | | |
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| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 1.6.2.1 Removal of graffiti and recording of graffiti incidents | Supervise and liaise with Urban Supervisor the removal of graffiti and ensure all evidence is taken and recorded appropriately. | Services Manager | Progressing | Council is very proactive in regards to the removal of graffiti and has consistently been eradicating the vandalism within a 24 hour period. The Urban Supervisor ensures that prior remedial works, all evidence is taken and recorded appropriately. |
| 1.6.2.2 Implementation of actions outlined in the Cobar Crime Prevention Plan and Strategy | Update the action list for the Crime Prevention Plan. | Special Projects Officer | Progressing | The Crime Prevention Plan action list was implemented and actioned. |
| 1.6.2.3 Lobby for a full-time domestic violence case worker based in Cobar | Approach all agency and grant sources with a robust business case | Special Projects Officer | Progressing | Council regularly attends the monthly Cobar Domestic Violence Committee meetings and this group is making progress in finding suitable accommodation options and how the service may be established in Cobar to service the community. |

| COUNCIL STRATEGY | |
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| 1.6.3 | Encourage safe and sustainable development |
| Council Activities | |

| Community Strategy | Actions | Council Lead | Status | Action Comments |
|--|---|--|---------------|--|
| 1.6.3.1 Undertake regulatory obligations in relation to building and development | Assess and determine all relevant applications as outlined under Section 68 of the Local Government Act 1993 | Director Planning and Environmental Services | Progressing | Applications determined as required under Section 68 of the Local Government Act. |
| | Development Applications assessed and approved in accordance with statutory standards and requirements and Council Codes. | Director Planning and Environmental Services | Progressing | Development Applications assessed and approved in accordance with standards and requirements. |
| | Provide registration, approval and inspection for applications to install and operate On-Site Sewage Management Systems. | Director Planning and Environmental Services | Progressing | Applications for installation and operation of On-Site Sewage Management Systems processed on receipt. |
| | Inspect all development when required by approval so as to ensure compliance. | Director Planning and Environmental Services | Progressing | Mandatory critical stage inspections undertaken as requested. |
| | Process applications for Section 149 Certificates. | Director Planning and Environmental Services | Progressing | Certificates processed as received. |
| | Complying Development applications assessed and approved | Director Planning and | Progressing | Applications generally determined in the statutory time frames. |

| Community Strategy | Actions | Council Lead | Status | Action Comments |
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| | in accordance with statutory standards requirements and Council Codes. | Environmental Services | | |
| | Develop an On-site Sewage Management Register for existing systems in priority areas. | Director Planning and Environmental Services | Progressing | Database of properties within priority areas completed. |
| | Carry out critical stage and other progress inspections required to ensure completed projects complies. | Director Planning and Environmental Services | Progressing | Mandatory critical stage inspections undertaken as requested. |
| | Provide approval and inspection services for the installation of sewage and drainage services. | Director Planning and Environmental Services | Progressing | Inspections carried out as required. |
| 1.6.3.2 Finalise and implement the Cobar LEP and development control plans | Identify required Development Control Plans to support Cobar LEP 2011. | Director Planning and Environmental Services | Not Progressing | Cobar LEP 2012 complete. Preparation of Development Control Plans not progressing due to limited resources and pending legislative changes. |
| | Appropriate liaison with the Department of Planning for the | Director Planning and Environmental | Completed | Cobar LEP 2012 completed. Operational from 3 August 2012. |

| Community Strategy | Actions | Council Lead | Status | Action Comments |
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| | completion of Cobar LEP 2011. | Services | | |
| 1.6.3.3 Implement and maintain an appropriate register for leases, licences and land | Maintain the Lease, Licence & Land Register. | Land Manager Officer | Progressing | Register is maintained and up to date. |

| COUNCIL STRATEGY | | | | |
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| 1.6.4 | Provide and maintain safe and serviceable public facilities and infrastructure | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 1.6.4.1 To provide the community with an aesthetically pleasing and clean urban environment | Manually street sweep to supplement the mechanical operations to ensure a clean and aesthetically pleasing environment in the urban area. | Services Manager | Progressing | Council completes manual street sweeping works daily to supplement the mechanical operations. This has ensured a clean and aesthetically pleasing environment in the urban area. |
| | Regularly clean and maintain amenities building in accordance with frequency of use. | Services Manager | Progressing | Amenities buildings are being cleaned and maintained in accordance with their frequency of use. The level of service the community is receiving is high as staff is being very thorough and diligent with the realisation that the first impression on a tourist is instrumental in whether they stay |

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| | | | | longer or move on. |
| | Mechanically clean the streets in the urban area to provide suitable environment for the community. | Services Manager | Progressing | The CBD area is mechanically cleaned five days a week. |
| | Review the Street Sweeping Program and implement an improvement action plan. | Services Manager | Progressing | The Street Sweeping program is being reviewed but some positive changes have already been implemented. An improvement action plan will be formulated incorporating the positive changes that have already been implemented in the short term. |
| 1.6.4.2 To have systems in place for Cobar and village communities to maintain and control their public halls and the Nymagee Old School Community Centre | Development of Cobar Town Hall Cinema Improvement and Operational Action Plan. | Director Planning and Environmental Services | Progressing | Limited resources available for Improvement Plan. Expressions of Interest for lease of premises currently advertised and will be reported to March 2013 Council meeting. |
| | Supply electricity to the Nymagee Old School Community Centre. | Director Planning and Environmental Services | Progressing | Draft licence agreement being prepared for the management and occupation of village community facilities. |
| | Maintenance and Repair in consultation with the local Management Committee for Nymagee Hall. | Director Planning and Environmental Services | Progressing | Draft licence agreement being prepared for the management and occupation of village community facilities. |

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| | Maintenance and repair in consultation with the local Management Committee for Euabalong Library and community hall. | Director Planning and Environmental Services | Progressing | Draft licence agreement being prepared for the management and occupation of village community facilities. |
| | Maintenance and repair in consultation with the local Management Committee for Mount Hope Hall. | Director Planning and Environmental Services | Progressing | Draft licence agreement being prepared for the management and occupation of village community facilities. |
| 1.6.4.3 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. | Director Planning and Environmental Services | Not Progressing | No funding opportunities available to-date. |
| | Consider disability access when purchasing and installing new street furniture and fixtures. | Services Manager | Progressing | Council is currently considering disability access when purchasing and installing new street furniture and fixtures. |

| COUNCIL STRATEGY | | | | |
|---|--|---------------------|---------------|---|
| 1.6.5 | Provide protection from fire, natural disasters, public health and other threats to the community | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 1.6.5.1 Have systems in place to allow a rapid response to a fire | To maintain an organisation to provide the human and physical | Fire Control | Progressing | Appropriate organisation and resources in |

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| emergency within the Rural Fire District | resources to assist with the control of rural fire threats. | Officer | | place. |
| | To have a rural community develop an approach to hazard management to minimise the threats of uncontrolled fire. | Fire Control Officer | Progressing | Hazard reduction activities undertaken. |
| | Development, reporting and implementation of Rural Fire Service plant and equipment replacement program. | Fire Control Officer | Progressing | Plant and equipment replacement program underway. |
| | Have a response system, which will allow a response to an emergency within a reasonable timeframe. | Fire Control Officer | Progressing | Response and call-out system in place. |
| | Development, reporting and implementation of Rural Fire Service (RFS) facilities asset management plan and a minimum five (5) year rolling works program. | Fire Control Officer | Not Progressing | Limited resources available. |
| 1.6.5.2 Have contingency plans in place to minimise the damage from threats from natural disasters | Develop Rural Addressing Program. | Director of Engineering Services | Not Progressing | Program due to commence in Q3 subject to great funding and support from Emergency Services Organisations. |
| | Ensure reasonable strategic planning to establish local disaster management plans which consider | Director of Engineering | Progressing | DISPLAN has been reviewed and updated and is currently out for comment by the |

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| | the risks to local communities and have in place relevant disaster management plans. | Services | | relevant authorities. |
| | To establish an effective and relevant Local Emergency Management Committee to co-ordinate Emergency services with the community. | Director of Engineering Services | Progressing | LEM is in place and meets quarterly. Council provides full secretariat support with the Director of Engineering Services the Committee Chair. |
| 1.6.5.3 Preserve and enhance public health by regulating and inspecting all relevant premises | Appropriate Public Health Education Campaign conducted. | Manager Planning and Environmental Services | Not Progressing | Limited resources available. |
| | Prepare and provide appropriate reports and information for administration and budget. | Manager Planning and Environmental Services | Not Progressing | Limited resources available. |
| | Investigation of reportable diseases and sundry public health incidents. | Manager Planning and Environmental Services | Progressing | No reportable disease incidents. |
| | All food shops and licensed premises inspected. | Manager Planning and Environmental Services | Not Progressing | Limited resources available. |

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| | Public swimming pools inspected and water samples taken. | Manager Planning and Environmental Services | Not Progressing | Limited resources available. |
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Key Activity: Economy

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

| COUNCIL STRATEGY | | | | |
|--|--|-----------------|-------------|--|
| 2.1.1 | Provision of business services locally | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 2.1.1.1 Facilitate business development in the Shire | Facilitate business opportunities within Cobar and promote the region. | General Manager | Progressing | Economic Development strategy adopted by Council. Continuous liaison with prospective businesses. Support provided to Cobar Enterprise Facilitation Committee, executive membership of Committee and liaison with industry bodies for funding. |

| COUNCIL STRATEGY | |
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| 2.1.2 | Skills attraction initiatives |

| Council Activities | | | | |
|--|---|--------------------------|---------------|---|
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 2.1.2.1 Work with relevant government organisations, including Regional Development Australia – Orana, and NSW Industry and Investment to attract skilled people to Cobar to work. | Work with Regional Development Australia – Orana Inc and Industry and Investment (I&I) on economic development issues within Cobar Shire. | Special Projects Officer | Progressing | Have liaised with RDA - Orana as required regarding their Skilled Migration Officer visiting Cobar, submission of an RDAF Round 3 grant for small communities and general economic development issues. Met with I&I staff in December as part of a regular updating activity. |

| COUNCIL STRATEGY | | | | |
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| 2.1.3 | Develop and implement an Economic Development Strategy | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 2.1.3.1 Prepare an Economic Development Strategy for Cobar. | Prepare a draft strategy for Council. | Special Projects Officer | Completed | Economic Development Strategy completed. |
| 2.1.3.2 Implement the action plan outlined in the Economic Development Strategy | Report on the implementation of the Economic Development Strategy | Special Projects Officer | Progressing | Economic Development Strategy adopted by Council in August 2012. Implementation commenced. |
| 2.1.3.3 Promote economic development within Cobar Shire | Work with neighbouring Councils to promote economic development across the region. | Special Projects Officer | Progressing | Provided advice to the Economic Development Officers (a group that sits under the GMAC of OROC) and information |

