

Community Strategic Plan

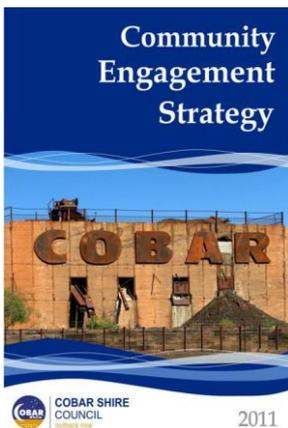


**COBAR SHIRE
COUNCIL**
outback nsw

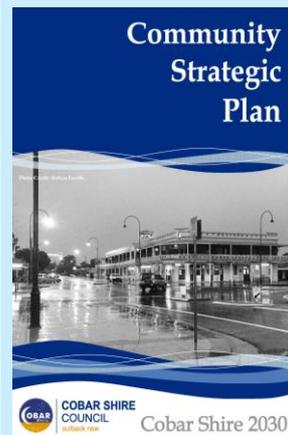
Cobar Shire 2032

July 2022

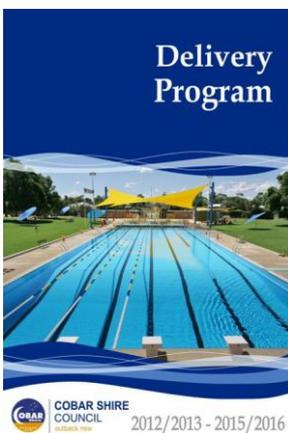
Strategic Planning Framework



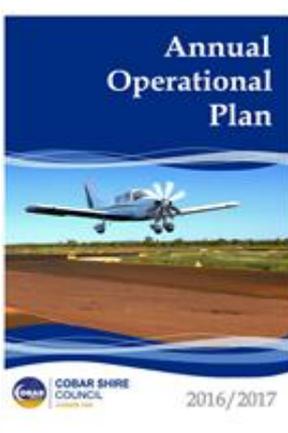
The **Community Engagement Strategy** outlines how Council will engage with its community and relevant stakeholders in developing and finalising the Community Strategic Plan. Over time it will be reviewed to outline how Council will ensure regular engagement and discussion with our community about their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



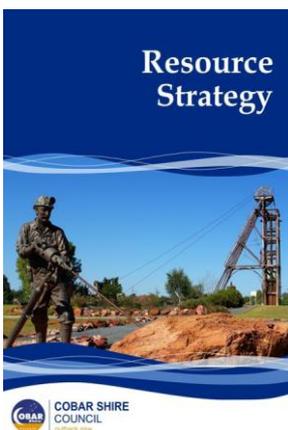
The **Community Strategic Plan** identifies the long term aspirations for our community. The Strategic Plan stretches beyond the next ten years, identifying the outcomes and long term strategic responses needed to achieve the agreed directions and meet the community's values. It demands strong leadership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



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



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



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

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Message to Residents

One of the most important jobs of Council is to set the strategic direction that guides our work to improve life in Cobar Shire. To assist with this, Council consults the community to prepare a long term plan – Cobar Shire 2032.

The first Community Strategic Plan was adopted by Council in May 2012 following extensive consultation with the community. Since then, Council has reviewed this plan again in 2022 following the Council elections and undertook a significant round of consultations with the community.

Since that time, Council has regularly met with business and interest groups, education and health service providers and government and non-government service providers. Council believes in strong community consultation to ensure Council’s vision and aspiration for the Shire reflects that of the community.

This reviewed Community Strategic Plan has been informed by consultations, as well as a online surveys undertaken. Council is aware that a number of the issues raised in this Plan are the responsibility of other levels of government, and as such we will work with governments, non-government organisations and business groups to achieve our outcomes. A discussion paper outlining the areas we are seeking collaboration with has been written in conjunction with this plan and will be updated regularly to retain its currency.

This plan is owned by the community of Cobar Shire. It is not a Council plan; however Council has taken responsibility for bringing the plan together, overseeing its implementation and reporting back to the community on progress made.

