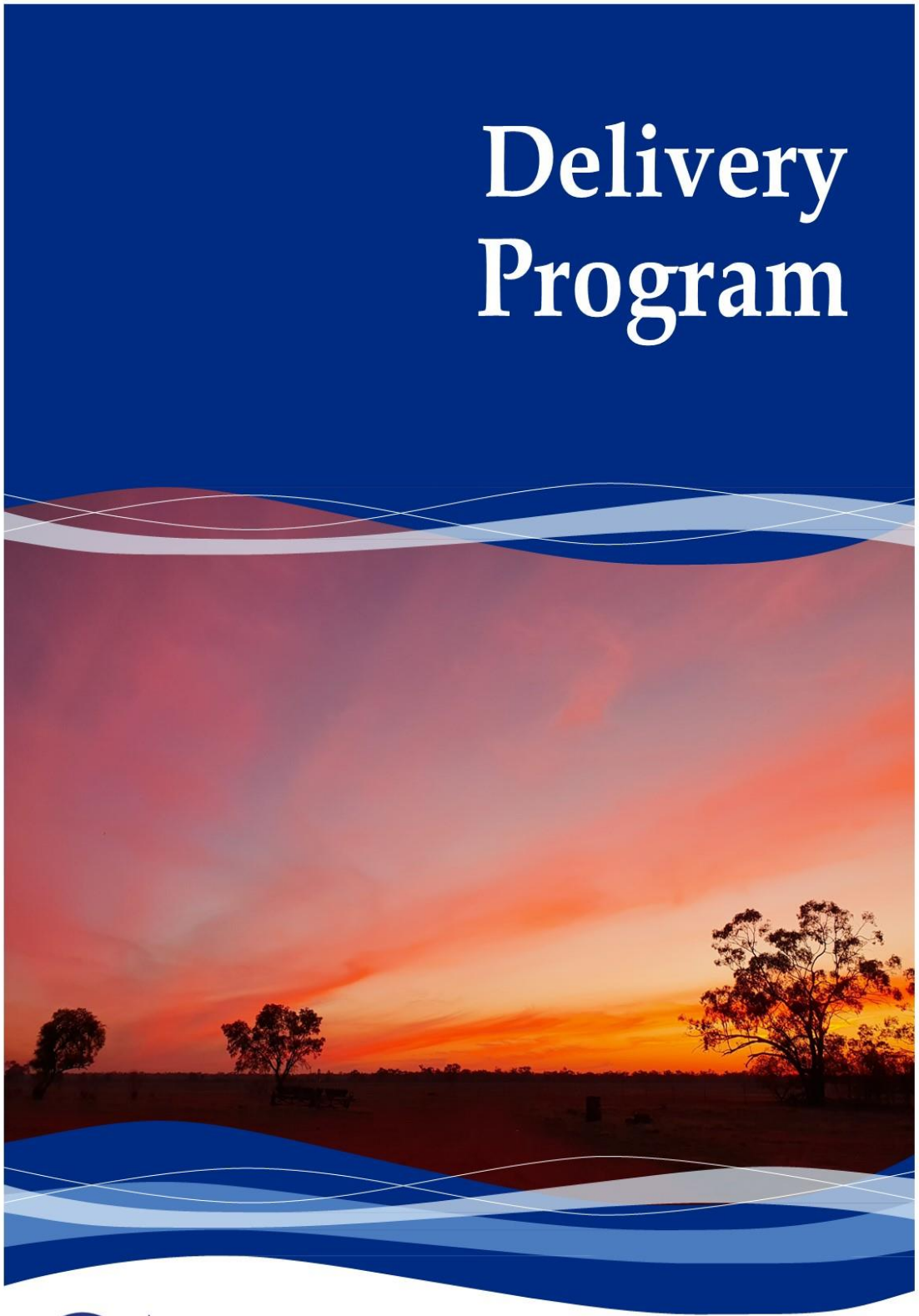


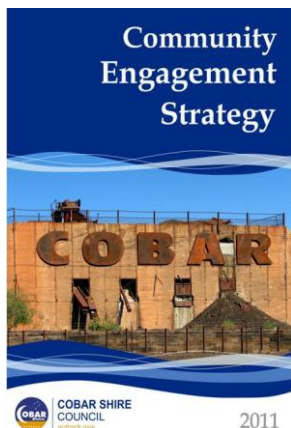
# Delivery Program



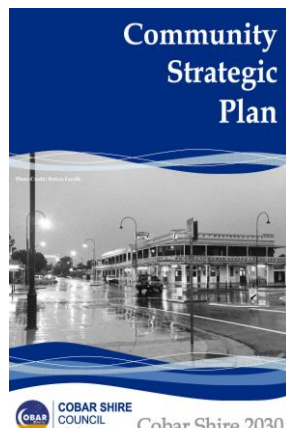
**COBAR SHIRE**  
**COUNCIL**  
outback nsw

2023/2024 - 2027/2028

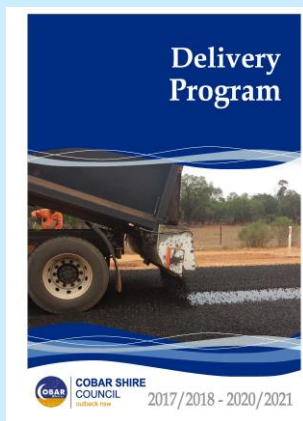
# Strategic Planning Framework



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.



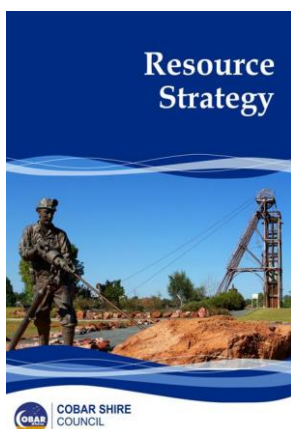
The **Community Strategic Plan** identifies the long term aspirations for our community. The Strategic Plan stretches beyond the next ten years, identifying the outcomes and long term strategic responses needed to achieve the agreed directions and meet the community's values. It demands strong leadership 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 from the Mayor and General Manager

## Background

Local government is required to work within the Integrated Planning and Reporting framework under the *NSW Local Government Act*. The Framework aims to ensure that council activities reflect community aspirations. Council has had a Delivery Program in place since June 2012. Since then, a great deal of community consultation has been undertaken, with regular meetings of interest groups, consultations around specific activities, such as the Special Rate Variation in 2013 and in developing this latest suite of plans.

Our Community Strategic Plan (CSP) outlines the community's aspirations. The Delivery Program then sets out the activities Council will undertake to address those aspirations. A number of aspirations in the CSP are not directly Council's responsibility, so under this Delivery Program a paper has been written detailing the issues and solutions to addressing them. This will be a living document, frequently updated to remain current. The aim of the planning model is to ensure that Council takes a strategic long-term approach to our activities and that these activities reflect the desires of our community.

## Financial Sustainability

Cobar Shire Council continues to address the issue of financial sustainability of the organisation. Council has worked hard over the years to build up reasonable cash reserves that not only cover restricted cash requirements, but also to have discretionary funding available, should it be required for activities such as asset renewal. Whilst a great deal of effort was required to build up these reserves, further analysis and hard decisions will be required over the coming years in a bid to remove the forecast operating deficit. To do so, Council will need to decrease expenditure through reduced service levels or find additional income sources.