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| | | | | on activities being undertaken in Cobar and on potential regional activities. |
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| COUNCIL STRATEGY | | | | |
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| 2.1.4 | Encourage people to shop locally | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 2.1.4.1 Administer the Cobar Quids program | Monitor, dispense and reconcile Cobar Quids on a daily basis. | Rates Officer | Progressing | All quids accounted for. |
| 2.1.4.2 Be an active member of the Cobar Business Association | Undertake the secretarial role for the Association. | Special Projects Officer | Progressing | Secretariat role fulfilled for the Cobar Business Association. November newsletter produced and emailed to all businesses. Two meetings attended and minutes taken, actions progressed and minutes distributed. |
| | Strive to bring affordable, quality training and workshop opportunities to Cobar business operators through the activities of the Association. | Special Projects Officer | Progressing | The Association organised for a series of iPad courses to be run for beginners, intermediate and advanced iPad users and potential users. The Intermediate and Advanced courses were run in October with 8 and 6 attendees respectively. There has been significant follow up from the participants as well. |

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| | Work with the Cobar Business Association to support local business initiatives such as the Great Cobar Business Awards, shop local promotions and other activities. | Special Projects Officer | Progressing | Council continues to support the Cobar Business Association their activities. In particular, Council assisted the Association with preparations for the 2012 Christmas carnival night in the CBD in mid December. |
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| COUNCIL STRATEGY | | | | |
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| 2.1.5 | Diversify the business base of the Shire and strengthen local businesses | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 2.1.5.1 Continued support for the Cobar Enterprise Facilitation project | Work with the Cobar Enterprise Facilitation group to progress the CEF project by sitting on the Board of Management and assisting with fundraising activities, particularly by working with government agencies and attracting government funding. | Special Projects Officer | Progressing | Council continues to support the CEF Board, working with the CEF Facilitator and seeking grant opportunities for the project. The CEF project has to date supported over 125 local businesses and potential business people. |
| 2.1.5.2 Investigate the availability of industrial land in Cobar and investigate options for the development of a new industrial estate in Cobar | Investigate suitable locations and zoning issues. | Director Planning and Environmental Services | Not Progressing | Limited resources available. |
| | Undertake assessment of need for | Director Planning and | Not | Limited resources available. |

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| | industrial land. | Environmental Services | Progressing | |
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| COUNCIL STRATEGY | | | | |
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| 2.1.6 | Support mining and agricultural industries to keep them strong | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 2.1.6.1 Undertake regulatory requirements in regards to the mining industry | Assess and process Part 4 Development Applications. | Director Planning and Environmental Services | Progressing | Applications generally determined in the statutory time frames. |
| 2.1.6.2 Facilitate provision of additional funding to improve the road network | Submit applications for road improvements for appropriate funding providers. | Director of Engineering Services | Progressing | Applications submitted where opportunities arise. Other avenues, including Ministerial approaches being investigated. |

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

| COUNCIL STRATEGY | |
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| 2.2.1 | Develop and implement a Tourism Attraction and Development Strategy |

| Council Activities | | | | |
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| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 2.2.1.1 Develop and implement the Tourism Attraction and Development Strategy | Development of an appropriate Tourism Management Plan through consultation with the Tourism Advisory Committee, Business and the Community. | Manager Tourism and Public Relations | Progressing | The Tourism Management Plan is in draft form. |

| COUNCIL STRATEGY | | | | |
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| 2.2.2 | Develop a diverse range of interesting annual events and promote the activities that are on and the cultural experiences that are available in Cobar to locals and tourists | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 2.2.2.1 Market Cobar as an attractive tourist destination | Participate in tourism based organisations, eg Kidman Way Promotional Committee, Outback NSW Tourism and Tourism NSW. | Manager Tourism and Public Relations | Progressing | The Manager of Tourism and Public Relations and Councillor Peter Yench represented Cobar Shire Council at the Kidman Way Promotional Committee's Annual General Meeting which was held in Bourke on Monday 3rd December 2012. The Kidman Way Promotional Committee resolved that Cobar Shire Council act as the secretariat for the Committee for the next two years, 2013 and 2014. The Kidman Way Promotional Committee resolved that they |

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| | | | | would attend at least six promotional expos in 2013. The Manager of Tourism and Public Relations has participated in two online phone meetings with members of the Outback NSW Tourism Association. The meetings were discussions of how the group can better promote Outback NSW in 2013. There has been no definitive actions planned at this time. |
| | Provide a high quality “Information Centre” at the Great Cobar Outback Heritage Centre. | Manager Tourism and Public Relations | Progressing | Visitors who attend the visitor information centre at The Great Cobar Heritage Centre are greeted by very professional staff who provide general information on Cobar, why Cobar is here, why Cobar is still here, where to stay, where to eat. This information is provided in the Kidman Way brochure. What to do and see in Cobar and the surrounding district via local mudmaps. |
| | Meetings with tour and coach operators. | Manager Tourism and Public Relations | Progressing | In November 2012 The Manager of Tourism and Public Relations had meetings with the marketing personnel from Expanding Horizons coach company and Northern Highland Travel coach company re their bookings at The Great Cobar Heritage Centre in 2013. Both companies have placed bookings for 2013. |

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| | Regular media releases and exposure through national, state, regional and local radio, television and print media. | Manager Tourism and Public Relations | Progressing | The Manager of Tourism and Public Relations provided media releases for the Festival of the Miner's Ghost program of activities to the Cobar Weekly, The Cobar Age, 2DU, Zoo FM, ABC local radio, 2WEB Bourke. As a result of dispatching the media release the Manager of Tourism and Public Relations conducted three radio interviews on 2DU, one interview on ZooFM, one interview on 2WEB and two interviews on ABC local radio. The Manager of Tourism and Public Relations provided information about the Kidman Way, in which Cobar features, to journalists at the RM Williams Outback magazine for the October edition. |
| | Attend consumer shows, travel and holiday expos in the identified target market areas of Australia and disseminate information on Cobar's heritage, natural features, cultural events and tourist attractions and facilities. | Manager Tourism and Public Relations | Progressing | The Manager of Tourism and Public Relations did not attend any consumer shows or expos in this quarter. |
| | Direct mailing campaigns. | Manager Tourism and Public Relations | Progressing | The staff at the Great Cobar Heritage mailed out approximately 350 information packs in this quarter. The requests for information come from internet inquiries supplied from Tourism NSW, Brochures Online and Cobar |

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| | | | | Shire's web site. |
| | Provide education packages to schools and universities. | Manager Tourism and Public Relations | Progressing | The Curator at the Great Cobar Heritage Centre has a number of different education packages aimed at different age groups. The Bourke Primary School visited the Heritage Centre in November 2012. |
| 2.2.2.2 Work with local organisations to build on current activities | Assist sporting clubs promote major events. | Manager Tourism and Public Relations | Progressing | The Manager of Tourism and Public Relations has had two meetings with the organisers of the Australian Sheep Dog Championships which will be held in Cobar in September 2013. The Manager of Tourism and Public Relations is working with Cobar Tourism based businesses to promote the Sheep Dog Championships. This event is expected to attract 300 plus people to Cobar for about ten days. The Manager of Tourism and Public Relations had a meeting with the organisers of the Cliffhanger. Cliffhanger is an extreme 4*4 event, which will be held at Tambua Station 60kms west of Cobar in May 2013. This event is expected to attract about 500 people to Cobar for about seven days. |
| 2.2.2.3 Develop and implement new ideas to bring people to Cobar | Actively pursue tourism development and marketing opportunities and assist existing and | Manager Tourism and | Progressing | The Manager of Tourism and Public Relations attended a Kidman Way Promotional Committee planning meeting |

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| | potential "tourist" businesses. | Public Relations | | in November 2012. The committee resolved that the majority of the 2013 promotional activities should be targeted at the Caravan, Camping and Holiday Industry. The Kidman Way Promotional Committee will attend six Caravan & Camping Holiday expos in 2013. The Kidman Way and the Great Cobar Heritage Centre have placed 1/4 page advertisements in the 2013 NSW Caravan and Camping Holiday Guide. |
| | Prepare bids to host relevant conferences. | Manager Tourism and Public Relations | Progressing | There were no bids for conferences in this quarter. |
| | Advertise the advantages of the area in conjunction with private sector operators. | Manager Tourism and Public Relations | Progressing | The Manager of Tourism and Public Relations provides advertising opportunities for businesses to advertise their businesses in a range of publications and web based advertising aids. Examples are the Kidman Way brochure, NRMA publications, Local Mud Maps, the NSW Caravan & Camping Holiday Guide. Businesses also have the opportunity to participate in consumer shows and expos. |

COUNCIL STRATEGY

| 2.2.3 | Diversify tourism activities and increase the utilisation of current attractions | | | |
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| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 2.2.3.1 Identify, encourage and assist the development of existing and new tourist attractions and facilities | Provide major maintenance and repair to assets, buildings, water mains, sewer mains, roads in accordance with an adopted Asset Management Plan. | Director Planning and Environmental Services | Not Progressing | Limited resources available. |
| | Regular review of lease agreement and performance with Caravan Park manager. | Director Planning and Environmental Services | Progressing | Reviews undertaken as required by contract. |
| | Cobar Caravan Park - provide appropriate financial advice and reports. | Director Planning and Environmental Services | Progressing | Quarterly review of income and expenditure undertaken. |
| 2.2.3.2 Work with existing operators and businesses to promote the benefits of tourism and expand the tourism business | Encourage businesses to be receptive to tourist activity and promote Cobar as a "friendly" Shire. | Manager Tourism and Public Relations | Progressing | Business owners and operators are encouraged to attend Tourism Advisory Committee meetings. The staff at the Cobar Caravan Park and the staff at The Great Cobar Heritage Centre report that visitors provide complimentary comments about their visit to Cobar. |