As Councillors for Cobar Shire, we support this plan and will ensure that Council projects and programs reflect the priorities of our community. We will bring this plan to life, and we will report back to the community each year on progress with its implementation.



Cobar Shire Council Mayor and Councillors



Clr Peter Abbott
Mayor



Clr Jarrod Marsden
Deputy Mayor



Clr Bob Sinclair



Clr Janine Lea-Barrett



Clr Julie Payne



Clr Kate Winders



Clr Harley Toomey



Clr Peter Maxwell



Clr Tony Chaplain



Clr Kain Neale



Clr Michael Prince



Clr Lillian Simpson

An Introduction to Cobar Shire

Community Overview

Local Government Area Map



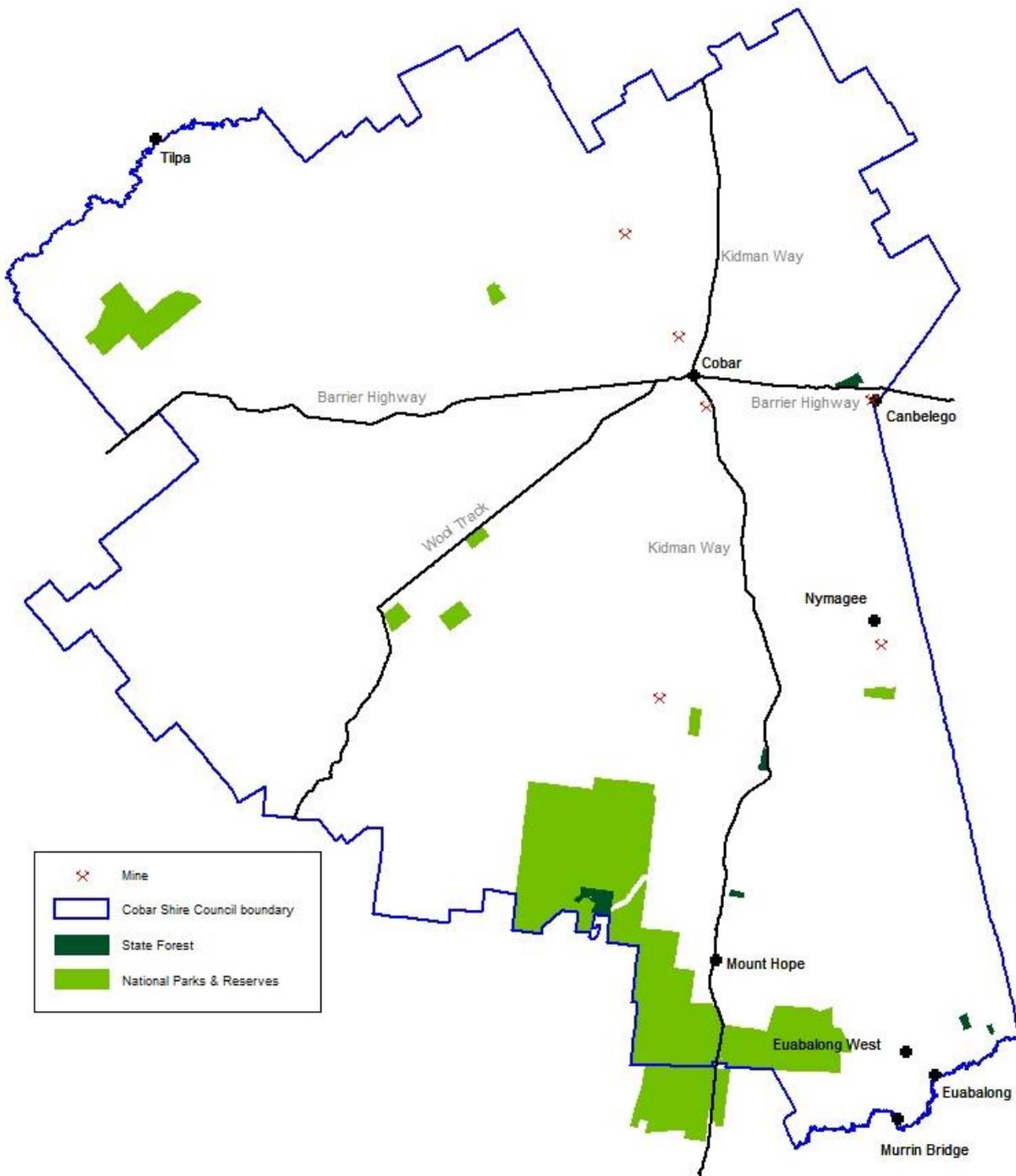
Cobar Shire is situated in the centre of New South Wales encompassing an area of around 45,600 square kilometres, about 700kms north-west of Sydney and 650kms north of Canberra. Cobar is located on the crossroads of three major highways – the Kidman Way linking Melbourne to Brisbane, the Barrier Highway linking Sydney to Adelaide via Broken Hill and the Wool Track linking the Sunraysia area to South East Queensland.