Council has a limited rate base, with around \$4.4 million collected in rates each year. With IPART 3.7% rate rise under the rate cap. Council's rate income will rise by \$158,000. This does not go close to covering the rise in costs that Council will experience. Whilst a more realistic rate cap would assist to meet CPI increases, Council requires increases in sources of income outside of rates to meet the costs of current service provision. External income sources could include grants and development contributions. Another special rate rise is also an option Council may consider in the future.

Council has put great effort into improving financial processes and reporting to allow staff and Councillors to understand the true financial picture of the organisation. Despite these activities, Council continues to have a significant shortfall in funding required to undertake asset maintenance. Council is currently experiencing a \$2.1m shortfall between the income available for asset maintenance and what is required to maintain our assets each year. This does not include asset renewal. This level of funding cannot be generated from increases in income generated from within the shire. E.g. increase in rates.

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Council's aim is to provide at least a balanced budget each year. To do this, further community awareness raising is needed so the community can understand the cost of providing service levels and Council can make informed decisions about where to cut operating costs. Council has outlined a number of large capital projects in the ten year financial plan, however these will mostly need to be funded through grants or contributions.

Another major risk to Council's sustainability is RMS contract. Council is a contractor to the RMS to undertake maintenance and capital works on the state highways. Council relies on this work to form economies of scale in terms of plant, workforce etc. Should these arrangements change, there will be a significant impact on Council. It is assumed in our forecasting that the current arrangements will remain in place.

## Service and Asset Maintenance

We are an isolated community and Council often provides services in addition to those required by local government, such as the provision of medical infrastructure due to a failure of other levels of government to do so. Providing quality medical centres helps to attract doctors, nurses and allied health professionals. Without access to quality medical services, we are unable to attract and retain residents in our community.

Council provides essential services that improve the liveability of our Shire, help to create the social fabric of our community and to assist business to attract and retain employees – a key challenge for our community. Community assets such as the swimming pool, Cobar Youth and Community Centre and community halls, help to make our community a healthy one and bring people together. Cobar has a highly transient population and activities and assets such as playgroups, children's services, parks and gardens all help to bring us together and integrate our new residents. A good road network is vital to the economy and the social lives of our community. The cost of providing these services continues to increase above the cost of inflation and Council will continue to seek efficiencies to ensure our services are viable and our assets are maintained.

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## Other Government Funding

Council provides three childcare services – In Home Care, Family Day Care and COOSH (after school care and holiday care).

Council is now the operator of Kubby House Childcare Centre and have been successful in obtaining grant funds to build a new Early Learning Centre at Ward Oval.

A discussion paper will accompany this Program outlining in more detail the high priority issues where Council must work with other levels of government, NGO's and business to progress community priorities. This paper will be regularly updated and used to inform and progress solutions to the issues identified.

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## Conclusion

Council has a big job ahead, but as a team we are working together to ensure Cobar is a great place to live and to ensure that Cobar Shire Council is a sustainable organisation that is capable of delivering high quality services valued by the community.



Clr Peter Abbott  
Mayor



Mr Peter Vlatko  
General Manager



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# Introduction

## Achieving the Community Strategic Plan – *Cobar Shire 2032*

Generally, the Delivery Program aims to give a focus to Council's activities for their four year term in office however due to Covid the Council which were elected in 2022 will only be until September 2024. It sets out a range of activities and services that Council will undertake and provide to achieve the outcomes identified in Cobar Shire's Community Strategic Plan – *Cobar Shire 2032*. Given that the next Council elections will be held in September 2024, this Delivery Program has been reviewed by the newly elected members to ensure it aligns with their goals for their elected term.

The Delivery Program should be read in conjunction with the Annual Operational Plan which outlines the individual projects and activities that will be undertaken for the year to achieve the commitments made in the Delivery Program.

The Delivery Program is designed as the single point of reference for all activities undertaken by Council during each term of office. All plans, projects, activities and funding allocations must be directly linked to this Program.

The Delivery Program and the Annual Operational Plan should allow the community needs and expectations outlined in the Community Strategic Plan to be met in a planned, coordinated and cost effective manner.

This Delivery Program outlines Council's activities for the next four years. It:

- Directly addresses the objectives and strategies of the Community Strategic Plan and identifies specific actions that Council will undertake in response to these objectives and strategies;
- Informs, and is informed by, the Resourcing Strategy;
- Addresses the full range of Council's operations;
- Allocates responsibilities for each action or set of actions;
- Includes detailed financial estimates for the four year period;
- Includes a method of assessment to determine the effectiveness of each activity detailed in the Delivery Program in achieving the objectives to which the activity is directed.

This Delivery Program is a living document and is subject to regular review by the community, councillors and staff. As circumstances change, such as finances, government policy or community expectations, then the document can be altered accordingly. Regular reports to Council will be provided to show the progress being made in implementing this Delivery Program.

Each new Council will be responsible for preparing a new Delivery Program in response to *Cobar Shire 2032* and will be held accountable for implementing the program within its term. The outgoing Council is required to report to the community on what it has achieved in this regard. The Council must review its Delivery Program each year when preparing the Annual Operational Plan. Any significant amendments to the Program must be re-exhibited.

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# Community Profile

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 roads – 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 – copper, lead, silver, zinc, gold – 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.

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 northeast, Wiradjuri in the south, and Paakantkji in the north west.

The Council has a major issue in the need to develop a Housing Policy in order to meet the current shortage for both residential and contract accommodation which provides an ongoing pressure to attract workers and retain residents.

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# Councillors

Councillors are elected to represent the people of Cobar Shire. The Councillors elect the Mayor and Deputy Mayor each September.



Clr Peter Abbott  
Mayor



Clr Jarrod Marsden  
Deputy Mayor



Clr Kate Winders



Clr Janine Lea-Barrett



Clr Kain Neale



Clr Tony Chaplain



Clr Lilliane Simpson



Clr Peter Maxwell



Clr Julie Payne



Clr Bob Sinclair



Clr Harley Toomey



Clr Michael Prince

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# Our Leadership Team



Mr Peter Vlatko  
General Manager



Mr Charles Teveira  
Director  
Engineering Services



Mr Kym Miller  
Director of Finance  
and Community Services



Mr Garry Ryman  
Director of Planning  
and Environmental  
Services

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# Cobar Shire Council

## Vision

Our Vision is for Cobar Shire to be an attractive, healthy and caring environment in which to live, work and play, achieved in partnership with the community through initiative, foresight and leadership.

## Mission

Our Mission is to provide sound and sensible government and ensure that works and services are delivered effectively and equitably to the community of Cobar Shire.

Council will also develop and constantly review its policy on the maintenance of its road network with current priorities to include the sealing of the following strategic roads within the Shire: The Wool Track, Louth Road and Tilpa Road.

## Values

Council has adopted the following Values that should be reflected in how the whole organisation operates and interacts with others:

- Continually strive for improvement in every aspect of Council's activities and recognise initiative.
- All activities are to be customer focused and provide equity for all.
- Involve the community in decision making through open government and consultative processes.
- Foster and promote sustainable ecological and economic development, rural pursuits and industries that contribute to the wealth of the region and in keeping with the environment and residents lifestyle.
- Conserve and protect the natural beauty of the area.
- Promote a spirit of regional cooperation particularly in regard to planning, infrastructure, economic development. Tourism and employment.

