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Key Activity: Community

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| **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.** |

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| **COUNCIL STRATEGY** |
| **1.1.1** | **Strong and participative interagencies and forums** |
| DP Action | Action | Responsibility | Progress | Comments |
| Community Services Forum | Actively participate in the Community Services Forums.  | General Manager | 100% | Meetings attended and secretarial positions filled, Council staff in conjunction with Community Services Forum and held a meet and Greet for all services at the Cobar Youth and Community Centre in November 2022. |
| Actively participate in the Far North West Joint Organisation | Mayor and GM to attend all meetings. | General Manager | 100% | Ongoing |
| Actively participate in the Orana Water Utilities Alliance | Attend meetings. | Water & Sewer Manager | 100% |  |
| Advocate for government agencies to have offices in town & communities | Meet with relevant Ministers | General Manager | 100% | Ongoing |

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| **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** |

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| **COUNCIL STRATEGY** |
| **1.2.1** | **Implement the actions outlined in the Youth Development Plan** |
| DP Action | Action | Responsibility | Progress | Comments |
| Engage the services of a Youth Development Officer on a long term basis | Seek grant funding to engage a Youth Development Officer. | Director Finance & Community Services | 75% | Pending decision |
| Undertake School Holiday Activities | Develop activity calendar | Grants Officer | 75% | While progress in this space may seem visibly slow, we are still training staff and getting use to the new facility, however, there are things happening face-to-face and in the background. Staff are focusing on working with disadvantaged kids, which has already seen a positive impact on anti-social behaviours within our facility and the surrounds. We need to re-visit the Youth Development Plan, the one we have now is not current or suitable to the new facility. Since re-opening we have seen a massive shift from the sport facility to becoming an ongoing safe space to be used as a drop in facility. |

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| **COUNCIL STRATEGY** |
| **1.2.2** | **A greater range of youth activities organised and coordinated** |
| DP Action | Action | Responsibility | Progress | Comments |
| To provide youth services and a facility that will create interaction between all ages, interests and social standing by providing recreational, sporting and cultural activities and support services for the youth and the community of Cobar and villages | Ensure youth activities are undertaken in Villages | Grants Officer | 75% | Cobar has seen a massive increase in youth activities since the re-opening of the Cobar Youth and Community Centre in October.From sports (basketball mainly), fitness, creative arts workshops, live music, excursions to the pool, discos and playgroups we have focused on offering a wide variety of activities for 'drop-in' style youth also. Our main 'clientele' has been 5 - 14 yrs old. With 0-5 yrs visiting with parent and 14yrs - 24 yrs mainly attending for organised sport and workshops. We do struggle to get to the villages. Resourcing this is hard. And expensive. We have a current grant application in for a program in Euabalong, awaiting its outcome |

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|  | Hold regular youth activities at the centre and enter and maintain partnerships to aid and enhance the provision of Youth Services. | Grants Officer | 75% | Cobar has seen a massive increase in youth activities since the re-opening of the Cobar Youth and Community Centre in October.From sports (particularly basketball), fitness, creative arts workshops, live music, excursions to the pool, discos and playgroups we have focused on offering a wide variety of activities for 'drop-in' style youth also. Our main 'clientele' has been 5 - 14 yrs old. With 0-5 yrs visiting with parent and 14yrs - 24 yrs mainly attending for sport and workshops. We have built strong community connections with a range of NGO's and GO's to deliver (collaboratively) events such as Youth Homelessness Awareness which was a huge success. |
|   | Undertake activities under Family and Community Services grant. | Grants Officer | 75% |  |
| **COUNCIL STRATEGY** |
| **1.2.2** | **A greater range of youth activities organised and coordinated** |
| DP Action | Action | Responsibility | Progress | Comments |
| Organise Youth Week Activities | Cobar Youth Council undertake activities during the year aimed at young people. | Grants Officer | 50% | The Youth Council is currently assisted by the Youth Centre Assistants (as there is no longer a funded 'Youth Development Officer' position) in running meetings, noting the assistance is to guide their meetings, not run them. At the Youth Council meetings, the secretary takes minutes, and this is where ideas for events/ resources etc come from for delivery throughout the year. The Youth Council have struggled to meet as a group and be available to deliver any events. The 'Youthie' staff have in their absence. With the current Youth Council Members we aim to do a 3 month membership drive where we hope to gain more members and participants to ease the pressure on the few members we have now. |
| Youth Week activities to be organised in conjunction with Cobar Youth Council. | Grants Officer | 75% | A successful Youth Week was held, with 5 events organised and held within the Youthie facility. |

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| **COUNCIL STRATEGY** |
| **1.2.3 Increased educational opportunities provided locally** |
| DP Action | Action | Responsibility | Progress | Comments |
| Work with early childhood organisations, schools and TAFE to increase the quality and diversity of educational opportunities available locally and promote them | Hold regular meetings to determine key issues in delivering education to early childhood services in Cobar and develop solutions to these issues collaboratively. | General Manager | 80% | Ongoing  |

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| **Community Outcome** |
| **1.3** | **Families are supported, social inclusion is valued and families who relocate to Cobar stay in Cobar** |
| **COUNCIL STRATEGY** |
| **1.3.1** | **Parents are supported in their role to raise their children and services are available to assist them to build their parenting skills** |
| DP Action | Action | Responsibility | Progress | Comments |
| Cobar Shire and TAFE library staff support parents via library services and outreach | Hold story time sessions, Library staff provide activities for children aged 6 months to 5 years, and model early literacy for parents including during isolated periods related to COVID-19. | Manager Library Services | 100% | Pre-school storytime, rhyme & craft sessions were offered on a weekly basis (every Thursday as well as the last Saturday of each month). 322 children attended with parents/carers. |
| Information is provided to the community on the range of services available in Cobar Shire and how to access them | Maintain and update the community services directory and other activities that provide information on services available and how to access them, including Facebook and website updates. | Customer Service Manager | 90% | The Community Services Directory is being reviewed as the new website is implemented. |

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| **COUNCIL STRATEGY** |
| **1.3.2** | **Increase the supply of childcare and preschool places and options** |
| DP Action | Action | Responsibility | Progress | Comments |
| Administer and Coordinate Children Services (FDC, COOSH, IHC,) and Kubby House | Administration of CCS for all eligible families in accordance with Federal Legislation.   | Administration Assistant - Children's Services | 100% | CCS for FDC, IHC & Coosh have been administrated as per the legislation requirements |
| Maintain and update policies, manuals, procedures, quality improvement plans and family information packages for FDC, IHC, & COOSH to comply with changes to National Regulations and Quality Framework and National In Home Care Standards concepts and new information. | Administration Assistant - Children's Services | 80% | IHC Policies are still in the process of being reviewed but is almost complete. This is an ongoing process. |
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| Improve the quality and availability of childrens services in Cobar and surrounds | Support Early Childhood Services in Cobar to ensure adequate supply of quality childcare to meet the communities needs and expectations. | Director Finance & Community Services | 50% | Support continuing, demand is currently unable to be met |

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| **COUNCIL STRATEGY** |
| **1.3.3** | **Have family orientated activities to encourage families to socialise in the community** |
| DP Action | Action | Responsibility | Progress | Comments |
| Plan, organise and promote festivals, celebrations and activities in the Shire | Organise and facilitate the successful management of the Festival of the Miner's Ghost (FOMG) in cooperation with the community and the FOMG organising committee. | Tourism Manager | 100% | A full weekend events program has been prepared for FOMG23. The program includes A night to remember our lost Miners, Cemetery tours, Art Exhibition, Miners Ghost Markets with live music, market stalls, kids amusement and food trucks, car show n shine & cackle comp, Fireworks spectacular at the open cut and the Mining & Trade Exhibition with mine demonstrations, kids amusement, mining and trade stalls. |
| Organise community events such as Australia Day celebrations and Senior Citizen's Week events. | Tourism Manager | 100% | Both events completed in January & March 2023. |
| Organise the Grey Mardi Gras including seeking funding opportunities. | Tourism Manager | 100% | Grey Mardi Gras will be held in April 2024. Council have applied for grant funding through the regional events funding with results pending. Preparation and planning for the event has commenced with Artist, event program and save the date marketing. |
|  | Prepare a plan for the establishment of Running on Empty Festival as a major event for Cobar | Tourism Manager | 100% | Running on Empty will be held in September 2025. The date has now been released with accommodation providers all aware for incoming books. A draft program has been prepared and future marketing will occur in accordance with the marketing plan. |