Cobar Shire is home to around 4,700 residents, the majority of whom live in the town of Cobar. Other villages in the Shire are Euabalong and Euabalong West, Mount Hope and Nymagee.

The Shire's prosperity is built around the thriving mining – gold, copper, lead, silver, zinc,– and pastoral industries, which are strongly supported by a wide range of attractions and activities, that make it a major tourist stop-over point and a wonderful place to live, work and play in.

The local Aboriginal history is an important part of Cobar, or 'Kubbur', as the area was referred to by the Ngiyampaa people who inhabited the area prior to European settlement. The main language groups are Ngiyampaa in the centre, Ngemba in the north east, Wiradjuri in the south, and Paakantkji in the north west

Cobar Shire Map



The Process of Developing Our Community Strategic Plan

Background

As a result of legislation enacted in October 2009, local councils in NSW are required to develop a Community Strategic Plan. The plan must:

- Have a long-term focus of a minimum of ten years.
- Address the key issues of social, environmental, and economic sustainability, as well as civic leadership.
- Consider the State Plan, regional plans, and strategies.
- Have regard for an adopted Community Engagement Strategy which outlines how Council will communicate with and consult its community to develop a plan.
- Provide for a Resourcing Strategy outlining how community assets will be used for the future, how the council workforce will be managed to deliver the desired plan outcomes and a financial plan to outline how aspects of the plan will be funded.
- Outline how progress in implementing the plan will be measured and monitored.
- Provide for the council to regularly report to the community on progress and achievements.



Community Consultation

The review of the current Community Strategic Plan was undertaken with several public meetings in Cobar itself as well as in Euabalong and Nymagee.

An online survey was available for the Community to comment and together this helped shape the new draft Community Strategic Plan as presented.

The draft plan was presented to Council at a workshop to also contribute and review the issues.

It was very clear that the current Community Strategic Plan was still relevant and just needed to be revised in order to update the current issues facing our Shire.



The Social Justice Principles

This Community Strategic Plan is built on the social justice principles outlined below and the strategic actions taken in the future will have regard for those principles.

- **Equity** – involving fairness in decision making, prioritising and allocation of resources, particularly those in need.
- **Access** – having fair access to services, resources and opportunities to improve the quality of life.
- **Participation** – the maximum opportunity to genuinely participate in decisions which affect their lives.
- **Rights** – equal rights established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life

Key Issues and Challenges for Our Community

Community Values

Our current values have not changed over the year

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



Key Challenges

A key challenge for our community is to ensure Cobar Shire is a place that encourages people to live here, that quality infrastructure and services are available and employment remains strong. We want to overcome the challenges and encourage a residential work force who enjoy our lifestyle and actively participate in it.

A key challenge for Council is to maintain infrastructure and services to a standard expected by the community, within our limited budgets. Given the vastness of the Shire and the relatively low rate base, we need to work with community groups, business and other levels of government to achieve this goal.