# Cobar Shire Community

## 'Cobar Shire 2032' Values

Values are beliefs we have that provide a basis for choices we make. They ultimately determine the quality of our lives. During consultations, the community has identified the following values that are important to the residents of Cobar Shire:

- 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.

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# Our Strategic Direction

Our response to the community's values has been to formulate a set of activities based around the five themes identified in the Community Strategic Plan – *Cobar Shire 2030*. Each theme outlines the long term goals and community outcomes and then the strategies that Council, partner organisations and individuals can undertake to work towards them.

## 1. Community

- 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.
- 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.
- 1.3 Families are supported, social inclusion is valued and families who relocate to Cobar stay in Cobar.
- 1.4 A generous, engaged and participative community with a strong community spirit.
- 1.5 A healthy and active community.
- 1.6 A safe and clean community

## 4. Infrastructure

- 4.1 A clean and reliable water supply.
- 4.2 Good telecommunications networks with services equal to the metropolitan areas.
- 4.3 Good transport networks that increase the accessibility of Cobar and markets.
- 4.4 Good quality and affordable community facilities and infrastructure

## 2. Economy

- 2.1 A vibrant shire that promotes and supports business growth and retention, development and investment.
- 2.2 A strong and diverse tourist industry with a focus on customer service.
- 2.3 A strong business hub operating out of the Cobar airport.
- 2.4 Attract retain & develop workforce

## 3. Governance

- 3.1 A well-funded Council that is well managed and well governed.
- 3.2 An engaged community that participates in decision making.
- 3.3 A well-functioning Council that focuses on strategic planning, provides good customer service and secures value-for-money goods and services
- 3.4 Housing and accommodation that meets the current and future needs for our Shire.

## 5. Environment

- 5.1 Ability to adapt to climate change and benefit from climate change and carbon policy initiatives
- 5.2 Well managed public and private land.

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# Principle Activities

This section outlines the services, initiatives and programs that Council intends to undertake to achieve the long term goals and Community Outcomes. Key terms are defined below.

## Definitions

### **Community Outcome**

These are statements of the outcomes we are aiming to achieve for our community. They are expressed from the community's point of view.

### **Council Strategy**

Means by which Council plans to achieve the community outcomes. There may be several council strategies contributing to a particular community outcome.

### **Council Activities/Services**

Things Council plans to do as part of a strategy to achieve a community outcome.

### **Responsibility**

The position in Council that is responsible for ensuring that particular activity is undertaken. Usually, these staff members are responsible for monitoring and reporting on the progress of that activity, including performance measures.

### **Performance Indicators**

Something Council will measure to determine how well we are performing in relation to the activities.

## Abbreviations and Acronyms

The following acronyms relate to positions within Cobar Shire Council.

GM	General Manager
DFCS	Director of Finance and Community Services
DPES	Director of Planning and Environmental Services
DES	Director of Engineering Services
DCED	Director of Corporate and Economic Development
FM	Finance Manager
MYFC	Manager Youth and Fitness Centre
MCS	Manager Children's Services
MTPR	Manager Tourism and Public Relations
SM	Services Manager
DON	Director of Nursing (Lilliane Brady Village)
AM	Asset Manager
MPES	Manager Planning and Environmental Services
FCO	Fire Control Officer (Rural Fire Service)
HRM	Human Resource Manager
RDM	Roads Development Manager
MLS	Manager Library Services
Manex	Management Executive, consisting of the General Manager and four Directors
NWO	Noxious Weeds Officer
USC	Urban Services Coordinator
RO	Rates Officer
Other acronyms	
NGO's	Non-government organisations

# Key Activities

## 1. Community Strategies

COMMUNITY OUTCOME		
1.1	Strong coordination between government agencies, Council and NGOs to ensure efficient service delivery, avoid duplication of services and build the capacity of the community	
COUNCIL STRATEGY		
1.1.1	Strong and participative interagencies and forums	
Council Activities		
Activities/Services	Responsibility	Performance Indicators
Community Services Forum	GM	Meetings attended
Actively participate in the Far North West Joint Organisation	GM	All meetings attended.
Actively participate in the Orana Water Utilities Alliance	WSM	All meetings attended.
Advocate for government agencies to have offices in town & communities	GM	Meetings held

COMMUNITY OUTCOME		
1.2	Young people are able to reach their full potential, are encouraged to stay in the region and have a wide range of opportunities available to them locally	
COUNCIL STRATEGY		
1.2.1	Implement the actions outlined in the Youth Development Plan	
Council Activities		
Activities/Services	Responsibility	Performance Indicators
Engage the services of a Youth Development Officer on a long term basis	DFCS	Applicable grant opportunities Grants applied for and funding received – for approximately a year
Undertake Activities	DFCS	Activities undertaken in accordance with calendar
COUNCIL STRATEGY		
1.2.2	A greater range of youth activities are organised and coordinated	
Council Activities		
Activities/Services	Responsibility	Performance Indicators
To provide youth services and a facility that will create interaction between all ages, interests and social standing by providing recreational, sporting and	MYFC	Grant applications submitted each year and grant successful.  Activities undertaken.



cultural activities and support services for the youth and the community of Cobar and villages		
Organise Youth Week Activities	MYFC	Youth week activities week patronised.

<b>COUNCIL STRATEGY</b>		
<b>1.2.3</b>	<b>Increased educational opportunities provided locally</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Work with early childhood organisations, schools and TAFE to increase the quality and diversity of educational opportunities available locally and promote them	GM	Number of meetings held Participation rates of those attending

<b>COMMUNITY OUTCOME</b>		
<b>1.3</b>	<b>Families are supported, social inclusion is valued and families who relocate to Cobar stay in Cobar</b>	
<b>COUNCIL STRATEGY</b>		
<b>1.3.1</b>	<b>Parents are supported in their role to raise their children and services are available to assist them to build their parenting skills</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Cobar Shire & TAFE Library staff support families via library services and outreach	MLS	Story time sessions offered on a weekly basis.
Information is provided to the community on the range of services available in Cobar Shire and how to access them	CSM	Relevance & timely availability of the Community Services Directory.
<b>COUNCIL STRATEGY</b>		
<b>1.3.2</b>	<b>Increase the supply of childcare and preschool places and options</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Improve the quality and availability of children's services in Cobar and surrounds	DFCS	Regular meeting of early childhood Services held.

<b>COUNCIL STRATEGY</b>		
<b>1.3.3</b>	<b>Have family orientated activities to encourage families to socialise in the community</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Plan, organise and promote festivals, celebrations and activities in the Shire	TM	Celebrations are well attended and successful.
<b>COMMUNITY OUTCOME</b>		
<b>1.4</b>	<b>A generous, engaged and participative community with a strong community spirit</b>	
<b>COUNCIL STRATEGY</b>		
<b>1.4.1</b>	<b>Encourage business and volunteer support for local events, organisations and activities</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Build a collaborative relationship with the mines within the community	GM	MOU signed
<b>COUNCIL STRATEGY</b>		
<b>1.4.2</b>	<b>Develop initiatives to maximise the benefits and minimise the negative impact of shift work and FIFO/DIDO on the community</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Work with local business and government agencies to identify where changes can be made or initiatives developed to reduce the negative impacts and encourage residential living of employees	GM	Reduction in level of FIFO/DIDO. More people living residentially Mining rosters work well to encourage people to live, work and play locally.  Survey undertaken to determine views of the community
<b>COUNCIL STRATEGY</b>		
<b>1.4.3</b>	<b>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'.</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Support and awareness of Aboriginal culture in the Cobar Shire	GM	Meetings held of Aboriginal stakeholders. Increased cultural awareness within the community. Biannual meeting with Local Aboriginal Groups.