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| | Promote attendance and participation in the Tourism Advisory Committee. | Manager Tourism and Public Relations | Progressing | The Tourism Advisory Committee is a Section 355 Committee of Council. The Committee Chairperson is Mr John Dineen, Cobar Caravan Park. The Committee's role is to organise and promote tourism, facilitate the development of the Australia Day events program and the Festival of the Miner's Ghost events program. The meetings are advertised as "public meetings" to encourage as many people as possible from the community to attend. |
| 2.2.3.3 Install and maintain tourism signage | Entry to shire, entry to town and tourism signs are installed and maintained. | Manager Tourism and Public Relations | Progressing | The entry to Cobar Shire signs, of which there are five have been inspected. The sign on the Cobar - Louth Road requires repainting. The entry to Cobar town signs of which there are six have been inspected. There is a sign on the Cobar - Nyngan Road and a sign on the Cobar - Bourke Road that need repainting. |

| COUNCIL STRATEGY | | | | |
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| 2.2.4 | Increase the range and degree of accommodation in the Shire | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |

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| 2.2.4.1 Assist to identify potential new sites and facilitate the development of accommodation providers | Provide statutory planning advice to Councillors, developers, staff and the public. | Director Planning and Environmental Services | Progressing | Advice provided on request. |
| 2.2.4.2 Investigate the need to the develop the next stage of Pioneer Estate and undertake development if required | Estimate market & land availability for future Residential Land Development. | Director Planning and Environmental Services | Progressing | Land identified for future residential development. Demand for additional residential lots and funding sources for development not established. Availability of the land is being promoted on Council's website to private developers. |
| COMMUNITY OUTCOME | | | | |
| 2.3 | A strong business hub operating out of the Cobar airport | | | |

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| COUNCIL STRATEGY | | | | |
| 2.3.1 | Develop a business case to attract businesses to Cobar Airport | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 2.3.1.1 Actively seek out business opportunities to enhance the operations at Cobar Airport | Conduct feasibility study into the need for Light Industrial Land. | Works Manager | Not Progressing | Advertisements have been placed within the aviation industry communications channel seeking expressions of interest in aviation related businesses which can be established in Cobar. To date two verbal expressions have been received which have |

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| | | | | not progressed to a later stage. |
| | Undertake advertising in Airport related journals seeking interested parties to establish business enterprises. | Works Manager | Progressing | Advertising conducted resulting in two verbal expressions of interest which have not progressed any further. |
| | Conduct feasibility study into the need for a Residential Park. | Works Manager | Progressing | Preliminary work has commenced with the draft completion of an overall plan of future development prepared. An inspection of the Residential Airpark at Narromine has demonstrated what can be achieved should a market be available. The next step in the process is to develop a preliminary design to ascertain the feasibility of such a project. Due to the impact of the economy generally no further action has been taken during Q2. |

Key Activity: Governance

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

| COUNCIL STRATEGY | | | | |
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| 3.1.1 | Increase Council's income stream | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 3.1.1.1 Apply for a Special Rate Variation to improve the sustainability of Council's assets and services | Prepare business case and lodge with DLG. | Special Projects Officer | Progressing | At the 4 October 2012 Extraordinary Council meeting, Council resolved to seek community feedback on two SRV proposals: (1) A one off rise of 25% and (2) A multi year increase of 13% per annum for seven years. Council also determined to retain the current rating differentials between the categories and to use the additional funds to assist with meeting the operational costs of the swimming pool and for asset maintenance, primarily that of the road network. Council undertook two months of |

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| | | | | consultations with 11 separate community information sessions held across the Shire. A total of 313 people attended. Council resolved to go with a one-off 25% SRV at the 13 December 2012 meeting. |
| 3.1.1.2 Reassess all rates, fees and charges | Sound revenue management plan in place including rate recovery, debt recovery, economic development/business opportunities and grant funding initiatives. | General Manager | Progressing | Appropriate plans instigated for rate recovery and debt recovery. Grant opportunities communicated to appropriate staff and community groups. Grants sought when appropriate. High level economic development/business opportunities commenced. Hardship Assistance Policy to be exhibited in Q3. Arrangements in train for Sale of Land for unpaid rates. |
| 3.1.1.3 Undertake private works | Undertaken private works for property owners, contractors and RMS. | Director of Engineering Services | Progressing | Private works undertaken as requested. |
| 3.1.1.4 Increase grant funding received | Alert community groups to grant opportunities and assist the community to apply for grants. | General Manager | Progressing | All grant opportunities communicated to relevant staff and to all listed groups in the Community Services Directory. Staff also disseminated information to relevant groups as required. |
| | Apply for grants to assist Council to undertake activities outlined in the Management Plan. | General Manager | Progressing | Grants regularly applied for and reported to Council in monthly grants report. |

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| 3.1.1.5 Regular monitoring and reporting of expenditure | Major elements of the Budget/Management Plan or Delivery Plan/Operational Plan are achieved. | General Manager | Progressing | Operational Plan elements are being slightly delayed by reduced resources and vacant senior positions. |
| | Appropriate process in place to report to and consult Council on significant proposed variations of the Budget/Management Plan or Delivery Plan/Operational Plan. | General Manager | Progressing | Appropriate reporting mechanisms put in place for Council to be advised of major changes in income or expenditure budgets. |
| 3.1.1.6 Undertake rating functions of Council | Recovery of outstanding rates. | Rates Officer | Progressing | Debt recovery action has reduced the percentage of current balances and arrears to 43.59% of total annual rates at the end of Q2. A sale of land for unpaid rates, in accordance with Sec 713 Local Government Act, 1993, has been recommended for 19 April 2013. |
| | Process Pension Rebate Claims. | Rates Officer | Completed | Annual rebate subsidy was received on 24 December 2012. |
| | Levy and issue rates. | Rates Officer | Completed | Rates levied. |
| 3.1.1.7 Effectively manage Council investments | Optimum investment of Council's surplus funds. | Rates Officer | Progressing | Council's funds have been invested in accordance with Sec. 625 of the Local Government Act 1993, Clause 212 of Local Government (General) Regulation 2005 and Council's Investment Policy. As at 31 December 2012, Council's investments had |

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| | | | | earned \$63,286.19 interest from two approved banking institutions. A monthly investment report including investment details and balances as at month end and income earned for the month is included in Council's monthly Business Paper. |
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| COUNCIL STRATEGY | | | | |
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| 3.1.2 | Implement a modern Section 94 Plan and Section 64 Plan to fund future infrastructure through developer contributions | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 3.1.2.1 Develop a Section 94 Plan | Renew Developer Contributions Plan & Community Enhancement Program. | Director Planning and Environmental Services | Progressing | Community Enhancement Program renewed (and adopted by Council) in June 2012 and was used to inform the development of Section 94 and 94A plans. Draft Cobar Local Infrastructure Contributions Plan 2012 is on public exhibition and will be reported to the February 2013 Council meeting. |
| 3.1.2.2 Develop a Section 64 Plan | Prepare a Section 64 Plan. | Director of Engineering Services | Progressing | Draft Section 64 Plan prepared. Appropriate consultation requirements in train for January 2013 and the plan will be reported to the February 2013 Council Meeting for adoption. |

| COUNCIL STRATEGY | | | | |
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| 3.1.3 | Investigate how to reduce the cost of Council's community facilities through partnerships with other organisations | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 3.1.3.1 Investigate partnership options, and enact if advantageous for the Cobar Youth and Fitness Centre | Seek and initiate discussions with potential appropriate partners. | Director Corporate and Community Services | Progressing | No apparent parties have been identified. |
| 3.1.3.2 Investigate partnership options, and enact if advantageous for the Lilliane Brady Village | Undertake a Business & Management Review to determine most suitable way to manage & operate the facility. | Director Corporate and Community Services | Progressing | No partners have been identified despite a robust EOI process. No more models will be investigated until after Council meets with Minister Butler. |
| | Development and implementation of an appropriate Marketing Plan. | Director Corporate and Community Services | Not Progressing | No marketing plan is required as the supply and demand of beds are matched. |

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

| Community Strategy | Actions | Council Lead | Status | Action Comments |
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| 3.1.4.1 Develop and implement a risk management strategy suitable for Council operations | Staff report hazards and risks to their immediate supervisor as soon as possible. | General Manager | Progressing | Staff continuing to be educated to ensure hazards and risks are reported. |
| | Review Insurance Levels annually. | Director Corporate and Community Services | Completed | Completed. |
| | Create an Event Management Plan that will identify any risk or hazard to Council whilst planning any activities or events. | Manager Tourism and Public Relations | Progressing | The Manager of Tourism and Public Relations prepared a risk assessment for the 2012 Festival of the Miner's Ghost. A more formal risk assessment document is being developed with the assistance of State-wide Mutual. The new document will be available for anyone who uses Council's facilities in early 2013. |
| | Develop and implement a Corporate Risk Management Strategy. | Human Resources Officer | Progressing | Risk Management Strategy commenced. |
| | Develop WHS Manual | General Manager | Progressing | Further liaison required with consultant undertaking WHS Manual. |
| | Management obligations. | Human Resources | Progressing | Preliminary work done. Manex members are familiar with their obligations. State Records Act obligations explained during |

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| | | Officer | | inductions and ongoing advice provided. |
| | Co-ordinate the development of Council's Business Continuity Plan and Disaster Recovery Plan. | Human Resources Officer | Not Progressing | On hold due to lack of available resources. Investigating IT security options. |
| | Manex will direct the attention and the resources of the organisation towards managing significant risks and hazards. | General Manager | Progressing | Asset Risk Management Plan developed. Risk Management Strategy being developed in conjunction with City of Canterbury. |
| | Develop and implement Gathering Information procedures. | Human Resources Officer | Progressing | Reporting is becoming embedded in culture. Gathering Information Policy and procedures to be developed. |
| 3.1.4.2 Develop and implement suitable internal audit processes for Council operations | Carry out 'In House' Internal Audits. | Director Corporate and Community Services | Progressing | There is an existence of an Internal Audit Committee with appropriate terms of reference. |
| 3.1.4.3 WHS obligations are met and safe work practices are promoted and undertaken | WHS reviews regularly conducted and recommendations acted upon. | General Manager | Progressing | WHS review list being utilised. |
| | Provide support to Council's WHS Committee. | Human Resources Officer | Progressing | Secretarial support provided to WHS Committee. WHS advice provided to WHS Committee and Health & Safety Representatives and other employees upon request. |
| | Coordinate injury management and | Human | Progressing | Reduction in incidents reported. Reduction |