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| **Community Outcome** |
| **1.4** | **A generous, engaged and participative community with a strong community spirit** |
| **COUNCIL STRATEGY** |
| **1.4.1** | **Encourage business and volunteer support for local events, organisations and activities** |
| DP Action | Action | Responsibility | Progress | Comments |
| Build a collaborative relationship with the mines within the community | Develop a MOU with the mines | General Manager | 0% | No action to date |

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| **COUNCIL STRATEGY** |
| **1.4.2** | **Develop initiatives to maximise the benefits and minimise the negative impact of shift work and FIFO/DIDO on the community** |
| DP Action | Action | Responsibility | Progress | Comments |
| Work with local business and government agencies to identify where changes can be made or initiatives developed to reduce the negative impacts and encourage residential living of employees | Improve the liveability of Cobar in Order to attract families and employees | General Manager | 100% | On going |

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| **COUNCIL STRATEGY** |
| **1.4.3** | **Support Aboriginal people and organisations to increase the broader communities awareness and recognition of local Aboriginal cultural identity in Cobar and to assist in meeting the targets set out under the current government policy of Closing the Gap.**  |
| DP Action | Action | Responsibility | Progress | Comments |
| Support and awareness of Aboriginal culture in the Cobar Shire | Liaison with Aboriginal stakeholders to determine and undertake appropriate activities that increase awareness of Aboriginal culture. | General Manager | 0% | No action to date. |

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| **COUNCIL STRATEGY** |
| **1.4.4** | **Support arts and cultural organisations, activities and facilities** |
| DP Action | Action | Responsibility | Progress | Comments |
| Support Outback Arts and cultural activities in the Shire | Provide annual funding and support to Outback Arts and actively participate on the Outback Arts Board and support arts and cultural activities in the Shire.  | General Manager | 100% | Ongoing |

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| **Community Outcome** |
| **1.5** | **A healthy and active community** |
| **COUNCIL STRATEGY** |
| **1.5.1** | **Provide appropriate health care options and services both within the Shire and the region** |
| DP Action | Action | Responsibility | Progress | Comments |
| Provide assistance and incentives to attract Doctors. | Develop policies to support the attraction of Doctors to Cobar. | General Manager | 100% | Council provides accommodation, flights and other support |
| 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 | Lobby NSW Government and the Federal Government to ensure high quality health care services are available in Cobar Shire or are easily accessible where it is not possible to have them provided locally Including Villages | General Manager | 100% | Ongoing |
| Council to liaise with surrounding Councils & health districts to ensure support to our villages | Early intervention & phycological services | General Manager | 100% | Grant obtained and services completed for period- excellent response. |
|  | Integrate Community health bus for village residents to be able to access appointments within the shire | General Manager | 0% | No action to date |

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| **COUNCIL STRATEGY** |
| **1.5.2** | **Increase the use of Council owned and other sporting and recreational facilities across the community** |
| DP Action | Action | Responsibility | Progress | Comments |
| Increase the use of the Cobar Youth and Fitness Centre | Increase utilisation of the Cobar Youth and Fitness Centre. | Grants officer | 75% | The usage of the Cobar Youth and Community Centre has increased significantly since its opening in October.We now hold basketball weekly (moved from the Cobar High School) this has seen enough kids join to have 6 teams in the 9 - 12 yr age group. We also hold women and men's social basketball as well as teens basketball.from April - June (inclusive)14 meetings have been held in the community room12 birthday parties22 play group sessions6 community coordinated sporting events (soccer and squally ball)24 seniors walking groups sessionsdrop-in sessions daily6 training sessionsYouth Week (due to wet weather)Youth homelessness Awareness (due to wet weather) |
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| Management of the Cobar Memorial Swimming Pool | Develop and design a Master plan for the upgrade of the pool facilities. | Director Finance & Community Services | 100% | completed and results being actioned with appropriate funding is confirmed |
| Management of pool operations ensuring safety and compliance for all patrons is paramount Manage the pool contract | Director Finance & Community Services | 85% | Is managed in a compliant manner |
| Maintain all Council parks and reserves, including plants, trees and public facilities, the Skate Park and the Miners Memorial.  |  |  |  |  |
| Inspect and rectify defects of Park assets, reserves, including plants, trees and public facilities and the Skate Park. | Urban Services Coordinator | 50% | Some playground equipment in various parks are not compliant |
| Maintenance of sporting ground and associated facilities. | Urban Services Coordinator | 75% | Soccer is booked in, little A,s has just received a grant for new equipment to be installed. rugby league requests to train and play relief games, currently looking at goal posts for field 3, so it can increase usage and relieve pressure at organisations fields. |
| Extend and expand the Great Cobar Heritage Centre | Obtain grant funds for the future expansion of the Cobar Museum | Tourism Manager | 75% | Museum Stage 2&3 has received funding for Coach house rebuild and underground mining exhibition. The project team are currently preparing for tender with construction to hopefully start by the end of the year. |
| Increase utilisation of Public Reserves | Develop a masterplan for the Newey & Old Res | Director Planning & Environmental Services | 0% | Not commenced yet |

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| **COUNCIL STRATEGY** |
| **1.5.3** | **Provide adequate infrastructure to care for older residents locally** |
| DP Action | Action | Responsibility | Progress | Comments |
| Provide appropriate services for residents at the Lilliane Brady Village |  |  |  |  |
| Develop, implement and review systems to ensure services are provided according to the needs of residents.  | Administration Team Leader LBV | 40% | New Management team committed to ensure Complaispace implemented by end of 2023. |
| Maintain health and personal care of all residents according to their needs and maintain resident lifestyle, rights and choices. | Administration Team Leader LBV | 45% | New management team committed to maintaining health and personal c are of residents, and implementing both Complispace and electronic medication administration system. Documentation of resident care continues on Manad. |

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| **Community Outcome** |
| **1.6** | **A safe and clean community** |
| **COUNCIL STRATEGY** |
| **1.6.1** | **A more visible and engaged police presence** |
| DP Action | Action | Responsibility | Progress | Comments |
| Work with police and licensed premises to promote a safe community | Meet with Cobar Police every 6 months to discuss issues | General Manager | 75% | Ongoing- Police attended April Councillor Workshop |
| Provide secretariat services for the Cobar Liquor Accord. | General Manager | 100% | Secretariat services provided to Liquor Accord meetings held in 2023. |

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| **COUNCIL STRATEGY** |
| **1.6.2** | **Implementation of the Cobar Crime Prevention Plan and Strategy** |
| DP Action | Action | Responsibility | Progress | Comments |
| Develop Cobar Crime Prevention Plan and Strategy | Update the action list for the Crime Prevention Plan and Strategy. | General Manager | 0% | No action to date |