<b>COUNCIL STRATEGY</b>		
<b>1.4.4</b>	<b>Support arts and cultural organisations, activities and facilities</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Support Outback Arts and cultural activities in the Shire	GM	Annual report to Council.

<b>COMMUNITY OUTCOME</b>		
<b>1.5</b>	<b>A healthy and active community</b>	
<b>COUNCIL STRATEGY</b>		
<b>1.5.1</b>	<b>Provide appropriate health care options and services both within the Shire and the region</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Provide assistance and incentives to attract Doctors.	GM	Satisfactory number of Doctors practicing in Cobar.
Lobby NSW Government and the Federal Government to increase and improve health care provision within the Shire, including access to GP and Health services and specialised services	GM	Meeting with Minister organised and attended by Mayor & General Manager
Council to liaise with surrounding Councils & health districts to ensure support to our villages	GM	Meeting Held Report to Council Meeting with Minister

<b>COUNCIL STRATEGY</b>		
<b>1.5.2</b>	<b>Increase the use of Council owned and other sporting and recreational facilities across the community</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Increase the use of the Cobar Youth and Community Centre	MYFC	Number of attendances at centre
Management of the Cobar Memorial Swimming Pool	DCFS	No reasonable criticism of pool operations. Pool kept open and conditions of contract met.
Maintain all Council parks and reserves, including plants, trees and public facilities	USC	All defects rectified/repaired (including furniture, playground equipment and irrigation systems). Fields and facilities are in good condition for sporting events.
Extend and expand the Great Cobar Museum	TM	Grant approved
Increase utilisation of Public Reserves	DES	Maintain Plan Approved

<b>COUNCIL STRATEGY</b>		
<b>1.5.3</b>	<b>Provide adequate infrastructure to care for older residents locally</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Provide appropriate services for residents at the Lilliane Brady Village	DON	Monitor legislation and develop/modify policies and procedures to reflect current legislative requirements.  Maintain Accreditation Standards with a satisfactory outcome at all scheduled and non-scheduled audits for both Hostel and Nursing Home.

<b>COMMUNITY OUTCOME</b>		
<b>1.6</b>	<b>A safe and clean community</b>	
<b>COUNCIL STRATEGY</b>		
<b>1.6.1</b>	<b>A more visible and engaged police presence</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Work with police and licensed premises to promote a safe community	GM	Provision of secretariat services. Attendance of meetings

<b>COUNCIL STRATEGY</b>		
<b>1.6.2</b>	<b>Implementation of the Cobar Crime Prevention Plan and strategy</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Develop Cobar Crime Prevention Plan and Strategy	GM	Plan updated
<b>COUNCIL STRATEGY</b>		
<b>1.6.3</b>	<b>Encourage safe and sustainable development</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Undertake legislated obligations in relation to building and development	DPES	Applications (when submitted in correct form) are processed and determined within 40 working days, with no referrals. Inspections undertaken within 48 hours. Results issued within 3 working days. Certificates issued within 7 days.
Undertake legislated obligations in relation to building and development.	DPES	Work undertaken through LEP review
Undertake legislated obligations in relation to building and development.	DPES	Certificates issued within legislative time frames.  All required inspections carried out within 48 hours' notice.  100% applications determined within 5 working days.  All inspections carried out within 48 hours of notification.
Implement and maintain an appropriate register for leases, licences and land	DPES	Register maintained in accordance with the requirements of the Local Government Act.

<b>COUNCIL STRATEGY</b>		
<b>1.6.4</b>	<b>Provide and maintain safe and serviceable public facilities and infrastructure</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
To provide the community with an aesthetically pleasing and clean urban environment	USC	Main Street (CBD area) cleaned daily.  Surrounding streets cleaned on a regular basis (at a minimum of twice per year).  Develop maintenance schedule
Maintain council buildings to an appropriate standard	GM/DES	Repairs carried out as required and within budget. Plan approved
Improve accessibility to Council buildings and facilities to improve their accessibility by older people and people with a disability	GM	Disability Inclusion Action Plan implemented.
Provide adequate telemetry for our networks across the Shire for Water and Sewer	WSM	System scoped, implemented and installed.

<b>COUNCIL STRATEGY</b>		
<b>1.6.5</b>	<b>Provide protection from fire, natural disasters, public health and other threats to the community</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
To have the Local Emergency Management Committee (LEMC) available for any disasters	GM	LEMC meets quarterly as a minimum To have a review of the adequacy of the EMPLAN annually.  The Local Emergency Management Committee (LEMC) to ensure that a reasonable response capacity is available and to have an emergency co-ordination centre identified and available for use as required for incidents.  Satisfy Food Authority Partnership obligations.
Have contingency plans in place to minimise the damage from threats from natural disasters	DPES	Investigations carried out within 24 hours of report.
Drought policy	DES	Review Undertaken

## 2. Economic Strategies

COMMUNITY OUTCOME		
2.1	A vibrant shire that promotes and supports business growth and retention, development and investment	
COUNCIL STRATEGY		
2.1.1	Encourage business growth and new business opportunities in the Shire	
Council Activities		
Activities/Services	Responsibility	Performance Indicators
Facilitate business development in the Shire	GM	Increase business opportunities within Cobar and the region. Masterplan prepared and approved by Council
Support existing industries (mining & agriculture)	GM	New industries developed  Report prepared for Council
COUNCIL STRATEGY		
2.1.2	Develop and provide an Economic Action Plan that contributes to the growth of the Shire	
Council Activities		
Activities/Services	Responsibility	Performance Indicators
Develop an Economic Action Plan	GM	Plan renewed
COUNCIL STRATEGY		
2.1.3	Encourage people to shop locally and support the business community more broadly	
Council Activities		
Activities/Services	Responsibility	Performance Indicators
Participate in, and work with, the Cobar Business Association to develop programs to support business	GO	Running of local business awards carried out in a timely and efficient fashion.  Number of promotions undertaken  Support from businesses.
Support shop local campaigns, including administration of the Cobar Quids program	CSM	Quids program effectively managed, with quids available as required.
Support the Economic Taskforce and progress priority actions identified by the Taskforce	DCED	Number of meetings held and participation in these meetings Projects progressed. Develop a policy

<b>COMMUNITY OUTCOME</b>		
<b>2.2</b>	<b>A strong and diverse tourist industry with a focus on customer service</b>	
<b>COUNCIL STRATEGY</b>		
<b>2.2.1</b>	<b>Develop and implement a Tourism, Events and Museum Business Plan for the Cobar Shire</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Update the Tourism, Events and Museum Business Plan	TM	Tourism, Events and Museum Business Plan is reported to Council every 6 months. All signage updated.
Camping options in Cobar Shire	GM	Report to Council
<b>COUNCIL STRATEGY</b>		
<b>2.2.2</b>	<b>Develop a diverse range of interesting annual events and promote the activities, attractions and the cultural experiences that are available in Cobar to locals and tourists</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Manage the Cobar Visitor Information Centre	TM	Promotion booklets and “Mud Maps” distributed.  Increase in visitation to and sales at the “Visitor Information Centre”, Museum and Souvenir Shop.
Develop and implement new ideas to bring people to Cobar and Shire and encourage tourists to stay longer	TM	Visitor numbers.  New residents.