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| | return to work programs for injured workers. | Resources Officer | | in workers compensation claims. Reduction in lost time injuries. \$24,000 rebate on insurance achieved. 100% injuries reported within 48 hours. Three WorkCover accredited Return to Work Coordinators handle all Council's injury management. Rehab Providers engaged as required. Return To Work Plans developed within required timeframes. |
| | Consult with WHS Committee to take a proactive stance in promoting a healthy and safe work environment. | General Manager | Progressing | WHS Committee meetings attended, liaison with WHS manual project team and consultant. |
| | Workplace Inspections. | General Manager | Progressing | Inspection program arranged, and commenced. |
| | Coordinate Council's Continuous Improvement Program assessment | Human Resources Officer | Progressing | Deadlines for annual audits met. Risk Management Continuous Improvement Plan developed and adopted by Manex. |
| | WHS Policy Development and Maintenance. | General Manager | Progressing | Draft WHS manual developed but further liaison required with consultant by project team. |
| | Re-development of Councils' WHS Management System in conjunction with WHS Committee and | General Manager | Progressing | Draft WHS manual developed with further liaison required with consultant by project team. |

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| | employees. | | | |
| | Coordinate/arrange safety training programs | Human Resources Officer | Progressing | First Aid training provided, Annual Performance Review workshop held. |
| 3.1.4.4 Administer Council's accident/injury/public liability claims management competently | Effective control of work flow interfaced with risk reporting. | Director Corporate and Community Services | Progressing | All claims have been handled satisfactorily with no rejections. |
| 3.1.4.5 Ensure that documentation and records management provide a framework for easy retrieval and reference | Effective records administration systems and protocols in place | Director Corporate and Community Services | Progressing | Retrieval is satisfactory but Council is rapidly in need of an electronic system. |
| | Compliance with Records Management obligations. | Director Corporate and Community Services | Progressing | Council is on balance compliant. |
| 3.1.4.6 Reduce workplace accidents and incidents | Ensure WHS Committee is active and proactive. | Human Resources Officer | Progressing | WHS Committee meetings held November 2012. |
| | Train all workers for their tasks and induct all workers into the workplace or job site. | General Manager | Progressing | Full commitment to corporate training presentations by General Manager. Corporate Training Plan developed. |
| | Coordinate development and train | General Manager | Progressing | SWMS renewal as required. |

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| | staff in Safe Work Method Statements (SWMS). | | | |
| | Facilitate/coordinate regular WHS audits of the workplace and monitor implementation of audit recommendations. | General Manager | Progressing | Audit program developed with some inspections commenced. |

| COUNCIL STRATEGY | |
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| 3.1.5 | Strong governance measures in place |
| Council Activities | |

| Community Strategy | Actions | Council Lead | Status | Action Comments |
|---|--|---|-------------|---|
| 3.1.5.1 Councillors are well trained and informed on their roles and responsibilities | Training provided to Councillors. | General Manager | Progressing | All Councillors are provided information packages and in-house training where available and training sourced through LGSA and DLG for available/interested Councillors. |
| 3.1.5.2 Strategic policy setting undertaken by the elected representatives | Assistance in the administrative management of Council Meetings. | Director Corporate and Community Services | Progressing | Adequate assistance is provided. |
| | Necessary advice and policy | General Manager | Progressing | Initial review of Policy Register undertaken |

| Community Strategy | Actions | Council Lead | Status | Action Comments |
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| | recommendations provided to Council in relation. | | | and development list of new policies arranged for DLG Better Practice Review. |
| | Mayor and Councillor requests are met within Council policy. | General Manager | Progressing | Councillor and Mayor requests appropriately communicated to relevant Council officers for action and monitoring system in place. |
| | Feedback to Councillors on progress with resolutions and Councillor requests. | General Manager | Progressing | Monthly status report communicated, updated and monitored. |

COMMUNITY OUTCOME

3.2 An engaged community that participates in decision making

COUNCIL STRATEGY

3.2.1 Implementation of Council's Community Engagement Strategy

Council Activities

| Community Strategy | Actions | Council Lead | Status | Action Comments |
|--|--|-----------------|-------------|---|
| 3.2.1.1 Engage with the various sectors of the community as required and to a level that | Dissemination of information to the media. | General Manager | Progressing | Positive media liaison on critical matters undertaken with local newspapers and radio stations by the Management Executive. |

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| adequately addresses the complexity of the issues. | Council's media presence. | General Manager | Progressing | Positive media engagement undertaken with local newspapers on critical issues. |
| | Appropriate information in relation to Council resolutions and deliberations provided to Directors and relevant staff. | General Manager | Progressing | Monthly status report communicated and continuously updated. |
| | Appropriate attendance of General Manager at Community groups and external committees, as appropriate. | General Manager | Progressing | Attendance of all public meetings concerning critical matters. Attendance of all necessary advisory committee meetings. |

| COUNCIL STRATEGY | | | | |
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| 3.2.2 | Encourage more direct participation and interaction between Council and the community | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 3.2.2.1 Provide up-to-date and relevant information to the public on Council's activities | Management oversight provided in relation to all information from appropriate staff to Council and the Community. | General Manager | Progressing | Major projects and programs communicated to Management Executive. |
| | Prepare a quarterly Council newsletter to go out with the rates notices. | General Manager | Progressing | Q2 newsletter not undertaken, however appropriate liaison completed for Special Rate Variation consultation. |

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| 3.2.2.2 Maintain partnerships with community organisations, such as Arts Council, Business Association, Cancer Council, sporting groups etc | Appropriate networking with the local government industry and professional organisations. | General Manager | Progressing | Continued membership of the IPWEA and LGEA Boards. Membership of the LGMA working party for staff sharing. Attendance of GMAC and OROC Board meetings. Commitment to the OROC Human Resources and Learning and Development Professional Team as a sponsoring GM. |
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| COUNCIL STRATEGY | | | | |
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| 3.2.3 | Increase the participation of youth in community leadership | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 3.2.3 Increase the participation of youth in community leadership | Provide administration and support to the Cobar Youth Council. | Manager Youth and Fitness Centre | Progressing | Attended four (4) Youth Council meetings and one (1) Klub 812 event. |
| | Maintain contact with similar organisations in other local government areas so as to provide interaction. | Manager Youth and Fitness Centre | Progressing | Youth Council been active for 12 months. Focus has concentrated on organising local events. |

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

| COUNCIL STRATEGY | | | | |
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| 3.3.1 | | Good customer service provided by all Council Officers | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 3.3.1 Focus on the provision of good customer service by all Council staff | Completion of a Customer Service Policy. | Director Corporate and Community Services | Not Progressing | No objective measure of customer service is in place. Policy is due to be developed in Q3 and to be sent for adoption at the February Finance and Policy Committee Meeting. |
| | Development, reporting and implementation of a Customer Services Policy & Standard. | Director Corporate and Community Services | Not Progressing | Not commenced. Anecdotal evidence suggests low non delivery. |
| | Qualitative measures on response and processing times in relation to queries face to face, by phone, letter or email. | Director Corporate and Community Services | Not Progressing | Not commenced. Anecdotal evidence suggests low non delivery. |

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

| Council Activities | | | | |
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| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 3.3.2.1 Implementation of the Employee Expectation Statement | Staff consultation by a continuing process through Consultative Committee. | Human Resources Officer | Progressing | HR participation in Consultative Committee meetings includes providing reports and HR/industrial relations advice, as well as attendance at Consultative Committee meetings as an observer. |
| | Issues and concerns are able to be brought to the General Manager individually or in small groups in accordance with Council's grievance procedure. | General Manager | Progressing | Reasonable open door policy undertaken. |
| | Build productivity, maintain industrial harmony and increase employee satisfaction. | Human Resources Officer | Progressing | Minor industrial relations issues and grievances resolved satisfactorily. |
| | Drive a biennial staff attitude or culture survey. | Director Corporate and Community Services | Completed | Programmed for 2013/14. |
| | General Manager demonstrated strong and effective leadership and management behaviours which transcend the organisation and are consistent with the "positive" | General Manager | Progressing | Appropriate leadership management behaviours demonstrated. |

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| | culture being promoted and actively sought by the Council. | | | |
| | Provide a strategic focus for workforce issues that is aligned to direction of Council as a whole. | Human Resources Officer | Not Progressing | HR management plan to be developed. Workforce Plan review scheduled for Q3. |
| | Formal and informal meetings held with staff as required by organisational need. | Human Resources Officer | Completed | Employee attitude culture survey scheduled for September 2013. Employee Expectation Statement launched September 2012. |
| | Employees paid appropriately. | Human Resources Officer | Progressing | Employees paid appropriately fortnightly. |
| | Increase the level of personal interaction and information dissemination within Council. | General Manager | Progressing | Council meetings information provided to Administration Centre staff monthly. |
| | Human Resources Management Strategies, objectives, protocols and outcomes aligned with Council strategic initiatives, objectives and applicable legislation. | Human Resources Officer | Not Progressing | HR Management Plan to be developed. Biennial survey not scheduled until September 2013. |
| | Foster and improve staff confidence, trust and inclusion in decision making | Human Resources Officer | Progressing | Staff attitude survey scheduled for September 2013. Employee Expectation Statement launched September 2012. |
| 3.3.2.2 Good recruitment and | Provide appropriate | Director Planning | Progressing | All Council positions that require housing |

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| selection processes that promote the philosophy of 'recruit for attitude, train for skills' | accommodation for key positions. | and Environmental Services | | have appropriate housing provided. All available Council houses are currently fully occupied. |
| | Identify and implement initiatives that assist in attracting and retaining Council staff. | Human Resources Officer | Progressing | Development of attraction, engagement and retention strategy commenced to reduce staff turnover. There is a current focus on fostering growth of local talent through traineeships, apprenticeships and ongoing training. No reduction in staff turnover. |
| | Develop and review of policies and procedures to ensure best available applicants are chosen to fill vacant positions. | Director Corporate and Community Services | Not Progressing | Existing policies are sufficiently low on to do list. |
| | Attract and retain competent and professional staff equipped with skills and abilities to achieve Council's objectives. | Human Resources Officer | Progressing | Attraction and retention strategy yet to be developed. |
| | Maintain an up-to-date Organisation Chart in accordance with Council's organisation structure. | Human Resources Officer | Progressing | Organisational chart supplied to Manex for discussion monthly. |
| | Ensures the organisational structure is appropriate to achieving the Budget or Delivery Program/Annual | Human Resources | Progressing | Current organisational structure to be reviewed by new Council by September |