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| **COUNCIL STRATEGY** |
| **1.6.3** | **Encourage safe and sustainable development** |
| DP Action | Action | Responsibility | Progress | Comments |
| Undertake legislated obligations in relation to building and development | Assess and determine all relevant applications as outlined under Section 68 of the Local Government Act 1993 | Director Planning & Environmental Services | 100% | All s68 applications lodged with Council through the NSW Planning Portal are assessed and determined in accordance with relevant legislation requirements |
| Carry out critical stage and other progress inspections required to ensure completed projects complies.   | Director Planning & Environmental Services | 100% | Development projects are inspected when necessary to establish level of compliance. |
| Complying Development applications assessed and approved in accordance with statutory standards requirements and Council Codes. | Director Planning & Environmental Services | 100% | Complying Development Certificate applications lodged with Council are assessed and determined in accordance with relevant legislation requirements. |
| Development Applications assessed and approved in accordance with statutory standards and requirements and Council Codes.  | Director Planning & Environmental Services | 100% | Development Applications lodged with Council are assessed and determined in accordance with relevant legislation requirements. |
| Inspect all development when required by approval so as to ensure compliance. | Manager Planning & Environmental Services | 100% | Developments are inspected when necessary to establish level of compliance |
| Process applications for Planning Certificates.  | Director Planning & Environmental Services | 100% | Planning certificate applications are determined expeditiously following lodgment with Council. |
| Provide approval and inspection services for the installation of sewage and drainage services.  | Director Planning & Environmental Services | 100% | Councils role as a plumbing regulator, as delegated by the Office of Fair Trading under the Plumbing and Drainage Act, is undertaken as per required legislative requirements. |
| Provide registration, approval and inspection for applications to install and operate OnSite Sewage Management Systems.  | Director Planning & Environmental Services | 100% | All Section 68 applications seeking approval to install, operate and modify on-site sewage management systems are managed as per relevant legislated requirements, including registration, inspection and approval. |
|  | Review LEP zoning in Nymagee to allow building | Director Planning & Environmental Services | 0% |  |
| Implement and maintain an appropriate register for leases, licences and land | Maintain the Lease, Licence and Land Register. | Director Planning & Environmental Services | 100% | The lease, license and land use register is maintained as required. |

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| **COUNCIL STRATEGY** |
| **1.6.4** | **Provide and maintain safe and serviceable public facilities and infrastructure**  |
| DP Action | Action | Responsibility | Progress | Comments |
| To provide the community with an aesthetically pleasing and clean urban environment | Mechanically and manually clean the streets in the urban area to provide suitable environment for the community. | Urban Services Coordinator | 100% | CBD and surrounds have been swept on a daily basis, as well as the residential street program. |
| Maintain Council Buildings to an appropriate standard | Develop maintenance plan | Director Engineering | 100% | Commercial cleaning contract has been successfully awarded. Building audit and maintenance plan is yet to be developed. |
|  | Maintenance and repair of Council buildings undertaken with available resources. | General Manager | 100% | Ongoing |
|  | Review asset management plan | Director Engineering | 10% | Asset Management Strategy has been reviewed and updated. Asset Management Plans for each relevant asset groups needs to be reviewed and updated accordingly. The latter is subject to appropriate resources to undertake this task. The new Asset Manager will commence in July 2023 and he will be tasked with this responsibility. |
| Improve disability access to Council buildings and facilities to improve their accessibility by older people and people with a disability | Update Council's Disability Inclusion Action Plan. | General Manager | 30% | Currently working on this plan |
| Provide adequate telemetry for our networks across the Shire for Water and Sewer | Upgrade the telemetry network across the Shire. | Water & Sewer Manager | 50% |  |

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| **COUNCIL STRATEGY** |
| **1.6.5** | **Provide protection from fire, natural disasters, public health and other threats to the community**  |
| DP Action | Action | Responsibility | Progress | Comments |
| To have the Local Emergency Management Committee (LEMC) available for any disastersDrought policy | All food shops and licensed premises inspected as per Food Authority Partnership. | Director Planning & Environmental Services | 70% | Some routine food shop inspections have already commenced the remainder will be done in the coming weeks. |
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| Investigation of public health incidents. | Director Planning & Environmental Services | 80% | Any relevant work orders actioned. Ther have been no significant public health incidents. |
| To ensure strategic planning is made to establish local disaster management plans which consider the risks to local communities and have in place relevant disaster management plans which cover the reasonably foreseeable risks within the community. | General Manager | 90% | Ongoing |
| To establish an effective and relevant Local Emergency Management Committee to co-ordinate Emergency services with the community. | General Manager | 100% | Local Emergency Management Committee is actively meeting with the General Manager chairing meetings |
| Review & implement a drought management plan | Director of Engineering | 0% | Not commenced |

Key Activity: Economy

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| **Community Outcome** |
| **2.1** | **A vibrant shire that promotes and supports business growth and retention, development and investment** |

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| **COUNCIL STRATEGY** |
| **2.1.1** | **Encourage business growth and new business opportunities in the Shire** |
| DP Action | Action | Responsibility | Progress | Comments |
| Facilitate business development in the ShireSupport existing industries (mining & agriculture) | Develop a Masterplan for the CBD in Cobar | General Manager | 100% | Masterplan of the CBD has been adopted at the April 2023 Council meeting. |
| Facilitate business opportunities within Cobar and promote the region. | General Manager | 90% | Ongoing |
| Investigate a new industrial estate to allow for business growth | General Manager | 70% | No Action to date |
|  | Investigate new industries outside of mining within the Shire (outside of mining) | General Manager | 70% | Ongoing |

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| **COUNCIL STRATEGY** |
| **2.1.2** | **Develop and provide an Economic Action Plan that contributes to the growth of the Shire** |
| DP Action | Action | Responsibility | Progress | Comments |
| Develop an Economic Action Plan | Renew the Economic Action Plan and provide actions For the next 12 months | General Manager | 0% | No Action to date |
| **COUNCIL STRATEGY** |
| **2.1.3** | **Encourage people to shop locally and support the business community more broadly** |
| DP Action | Action | Responsibility | Progress | Comments |
| Participate in, and work with, the Cobar Business Association to develop programs to support business | Work with the Cobar Business Association to support local business initiatives such as the Great Cobar Business Awards, shop local promotions, training initiatives and other activities. | Tourism Manager | 100% | Cobar Business Association recently held their AGM where Cobar Shire Council Staff members were re-elected as secretary position and hold general committee positions. The committee is focusing on re-building the association and working on a initiatives to get local businesses more involved and engaged. The committee will once again host the Cobar Christmas Street Parade and Council staff will assist with preparation and co-ordinating the event. |
| Support shop local campaigns, including administration of the Cobar Quids program | Monitor, dispense and reconcile Cobar Quids. | Customer Service Manager | 100% | Cobar Shire Council act as the "bank" for the Cobar Business Association's Cobar Quids program. This initiative is to encourage people to shop locally. |
|  | Advocate for local business/contractors to be engaged. | General Manager | 75% | Ongoing Support provided |

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| **Community Outcome** |
| **2.2** | **A strong and diverse tourist industry with a focus on customer service** |

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| **COUNCIL STRATEGY** |
| **2.2.1** | **Update and implement the Tourism, Events and Museum Business Plan**  |
| DP Action | Action | Responsibility | Progress | Comments |
| Update and implement the Tourism, Events and Museum Business Plan |  |  |  |  |
| Complete revision of all Council Tourism Signage and construct, design and prepare a funding plan to achieve. | Tourism Manager | 100% | Tourism Signage audit is ongoing. Federation walking track has now been captured and staff are currently reviewing and preparing up to date content for interpretation signage. |
|  | Regularly update and report on implementation of the Tourism, Events and Great Cobar Museum | Tourism Manager | 100% | The Tourism committee continues to meet on a monthly basis. Through the meeting visitors stats, community events, festival and projects are discussed and actioned. Currently the committee are working on upcoming festivals Festival of the Miners Ghost & Bands in the Bush and preparing for Mundi Mundi visitors. Community projects such as the Iron Ring, Towers Huts, Sporting Hall of Fame and the new War Memorial have been discussed recently. |
|  | Camping options in Cobar Shire | General Manager | 0% | No action to date |