Strong infrastructure and service provision are required to attract and retain residents – a significant challenge for our business community –and to reduce the need for residents to travel large distances to access them elsewhere.

Key issues we will continue to address include:

- The need to provide well coordinated and adequate community services and facilities to meet the needs of the families who are here and to encourage new residents to the Shire. How do we improve and promote our assets and also services provide by others including health, children’s services and education services?
- The need to grow and strengthen our key business sectors. The Shire is blessed with natural resources which have allowed mining and agriculture to predominate. These resources will continue to exist well into the future and will continue to provide the strength of our Shire. How do we grow these industries and build on them, whilst encouraging other industries such as tourism to flourish?
- The need to increase funding for events, services and infrastructure provision across the Shire. We need adequate infrastructure and networks to support business and community, for instance, our road network needs to allow products to get to market efficiently, and the community and industry needs access to adequate good quality water supplies. Well organised events encourage people to visit and stay in the Shire.
- Community and sporting groups are key to making our Shire a wonderful place to live with a diversity of opportunities. How do we support these volunteers in administration, grant seeking and promoting events and ideas?

The issues are addressed under five headings in this report:

- Community Strategies;
- Economic Strategies;
- Governance Strategies;
- Infrastructure Strategies; and
- Environmental Strategies.

Some of these issues and challenges will take a significant period of time to address, other issues can be undertaken in the short and medium term.

The community has a strong foundation with great community spirit and an energetic attitude. Cobar has a strong reputation from past residents as being a great place to live, and this strength will be promoted and built upon. To achieve our goals and meet our community values, we need to work together as a community and support each other in our endeavours.

The strategies in this plan will be addressed in Council’s medium term Delivery Program and short term Annual Operational Plan.



Community Outcomes

1. Community Strategies

Significant Community Issues and Challenges Driving Our Actions From Now to 2032

Supporting our families and young people to keep them in the region and providing a good quality of life:

Young people are our future, we need to grow them to ensure they reach their full potential, through good education, support services and training. We need to support our families so they can access services locally, hold activities to bring people together and ensure that there is adequate childcare and preschool facilities to give our children the best start to life.

At the time of writing, Cobar is blessed with good employment opportunities due to a strong and expanding mining industry. However, this has the potential to affect the social fabric of the community. Industry, government and the community all want Cobar to have a residential work force. However, today's workforce is mobile and with changing rosters and lifestyles, there are greater incentives to base the family in a large centre and drive-in, drive-out of Cobar for work. We need to provide good quality infrastructure and services to attract workers and their families to live in Cobar and promote the benefits of doing so.

Providing adequate health care options within the community:

Cobar is well serviced with two medical centres providing GP, allied health and nursing services. There is a strong desire by the community to grow and attract these services and make Cobar the regional hub of health care provision. This will expand the services available, provide telehealth care options and also make Cobar a training centre for health professionals.

Quality childcare and educational opportunities:

Cobar needs to expand the childcare options available to ensure families can access child care services, particularly in the 0-3 year age group (our largest age group). Cobar has always been a highly transient town, and remains so. Many new residents have no support networks – family or friends – that they can call upon. We need to support our young families to ensure they have access to child care and early education opportunities. Our centres, like other business sectors, struggle to attract qualified staff, which can jeopardise these services. As a community, we need to build and promote the wonderful opportunities available through our schools to ensure families stay in Cobar for the duration of their children's education.

As a very significant step Council became the approved provider for Kubby House Childcare Centre in September 2021 as has committed to expand its long daycare to 88 places with building commencing shortly.