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| | Operational Plan. | Officer | | 2013 as required by legislation. |
| 3.3.2.3 Implement and manage an Employee Assistance Program for Council staff | Implement programmes to promote and encourage employees to develop lifestyle habits that achieve healthy living and work-life balance | Human Resources Officer | Progressing | Employees have knowledge of health and well being programs such as free access to gymnasium, free skin checks, Council's EAP. Hepatitis B program is supported. Flu vaccination supported for aged care facility employees. |
| | Manage Council's Employee Assistance Programme. | Human Resources Officer | Progressing | EAP provider engaged and information provided to staff. |
| 3.3.2.4 Training, instruction and performance evaluations are carried out | Support management in driving and supporting change management and employee development. | Human Resources Officer | Progressing | Annual review and performance management training delivered to supervisors, managers and directors December 2012. Annual review processed reviewed and confirmed. Training policy and training plans scheduled to be updated in Q3. Biennial organisational culture survey scheduled for 2013-14. |
| | Demonstrated commitment to employee safety through HR policies and an in-house training capacity. | Human Resources Officer | Progressing | WHS Management System currently being developed. Mandatory and statutory training provided in line with budget constraints. |
| | Evaluate all positions by a process that includes senior management. | Human Resources | Not Progressing | Positions evaluated as they become vacant. All position evaluations will be reviewed Q3. |

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| | Officer | | |
| Training needs analysis conducted and a structured training process in place. | Human Resources Officer | Progressing | Draft organisational training plan developed. Staff attendance issues reported and managed by Manex. |
| Provide staff with a positive and supportive introduction to Cobar Shire Council | Human Resources Officer | Progressing | Inductions conducted as soon as is reasonably practicable after engagement. Corporate Induction documentation reviewed and confirmed. Probation period appraisals completed and supported. |
| Assist managers/supervisors to access tools which empower them to effectively manage staff. | Human Resources Officer | Progressing | Training, education and advice provided when requested in a timely manner. |
| Develop and maintain Organisation Training Plan. | Human Resources Officer | Progressing | Department training plans developed and actively reviewed within the budget. Organisational training plan to be developed Q3. |
| Work with staff to prepare individual training plans that reflect legislative requirements and personal career paths. | Human Resources Officer | Progressing | Individual training plans developed by supervisors through the performance review process. Unscheduled training arranged as required. |
| Maintain Council's Salary System and associated employment contracts for senior/contract staff. | Human Resources Officer | Not Progressing | Annual staff assessments scheduled for Q3 and Q4. |

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| | Educate staff with clear messages about Council's operations, culture and values, vision and strategic direction. | Human Resources Officer | Progressing | Information provided during inductions and staff training days. |
| | Coordinate annual staff appraisals. Performance Review Processes are in place. | Human Resources Officer | Not Progressing | Preparation for annual reviews completed and training delivered. Reviews scheduled for Q3. Performance Management System to be developed. |
| | Maximise Council's return on human resources investment. | Human Resources Officer | Progressing | Workforce Plan to be reviewed annually. |
| 3.3.2.5 Maintain and actively use the City of Canterbury relationship | Prepare a Council team to attend the annual Corporate Leadership Cup. | Special Projects Officer | Completed | Council team consisting of Jo-Louise Brown (Rates Officer), John Woloczij (Water Services Team), Tim Wark (Services Manager), Claudine Yench (Administration Officer - HR/DCCS) and Melissa Gunn (Noxious Weeds Officer) participated, supported by Special Projects Officer (Angela Shepherd) and General Manager (Gary Woodman). The team was the first country team to successfully win the competition since it was commenced. |
| | Identify opportunities for Council and community partnerships. | Special Projects Officer | Progressing | Council continues to progress partnerships in a number of areas. Council has sought staff exchanges with City of Canterbury to |

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| | | | | assist with Cobar's staff shortages in specific areas, has met with and continues to liaise with Northern Grampians Shire Council regarding a FIFO arrangement for their displaced gold mine staff and is working with Peak Gold Mines on a joint skate park project. |
| | Prepare for, and undertake staff exchanges. | Special Projects Officer | Progressing | Been in regular contact with City of Canterbury General Manager seeking further ways to share staff to assist Cobar to meet our work priorities, particularly in the areas of planning, finance and risk management. Requests submitted, awaiting outcome. |
| 3.3.2.6 Staff are provided with up-to-date and relevant tools to undertake their roles | Review Council's corporate induction session content and other compulsory training programs for new employees. | Human Resources Officer | Completed | Induction documentation reviewed and confirmed. |
| | Develop and review policies relating to HR matters. | Human Resources Officer | Progressing | HR Policies are reviewed as required. |
| | Provide professional advice in relation to People Management. | Human Resources Officer | Progressing | HRO reports on HR matters to Manex monthly, organisation charts updated at least monthly, industrial relations advice and people management advice provided in |

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| | | | | a timely manner as requested. |
| | Provide coaching and encouragement through the probation period and ongoing support. | General Manager | Progressing | Coaching and support provided to relevant staff members, management level and above. Support provided to the necessary arrangements for the Corporate Leadership Cup team. Cobar Shire Council team won the 2012 Corporate Leadership Cup. |
| | Hardware kept in working condition. | Director Corporate and Community Services | Not Progressing | Workman report has identified needs. Insufficient resources to progress satisfactorily. |
| | Efficient and effective day to day operations and work scheduling for the Engineering Department. | Director of Engineering Services | Progressing | Progressing satisfactorily however staff vacancies starting to affect works programs and service levels. |
| | Review plant requirements; undertake asset management and maintenance of plant fleet. | Works Manager | Progressing | A review of the pumping equipment has been undertaken and changes made that will reduce the incidence of manual handling issues as well as provide for the improvements to productivity of grader crews. Electronic trackers continue to be installed on major plant items and have resulted in significant improvements to productivity. |
| | Effective Information Technology and Records administration systems | Director Corporate and | Progressing | This still requires major energy and is a high |

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| and protocols in place. | Community Services | | risk area for Council. |
| Preparation of Computer Support Strategic Plan. | Director Corporate and Community Services | Progressing | Workman report has identified needs. Insufficient resources to progress. |
| Implement action plan for Plant and Equipment Utilisation Review Report. | Director of Engineering Services | Progressing | Action plan being implemented within budget. Water pump suitability investigated and operational changes put in place. Training for grader crews identified and a program currently being developed. Electronic tracking equipment installed in major items of plant which resulted in a direct increase of productivity levels. |
| Review and update 15 Year Plant Rolling Replacement Program. | Works Manager | Completed | Plant Replacement Program updated and completed will be reported to February 2013 Council Meeting. |
| Review of EEO Management Plan. | Human Resources Officer | Not Progressing | EEO Management Plan not yet reviewed. |
| Computer system support – Training of Users in New Software Products. | Director Corporate and Community Services | Not Updated | No Comments |

| COUNCIL STRATEGY | | | | |
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| 3.3.3 | Council undertakes adequate strategic planning activities and meets all legislative reporting requirements | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 3.3.3.1 Council updates the Integrated Planning and Reporting framework documents as required | Produce Internal Management Reports. | Director Corporate and Community Services | Progressing | Internal reports are produced - much refinement needed. |
| | Produce Annual Estimates. | Director Corporate and Community Services | Progressing | Produced but much development needed. |
| | Completion of Annual Financial Statements. | Director Corporate and Community Services | Progressing | 2012 reports were late due to inappropriate staff in the role. |
| | Implementation of Council's Community Engagement Strategy. | Special Projects Officer | Progressing | The Community Engagement Strategy continues to be implemented and inform Council's activities, such as consultation around the proposed Special Rate Variation for 2013/14. |
| | Develop Asset Management programs for Shire and Regional | Works Manager | Progressing | Asset Management Plans have been developed and form part of Council's Asset |

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| | roads, drainage, signs and traffic facilities. | | | Management Strategy. Rural Road Maintenance Programs have been developed and circulated. Priorities within that program are subject to weather conditions prevailing at the time and can cause significant changes to the planned program at short notice. |
| | Review Asset Management Policy and Strategy. | Director of Engineering Services | Completed | Asset Management Policy and Strategy were adopted by Council in February 2012 with 4 year life. |
| | Compliance with Integrated Planning and Reporting Requirements (IPRR) as outlined by the DLG. | General Manager | Progressing | All plans distributed. DLG provided with copies and has undertaken assessment. All Council and Committee reports now referenced to the Annual Operational Plan. Re-exhibition of plans for new Council commenced. |
| | Produce Management Reports for Council. | Director Corporate and Community Services | Progressing | Reports produced but upgrading needed. |
| | Implement and monitor the Action Plan for Council in the Cobar Shire Social Plan 2011-2016. | Special Projects Officer | Progressing | Implementation and monitoring of Action Plan for the Shire's Social Plan progressing. Priority items being actioned as the budget allows. Information used to inform Council activities and plans, such as the Community |

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| | | | | Enhancement Plan. |
| | Develop and implement annual Works Programmes, for capital and maintenance projects. | Director of Engineering Services | Progressing | Maintenance program progressing. Capital Works program adopted at the October Council Meeting. |
| | Workforce Management Strategy, as part of Resourcing Strategy, developed and maintained. | Human Resources Officer | Not Progressing | Review of Workforce Plan scheduled for Q4. |
| | Provision of information to Council on progress. | General Manager | Progressing | All Integrated Planning and Reporting documentation distributed within the organisation, to new Councillors and to the DLG. Re-exhibition of plans for new Council commenced. |
| | Implement and monitor the Action Plan for Council in the Cobar Crime Prevention Strategy 2011-2016. | Special Projects Officer | Progressing | The Action Plan for the Crime Prevention Strategy was monitored and implemented. |
| | Development and implementation of a minimum 10 Year Financial Plan for inclusion in the Resourcing Strategy to support the Cobar Shire 2025 Community Strategic Plan. | Director Corporate and Community Services | Progressing | Plan to be presented to February meeting of Council. |
| 3.3.3.2 Service level provision planning undertaken as required | Review and amendment of the Corporate Asset Register. | Director Corporate and Community | Progressing | Register balanced and reviewed. It is currently being integrated with CivicView. |