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| **COUNCIL STRATEGY** |
| **2.2.2** | **Develop a diverse range of interesting annual events and promote the activities that are on and the cultural experiences that are available in Cobar to locals and tourists** |
| DP Action | Action | Responsibility | Progress | Comments |
| Manage the Visitor Information Centre | Manage the Visitor Information Centre, admissions to Museum and souvenir shop at the Great Cobar Heritage Centre. | Tourism Manager | 100% | April: Museum - 932, VIC - 1527, Total Visitors - 2549, Museum Admission - $5435.00, Shop Sales - $7992.50 & Total Sales - $13,427.50May: Museum - 969, VIC - 1503, Total Visitors - 2472, Museum Admission - $5660.00, Shop Sales - $6321.10, Coaches - $276.50 & Total -$12,257.60June: Museum - 917, VIC - 1687, Total Visitors - 2604, Museum Admission - $5040.00, Shop Sales - $6688.30, Total sales - $11,728.30 (June stats as of 25/06/2023) |
| Develop and implement new ideas to bring people to Cobar | Develop new marketing material to bring new residents and tourists to Cobar. | Tourism Manager | 100% | Still waiting on confirmation on pending grant for Kidman Way story. Historical Pubs tour tender was awarded to Gidgee Media and meeting scheduled in July for all stakeholders. Marketing for Bands in the Bush and Festival of The Miners Ghost has been finalised with individual marketing plans for each upcoming event |

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| **Community Outcome** |
| **2.3** | **A strong business hub operating out of the Cobar airport** |
| **COUNCIL STRATEGY** |
| **2.3.1** | **Encourage business development at Cobar Airport and encourage Cobar as a stopover point for aircrafts** |
| DP Action | Action | Responsibility | Progress | Comments |
| Actively seek out business opportunities to enhance the operations at Cobar Airport | Promote the airport to interested parties to establish business enterprises as per the actions in the Master Plan.  | Director Finance & Community Services | 10% | Masterplan disregarded, but soft promotion is occouring |
| Providing Secretariat support to the Airport Advisory Committee to the Cobar Regional Airport. | Director Finance & Community Services | 0% | This committee has been put on hold |
| Develop a masterplan for the development of Cobar Airport | Consult with users to influence the development of the masterplan | Director Finance & Community Services | 0% | Not applicable |

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| **Community Outcome** |
| **2.4** | **Attract, Retain & Develop Workforce** |
| **COUNCIL STRATEGY** |
| **2.4.1** | **Job Creation and develop, attract & retain skilled workers** |
| DP Action | Action | Responsibility | Progress | Comments |
| Encourage & support educational opportunities within Cobar & villages | Undertake School based Traineeships, Attend and promote Careers days & promote Cobar High School | General Manager | 70% | Ongoing |

Key Activity: Governance

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| **Community Outcome** |
| **3.1** | **A well-funded Council that is well managed and well governed** |
| **COUNCIL STRATEGY** |
| **3.1.1** | **Increase Council’s income stream**  |
| DP Action | Action | Responsibility | Progress | Comments |
| Reassess all rates, fees and charges | Debt recovery & undertake sale of land under Section 713. | Customer Service Manager | 100% | A sale of land is not planned for 2022/2023.Debt Recovery processes have recommenced after Covid 19 and the need for a sale of land for unpaid rates will be reviewed at the end of the financial year. |
|  | Sound revenue management plan in place including rate recovery and debt recovery. | Director Finance & Community Services | 100% | Revenue policy adopted |
| Increase grant funding received | Apply for grants to assist Council to undertake activities outlined in the Annual Operational Plan and to access additional grant opportunities as they become available. | Projects Coordinator |  | Council applied for 32 grants over the financial year. Out of the 32 grants 24 were successful, 5 were unsuccessful and 3 applications still are awaiting an outcome. |
| Effectively manage Council investments | Optimum investment of Councils surplus funds in accordance with Council's Investment Policy. | Financial Accountant | 75% | Councils surplus funds have been invested to maximise interest revenue after taking Council's current and future working capital and operational needs into consideration. There has been an increase in interest revenue for the period and this is expected in the future while grant funding is being paid in advance.  |
| Provide services as per contract with Services NSW   | Meet the requirements as per Services NSW Contract. | Customer Service Manager | 75% | Service NSW agency is open five days a week from 8am to 4.30pm as per the contract. Services provided include Roads & Maritime, Fair Trading, Births Deaths & Marriages, Working with Children Checks and Liquor & Gaming Licences |
| Implement the Section 94 Plan, Section 64 Plan and VPAs and manage the funds to provide for future infrastructure through developer contributions | Implement the Developer Contributions Plan, Section 64 Plan and VPAs and manage the funds to provide for future infrastructure through developer contributions. | Director Finance & Community Services | 70% | Being monitored  |
|  | Review the developer contribution plan to provide affordable development in Cobar Shire | Director Finance & Community Services | 70% | Implementation of the Contributions Plan is ongoing. |
| To provide a Section 64 Plan that meets the community expectation | Review the charging methodology to ensure that it meets the ability to develop Cobar Shire.  | Water & Sewer Manager | 60% |  |
| Negotiate VPA's to provide for contributions to the Shire of Cobar | Ensure any major development by mining companies have a VPA negotiated | General Manager | 75% | Ongoing |

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| **COUNCIL STRATEGY** |
| **3.1.2** | **Minimise risk for Council and the community** |
| DP Action | Action | Responsibility | Progress | Comments |
| Develop and implement a risk management strategy suitable for Council operations | Co-ordinate the development of Councils Business Continuity Plan and Disaster Recovery Plan in conjunction with StateCover. | Director Finance & Community Services | 80% | required allocation to resume project |
| Implement a Corporate Risk Management Strategy. | General Manager | 65% | Currently being Drafted |
| Internal Audit Committee to meet quarterly and ensure Compliance with all Legislative and Regulatory requirements.   | Director Finance & Community Services | 0% | on hold until Jo body formed |
| WHS obligations are met and safe work practices are promoted and undertaken | Consult with WHS Committee to take a proactive stance in promoting a healthy and safe work environment.  | Human Resources Manager | 100% | The WHS Committee is active, with meetings are held bi-monthly, with regular agenda items being discussed, addressed and resolved. The committee provides a platform for consultation between Council Management and employees with regular suggestions/recommendations from the committee presented to and endorsed by Manex. |
| Refinement and implementation of Councils' WHS Management System in conjunction with WHS Committee and employees. | General Manager | 100% | Ongoing |
| Reduce workplace incidents by providing return to work services, supporting the Health and Safety Committee, providing adequate training and appropriate procedures. | Human Resources Manager | 75% | Return to Work and injury management services are provided to all areas of Council by the Human Resources team and take a considerable amount of time to facilitate. |
| Refinement and implementation of Councils WHS Management System in conjunction with WHS Committee and employees. | General Manager | 75% | New WHS policies/procedures are continuously being developed.  |

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| **COUNCIL STRATEGY** |
| **3.1.3** | **Strong governance measures in place**  |
| DP Action | Action | Responsibility | Progress | Comments |
| Councillors are well trained and informed on their roles and responsibilities | Training provided to Councillors. | General Manager | 30% | Ongoing- meeting held with Councillors and Training plan being coordinated |

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| **Community Outcome** |
| **3.2** | **An engaged community that participates in decision making** |
| **COUNCIL STRATEGY** |
| **3.2.1** | **Encourage more direct participation and interaction between Council and the community** |
| DP Action | Action | Responsibility | Progress | Comments |
| Provide up-to-date and relevant information to the public on Councils activities | Dissemination of up-to-date and relevant information to the media and staff on Councils activities. | General Manager | 100% | Information regarding Council services, events and relevant information is reported weekly to the Cobar Weekly and on the Council website. The Council Facebook and Instagram pages updated regularly |
| Develop regular newsletter throughout Shire | Provide regular newsletter including a works program to the community | General Manager | 0% | No action to date |
| Promote Cobar to encourage new residents to live in our community (sell our town better) | Educate the community on what Council does and create a positive image & promote it | General Manager | 100% | Ongoing |
| Maintain partnerships with community organisations, such as Business Groups, Council Committees and Council Alliances | coordinate and support the Traffic Committee and the Rural Roads Advisory Committee. | Director Engineering | 75% | Regular Local Traffic Committee meetings have been held with the last meeting held on 16 May 2023. |
| Maintain partnerships with community organisations, such as Business Groups, Council Committees and Council Alliances | Elected Council members to attend any community meetings & attend village progress meetings | General Manager | 100% | Ongoing |
|  | Participation in Orana Water Utilities Alliance | Water & Sewer Manager | 100% |  |