<b>COMMUNITY OUTCOME</b>		
<b>2.3</b>	<b>A strong business hub operating out of the Cobar airport</b>	
<b>COUNCIL STRATEGY</b>		
<b>2.3.1</b>	<b>Encourage business development at Cobar Airport and encourage Cobar as a stopover point for aircraft</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Actively seek out business opportunities to enhance the operations at Cobar Airport	DFCS	Enquiries followed up.  Include opportunities at the Airport in any Cobar prospectus or advertising.  New enterprises established.



Develop a masterplan for the development of Cobar Airport	DFCS	Secretariat support provided and minutes provided to Council.  Consultation Consultant engaged
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**COMMUNITY OUTCOME**

**2.4 Attract retain and develop workforce**

**COUNCIL STRATEGY**

**2.4.1 Job Creation and develop, attract & retain skilled workers**

**Council Activities**

<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Encourage & support educational opportunities within Cobar & villages	GM	Number of Traineeships Participated in Career days Promotion undertaken

### 3. Governance Strategies

COMMUNITY OUTCOME		
3.1	A well funded Council that is well managed and well governed	
COUNCIL STRATEGY		
3.1.1	Increase Council's income stream	
Council Activities		
Activities/Services	Responsibility	Performance Indicators
Reassess all rates, fees and charges	DFCS	Revenue and income targets are met as per the Budget/Operational Plan.
	CSM	Follow Council debt recovery policy & Land sale undertaken, 100% clearance
Increase grant funding received	GO	Number of grant opportunities investigated and applied for.  Number of grants received
Effectively manage Council investments	FA	Maximise investment returns and report to council on a monthly basis.
Provide services contract with Transport NSW	CSM	Services NSW Contract adhered to.
Implement the Developer Contributions Plan	DPES	Contributions levied and received in accordance with plans.
To provide a Section 64 Plan that meets the community expectation	DPES	The policy is reviewed.
Negotiate VPA's to provide for contributions to the Shire of Cobar	GM	Number of VPA's approved by Council

COUNCIL STRATEGY		
3.1.2	Minimise risk for Council and the community	
Council Activities		
Activities/Services	Responsibility	Performance Indicators
Develop and implement a risk management strategy suitable for council operations	GM	Risk Management Strategy implemented and reviewed. Development of Council's Business Continuity and Disaster Recovery Plan.
Develop and implement suitable internal audit processes for Council operations	DFCS	Internal Audits Committee meetings held
WHS obligations are met and safe work practices are promoted and undertaken	HRM	Adoption of updated WHS System and associated documentation.

		<p>Implementation of WHS System and associated documentation, and education of staff in systems.</p> <p>Annual internal reviews and (subject to Council allocating funds) every five years an external review.</p>
WHS obligations are met and safe work practices are promoted and undertaken	HRM	Refinement and implementation of Council's WHS Management System in conjunction with WHS Committee and employees.

<b>COUNCIL STRATEGY</b>		
<b>3.1.3</b>	<b>Strong governance measures in place</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Councillors are well trained and informed on their roles and responsibilities	GM	Annual Councillor Training Plan/s in place and reflective of organisational priorities and needs.  Councillor satisfaction with training provided.

<b>COMMUNITY OUTCOME</b>		
<b>3.2</b>	<b>An engaged community that participates in decision making</b>	
<b>COUNCIL STRATEGY</b>		
<b>3.2.1</b>	<b>Encourage more direct participation and interaction between Council and the community</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Provide up-to-date and relevant information to the public on Council's activities	GM	Appropriate positive image created within General Managers and Management Executives ability to influence.  Media reports cover major Council initiatives and are accurate, timely and visible. Website up to date  Opportunities to voice opinions Newsletter to be published quarterly  Provide a works program to the community
Develop regular newsletter throughout Shire	GM	Newsletter to be published quarterly
Promote Cobar to encourage new residents to live in our community (sell our town better)	GM	Community notice boards in villages
Maintain partnerships with community organisations, such as Business Groups, Council Committees and Council Alliances	DES/WSM/GM	Meetings regularly held Number of meetings attended

<b>COUNCIL STRATEGY</b>		
<b>3.2.2</b>	<b>Increase the participation of youth in community leadership</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Maintain a Cobar Youth Council	DFCS	Youth Council is operating

<b>COMMUNITY OUTCOME</b>		
<b>3.3</b>	<b>A well functioning Council that focuses on strategic planning, provides good customer service and secures value-for-money goods and services</b>	
<b>COUNCIL STRATEGY</b>		
<b>3.3.1</b>	<b>Provision of good customer service</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Focus on the provision of good customer service by all Council staff	DFCS	A monthly report to all senior staff  An Annual report to Council with less than 10% outstanding

<b>COUNCIL STRATEGY</b>		
<b>3.3.2</b>	<b>Staff are valued, well trained and able to undertake their roles and functions</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Human Resources	HRM	Program implemented and promoted.  Provide advice and support to Consultative Committee meetings.  Work with staff to prepare individual training plans that reflect legislative requirements and personal career paths.  Continue to foster the growth of a local workforce through traineeships, apprenticeships and ongoing training.  Develop an Attraction, Engagement and Retention Strategy  Undertake a review of the Salary Administration and Performance Management Systems.

		<p>Provide coaching and encouragement through the probationary period and ongoing support as required.</p> <p>Review Council's corporate induction session content and other compulsory training programs for new employees.</p> <p>Appraisals completed</p> <p>Number of industrial claims each quarter</p>
Good recruitment and selection processes that promote the philosophy of 'recruit for attitude, train for skills'	HRM	<p>Council advised on any required changes to the Organisational Structure.</p> <p>Delegations required annually.</p>
Implement and manage an Employee Assistance Program for Council staff	HRM	Staff aware of and accessing the Employee Assistance Program.
Staff are provided with up-to-date and relevant tools to undertake their roles	DFCS	Plant Replacement Program approved
Provide Cobarr Shire Council with a secure, reliable and cost-effective information technology network.	DFCS	<p>Periodic as needed review of the audit undertaken.</p> <p>Staff are trained and systems are updated.</p> <p>Breaches identified and rectified quickly.</p>
<b>COUNCIL STRATEGY</b>		
<b>3.3.3</b>	<b>Council undertakes adequate strategic planning activities and meets all legislative reporting requirements</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Council updates the Integrated Planning and Reporting framework documents as required	GM/DES/HRM	<p>Renewal of IPR Framework documents within agreed timeframe:</p> <ul style="list-style-type: none"> <li>• Resource Strategy involving: <ul style="list-style-type: none"> <li>- Minimum Ten (10) Year Financial Plan;</li> <li>- Asset Management Plans for Building Assets;</li> </ul> </li> </ul> <p>Annual Operational Plan.</p>

		<p>Preliminary Roads Program developed by March and updated monthly.</p> <p>Adequate opportunities are provided to the public to input into Council's decision-making process.</p> <p>Number of community consultation activities undertaken.</p> <p>Workforce Plan developed and reviewed as required. (4 Years</p>
Meeting NSW Health and EPA legislative requirements for Water and Sewer	WSM	Report submitted and accepted.