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| | | Services | | |
| 3.3.3.3 Undertake legislative reporting requirements | Development of Best Practice Improvement Action Plan and timetabling. | General Manager | Progressing | Better Practice Action Plan developed with timetabling. |

| COUNCIL STRATEGY | | | | |
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| 3.3.4 | Good procurement processes in place to ensure the most advantageous provision of goods and services to Council | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 3.3.4.1 Good contract management and procurement practices are employed | Manage Engineering tenders and contracts in accordance with Councils policy. | Director of Engineering Services | Progressing | All tenders let conformed to Council policy and Local Government Tendering Guidelines. Contract let for the supply and delivery of one rubber tyred roller and the financing by lease arrangement of the rubber tyred roller separately. |
| | Contracts Register updated. | General Manager | Progressing | Contracts register continuously updated and made available on Council's website. |
| 3.3.4.2 Leases and management agreements monitored, implemented and adhered to | Swimming pool, dentist and doctors surgeries, caravan park, and airport agreements monitored and implemented. | Land Manager Officer | Progressing | All leases and management agreements are current, billed correctly, annual review and increases advised. |

Key Activity: Infrastructure

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

| COUNCIL STRATEGY | | | | |
|--|---|-----------------|-------------|---|
| 4.1.1 | Pipe the Albert Priest Channel | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 4.1.1.1 Facilitate the construction of the Albert Priest Channel Pipeline Augmentation Project | Facilitate the construction of the Albert Priest Channel Pipeline Augmentation Project. | General Manager | Progressing | Cobar Water Board has requested Bogan Shire Council's consultant to also investigate and report on lining of the Albert Priest Channel as an alternative to piping. |

| COUNCIL STRATEGY | |
|--------------------|-----------------------------------|
| 4.1.2 | Increase Cobar's water allocation |
| Council Activities | |

| Community Strategy | Actions | Council Lead | Status | Action Comments |
|--|---|------------------|-------------|--|
| 4.1.2.1 Lobby the NSW Government to have Cobar's town water supply increased | Organise and facilitate a meeting with relevant Government personnel demonstrating the need for town water licence to be increased. | Services Manager | Progressing | Council has actively been pursuing an increase in Cobar's town water licence allocation and a meeting with the NSW Water Commissioner has been formally requested. |

| COUNCIL STRATEGY | | | | |
|---|---|------------------|-------------|---|
| 4.1.3 | Improved water treatment systems for the provision of potable water to the villages | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 4.1.3.1 Investigate options to improve the water quality and consistency of water supply in the villages of the Shire | Investigate and prepare report on upgrading non-potable water. | Services Manager | Progressing | These works are ongoing with various options being explored and costed. For example, it is believed the best potable water option at Euabalong and Euabalong West would be a pipeline from Lake Cargelligo. |

| COUNCIL STRATEGY | | | | |
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| 4.1.4 | Improved water infrastructure across the Shire | | | |
| Council Activities | | | | |

| Community Strategy | Actions | Council Lead | Status | Action Comments |
|--|---|---------------------|---------------|---|
| 4.1.4.1 Maintenance and repairs of water mains | Review and update Water Supplies Asset Management Plan with 5 year rolling works program. | Services Manager | Progressing | Council has recently gained the new valuations. These new valuations will be utilised to update the Water Supplies Asset Management Plan. The updated plan will be reported to the June 2013 Council meeting. |
| | Repairs carried out promptly. | Services Manager | Progressing | All water mains supply repairs are being carried out promptly. The three breaks in Cobar this quarter were completed within four hours and the two breaks in the villages were completed within one day. |
| | Annual Maintenance schedule prepared. | Services Manager | Progressing | The work diagnosed within the Annual Maintenance Schedule for the water supply system is being completed systematically and within budget. |
| 4.1.4.2 Water filtration system adequate and well maintained | Staff record meter readings for data entry. | Services Manager | Progressing | Staff record meter readings daily for data entry purposes. |
| | Water tested and treated as required. | Services Manager | Progressing | Water tests are performed daily at the Filtration Plant with jar testing performed as required to ensure the effective treatment of the raw water. |
| | Prepare a Developer Servicing Plan for the Water Supply. | Services Manager | Progressing | Council has received the draft copy of this Plan. This document is out for consultation. |

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| 4.1.4.3 Water bores drilled in the villages where appropriate | Drill water bores at Euabalong. | Services Manager | Completed | These works have been completed with two bore holes drilled at both Euabalong and Euabalong West. |
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| COMMUNITY OUTCOME | |
|-------------------|--|
| 4.2 | Good communications networks with services equal to the metropolitan areas |

| COUNCIL STRATEGY | | | | |
|--|--|----------------------------------|-------------|--|
| 4.2.1 | Improved access to telecommunications, radio, TV and broadband services | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 4.2.1.1 Lobby the government for improved communications networks | Maintenance of radio base stations and licences. | Director of Engineering Services | Progressing | Base stations and licences maintained. |
| 4.2.1.2 Lobby the government and business to increase the reliability of energy provision within the Shire | Monitor opportunities for increased reliability and other energies within the shire. | General Manager | Progressing | Appropriate liaison with Essential Energy Regional Management Team undertaken. |

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

| COUNCIL STRATEGY | | | | |
|---|---|-----------------------|---------------|--|
| 4.3.1 | Seek ways to expand the sealed road network and improve and maintain the unsealed road network | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 4.3.1.1 Road works undertaken according to priority, weather conditions and availability of resources | Inspections by Council staff on a monthly basis to identify maintenance works and report any urgent works to minimise public liability risk to Council. | Works Manager | Progressing | Airport and Airstrip inspections have been completed on a monthly basis with priority issues addressed. Road inspections are on a continuing basis with priority being assessed against existing programs. |
| | Construction and maintenance works carried out on Regional and Shire Road Network in accordance with approved programs and standards. | Works Manager | Progressing | Construction and maintenance works have been continuing on both rural and regional roads. Flood damage works are in the main completed with some sealing works to be completed. |
| | Street maintenance and sign maintenance. | Works Manager | Progressing | Street maintenance and sign maintenance programmed and undertaken as required according to resource availability and budget constraints. |
| | Undertake work on State Roads in accordance with the RTA Contract. | Contracts Manager RMS | Progressing | Hillview works completed - awaiting final payment. Routine work progressing as required. |
| 4.3.1.2 Oversee quarrying activities | Review and update the Quarry | Works Manager | Not | Lack of staff resources have prevented the |

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| and ensure an adequate supply of good quality gravel for use on the road network | Safety Management Plan. | | Progressing | further development of the Quarry Safety Management Plan. It has been identified that a physical review and identification of all sources of gravel is necessary as a first step followed by the establishment of an overall electronic map of all quarry sites within the shire. It is anticipated that initial progress will commence in Q3 when planned staff replacements are anticipated to commence. |
| | Establishment of reserve for the rehabilitation and restoration of disused gravel pits and quarries. | Works Manager | Not Progressing | No action has been taken in regard to this as the priority has been established firstly to identify all existing and future quarry sites and to then determine what sites are to be operated and what sites are to be listed for rehabilitation. It will then be possible to estimate the value of the rehabilitation costs and determine a program funding estimate based on an annual budget provision by Council. |
| | Use consent for all existing and new quarries progressively obtained. | Works Manager | Not Progressing | No new quarries have been developed nor sought. Use of existing quarries has continued on the basis of existing use. At the completion of the Quarry Review wherein Council's future requirements will be determined and relevant applications made to formalise all quarries in accordance |

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| | | | | with statutory requirements. |
| | Develop code of practice for the safe operation and rehabilitation of all Council controlled gravel pits and quarries. | Works Manager | Not Progressing | No action has been taken on this pending a review and stock take of the pits within the shire. |

| COUNCIL STRATEGY | | | | |
|--|--|-----------------------|---------------|---|
| 4.3.2 | Provide and maintain safe and serviceable transport infrastructure including roads, footpaths, bike paths and airport | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 4.3.2.1 Provide and maintain a safe and adequate footpath and bike path network | Footpath Maintenance. | Works Manager | Progressing | Footpath maintenance program implemented and works undertaken when requested and budgeted. |
| | Prepare a Pedestrian Access Mobility Plan (PAMP) and Bike Plan for Cobar. | Contracts Manager RMS | Progressing | Shared funding has been made available. Consultant has been engaged to undertake the project in due course. |
| | Kerb & Gutter maintenance. | Works Manager | Progressing | Kerb and gutter maintenance undertaken when required. |
| 4.3.2.2 Cobar airport maintained and available for RPT and general aviation to meet the needs of the Cobar community | Review of the Airport Management and Strategic Plans. | Works Manager | Progressing | Cobar Airport Management and Strategic Plan drafted. Legal documents relating to the lease of land to private aircraft hanger tenants prepared. Future meeting of the |

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| | | | | Airport Management Committee to be held to approve Strategic Plan and lease proposals. |
| | Conduct regular and statutory maintenance program in accordance with adopted plan. | Works Manager | Progressing | In relation to Cobar Regional Airport all Statutory Inspections and corrective actions have been completed as required by CASA. The Airport now complies with all regulations as is required. Inspections and maintenance programs have been completed for all Shire and Regional roads. Grader maintenance programs have been developed and circulated. Capital Works programs have been developed and submitted to Council. |
| | Consult with key stakeholders such as Brindabella Airlines. | Works Manager | Progressing | Discussions have been ongoing with Brindabella Airlines and other users of the airport. Hanger leases have been prepared by Council's solicitors for review and approval. Formal agreements with Brindabella Airlines and Aerorefuellers are yet to be signed with efforts to have this completed by the end of Q3. The formal Annual Agreement with AirServices Aust has been signed and relates to the continuing establishment of navigational equipment within the Airport precinct. |