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| **COUNCIL STRATEGY** |
| **3.2.2** | **Increase the participation of youth in community leadership** |
| DP Action | Action | Responsibility | Progress | Comments |
| Maintain a Cobar Youth Council | Establish and support Cobar Youth Council | Director Finance & Community Services | 100% | Reestablished under Youthie banner |

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| **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** |

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| **COUNCIL STRATEGY** |
| **3.3.1** | **Provision of good customer service** |
| DP Action | Action | Responsibility | Progress | Comments |
| Focus on the provision of good customer service by all Council staff | Ensure that all CRM and other complaints registers and reviewed with appropriate actions and responses to complainants. | Director Finance & Community Services | 100% | System in place. As per operational daily |

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| **COUNCIL STRATEGY** |
| **3.3.2** | **Staff are valued, well trained and able to undertake their roles and functions** |
| DP Action | Action | Responsibility | Progress | Comments |
| Human Resources | Continue to promote the Staff Recognition and Reward Program. | Human Resources Manager | 100% | Quarterly BBQs are held for all staff as a general thank you, and an opportunity for staff from separate business units to connect, because a connected and collaborative workforce fosters a positive workplace culture. |
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| To be an employer of choice including continual review of employee benefits, training plans, succession plans and Traineeships. | Human Resources Manager | 75% | Attraction and retention are significant HR issues for all businesses across NSW - there simply aren't enough people in Cobar for the number of jobs available. It used to mainly effect professional and technical roles, but is now impacting recruitment for all roles, including entry level administrative and labouring positions.We have been unable to engage Apprentices due to the lack of qualified tradesmen to support them.As at 30.06.23 we employ 2 x Graduate Engineers (Chemical Engineer - treatment operator), 1 x Cadet Engineer, and 1 x School Based Trainee.  |
| To build productivity, maintain industrial harmony and increase employee satisfaction.  | Human Resources Manager | 100% | Overall the industrial harmony is sound. We have had no industrial issues this quarter.Concerns for the state of Council's culture were raised at the WHS meeting and a Culture Champions meeting has been scheduled to collectively find solutions. |
| To ensure that a Consultative Committee is effective and efficient in recommending to the General Manager for action.  | Human Resources Manager | 75% | Council has an active Consultative Committee; however employee representatives rarely have suggestions for consideration. Perhaps this is an indication of industrial harmony across the organisation |
| Undertake electronic performance appraisal annually. | Human Resources Manager | 100% | Completed |
| Good recruitment and selection processes that promote the philosophy of recruit for attitude, train for skills | Ensure the organisational structure is appropriate to achieving the Budget or Delivery Program/Annual Operational Plan. | Human Resources Manager | 75% | The current organisational structure was reviewed against budget availability and presented to Council in July 2023 for resolution and adoption.The new structure will be costed for the 2023-24 budget. |
| Implement and manage an Employee Assistance Program for Council staff | Oversee and promote Councils Employee Assistance Program. | Human Resources Manager | 100% | Council's Employee Assistance Program is utilised by staff and promoted to individual staff who may benefit from the assistance.Council's EAP provider is Uprise, which offers a more holistic approach to health and wellbeing, whilst still providing the more traditional counselling service for staff.This years' all staff health and wellbeing day was successfully held on Tuesday 14 March. |
| Staff are provided with up-to-date and relevant tools to undertake their rolesProvide Cobar Shire Council with a secure, reliable and cost effective information technology network. | Review and update 10 Year Plant Rolling Replacement Program.  | Director Engineering | 70% | This Plan was reviewed over the last 2 years but will need annual review/adjustment based on fleet utilisation and service needs. A range of large contracts have been let for tender this year. A project has commenced to develop a maintenance plan and ongoing renewal plan of all councils fleet.  |
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| Audit and analysis of software used and future needs and identify software champions. | Director Finance & Community Services | 100% | The ERP goes live shortly IT committee comprises directorate champions |
|  | Continuing to upgrade security systems and staff awareness. | Director Finance & Community Services | 70% | This will be an ongoing requirement undertaken by Tronic using various platforms and guidelines |
|  | Ongoing upgrade of IT innovations, which includes training of staff. | Director Finance & Community Services | 70% | This is an ongoing operational task |

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| **COUNCIL STRATEGY** |
| **3.3.3** | **Council undertakes adequate strategic planning activities and meets all legislative reporting requirements** |
| DP Action | Action | Responsibility | Progress | Comments |
| Council updates the Integrated Planning and Reporting framework documents as required | Compliance with Integrated Planning and Reporting (IPR) Framework Requirements as outlined by the OLG. | General Manager | 80% | Renewal of IPR Framework documents within agreed timeframe: • Resource Strategy involving: - Minimum Ten (10) Year Financial Plan; - Asset Management Plans for Building Assets; • Annual Operational Plan. Currently working on disability inclusion plan. |
|
| Implementation of Council’s Community Engagement Strategy.   | General Manager | 100% | Reviewed as part of the IP&R review |
| Workforce Management Strategy, as part of Resourcing Strategy,  developed and maintained.  | Human Resources Manager | 100% | Council's Workforce Plan for 2022-2026 was adopted at the July 2022 Council meeting. The document reflects the key elements from other workforce plans that are considered model documents throughout the State. Next review date is February 2026 in preparation for 1 July 2026. |
| Works Program developed for Shire and Regional roads, drainage, signs and traffic facilities. | Director Engineering | 100% | A capital works program for all engineering work has been developed, which includes all roadworks on Regional and Shire Roads. This program is constantly shifting with the onset of new grant funds that council has been successful in obtaining. |
| Meeting NSW Health and EPA legislative requirements for Water and Sewer | Quarterly report submitted to NSW Health and Annual Report to EPA. | Water & Sewer Manager | 100% |  |

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| **COUNCIL STRATEGY** |
| **3.3.4** | **Good procurement processes in place to ensure the most advantageous provision of goods and services to Council** |
| DP Action | Action | Responsibility | Progress | Comments |
| Effective & compliant contractual management and procurement practices are employed | Maintain a current Contracts Register, update policies and procedures and identify improvements in procurement processes.   | Director Finance & Community Services | 100% | Maintained as an ongoing task |
| Provision of Cobar Water Board Administration and Financial Services | Undertake administration and financial services for the Cobar Water Board as per the Agreement. | Director Finance & Community Services | 100% | Effective services being supplied under agreement |
| Provide VendorPanel as Council's main Procurement tool | Use of VendorPanel as Council's main Procurement tool. | Financial Accountant | 100% | Vendor Panel has been implemented across Council. Local supplier reaction has been positive. The use of registers in order to maintain Council compliance has been effective, as well as the use for higher level procurement including tenders. Staff use has increased. |

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| **Community Outcome** |
| **3.4** |  **Housing & Accommodation that meets the current and future needs for our shire** |

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| **COUNCIL STRATEGY** |
| **3.4.1** | **Provide adequate housing & accommodation** |
| DP Action | Action | Responsibility | Progress | Comments |
| Create a housing Strategy | Develop housing strategy in conjunction with State Government | Director Finance & Community Services | 0% | No action to date |
|  | Investigate residential subdivision, housing affordability & Crisis accommodation | Director Finance & Community Services | 20% | In the process of purchasing land on Woodiwiss Avenue for a new subdivision. No action to date housing affordability & Crisis accommodation |