COMMUNITY OUTCOME				
1.1	Strong coordination between government agencies, Council and NGOs to ensure efficient service delivery, avoid duplication of services and build the capacity of the community			
Strategies		Responsibility	Support	Timing
1.1.1	Strong and participative interagencies and forums	Government	Community	Ongoing

COMMUNITY OUTCOME				
1.2	Young people are able to reach their full potential, are encouraged to stay in the region and have a wide range of opportunities available to them locally			
Strategies		Responsibility	Support	Timing
1.2.1	Implement the actions outlined in the Youth Development Plan	Council	NSW Government	Ongoing
1.2.2	A greater range of youth activities are organised and coordinated	Community	Council	Ongoing
1.2.3	Increased educational opportunities provided locally	NSW Government	Community	Ongoing

COMMUNITY OUTCOME				
1.3	Families are supported, social inclusion is valued, and families are encouraged to relocate to Cobar and stay in Cobar			
Strategies		Responsibility	Support	Timing
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	Community	Ongoing
1.3.2	Increase the supply of childcare and preschool places and options	Council	NSW Government	Ongoing
1.3.3	Have family orientated activities to encourage families to socialise in the community	Council	Community	Ongoing

COMMUNITY OUTCOME				
1.4	A generous, engaged and participative community with a strong community spirit			
Strategies		Responsibility	Support	Timing
1.4.1	Encourage business and volunteer support for local events, organisations and activities	Community	Council	Ongoing
1.4.2	Develop initiatives to maximise the benefits and minimise the negative impact of shift work and FIFO/DIDO on the community	NSW Government	Council	Ongoing
1.4.3	Support Aboriginal people and organisations to increase the broader community's awareness and recognition of local Aboriginal cultural identity in Cobar and villages to assist in meeting the targets set out under the current government policy of 'Closing the Gap'.	Council	Community	Ongoing
1.4.4	Support arts and cultural organisations, activities and facilities	Council	NSW Government	Ongoing
COMMUNITY OUTCOME				
1.5	A healthy and active community			
Strategies		Responsibility	Support	Timing
1.5.1	Provide appropriate health care options and services both within the Shire and the region	NSW Government	Council	Ongoing
1.5.2	Increase the use of Council owned and other sporting and recreational facilities across the community	Council	Community	Ongoing
1.5.3	Provide adequate infrastructure to care for older residents locally	Community	Council	Ongoing

COMMUNITY OUTCOME				
1.6	A safe and clean community			
Strategies		Responsibility	Support	Timing
1.6.1	A more visible and engaged police presence	NSW Government	Community	Ongoing
1.6.2	Implementation of Cobar Crime Prevention Plan	Council	Community NSW Government	Ongoing
1.6.3	Encourage safe and sustainable development	Council	Government	Ongoing
1.6.4	Provide and maintain safe and serviceable public facilities and infrastructure	Council	Community	Ongoing
1.6.5	Provide protection from fire, natural disasters, public health and other threats to the community	Council	Community NSW Government	Ongoing



2. Economic Strategies

Significant Community Issues and Challenges Driving Our Actions From Now to 2030

Economic Goal: To cultivate Cobar and it's community to achieve economic endurance.

The keys to successful economic growth is strong leadership and all partners working together to strengthen existing industries and encourage new ones, to encourage Cobar to become a regional health hub, build events and attractions and broaden our agricultural industries.

Enhancing and Growing Our Two Key Industries:

Cobar's two main industries, mining and agriculture, are valued by the community. There are many business opportunities in the Shire, however both industries are quite vulnerable to global pressures. There are also key challenges around attracting labour to the region and encouraging people to spend their income in the Shire. Strong transport networks are needed to access specialist skills and inputs and to transport product to market. Access to key services such as electricity, water and telecommunications is paramount to growing industry.

Diversifying the Business Base:

Cobar will continue to be heavily reliant on the mining industry which has the potential to expand, depending on international metal prices. To ease the fluctuations in the economy of a mining dominant shire, the community wants the economic base to diversify into other industries, such as tourism, health, alternative power generation and expanded rural industries. For instance, carbon farming policies at the federal level have resulted in significant capital inflows to the Shire in recent years, with a guaranteed continual income flow over the life of this plan. This has the potential to grow agricultural industries and provides the challenge on how to keep those capital inflows in the Shire, benefitting other business sectors and increasing investment.