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| | Implement the action Plan for the Cobar Aerodrome Strategic Plan. | Works Manager | Progressing | Cobar Airport Strategic Plan drafted. Obstacle Limitation Survey completed and obstacles identified that need to be removed or modified. An Aerodrome Safety Inspection has been completed identifying safety issues that require attention. A program has been established to prioritise and address the issues identified within budget limitations. |
| | Airport infrastructure meets the requirements of CASA and Air Services Australia. | Works Manager | Completed | Cobar Airport complies with all statutory requirements for operation as a RPT Airport and meets the requirements of General Aviation. |
| | Undertake regular maintenance program, according to the adopted budget. | Works Manager | Progressing | Maintenance operations have been continuing on a planned basis. Operational priorities may change due to the requirements of weather conditions. |
| | To have an operational plan to ensure that the airport is maintained to the standards set by the CASA and the associated regulations. | Works Manager | Progressing | A review of all maintenance and capital requirements of the airport has been completed. All regulatory work has also been completed ensuring that the airport meets all statutory requirements. With the introduction of the larger capacity RPT service to Cobar, real concerns are now evident as to the continued serviceability of the sealed runway. Council is currently |

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| | | | | developing avenues to seek adequate funding from either the state or federal governments for the refurbishment of the sealed runway. |
| 4.3.2.3 Landing strips at Nymagee, Euabalong and Mt hope adequately maintained | To maintain runways as a grass surface in a state that is acceptable for dry weather operation. To ensure that the airstrips comply with the minimum standards for operation. | Works Manager | Progressing | The grass runway at Cobar Regional Airport has been maintained in accordance with the conditions required by CASA. All rural airstrips have been graded and windsocks replaced. Council needs to be mindful of the necessity to replace the majority of gable markers at these airstrips in order to provide adequate visibility for pilots on approach. The cost of these gable markers has not been provided for in the current budget. |

| COUNCIL STRATEGY | | | | |
|---|--|----------------------------------|---------------|--|
| 4.3.3 | Maintain the rail network in the Shire to maximise the benefits to the community and to provide an alternative to road freight. | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 4.3.3.1 Lobby the NSW Government to ensure that the rail network in well maintained, safe, affordable and well used, particularly for | Continually lobby NSW Government to maintain rail network. | Director of Engineering Services | Progressing | No complaints of lack of maintenance received. |

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| freight movements to reduce the impact of road movements on the community. | | | | |
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COMMUNITY OUTCOME

4.4 Good quality and affordable community facilities and infrastructure

COUNCIL STRATEGY

4.4.1 Develop well designed and expanded playgrounds catering for all age groups

Council Activities

| Community Strategy | Actions | Council Lead | Status | Action Comments |
|--|---|---------------------|---------------|--|
| 4.4.1.1 Provide and maintain safe and adequate playground facilities | Supervision of playground facilities ensuring safety and convenience for all prospective users. | Services Manager | Progressing | Council has proactively supervised all playground facilities to ensure safety and convenience for all prospective users. This has seen no accidents or incidents reported at any playground facilities in this quarter. |
| | Financial Management to ensure gradual upgrade of equipment to meet Australian Standards. | Services Manager | Progressing | There is ongoing financial management to ensure the gradual upgrade of equipment to meet Australian Standards. This has seen Council not receive any complaints or negative feed back in regards to playground facilities. |

| COUNCIL STRATEGY | | | | |
|--|---|----------------------------------|-----------------|--|
| 4.4.2 | Increase the range of community facilities and maintain those that we have to an appropriate standard | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 4.4.2.1 Implement the Ward Oval Masterplan | Suitable investigation, design, tender letting and project supervision. | Director of Engineering Services | Not Progressing | Grant application was unsuccessful. Project on hold. |
| | Work with government agencies to attract funding for the project. | Special Projects Officer | Progressing | Council continues to seek funding to implement various parts of the Master Plan. Have replaced Number 2 cricket pitch and plans in place to construct a new turf wicket adjacent to the Number 1 pitch during the summer cricket recess. Successful grant sought for universal access toilet facility. Working with the Show Society and Men's Shed to have extensions to the Wool Pavilion undertaken prior to May 2013 Show. |
| 4.4.2.2 Undertake Council's cemetery operations in an appropriate and dignified manner | Develop appropriate Improvement Action Plan and Financial Plan that will increase the Improvements to the Cemetery and to increase Fees as required on a regular basis. | Services Manager | Progressing | Council has undertaken cemetery operations in an appropriate and dignified manner. This has seen the creation of an improvement action plan for the site. Required works within this plan are systematically being completed within |

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| | | | | budget. |
| | Provide strategic direction and management, through the Cobar Cemetery Management Plan in consultation with the Cobar Cemetery Committee and interested persons. | Services Manager | Progressing | Council has provided strategic direction and management, through the Cobar Cemetery Management Plan in consultation with the Cobar Cemetery Committee and interested persons. This has seen the commencement of the repair works required as a result of the March 2012 vandalism act. |
| | Provide assistance and supervision and materials etc to the Cemetery committee contractor. | Services Manager | Progressing | Assistance, supervision and materials have been provided to the Cemetery Committee contractor. This has seen the Cemetery maintained to the satisfaction of the community inline with the recommendations of the Cemetery Committee. There is always a rapid repair of any vandalism damage excluding the graves and headstones. |
| | Internment of deceased persons | Services Manager | Progressing | All internments of deceased persons have been completed in accordance with regulations. |
| | Enquiries dealt with in a sympathetic manner. | Services Manager | Progressing | All enquiries dealt with in a sympathetic manner and actioned within 10 working days. |
| | Keep stock of pre-dug graves in | Services | Progressing | Council is currently maintaining an |

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| | reserve. | Manager | | appropriate number of pre-dug graves. |
| 4.4.2.3 To provide quality and readily accessible library services to Cobar and villages | The Library provides public access to the internet service where possible. | Manager Library Services | Progressing | 9 computers provided for public access. 1,864.5 hours of computer use for Q2. 383 hours of wireless bookings for Q2. |
| | To ensure that well trained, professional and highly motivated staff are responsive to serving the needs of the community. | Manager Library Services | Progressing | Library manager trained in IP&R documentation, and application of annual reviews. Library staff skills developed in cataloguing processes, and library procedures. |
| | Develop, implement and review Marketing and Action Plan for Library Services. | Manager Library Services | Progressing | Draft plan not yet prepared. Staff support hours reduced to minimise library budget. |
| | The Library acquires, processes, maintains, and lends library materials that are up to date and appropriate. | Manager Library Services | Progressing | 1,109 items added to the collection in Q2. 618 items = value \$18,646 (at cost) removed in Q2. 6,033 items loaned in Q2. |
| | To ensure that the Library service is utilised by Cobar residents of all ages and community groups. | Manager Library Services | Progressing | Monthly new book list and events calendar e-mailed to press and community groups. Information on library collections, services and resources published in Council newsletter. 67 new members joined in Q2. Total membership = 2,505 members. 7,453 visits counted in Q2. |

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| 4.4.2.4 Maintain all Council land and buildings to an appropriate standard and use them appropriately. | Carry out regular patrols of Council properties and report any vandalism | Ranger | Progressing | Regular patrols of Council properties carried out and vandalism reported. Police and Councillors notified of any irregularities. |
| | Arrange contracts and construction work for capital works. | Director Planning and Environmental Services | Progressing | Only capital funds available in budget are for housing upgrades. Essential works only being undertaken. |
| | Provide staff and tradesmen to carry out approved maintenance in accordance with Council's policy and current lease arrangements | Ranger | Progressing | Maintenance carried out as required on Council's buildings, including all air conditioners serviced in preparation for hot weather. |
| | Development of Cobar Shire Councils' Asbestos Register. | Director Planning and Environmental Services | Not Progressing | Limited resources have not allowed this project to progress to-date. |
| | Provide staff and tradesmen to carry out house maintenance. | Ranger | Progressing | Council's housing stock maintained as required. |
| | Prepare Plans of Management for Council's controlled Land. | Land Manager Officer | Progressing | Preparation of draft plans has commenced. |
| | Housing stock upgrade and budget accordance with Council's policy. | Director Planning and Environmental Services | Progressing | Priority works undertaken as required. |

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| | Commercial building and surgery maintenance. | Ranger | Progressing | Structures maintained. Air conditioners serviced. |
| | Development of Cobar Shire Council Staff Housing Strategic Plan. | Director Planning and Environmental Services | Not Progressing | Limited resources available. |

| COUNCIL STRATEGY | | | | |
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| 4.4.3 | Improve recreational facilities at the water reserves | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 4.4.3.1 Maintain and improve recreational facilities that are available at the Newey and Old Res reserves | Increase availability and utilisation of facilities at the Newey and Old Res reserves. | Services Manager | Progressing | Council staff have been increasing the availability and actively encouraging the community to utilise the Newey and Old Res reserves. This has seen the numbers of people using these facilities steadily rising. |

| COUNCIL STRATEGY | | | | |
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| 4.4.4 | Maintain and expand where necessary, the stormwater and sewer networks | | | |
| Council Activities | | | | |

| Community Strategy | Actions | Council Lead | Status | Action Comments |
|---|---|---------------------|---------------|---|
| 4.4.3.2 Maintain suitable stormwater network including kerb and guttering | Maintenance of overland flow areas to prevent build up of obstructions, which could lead to 'backwater' effect. | Services Manager | Progressing | Council has maintained the stormwater and sewer networks including kerb and guttering and expanding the systems as required within budget. |
| | Maintenance of CBD and older areas of town, where overland flow is the only means of runoff, annually. | Services Manager | Progressing | Council has completed all maintenance works of the CBD and older areas of town. This has ensured that when there are overflows, damage and clean up works required are at a minimum. |
| 4.4.3.3 Provide, maintain and operate a sewer network and disposal system and treatment works | Repairs carried out promptly. | Services Manager | Progressing | Council has provided, maintained and operated a sewer network, disposal system and treatment works. All required repairs were completed within a 6hr time period. |
| | Implement a detection program for illegal Stormwater connections into Sewerage Scheme. | Services Manager | Progressing | Council has implemented an ongoing detection program for illegal stormwater connections into the sewerage scheme this has seen the stormwater infiltration rate dramatically reduced. |
| | Annual Maintenance schedule prepared. | Services Manager | Progressing | Council has completed all scheduled maintenance within the stormwater and sewer systems within budget. |
| | Prepare Developer Servicing Plan | Services | Progressing | Councils Developer Servicing Plan has been finalised with community consultation |