Key Activity: Infrastructure

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| **Community Outcome** |
| **4.1** | **A clean and reliable water supply** |
| **COUNCIL STRATEGY** |
| **4.1.1** | **Improve water supply infrastructure to Cobar, including piping the Albert Priest Channel, replacing the Nyngan to Cobar pipeline and improving pump stations, water storages and other associated infrastructure** |
| DP Action | Action | Responsibility  | Progress | Comments |
| To support the Cobar Water Board in seeking funding for improvements to water supply infrastructure to bring quality water and a reliable supply of water to Cobar for treatment and distribution | Negotiate with Cobar Water Board and Bogan Shire Council to provide grant funding and options for the improving the Albert Priest Channel, completing the Pipeline Augmentation Project and undertaking improvements to other water supply infrastructure. | Water & Sewer Manager | 30% |  |

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| **COUNCIL STRATEGY** |
| **4.1.2** | **Improved water infrastructure across the Shire, including the town reticulation system** |
| DP Action | Action | Responsibility | Progress | Comments |
| Upgrade the reticulation network in Cobar, replacing old pipework, valves etc to improve water flow and water quality | Undertake repairs to potable water storages, including re-roofing, recoating and standardisation. | Water & Sewer Manager | 70% |  |
|  | Upgrade the reticulation network in Cobar, replacing old pipework, valves etc to improve water flow, reliability, and water quality. | Water & Sewer Manager | 50% |  |
| Maintenance and repairs of water mains and water filtration system | Implement Water Supplies Asset Management Plan with 5 Year Rolling Works Program. | Water & Sewer Manager | 60% |  |
| Undertake fair valuation of water and sewer | In conjunction with Councils Asset Management team and Auditor undertake revaluation of Council's water and sewer assets. | Water & Sewer Manager | 100% | Revaluation was completed last year. |

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| **COUNCIL STRATEGY** |
| **4.1.3** | **Seek alternative supply solutions to improve water supply to the villages** |
| DP Action | Action | Responsibility | Progress | Comments |
| Improve water supply to villages | Euabalong and Euabalong West Standpipe Reservoirs Option Study | Water & Sewer Manager | 45% |  |
| Replacement of Pumping Stations. | Water & Sewer Manager | 20% |  |
|  | Scoping study to be completed for Nymagee, Euabalong and Euabalong West. | Water & Sewer Manager | 40% |  |
| Maintenance and repairs of water mains and water filtration system | Implement Water Supplies Asset Management Plan with 5 Year Rolling Works Program. | Water & Sewer Manager | 60% |  |
| Undertake fair valuation of water and sewer | In conjunction with Councils Asset Management team and Auditor undertake revaluation of Council's water and sewer assets. | Director Engineering | 0% | Revaluation was completed last year. |

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| **COUNCIL STRATEGY** |
| **4.1.4** | **Provide contract services to Cobar Water Board** |
| DP Action | Action | Responsibility | Progress | Comments |
| Provide contract services to Cobar Water Board | Provide technical advice and maintenance activities to the Cobar Water Board. | Water & Sewer Manager | 100% |  |

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| **Community Outcome** |
| **4.2** | **Good communications networks with services equal to the metropolitan areas** |

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| **COUNCIL STRATEGY** |
| **4.2.1** | **Improved access to telecommunications, radio, TV and broadband services** |
| DP Action | Action | Responsibility | Progress | Comments |
| Lobby the government for improved communications networks | Lobby to reduce Mobile Blackspots across the Shire. | General Manager | 70% | Ongoing |
| Maintenance of radio base stations and licences. | General Manager | 70% | Ongoing |
|  | Lobby for funding to increase boosters for radio stations  | General Manager | 80% | Ongoing |

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| **Community Outcome** |
| **4.3** | **Good transport networks that increase the accessibility of Cobar and markets** |
| **COUNCIL STRATEGY** |
| **4.3.1** | **Seek ways to expand the sealed road network and improve and maintain the unsealed road network**  |
| DP Action | Action | Responsibility | Progress | Comments |
| Road works undertaken according to priority, weather conditions and availability of resources | Construction and maintenance works carried out on Regional and Shire Road Network in accordance with approved programs | Director Engineering | 100% | Council has completed upgrade work along Wilga Downs Rd, Mulya Rd, Pulpulla Rd and Yathong Rd. In addition, council will be undertaking upgrade works along the Wool Track, 52 Mile Rd, Kiacatoo Rd and Grain Rd that has been made possible with grant funds. Extensive roadworks are also being undertaken in response to the recent flood events.  |
| Inspections by Council staff on a routine basis to identify maintenance works and report any urgent works to minimise public liability risk to Council.  | Roads Development Manager | 75% |  |
| Sign maintenance. | Director Engineering | 100% | All works are undertaken with RMS and Australian standards |
| Street maintenance | Urban Services Co-Ordinator | 50% |  |
| Undertake ordered works on behalf of RMS within the agreed budget.  | Roads Development Manager | 100% |  |
| Undertake routine and supplementary works on State Roads in accordance with the RMS Contract. | Roads Development Manager | 100% |  |
| Oversee quarrying activities and ensure an adequate supply of good quality gravel for use on the road network |  |  |  |  |
| Establishment and use of funding reserve for the rehabilitation and restoration of disused gravel pits and  quarries.  | Roads Development Manager | 70% |  |
| Licences for all existing and new quarries progressively obtained.  | Roads Development Manager | 70% | Licencing undertaken for each new pit |
|  | Negotiate with landholders for water | Director Engineering | 100% | This task is ongoing. Council officers regularly engage with land holders to access alternative water supplies for road works |
| Seal The Wool Track | Apply for funding for The Wool Track Seal Extension Project. | General Manager | 75% | Waiting on signed deed  |
| Speed limit increased on the Kidman Way | Lobby Transport NSW for the increased speed limit on the Kidman Way (100 to 110) | Director Engineering | 60% | Council is awaiting the formal response from RMS now that the culvert extension have been completed |

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| **COUNCIL STRATEGY** |
| **4.3.2** | **Provide and maintain safe and serviceable transport infrastructure including roads, footpaths, bike paths and airport** |
| DP Action | Action | Responsibility | Progress | Comments |
| Provide and maintain a safe and adequate footpath and bike path network | Maintain and improve Cobar and Villages walking tracks | Director Engineering | 100% | Council intends to spend $1.1M towards footpath improvement work that has been made possible through grants. The approach will be driven by risk mitigation strategies and complete linkages between existing paths. Currently considering the feasibility in providing additional footpaths in Euabalong and Euabalong West |
| Review and update the Active Transport Plan. Identify action plans for years 1,2,3,4.  | Director Engineering | 100% | Council intends to spend $1.1M towards footpath improvement work that has been made possible through grants. The approach will be driven by risk mitigation strategies and complete linkages between existing paths. These works will be tendered in July 2023 and the construction works will span over 18 mths. |
| Road safety | Identify priority works required to improve the safety of the footpath network and undertake works as funding becomes available. | Director Engineering | 100% | Council intends to spend $1.1M towards footpath improvement work that has been made possible through grants. The approach will be driven by risk mitigation strategies and complete linkages between existing paths. These works will be tendered in July 2023 and the construction works will span over 18 mths. |
|  | Investigate Bypass in Cobar | General Manager | 0% | No action to date |
|  | Investigate Pedestrian crossing signage in main Street of Cobar | General Manager | 70% | Ongoing |
|  | Lobby for Lights at railway crossing throughout the Shire | General Manager | 0% | No action to date |
| Cobar Airport maintained and available for RPT and general aviation to meet the needs of the Cobar community | Conduct regular and statutory maintenance program in accordance with Airport Operational Manual. | Director Engineering | 100% | Maintenance is being conducted in accordance with AOM. Annual audit has been completed for the Cobar airport and report submitted to council. Works are arranged for July/August 2023 for the clearance of vegetation around the airfield as identified in the report. In addition, renewal works are being undertaken to the runways that will involve major patching works and resealing works. The works are scheduled to occur in Oct/Nov this year to allow for more conducive weather conditions for the rubber seal application. |
| Consider the draft Cobar Aerodrome Master Plan. | Director Finance & Community Services | 100% | Plan done in 2018, has been considered and is appropriate for future use. |
| Develop program to increase hangar / development in order to increase use. | Director Finance & Community Services | 50% | Design for Hangars in progress, meeting scheduled with 6 interested parties 31/05/23 |
|  | Provision of services to key stakeholders such as Airlines and Charters. | Director Finance & Community Services | 80% | airport provides requested services |
| Review the maintenance requirements of the Village Airports. | Maintain runways in a state that is acceptable for dry weather operation and ensure that the airstrips comply with the minimum standards for operation. | Director Engineering | 100% | Annual audit has been completed for the Cobar airport and report submitted to council. Works are being arranged for the clearance of vegetation around the airfield as identified in the report. An REF has been arranged and we are currently awaiting this report. In addition, renewal works are being undertaken to the runways that will involve major patching works and resealing works. The works are scheduled to occur in Oct/Nov this year to allow for more conducive weather conditions for the rubber seal application. |
| Truck Stock wash | Investigate & seek funding for Stock Truck Wash | General Manager | 65% | Land being sought and future grant funds being allocated. |
| Lobby the NSW Government to ensure that the rail network in well maintained, safe, affordable and well used, particularly for freight movements to reduce the impact of road movements on the community. | Lobby NSW Government to maintain rail network and develop initiatives to increase its use. | General Manager | 0% | No actions  |