<b>COUNCIL STRATEGY</b>		
<b>3.3.4</b>	<b>Good procurement processes in place to ensure the most advantageous provision of goods and services to Council</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Effective & compliant contractual management and procurement practices are employed	DFCS	Contracts Register managed and updated.
Provision of Cobar Water Board Administration and Financial Services Including Procurement	DFCS	Undertaken as per Agreement.
Provide VendorPanel as Council's main Procurement tool	DFCS	VendorPanel used.

<b>COMMUNITY OUTCOME</b>		
<b>3.4</b>	<b>Housing and accommodation</b>	
<b>COUNCIL STRATEGY</b>		
<b>3.4.1</b>	<b>Provide adequate housing &amp; accommodation</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Create a housing Strategy	DFCS	Strategy Developed

## 4. Infrastructure Strategies

COMMUNITY OUTCOME		
4.1	A clean and reliable water supply	
COUNCIL STRATEGY		
4.1.1	Improve water supply infrastructure to Cobar, including piping the Albert Priest Channel, replacing the Nyngan to Cobar pipeline and improving pump stations, water storages and other associated infrastructure	
Council Activities		
Activities/Services	Responsibility	Performance Indicators
To support the Cobar Water Board in seeking funding for improvements to water supply infrastructure to bring quality water and a reliable supply of water to Cobar for treatment and distribution	WSM	Funding levels sought. Projects undertaken.

COUNCIL STRATEGY		
4.1.2	Improved water infrastructure across the Shire, including the town reticulation system	
Council Activities		
Activities/Services	Responsibility	Performance Indicators
Upgrade the reticulation network in Cobar, replacing old pipework, valves etc to improve water flow and water quality	WSM	Installation of new distribution pipework to remove dead ends. Replacement of undersized pipes Delivery of water quality that meets the Australian Drinking Water Guidelines.  Potable water reservoir repairs completed.
Maintenance and repairs of water mains and water filtration system	WSM	Plan implemented effectively and updated as required. Update Water Asset Management Plan. Completion of air scouring program  Valve and hydrant replacement program  Meter replacement program
Undertake fair valuation of water and sewer	WSM	Revaluation of Water and Sewer Assets. Completion of the Integrated Water Cycle Management Plan



<b>COUNCIL STRATEGY</b>		
<b>4.1.3</b>	<b>Seek alternative supply solutions to improve water supply to the villages</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Improve water supply to villages	WSM	Report on investigations to Council.  Completed new pumping stations for Euabalong and Euabalong West  Report on options for the refurbishment, repair or replacement of the Euabalong and Euabalong West reservoirs

<b>COUNCIL STRATEGY</b>		
<b>4.1.4</b>	<b>Provide contract services to the Cobar Water Board</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Provide contract services to the Cobar Water Board	WSM	Works undertaken in accordance with instruction requirements provided by the Cobar Water Board.
Support the Cobar Water Board application for replacing the 100km of remaining pipeline	DES	That Cobar Water Board applies for funding. Completion of the Nyngan to Cobar Pipeline business case

<b>COMMUNITY OUTCOME</b>		
<b>4.2</b>	<b>Good telecommunications networks with services equal to the metropolitan areas</b>	
<b>COUNCIL STRATEGY</b>		
<b>4.2.1</b>	<b>Improved access to telecommunications, radio, TV and broadband services</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Lobby the government for improved communications networks	GM	Effective communications available in Shire for staff.  Improved access to mobile phone services across the Shire.  Improve access to Radio stations within the shire

<b>COMMUNITY OUTCOME</b>		
<b>4.3</b>	<b>Good transport networks that increase the accessibility of Cobar and markets</b>	
<b>COUNCIL STRATEGY</b>		
<b>4.3.1</b>	<b>Seek ways to expand the sealed road network and improve and maintain the unsealed road network</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Road works undertaken according to priority, weather conditions and availability of resources	USM/ DES	Annual maintenance carried out in accordance with adopted program.  Respond to community complaints.  Inspection reports checked and actioned accordingly.
Road works undertaken according to priority, weather conditions and availability of resources	RWM/DES	All contract conditions are met within budget parameters.  Works undertaken in accordance with standards and specifications and with approved margins  Construction and maintenance work carried out within budget and on time.
Oversee quarrying activities and ensure an adequate supply of good quality gravel and quantity of water for use on the road network	RWM/DES	Extraction of gravel material carried out in accordance with relevant stake holder requirements. Number of agreements  Completion of appropriate rehabilitation and restoration work in accordance with the Gravel Pit Restoration Program.
Seal the Wool Track	GO	Grant applied for and obtained.
Speed limit increased on the Kidman Way	DES	Limit Increase

<b>COUNCIL STRATEGY</b>		
<b>4.3.2</b>	<b>Provide and maintain safe and serviceable transport infrastructure including roads, footpaths, bike paths and airport</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Provide and maintain a safe and adequate footpath and bike path network	DES	<p>Actions implemented as identified in the Active Transport Plan.</p> <p>More seating, tree trimming, pothole repairs &amp; drainage</p>
Road safety	GM	Investigate & report to Council
Cobar Airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	DES	<p>Cobar airport passes the CASA Safety Audit.</p> <p>Cobar airport conforms to CASA requirements, outlined in the Cobar Airport Transport Security Program.</p> <p>No reasonable criticism of the standard of facilities.</p> <p>Maintenance carried out within budget and on time.</p>
Cobar Airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	DFCS	<p>Services provided efficiently.</p> <p>Adoption of a Master Plan</p> <p>Program approved and costed</p>
Review the maintenance requirements of the Village Airports.	DES	<p>Surface is free of obstacles and holes. That the Obstacle Limitation Gradient meets the standard required.</p> <p>Airstrips meet regulatory obligations as fit for purpose.</p>
Truck Stock wash	GM	Design & approve

<b>COUNCIL STRATEGY</b>		
<b>4.3.3</b>	<b>Maintain and promote the rail network in the Shire to maximise the benefits to the community and to provide an alternative to road freight</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Lobby the NSW Government to ensure that the rail network is well maintained, safe, affordable and well used, particularly for freight movements to reduce the impact of road movements on the community.	GM	<p>NSW Government lobbied.</p> <p>More industry using rail for freight movements.</p>

<b>COMMUNITY OUTCOME</b>		
<b>4.4 Good quality and affordable community facilities and infrastructure</b>		
<b>COUNCIL STRATEGY</b>		
<b>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</b>		
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Provide and maintain safe and adequate playground facilities	USC	No major accidents and incidents reported at any playground facilities.  Minimal complaints or negative feedback delivered to Council in regard to Playground facilities.  Completion of improvement plan.