COMMUNITY OUTCOME				
2.1	A vibrant shire that promotes and supports business growth and retention, development and investment			
Strategies		Responsibility	Support	Timing
2.1.1	Encourage business growth and new business opportunities in the Shire	Business	Community	Ongoing
2.1.2	Develop an Economic Action Plan that contributes to the growth of the Shire	Council	Business	Ongoing
2.1.3	Encourage people to shop locally and support the business community more broadly	Business	Council	Ongoing

COMMUNITY OUTCOME				
2.2	A strong and diverse tourist industry with a focus on customer service			
Strategies		Responsibility	Support	Timing
2.2.1	Develop and implement a Tourism, Events and Museum Business Plan for the Cobar Shire	Council	Community NSW Government	Ongoing
2.2.2	Develop a diverse range of interesting annual events and promote the activities, attractions and cultural experiences that are available in Cobar to locals and tourists	Council	Community	Ongoing

COMMUNITY OUTCOME				
2.3	A strong business hub operating out of the Cobar airport			
Strategies		Responsibility	Support	Timing
2.3.1	Encourage business development at Cobar Airport and encourage Cobar as a stopover point for aircraft	Council	Business	Ongoing

COMMUNITY OUTCOME				
2.4	Attract retain & develop workforce			
Strategies		Responsibility	Support	Timing
2.4.1	Job Creation and develop, attract & retain skilled workers	NSW Government	Community	Ongoing



3. Governance Strategies

Significant Community Issues and Challenges Driving Our Actions From Now to 2030

Strong and Participative Council:

To have a strong Shire, we need a strong, inclusive and participative Council. Council continues to face key funding challenges which will need to be addressed if they are to remain strong. The regulatory environment continues to change with local government reform and the changing expectations of the state government will continue to impact on the operations of Council and the delivery of services to the community.

For the community to be able to participate in decision making, they need to be kept well informed and provided with a range of opportunities to do so. Community participation will be increasingly important as Council undertakes consultation around service delivery levels and consolidation of assets as asset management plans are refined.

COMMUNITY OUTCOME				
3.1	A well funded Council that is well managed and well governed			
Strategies		Responsibility	Support	Timing
3.1.1	Increase Council's income stream	Council	Community Government	Ongoing
3.1.2	Minimise risk for Council and the community	Council	Government	Ongoing
3.1.3	Strong governance performance	Council	Community Government	Ongoing

COMMUNITY OUTCOME				
3.2	An engaged community that participates in decision making			
Strategies		Responsibility	Support	Timing
3.2.1	Encourage more direct participation and interaction between Council and the community	Council	Community	Ongoing
3.2.2	Increase the participation of youth in community leadership	Council	Community	Ongoing

COMMUNITY OUTCOME				
3.3	A well functioning Council that focuses on strategic planning, provides good customer service and secures value-for-money goods and services			
Strategies	Responsibility	Support	Timing	
3.3.1	Provision of good customer service	Council	Community	Ongoing
3.3.2	Staff are valued, well trained and able to undertake their roles and functions	Council	Business	Ongoing
3.3.3	Council undertakes adequate strategic planning activities and meets all legislative reporting requirements	Council	Government Community	Ongoing
3.3.4	Good procurement processes in place to ensure the most advantageous provision of goods and services to Council	Council	Government Business	Ongoing

COMMUNITY OUTCOME				
3.4	Housing & Accommodation that meets the current and future needs for our shire			
Strategies	Responsibility	Support	Timing	
3.4.1	Provide adequate housing & accommodation	NSW Government	Council	Urgent



4. Infrastructure Strategies

Significant Community Issues and Challenges Driving Our Actions from Now to 2032

Access to water, reliable electricity supply, telecommunications networks and transport networks:

Access to and provision of an adequate, good quality water supply is critical for our community, from a social and health perspective, and for both current and future industry operations. Infrastructure is aging. Cobar does not have a rate base that can fund replacement of the huge amount of infrastructure that supports water supply (its share of the 70km of open channel, 130km of twin pipeline, pumping stations, storage dams) and the water treatment plant, reticulation system and associated infrastructure around the town. We live in a very dry climate, where water restrictions significantly impact on our quality of life and our infrastructure. Water quality has improved in recent years as this was very high priority of the community and Council.