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| **Community Outcome** |
| **4.4** | **Good quality and affordable community facilities and infrastructure** |

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| **COUNCIL STRATEGY** |
| **4.4.1** | **Upgrade priority playgrounds and parks with good designs to cater for all age groups and abilities and maintain the rest at agreed service levels** |
| DP Action | Action | Responsibility | Progress | Comments |
| Provide and maintain safe and adequate playground facilities | Inspection of playground facilities ensuring safety and convenience for all users with the aim for gradual upgrade of playground equipment to meetAustralian Standards.  | Urban Services Coordinator | 50% | our three Parks with compliant playgrounds are inspected, their are still non compliant parks that need to be addressed.  |
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| **COUNCIL STRATEGY** |
| **4.4.2** | **Provision of community facilities and maintain those that we have to an appropriate standard** |
| DP Action | Action | Responsibility | Progress | Comments |
| Provide Ward Oval Masterplan | Apply for additional funding to complete project i.e. cattle yards, walking tracks, pavilions, shot put nets | Projects Coordinator | 90% | In the 2022/23 financial year Council has received funding to upgraded the LED lights at the sporting fields with works to be completed in the 2023/24 financial year. Little A's were successful with funding for new shot put and discuss nets at Ward Oval. Oval realignment and upgrading of the irrigation system was completed. |
|  | Undertake the proposed development for the Ward Oval Masterplan | Projects Coordinator | 80% | In the 2022/23 financial year the Ward Oval Multipurpose Building and Early Learning Centre was tendered and a contract awarded to David Payne Construction. Works commenced on site and are scheduled to be complete in February 2024.Works were undertaken on the unsealed car park in December 2022. |
| Undertake the BBRF grant funded project of the update of Ward Oval and the Early Learning Precinct | Commence building of both projects | General Manager | 60% | Progressing with this project |
| Undertake Council's cemetery operations in an appropriate and dignified manner | Keep stock of pre-dug graves in reserve and maintain Cemetery to the appropriate level. | Urban Services Co-Ordinator | 0% | There are minimal predugs at present. the cremation walls have been finished. |
|  | Survey the Cobar Cemetery to identify current and future needs | Director Engineering | 50% | Currently working on this project |

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| To provide quality and readily accessible library services to Cobar and villages | The Library acquires, processes, maintains and lends library materials that are up to date and appropriate.  | Manager Library Services | 100% |

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| 2,004 items and 7,858 eBooks, eAudio and eMagazines were added to the collection.1,971 items = value $34,853 (at cost) were removed. 10,690 eBooks, etc. were removed from the online collection.Total stock = 30,067 items, 13,275 eBooks, 8,282 eAudio, and 234 eMagazine issues.15,497 items were loaned (includes 1,820 eBook, eMagazine and eAudio loans). |

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| The Library provides public access to the internet service where possible.  | Manager Library Services | 100% | 6 computers as well as wifi are provided for public access. 1,176 separate sessions of computer use and 388 wireless hotspot logins were recorded. Password-free access for standard library wifi was enacted in Q2. |
| To ensure that the Library service is  utilised by Cobar Shire residents of all  ages and community groups.  | Manager Library Services | 100% | 95 new members joined the library. Total membership = 2,382 members.14,533 visits to the library services were counted.Monthly new book list and events calendar e-mailed to stakeholders, press, and community groups. Library resources and services promoted via Facebook.Bookaholics meetings had 32 attendances, hosted 8 Kubby House storytime group visits, and ran monthly adult craft workshops with 46 attendances.Had 7 people attend the Seniors Week morning tea and ramble down memory lane, and 75 people participate in the various colouring-in competitions held throughout the year.Provided 32 home deliveries of loans.The library arcade rooms (meeting and art and craft space) were booked 247 times.Local artist Michel Chillingworth exhibiting acrylic artworks and fabric creations in the gallery space.Nymagee and Euabalong library services were open for 5 hours per week.  |
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| Develop & Maintain Cobar & Villages Caravan ParksMaintain Street Lighting | Apply for funding to update the facilities at the Cobar Memorial Swimming Pool. | Projects Coordinator | 20% | No funding opportunities for the Cobar Memorial Swimming Pool were available in the 2022/23 financial year. |
| Develop a Depot Masterplan for Cobar Council depot | Director Engineering | 75% | Draft masterplan has been completed that has included collaboration with internal stakeholders. Plan was presented at the October/November 2022 council workshop. REF has been received on 26 June 2023. Scoping of the project for quote will commence in June/July that will include the requirements as stipulated in the REF. DA to be arranged shortly.  |
| Restore & maintain historical buildings in town | Projects Coordinator | 0% | In the 2022/23 financial year the Cobar CBD Masterplan and Grand Precinct report was developed in consultation with the community. The report discusses activating the main street, future options for the Grand and the CBD facade improvement.Other buildings such as the Town Hall Cinema building in the CBD area should be considered in the future. |
| Upgrade facilities at Cobar & Village caravan Parks | Projects Coordinator | 0% | In November 2022 Sustainable Park Solutions developed a masterplan report for the Cobar Caravan Park. This masterplan will help obtain grant funding in the future. In March 2023 an application to upgrade the park facilities and landscaping was put in under Growing Regional Economics grant fund with the application still pending in June 2023. Future grants will be considered for this project. |
| Investigate adequacy of street lighting where necessary | Director Planning & Environmental Services | 75% | Council works closely with Essentially Energy on fault related works and/or expansion proposals. Council has included Essential Energy information on its website to inform the community on what to do when they observe a fault. |
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| **COUNCIL STRATEGY** |
| **4.4.3** | **Improve recreational facilities at the water reserves**  |
| DP Action | Action | Responsibility | Progress | Comments |
| Maintain and improve recreational facilities that are available at the Newey and Old Reservoir reserves | Develop and adopt a plan of management for the Newey Reservoir. | Director Planning & Environmental Services | 10% | Consulting with an external provider to determine time frame for project completion |
| Investigate & cost Sealing old res access road | Director Engineering | 100% | An OTTA seal has been applied to this road and is subject to ongoing monitoring to assess its performance. |
| Undertake actions outlined in the Newey Reservoir Plan of Management. | Director Planning & Environmental Services | 0% | Not commenced yet |