<b>COUNCIL STRATEGY</b>		
<b>4.4.2 Provision of community facilities and maintain those that we have to an appropriate standard</b>		
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Provide Ward Oval Masterplan	PC	Project commenced and funded  Apply for funding
Undertake the BBRF grant funded project of the update of Ward Oval and the Early Learning Precinct	GM	Funding obtained.
Undertake Council's cemetery operations in an appropriate and dignified manner	USC/DFCS	Appropriate number of pre-dug graves available and the cost implications understood and reviewed.  Survey completed
To provide quality and readily accessible library services to Cobar and villages	MLS	Minimum of 500 items added to the library collection per quarter.  Collection continually weeded – number and value of items weeded reported quarterly.  Minimum of 5,000 items circulated per quarter.  Internet access and printing facility provided.  Number of users per month

		<p>Minimum of 1,500 members.</p> <p>Minimum of 7,000 visits to the main branch per quarter.</p> <p>Actively promote library services and resources to public and community groups.</p>
Develop & Maintain Cobar & Villages Caravan Parks	DES GO	Masterplan approved Funding applied for.
Maintain Street Lighting	DES	Number of additional street lighting

<b>COUNCIL STRATEGY</b>		
<b>4.4.3</b>	<b>Improve recreational facilities at the water reserves</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Maintain and improve recreational facilities that are available at the Newey and Old Res reserves	GO/USC/DES	Grants applied for Actions outlined in the Newey Reservoir Plan of Management undertaken. Report to Council

<b>COUNCIL STRATEGY</b>		
<b>4.4.4 Maintain and expand where necessary, the stormwater and sewer networks</b>		
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Maintain a suitable stormwater network including kerb and guttering	USC	Stormwater drains well maintained.
Provide, maintain and operate a sewer network and disposal system and treatment works	WSM	<p>Sewerage Services Asset Plan implemented.</p> <p>Funding agreement requirements met and works undertaken. Repair the sewer embankment and replace the aerators.</p> <p>Repair and replacement of end-of-life sewer manholes and sewer mains</p> <p>EPA licence costs kept at a minimum.</p> <p>Liquid Trade Waste Policy implemented.</p>

<b>COUNCIL STRATEGY</b>		
<b>4.4.5 Maintain and service village parks, streets, footpaths and community facilities</b>		
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Maintain and improve village facilities and services	GM/DES	<p>Ground maintained at an appropriate standard.</p> <p>Projects agreed to by Nymagee Progression Association at their meetings.</p> <p>Projects completed within agreed budget.</p>

<b>COUNCIL STRATEGY</b>		
<b>4.4.6 Encourage an active community through appropriate infrastructure &amp; facilities</b>		
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Provide infrastructure & facilities to promote active lifestyles	DES	Address in asset management plan

## 5. Environmental Strategies

COMMUNITY OUTCOME		
5.1	Ability to adapt to climate change and benefit from climate change and carbon policy initiatives	
COUNCIL STRATEGY		
5.1.1	Develop alternative energy industries in Cobar	
Council Activities		
Activities/Services	Responsibility	Performance Indicators
Lobby business and government to encourage the development of an alternative / renewable energy industry in Cobar to increase power supply	GM	All opportunities recognised and assessed for suitability.  Meeting with Minister
Provide alternative energy supply to Water and Sewer Infrastructure	WSM	Feasibility study completed and reported to Council.  Installation of solar arrays at feasible sites
Develop a strategy to deal with Key environmental issues i.e climate change, water management & heat management	GM	Workshop held & priorities set

COUNCIL STRATEGY		
5.1.2	Develop community leadership on becoming leaders in resource use and waste management	
Council Activities		
Activities/Services	Responsibility	Performance Indicators
Undertake kerbside garbage collection in Cobar and prepare a Waste Services Strategy	DES/DPES	All bins in central business district are emptied twice per week and once per week for other street bins and parks  Strategy reported to Council for approval and implementation.
Encourage efficient water use by Shire residents	WSM	Positive results being displayed by the community in regards to efficient water use.
Recycling of biosolids produced at the sewage treatment plant	WSM	Biosolids sold to local Mining industries for land rehabilitation

COMMUNITY OUTCOME		
5.2	Well managed public and private land	
COUNCIL STRATEGY		
5.2.1	Encourage sustainable and profitable agricultural industries	
Council Activities		
Activities/Services	Responsibility	Performance Indicators
Focus and support Agriculture & horticulture in Cobar Shire	GM	Meeting with minister

COUNCIL STRATEGY		
5.2.2	Have a street tree planting program for Cobar and villages	
Council Activities		
Activities/Services	Responsibility	Performance Indicators
Develop and instigate a street tree planting program	DES	Trees planted and maintained.
Develop a high-risk tree removal and replantation program	WSM	High risk trees removed, and tree replantation undertaken

COUNCIL STRATEGY		
5.2.3	Improve the presentation & maintenance of Cobar & Villages	
Council Activities		
Activities/Services	Responsibility	Performance Indicators
Maintain public & private land	DPES	Inform community of their responsibilities Send letters enforcing clean-up of properties required
reduce littering in Cobar & Villages including roadsides	DPES	Reduced roadside litter



<b>COUNCIL STRATEGY</b>		
<b>5.2.4</b>	<b>Manage the crown land</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Provide ranger services to control animals in public places and to manage areas and crown land	Ranger	Promotion of responsible ownership of dogs and cats  Register all released impounded animals.  Require all animals, the subject of any complaint to be registered.  Reduce number of companion animals found unregistered.  Impound companion animals found unattended in public places.
Develop Management Plans for Council managed Crown Land.	DPES	Provide management plans for Council managed Crown Land.  Actively apply for funding to improve or renew infrastructure on crown land

<b>COUNCIL STRATEGY</b>		
<b>5.2.5</b>	<b>Long term management of noxious weeds</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Negotiate a new Weed Action Plan (WAP)	DPES	Action plan approved

<b>COUNCIL STRATEGY</b>		
<b>5.2.6</b>	<b>Vibrant and well run national parks that are accessible and well used</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
Lobby the NSW government to ensure the local national parks are vibrant and well run	GM	Shortfalls identified and reported to the NSW Government.
Utilisation of gravel in National Parks for road construction	GM	Utilisation of gravel

<b>COMMUNITY OUTCOME</b>		
<b>5.3</b>	<b>Clean air in the community</b>	
<b>COUNCIL STRATEGY</b>		
<b>5.3.1</b>	<b>Manage the externalities of mining and other industries operating close to towns and villages to minimise air pollution and other negative impacts</b>	
<b>Council Activities</b>		
<b>Activities/Services</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
That safe air quality is maintained in Cobar.	DPES	Complaints forwarded.  Number of complaints received and dealt with in a timely manner.

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# Budget

The Four-Year Delivery Program 2023/2024 to 2026/2027 budget has been presented as a supplementary document. It should be read in conjunction with this document outlining the activities of the Delivery Program.