Without good transport networks, products cannot make it to market on time. We have a significant road network, most of which is unsealed, so maintaining this asset is a challenge. Cobar is fortunate to have an RPT service and governments and industry need to continue to support this service as it is critical to business development. The Cobar airport is also critical for health provision and is well used by recreational aircraft.

There are significant issues around the quality of telecommunications networks, with limited mobile phone coverage across the shire, limited and often expensive broadband networks outside of Cobar and limited digital television services. This not only limits the attractiveness of the Shire to potential residents, but negatively impacts on the ability of industry to do business and the cost of doing business.

COMMUNITY OUTCOME				
4.1	A clean and reliable water supply			
Strategies		Responsibility	Support	Timing
4.1.1	Improve water supply infrastructure to Cobar, including piping the Albert Priest Channel, replacing the Nyngan to Cobar pipeline and improving pump stations, water storages and other associated infrastructure	Cobar Water Board Council Government	Community Business	Ongoing
4.1.2	Improved water infrastructure across the Shire, including the town reticulation system	Council	NSW Government Business	Ongoing
4.1.3	Seek alternative supply solutions to improve water supply to the villages	Council	NSW Government Business	2022/23
4.1.4	Provide contract services to the Cobar Water Board	Council Cobar Water Board	Government	Ongoing

COMMUNITY OUTCOME				
4.2	Good telecommunications networks with services equal to the metropolitan areas			
Strategies		Responsibility	Support	Timing
4.2.1	Improved access to telecommunications, radio, TV and broadband services	Australian Government	Community Council Business	Ongoing

COMMUNITY OUTCOME				
4.3	Good transport networks that increase the accessibility of Cobar and markets			
Strategies		Responsibility	Support	Timing
4.3.1	Seek ways to expand the sealed road network and improve and maintain the unsealed road network	Council	Government	Ongoing
4.3.2	Provide and maintain safe and serviceable transport infrastructure including roads, footpaths, bike paths and airport	Council	Government Community	Ongoing
4.3.3	Maintain and promote the rail network in the Shire to maximise the benefits to the community and to provide an alternative to road freight.	NSW Government	Business	Ongoing

COMMUNITY OUTCOME				
4.4	Good quality and affordable community facilities and infrastructure			
Strategies		Responsibility	Support	Timing
4.4.1	Upgrade priority playgrounds and parks with good designs to cater for all age groups and abilities and maintain the rest at agreed service levels	Council	Community	Ongoing
4.4.2	Provision of community facilities and maintain those that we have to an appropriate standard	Council	Community	Ongoing
4.4.3	Improve recreational facilities at the water reserves	Council	Community	Ongoing
4.4.4	Maintain and expand where necessary, the stormwater and sewer networks	Council	Community	Ongoing
4.4.5	Maintain and service village parks, streets, footpaths and community facilities	Council	Community	Ongoing



5. Environmental Strategies

Significant Community Issues and Challenges Driving Our Actions From Now to 2030

Risks, threats and possible opportunities associated with carbon policy:

There may be opportunities for our agricultural industry, as well as threats to both agriculture and mining from carbon emissions and associated policy development. There are strong opportunities in regards to carbon farming, solar and other alternative electricity generation in the Shire, and ample land to undertake these activities.

Value public land and optimising its use:

There are large areas of public land in the Shire. We value our commons, crown land, parks and reserves and want to ensure it is well managed and accessible.

Expanding mining industry:

As the mining industry expands and moves closer to towns and villages, community consultation to understand the impacts is required to ensure positive outcomes for the community. It is important to fully understand potential impacts during the planning phases to put safeguards in place. Through transparent processes, public consultation and by working together, good outcomes can be achieved for everyone.