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| | for Sewerage Scheme. | Manager | | requirements being undertaken. A report will be prepared for the February Council Meeting. |
| | Quality of water to meet EPA criteria. | Services Manager | Progressing | Council has met all requirements of its EPA licences. |
| | Review and update Sewerage Services Asset Management Plan with 5 year rolling works program. | Services Manager | Progressing | Council is currently reviewing and updating the Sewerage Services Asset Management Plan. This will see the updating of the 5 Year Rolling Works Program. |
| | Review and update Sewerage business plan. | Services Manager | Completed | The Water Supply and Sewerage Services Strategic Business Plan has been formulated and adopted by Council. |
| | Monitor quality. | Services Manager | Progressing | All relevant flowmeters are read daily and all testing has been completed as per EPA licence requirements. Furthermore these test results have been displayed on Councils website as per new requirements. |
| | Implement Liquid Trade Waste policy and program. | Services Manager | Progressing | Council has formally adopted a Liquid Trade Waste Policy with the implementation and licensing of premises ongoing. |
| | Monitor quality and maximise use. | Services Manager | Progressing | Effluent water usage is being maximised with quality being monitored. Council still has to complete additional works to gain approval from NSW Office of Water to |

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| | | | | supply effluent water for re use. These works are ongoing with prices currently being considered for a Recycled Water Management Plan as a first requirement from the NSW Office of Water. |
| | Investigate possible extension of Sewerage Reticulation into the East Cobar Area. | Services Manager | Progressing | The investigation into the possible extension of Sewerage Reticulation into the East Cobar area is ongoing with some different options being considered. |

| COUNCIL STRATEGY | | | | |
|--|--|------------------|-------------|--|
| 4.4.5 | Maintain and service villages | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 4.4.5.1 Maintain and improve village facilities and services | Regularly maintain parks, streets and footpaths in all villages. | Services Manager | Progressing | Council has maintained all parks, streets and footpaths within the shire to an appropriate hierarchy standard. |

Key Activity: Environment

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

| COUNCIL STRATEGY | | | | |
|---|---|----------------------|-------------|---|
| 5.1.1 | Develop an alternative energy industry in Cobar | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 5.1.1.1 Lobby business and government to encourage the development of an alternative energy industry in Cobar | Monitor opportunities for development of an alternative energy industry in Cobar. | General Manager | Progressing | Sunlease proposal obtained and being investigated. Subsidised community energy efficiency program for solar hot water systems being investigated. Solar Energy Exchange Initiative being investigated through OROC. |
| 5.1.1.2 Encourage solar energy use and the efficient use of energy by residents and businesses | Apply for funding. | Land Manager Officer | Progressing | Funding applied for and received. |
| | Implement projects that have received funding. | Land Manager Officer | Progressing | Funding applied for and received. Promotional products designed and |

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| | | | | received. |
| | Continue information sessions about the OEH Save Power Program. | Land Manager Officer | Progressing | Library kits now also located in Nymagee and Euabalong. |

| COUNCIL STRATEGY | | | | |
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| 5.1.2 | Develop community leadership on becoming leaders in resource use, reuse and recycling | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 5.1.2.1 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. | Manager Planning and Environmental Services | Progressing | All street and park bins emptied regularly. |
| | Provide a trade waste collection service to all customers on a fee for service. | Manager Planning and Environmental Services | Progressing | Trade waste collection service provided and utilised. |
| | Prepare Waste Services Strategy that includes Cobar Recycling, Euabalong, Euabalong West & Murrin Bridge for Consultation. | Manager Planning and Environmental Services | Not Progressing | Limited resources available. |
| | Provide a once weekly domestic | Manager | Progressing | Domestic waste collected weekly and |

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| | waste collection and transportation service for residents located within the waste collection area of Cobar. | Planning and Environmental Services | | transported to Depot for Cobar. |
| 5.1.2.2 Maintain the town and village tips to a high standard | Prepare Landfill Management Plan. | Manager Planning and Environmental Services | Not Progressing | Limited resources available. |
| | Provide waste disposal facilities for Nymagee & Canbelego and depots at Euabalong & Euabalong West. | Manager Planning and Environmental Services | Progressing | Waste services being provided. |
| | Provide for the management of the Cobar Waste Disposal Depot so as to comply with statutory obligations. | Manager Planning and Environmental Services | Progressing | Depot being maintained in accordance with legislation. |
| | 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. | Manager Planning and Environmental Services | Progressing | Regular patrols being maintained. |
| 5.1.2.3 Encourage efficient water use by Shire residents | Prepare an advertising campaign promoting efficient water use by Shire residents with the assistance | Services Manager | Completed | An advertising campaign including television advertisements has been conveyed to the community and positive results are being |

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| | of Savewater. | | | displayed by the community in regards to the efficient use of water. |
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| COMMUNITY OUTCOME | | | | |
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| 5.2 | Well managed public and private land | | | |

| COUNCIL STRATEGY | | | | |
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| 5.2.1 | Develop a grazing industry that is based on managed, not feral, stock to improve pasture management | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 5.2.1.1 Provide support to industry bodies for improved grazing management practices | Maintain an awareness of government land management incentives and programs. | Land Manager Officer | Progressing | Knowledge of incentives and programs is being shared when known. |

| COUNCIL STRATEGY | | | | |
|--|--|------------------|-------------|--|
| 5.2.2 | Have a planting program for Cobar and villages and encourage the schools and businesses to participate | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 5.2.2.1 Develop and instigate a planting program | Prepare a program for planting in the whole Shire utilising correct | Services Manager | Progressing | Council has developed and instigated a planting program resulting in the |

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| | plant material for the correct application/location. | | | establishment of a greenhouse operated by council staff. This greenhouse is stocked with appropriate plant material ready to be utilised as required. |
| | Apply for funding to undertake planting activities. | Services Manager | Progressing | No funding opportunities available at present. |
| | Implement Street Tree Policy. | Services Manager | Progressing | Council is currently developing a Street Tree Policy. |
| | Develop a Street Tree Policy. | Services Manager | Progressing | A Street Tree Policy is currently being developed with the assistance of Councils Land Management Officer. |

| COUNCIL STRATEGY | | | | |
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| 5.2.3 | Manage the crown land and commons | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 5.2.3.1 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. | Ranger | Progressing | Council maintains the pound and dogs and other animals regularly seized and impounded. |
| | Provide services for the registration and micro-chipping of dogs and cats. | Ranger | Progressing | Services provided and regular micro-chipping of cats and dogs undertaken. |

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| | Implement provisions of the Companion Animals Act and promote community awareness and responsibilities of dog and cat ownership. | Ranger | Progressing | Dog and cat database kept up-to-date. Promotion of responsible dog and cat ownership undertaken. Signs on noticeboards promoting the need to have all puppies micro chipped prior to sale. |
| | Provide annual registration of commoners and maintain roll. | Ranger | Progressing | Annual registration of commoners undertaken and roll maintained. |
| | Impound dogs and cats found on a public place & surrendered animals and undertake appropriate enforcement action. | Ranger | Progressing | Dogs and cats impounded. Appropriate enforcement action undertaken. 36 dogs seized, 14 of which were euthanised, 1 stolen, 16 released, 1 re-homed and 4 given to the RSPCA in Dubbo. 1 cat impounded and euthanised. |
| | Impound straying stock. | Ranger | Progressing | Stray stock impounded as required. |
| | Provide services for the euthanasia of dogs and cats that have been seized or surrendered. | Ranger | Progressing | 14 dogs euthanised and 1 cat. |
| | Maintain pound yards. | Ranger | Progressing | Pound yards maintained and utilised. |
| | Carry out regular patrols of the Common. | Ranger | Progressing | Regular patrols of the Common undertaken. |
| | Register all stock on Common. | Ranger | Progressing | All stock on the Common registered. |

| COUNCIL STRATEGY | | | | |
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| 5.2.4 | Long term management of noxious weeds | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 5.2.4.1 Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports | Implement a regional communications strategy. | Land Manager Officer | Progressing | Article in Council newsletter. It is anticipated that this action will be completed in April with attendance at the Cobar Show. |
| | Monitoring Program implemented. | Land Manager Officer | Progressing | Mapping of infestations will occur as they are found. Photo points are established where appropriate. Re-inspection program of relevant sites being carried out. |
| | Promote use of hygienic practices within Council and increase their weed identification skills. | Land Manager Officer | Progressing | Education materials purchased. Anticipate that Noxious Weeds Officer will attend a toolbox meeting next quarter. |
| | Increased participation of community groups. | Land Manager Officer | Progressing | Database being maintained and contact with these groups occurring as required. |
| | Invasive weeds effectively managed on private lands. | Land Manager Officer | Progressing | All landholders are being provided with relevant extension information. Property inspections and re-inspections being carried out. Anticipate completing all targets by end of June 2013. |

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| | Provide effective and targeted on-ground weed control. | Land Manager Officer | Progressing | Monitoring of sites continuing and where possible agents are being spread. Weed control actions being undertaken. |
| | Invasive Species on public lands are managed effectively. | Land Manager Officer | Progressing | Anticipate that these two inspections will be carried out in the Q3. |
| | Continue Implementation of Regional Inspection Plan. | Land Manager Officer | Progressing | 150km of railway inspections completed. All other targets are on track to be completed by end of June 2013. |
| | Management Programs prioritised to give the greatest benefit. | Land Manager Officer | Progressing | Work is continuing with weed control activities. |
| | Improve/Update knowledge of Weeds Inspector. | Land Manager Officer | Progressing | Completion of identification of native grasses. |
| | An increase in the number of weed awareness program run (eg weed warriors). | Land Manager Officer | Progressing | Anticipate information being sent to schools soon after returning from Christmas holidays. |
| | Prompt containment or eradication and ongoing monitoring of new incursions. | Land Manager Officer | Progressing | Rapid Response Plan in place for use if required. Monitoring of relevant sites in accordance with Rapid Response Plan. No High Priority Weeds found in second quarter. |

COUNCIL STRATEGY

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| 5.2.5 | Vibrant and well run national parks that are accessible and well used | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 5.2.5.1 Lobby the NSW government to ensure the local national parks are vibrant and | Monitoring of services provided for local national parks. | General Manager | Not Progressing | No action taken this quarter. |

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| COMMUNITY OUTCOME | | | | |
| 5.3 | Clean air in the community | | | |
| COUNCIL STRATEGY | | | | |
| 5.3.1 | Manage the externalities of mining and other industries operating close to towns and villages to minimise air pollution | | | |
| Council Activities | | | | |
| Community Strategy | Actions | Council Lead | Status | Action Comments |
| 5.2.5.1 Monitoring and regulation of activities to minimise air pollution | Respond to mining related air pollution complaints. | Director Planning and Environmental Services | Progressing | None received to-date. |