COBAR SHIRE COUNCIL

Table 1

2023/2024 to 2026/2027

General Fund	2023/2024			2024/2025			2025/2026			2026/2027		
	Revenue	Expenditure	Surplus/Deficit	Revenue	Expenditure	Surplus/Deficit	Revenue	Expenditure	Surplus/Deficit	Revenue	Expenditure	Surplus/Deficit
Governance	248,804	837,260	-588,456	256,822	807,450	-550,629	263,933	831,739	-567,806	271,261	956,778	-685,518
Corporate Support	27,886,922	9,830,140	18,056,782	24,655,209	10,200,720	14,454,489	13,024,215	10,560,209	2,464,006	13,350,074	10,828,691	2,521,383
Public Order & Safety	314,878	815,379	-500,500	338,494	869,444	-530,950	350,341	898,253	-547,911	362,603	928,029	-565,425
Public Health	29,509	364,727	-335,219	31,722	376,884	-345,162	32,832	386,596	-353,763	33,981	396,561	-362,579
Community Services & Education	9,077,125	9,114,000	-36,875	10,041,472	9,695,833	345,639	10,392,923	10,073,205	319,719	11,071,206	10,526,824	544,382
Environment	890,354	894,053	-3,699	912,612	961,107	-48,494	935,428	994,746	-59,318	958,813	1,029,562	-70,748
Housing & Community Amenities	633,401	753,152	-119,751	680,906	744,585	-63,679	704,738	768,981	-64,244	729,403	794,189	-64,786
Recreation & Culture	304,004	2,660,745	-2,356,741	328,529	2,799,905	-2,471,376	340,827	2,894,466	-2,553,639	353,616	2,992,383	-2,638,767
Mining & Manufacture	67,750	52,138	15,613	56,438	54,744	1,693	60,670	58,850	1,820	65,221	63,264	1,957
Transport & Communication	6,698,290	9,954,016	-3,255,726	6,636,659	11,077,939	-4,441,280	7,319,381	11,154,081	-3,834,700	7,218,630	12,053,520	-4,834,890
Economic Affairs	6,953,336	6,232,756	720,580	6,906,087	6,275,104	630,983	6,932,550	6,294,093	638,457	6,959,939	6,313,995	645,944
General Purpose Revenues	9,600,260		9,600,260	10,104,914		10,104,914	10,415,239		10,415,239	10,735,306		10,735,306
<b>TOTAL GENERAL FUND OPERATIONS</b>	<b>62,704,633</b>	<b>41,508,366</b>	<b>21,196,267</b>	<b>60,949,863</b>	<b>43,863,716</b>	<b>17,086,148</b>	<b>50,773,078</b>	<b>44,915,219</b>	<b>5,857,860</b>	<b>52,110,053</b>	<b>46,883,796</b>	<b>5,226,257</b>
<b>Other Funds</b>			0			0			0			0
Water	6,891,678	4,700,578	2,191,100	7,609,062	4,841,943	2,767,119	8,956,394	5,058,473	3,897,920	5,238,750	5,236,962	1,788
Sewer	3,840,973	1,325,815	2,515,158	3,921,432	1,421,932	2,499,500	4,006,717	1,515,890	2,490,827	1,597,120	0	1,597,120
<b>TOTAL OTHER FUNDS</b>	<b>10,732,651</b>	<b>6,026,393</b>	<b>4,706,258</b>	<b>11,530,494</b>	<b>6,263,875</b>	<b>5,266,619</b>	<b>12,963,111</b>	<b>6,574,363</b>	<b>6,388,747</b>	<b>6,835,870</b>	<b>5,236,962</b>	<b>1,598,908</b>
<b>To accumulated surplus</b>	<b>73,437,284</b>	<b>47,534,759</b>	<b>25,902,525</b>	<b>72,480,357</b>	<b>50,127,590</b>	<b>22,352,767</b>	<b>63,736,189</b>	<b>51,489,582</b>	<b>12,246,607</b>	<b>58,945,923</b>	<b>52,120,758</b>	<b>6,825,165</b>
<i>less Capital Grants and Contributions</i>												
General Fund			21,090,000			17,491,500			5,642,253			5,743,031
Water Fund			2,370,000			2,860,000			3,968,500			0
Sewer Fund			2,500,000			2,500,000			2,500,000			0
Total Capital Grants and Conts			25,960,000			22,851,500			12,110,753			5,743,031
<b>Operating Surplus / Deficit before Capital Grant</b>			<b>-57,475</b>			<b>-498,733</b>			<b>135,854</b>			<b>1,082,134</b>
			21,517,284			26,777,357			39,514,684			47,459,860
<b>COBAR SHIRE COUNCIL</b>			<b>47,534,759</b>			<b>50,127,590</b>			<b>51,489,582</b>			<b>52,120,758</b>
<b>TEN YEAR FINANCIAL PLAN</b>												
<b>CASH FLOW</b>			<b>2023/2024</b>			<b>2024/2025</b>			<b>2025/2026</b>			<b>2026/2027</b>
Ratio of Capex/ Dep			374.20%			313.53%			171.19%			127.17%
Depreciation			8,216,790			8,721,899			9,167,018			9,473,032
<b>SUMMARY OF CASH FLOW</b>												
Opening Balance			30,000,000			29,042,058			29,542,223			30,026,618
From operations			25,902,525			22,352,767			12,246,607			6,825,165
add back depreciation			8,216,790			8,721,899			9,167,018			9,473,032
Principal Repayments			329,757			229,000			236,000			244,000
Capital Expenditure			30,747,500			27,345,500			15,693,230			12,046,383
Carried forwards components - capital			0			0			0			0
Use of restricted prepaid grant			0			0			0			0
Loans taken out			0			0			0			0
Capital capacity extra			4,000,000			3,000,000			5,000,000			5,000,000
Years Movement			-957,942			500,166			484,395			-992,186
<b>Closing Balance</b>			<b>29,042,058</b>			<b>29,542,223</b>			<b>30,026,618</b>			<b>29,034,433</b>
Average balance			29,521,028			29,292,141			29,784,421			29,530,526

## CAPITAL BUDGET

<b>Breakdown by Fund and Type</b>				
Plant	1,500,000	1,612,500	1,668,938	1,727,350
Transport	8,635,000	2,335,000	3,035,000	2,335,000
Other	14,632,500	17,458,000	4,020,793	4,484,033
<b>Total General Fund</b>	<b>24,767,500</b>	<b>21,405,500</b>	<b>8,724,730</b>	<b>8,546,383</b>
Water Fund	2,770,000	3,260,000	4,368,500	400,000
Sewer Fund	3,210,000	2,680,000	2,600,000	3,100,000
<b>Total Capital Expenditure</b>	<b>30,747,500</b>	<b>27,345,500</b>	<b>15,693,230</b>	<b>12,046,383</b>
Conditional on grant funding -General	21,090,000	17,491,500	5,642,253	5,743,031
Conditional on funding - Water	2,370,000	2,860,000	3,968,500	0
Conditional on funding - Sewer	5,000,000	5,000,000	5,000,000	5,000,000
<b>Total</b>	<b>28,460,000</b>	<b>25,351,500</b>	<b>14,610,753</b>	<b>10,743,031</b>
<b>Self funded capex</b>	<b>2,287,500</b>	<b>1,994,000</b>	<b>1,082,478</b>	<b>1,303,352</b>

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# Version Control

No.	Date Adopted	Minute No.	Date Commenced	Date notified in Local Paper
1	28 June 2012	145.6.2012	29/06/12	N/A
2	28 February 2013	16.2.2013	01/03/13	N/A
3	22 June 2017	134.6.2017	23/06/2017	N/A
4	27 July 2022	108.07.2022	29/07/2022	N/A
5	22 June 2023	93.06.2023	23.06.2023	N/A