COMMUNITY OUTCOME				
5.1	Ability to adapt to climate change and benefit from climate change and carbon policy initiatives			
Strategies		Responsibility	Support	Timing
5.1.1	Develop alternative energy industries in Cobar	Business	Council	Ongoing
5.1.2	Develop community leadership on becoming leaders in resource use and waste management	Community	Business	Ongoing

COMMUNITY OUTCOME				
5.2	Well managed public and private land			
Strategies		Responsibility	Support	Timing
5.2.1	Encourage sustainable and profitable agricultural industries	Government	Community Business Council	Ongoing
5.2.2	Have a street tree planting program for Cobar and villages	Council	Community Business	Ongoing
5.2.3	Improve the presentation & maintenance of Cobar & Villages	Council	Council	Ongoing
5.2.4	Manage the crown land	Council	State Government	Ongoing
5.2.5	Long term management of noxious weeds	NSW government	Council	Ongoing
5.2.6	Vibrant and well run national parks that are accessible and well used	NSW Government	NSW Government	Ongoing

COMMUNITY OUTCOME				
5.3	Clean air in the community			
Strategies		Responsibility	Support	Timing
5.3.1	Manage the externalities of mining and other industries operating close to towns and villages to minimise air pollution and other negative impacts	Council	Businesses	Ongoing



Cathy Francisco

Measuring Our Success

A Community Document

The Community Strategic Plan belongs to all Cobar Shire residents and ratepayers. It is NOT a Council plan. It is up to all of us to achieve the outcomes we are seeking. At the same time, Cobar Shire Council has a significant responsibility to achieve many of the strategies that are outlined in the plan. However, the community, other levels of government, and the business sector also have responsibility for ensuring the success of the plan. Council can provide a strong advocacy role in some areas, such as improving health and education service provision, to convince state and federal governments to take responsibility for the strategies listed.

Consequently, Council has developed a paper that accompanies this Community Strategic Plan looking at these issues in more detail and how all stakeholders can work together to achieve the outcomes.



Cathy Francisco

Reporting Requirements

Cobar Shire Council has statutory responsibilities to implement their sections of the Community Strategic Plan and to report to the community on progress made.

- **The Four Year Delivery Program**

The Delivery Program contains details of the actions to be taken by Council against each of the strategies to implement the Community Strategic Plan over the next four years. This Plan will be updated with the election of each new Council and will outline what the Council hopes to achieve during their elected term.

- **The One Year Operational Plan**

This outlines the activities that Council will undertake each year to meet the strategic objectives in the Community Strategic Plan. It includes the budget which shows how specific initiatives will be funded.

- **Quarterly Budget Review to Council**

A quarterly budget review will be provided by the General Manager to Council the 1st, 2nd and 3rd quarters each year and will review income and expenditure as set out in the Operational Plan and advise if performance is varying significantly.

- **A six monthly Council Review**

A General Manager's report to the Council every six months will outline progress in implementing the actions in the Delivery Program.

- **Annual Report**

Council will report to the community each year on the progress made in implementing the Delivery Program and the effectiveness of the principal activities undertaken to achieve the objectives outlined in the Community Strategic Plan. It will include Council's audited financial reports.

- **End of Term Report**

The Council will report at the end of their elected term on the progress made in implementing their four year Delivery Program.

Conclusion

This document is the starting point in developing the integrated planning and reporting framework for Cobar Shire. The four year Delivery Program outlines the activities Council will undertake to achieve these strategies and the resource plan highlights the resource requirements to meet the strategies. Each year, Council will develop an Operational Plan detailing the actual activities Council will undertake for the year and the budget to fund it.

This plan will be updated at regular intervals. It is the community's plan and it will take the whole community to implement it to ensure that the community values set out in the plan are achieved.

Council values the community's input and appreciates the time the community has taken to input into this plan.

Version Control

No.	Date Adopted	Minute No.	Date Commenced	Date notified in Local Paper
1	3 May 2012	77.4.2012	04/05/2012	No
2	28 February 2013	16.2.2013	01/03/2013	No
3	27 April 2017	DRAFT		
4	22 June 2017	134.6.2017	23.06.2017	N/A
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