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| **COUNCIL STRATEGY** |
| **4.4.4** | **Maintain and expand where necessary, the stormwater and sewer networks** |
| DP Action | Action | Responsibility | Progress | Comments |
| Maintain suitable stormwater network including kerb and guttering | Maintenance of CBD and older areas of town, where overland flow is the only means of runoff, annually, including removal of obstructions. | Urban Services Coordinator | 70% | Currently mowing and whipper snipping,spraying the urban drain network. currently looking at ways to minimise the intensive labour times that are required to whipper snip. |
| Provide, maintain and operate a sewer network and disposal system and treatment works  | Ensure EPA licence completed annually and at aminimal cost.  | Water & Sewer Manager | 80% |  |
| Implement the Sewerage Services Asset Management Plan with 5 year rolling works program. | Water & Sewer Manager | 70% |  |
| Investigate options for implementing Liquid Trade Waste Policy and program.  | Water & Sewer Manager | 70% |  |
| Undertake required maintenance activities. | Water & Sewer Manager | 40% |  |
| Undertake works to upgrade the three minor Sewer Pump Stations and inlet works at Sewer Treatment Plant.  | Water & Sewer Manager | 100% |  |

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| **COUNCIL STRATEGY** |
| **4.4.5** | **Maintain and service villages parks, streets, footpaths and community facilities** |
| DP Action | Action | Responsibility | Progress | Comments |
| Maintain and improve village facilities and services | Arrange for works to be undertaken that have been identified as priority projects by the Nymagee Progression Association (to use Nymagee VPA funds). | General Manager | 75% | Working with Progress Assocation |

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| **COUNCIL STRATEGY** |
| **4.4.6** | **Encourage an active community through appropriate infrastructure & facilities** |
| DP Action | Action | Responsibility | Progress | Comments |
| Provide infrastructure & facilities to promote active lifestyles | Investigate exercise equipment in parks & recreational areas including BMX track or bike tracks Bike & scooter racksFresh water stations | Director Engineering | 100% | These considerations are included with all master planning processes for open space upgrades. |

Key Activity: Environment

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| **Community Outcome** |
| **5.1** | **Ability to adapt to climate change and benefit from climate change and carbon policy initiatives** |

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| **COUNCIL STRATEGY** |
| **5.1.1** | **Develop an alternative energy industries in Cobar** |
| DP Action | Action | Responsibility | Progress | Comments |
|  | Lobby minister to extend & approve power supply | General Manager | 0% | No action to date |
| Lobby business and government to encourage the development of an alternative / renewable energy industry in Cobar to increase power supply | Monitor opportunities for development of an alternative energy industry in Cobar. | General Manager | 0% | No action to date |
| Provide alternative energy supply to Water and Sewer Infrastructure | Investigate the feasibility of solar installations at all major pump stations, Water Treatment Plant and the Sewer Treatment Plant. | Water & Sewer Manager | 55% |  |
| Develop a strategy to deal with Key environmental issues i.e climate change, water management & heat management | Green space development | General Manager | 0% | No action to date |
|  | Workshop with Council to identify priorities | General Manager | 90% | Ongoing |

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| **COUNCIL STRATEGY** |
| **5.1.2** | **Develop community leadership on becoming leaders in resource use and waste management** |
| DP Action | Action | Responsibility | Progress | Comments |
| Undertake kerbside garbage collection in Cobar and prepare a Waste Services Strategy | Prepare a Waste Services Strategy Discussion Paper.  | Director Planning & Environmental Services | 25% | Preliminary discussions with external provider commenced. |
| Provide a trade waste, domestic waste and street bin collection service to all customers as per agreed service levels.  | Manager Planning & Environmental Services | 70% | Trade Waste, domestic kerbside and street bin collections are being undertaken in accordance with required service levels. |
|  | Promote efficient water use by Shire residents. | Water & Sewer Manager | 100% |  |
| Recycling of biosolids produced at the sewage treatment plant | Support local mining land rehabilitation through the treatment and reuse of the biosolids produced at the sewage treatment plant | Water & Sewer Manager | 70% |  |

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| **Community Outcome** |
| **5.2** | **Well managed public and private land** |
| **COUNCIL STRATEGY** |
| **5.2.1** | **Encourage sustainable and profitable agricultural industries**  |
| DP Action | Action | Responsibility | Progress | Comments |
| Focus and support Agriculture & horticulture in Cobar Shire | Lobby for key issues such as foot in mouth disease and transport network | General Manager | 0% | No action undertaken  |

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| **COUNCIL STRATEGY** |
| **5.2.2** | **Have a street tree planting program for Cobar and Villages**  |
| DP Action | Action | Responsibility | Progress | Comments |
| Develop and instigate a street tree planting program | Develop a street tree planting program with suitable trees for the local environment & native birds | Director Engineering | 100% | Council officers are regularly removing inappropriate tree species from public land and replacing them with more suitable species for the environment. Will need to develop a tree strategy which will formally adopt an approach for tree management activities. |
| Develop a high-risk tree removal and replantation program | Identify and remove high risk trees that pose a serious threat to large water and sewer transmission lines. Undertake a tree replantation program in suitable locations. | Water & Sewer Manager | 90% | High risk trees that pose a risk to water and sewer assets are identified and assessed by councils parks and gardens trees on an as need basis, with a view to retain the trees where possible through the implementation of interventions can be adopted to preserve the tree and protect the assets. This action is ongoing. |

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| **COUNCIL STRATEGY** |
| **5.2.3** | **Improve the presentation & maintenance of Cobar & Villages** |
| DP Action | Action | Responsibility | Progress | Comments |
| Maintain public & private landReduce littering in Cobar & Villages including roadsides | Council maintains the CBD Council promotes tidy nature strips & private land | Director Planning & Environmental Services | 100% | Planning & Environmental Department regulates and monitors maintenance of vacant private property as required. |
| Educational programs | Director Planning & Environmental Services | 0% | Not commenced |
| Explore provision of more bins | Director Planning & Environmental Services | 0% | Not commenced |
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| **COUNCIL STRATEGY** |
| **5.2.4** | **Manage the crown land** |
| DP Action | Action | Responsibility | Progress | Comments |
| Provide ranger services to control animals in public places and to manage areas and crown landDevelop Management Plans for Council managed Crown Land. | Implement provisions of the Companion Animals Act and promote community awareness and responsibilities of dog and cat ownership. | Ranger | 100% | Returned first time registered offending stray dogs. Speak with members of the public regarding responsible pet ownership. Implement control orders as required under the Companion Animal Act. |
| Actively apply for funding to improve or renew infrastructure on crown land | Director Planning & Environmental Services | 0% | No relevant grant funding identified to date. |
| Provide management plans for Council managed Crown Land. | Director Planning & Environmental Services | 10% | Consulting with an external provider to determine time frame for project completion. |
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| **COUNCIL STRATEGY** |
| **5.2.5** | **Long term management of noxious weeds** |
| DP Action | Action | Responsibility | Progress | Comments |
| Negotiate a new Weed Action Plan (WAP) | Review Councils responsibility as a Weed control authority and adopt WAP as needed | Director Planning & Environmental Services | 50% | Preliminary consultation with LLS staff undertaken. |

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| **COUNCIL STRATEGY** |
| **5.2.6** | **Vibrant and well-run national parks that are accessible and well used** |
| DP Action | Action | Responsibility | Progress | Comments |
| Lobby the NSW government to ensure the local national parks are vibrant and well run | Identify the current services shortfall provided by National parks and Wildlife Services for National Parks. | General Manager | 0% | No action undertaken  |
| Utilisation of gravel in National Parks for road construction | Lobby Government for utilisation of gravel in National Parks for road construction | General Manager | 45% | Matter being raised with local Member & NSW Government |

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| **Community Outcome** |
| **5.3** | **Clean air in the community.** |
| **COUNCIL STRATEGY** |
| **5.3.1** | **Manage the externalities of mining and other industries operating close to towns and villages to minimise air pollution and other negative impacts** |
| DP Action | Action | Responsibility | Progress | Comments |
| That safe air quality is maintained in Cobar. | Other complaints handled by Council Staff. | Director Planning & Environmental Services | 100% | Any concerns or complaints relevant are investigated by Council and if necessary, reported to the appropriate agency/department. |
|  | That relevant complaints are forwarded to EPA. | Director Planning & Environmental Services | 100% | Any concerns or complaints are investigated by Council and reported to EPA if necessary. |