

Annual Report 2022-2023

Annual Report



**COBAR SHIRE
COUNCIL**
outback nsw

2022/2023

Annual Report 2022-2023



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MISSION STATEMENT

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OUR 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.

OUR 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; Ivanhoe Road, Louth Road and Tilpa Road.

OUR VALUES

Council's values represent who we are as an organisation. They are the guiding principles for how we carry out our duties.

Accountability – We are responsible for our actions, our behaviour and the satisfactory completion of allocated tasks.

Communication – We communicate openly and respectfully, sharing timely and appropriate information with others.

Effective Leadership – We lead by positive example, embodying all of Council's agreed values.

Integrity – We are consistently honest, transparent, ethical and fair, regardless of the situation.

Teamwork – We work collaboratively to achieve shared goals for Council and the community.

ELECTED MEMBERS

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**Mayor
Peter Abbott**

- Far North West Joint Organisation
- Wool Track Advisory
- Liquor Accord Committee
- Lower Macquarie Water Utilities Alliance
- Rural Roads Advisory Committee
- Cobar Water Board
- Association of Mines Related Councils
- General Managers Review Committee
- Cobar Shire Bush Fire Management
- Australia Day Awards Panel



**Deputy Mayor
Councillor Jarrod
Marsden**

- Far North West Joint Organisation
- Murray Darling Association
- Rural Roads Advisory Committee
- General Managers Review Committee
- Lillian Brady Village Management and Governance Committee



**Councillor
Janine Lea-Barrett**

- Rural Roads Advisory Committee
- General Managers Review Committee
- Lillian Brady Village Management and Governance Committee

ELECTED MEMBERS

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**Councillor
Peter Maxwell**

- Rural Roads Advisory Committee
- General Manager's Review Committee
- Western Regional Weeds Committee
- Hera Mine Community Consultative Committee
- Internal Audit Committee



**Councillor
Julie Payne**

- Local Traffic Committee
- Murray Darling Association
- Cobar Youth Council
- Rural Roads Advisory Committee
- General Managers Review Committee
- Peak Gold Mine Consultative Committee



**Councillor
Bob Sinclair**

- Mallee Bushfire Prevention Committee
- Wool Track Development Advisory Committee
- Rural Roads Advisory Committee
- Internal Audit Committee
- Western Regional Joint Planning Panel
- Cobar Shire Rural Fire District Service Agreement Liaison Committee
- General Manager's Review Committee

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**Councillor
Harley Toomey**

- Mount Grenfell Board of Management
- Rural Roads Advisory Committee
- Liquor Accord Committee
- General Managers Review Committee



**Councillor
Kate Winders**

- Wool Track Advisory Committee
- Kidman Way Promotional Committee
- Rural Roads Advisory Committee
- Tourism Advisory Committee
- Australia Day Awards Panel
- General Managers Review Committee



**Councillor
Michael Prince**

- Rural Roads Advisory Committee
- General Managers Review Committee

ELECTED MEMBERS

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**Councillor
Lilliane Simpson**

- Kidman Way Promotional Committee
- Tourism Advisory Committee
- Rural Roads Advisory Committee
- Lillian Brady Village Management and Governance Committee
- General Managers Review Committee



**Councillor
Tony Chaplain**

- Wool Track Advisory Committee
- Kidman Way Promotional Committee
- Tourism Advisory Committee
- Rural Roads Advisory Committee
- Association of Mines Related Councils
- General Managers Review Committee



**Councillor
Kain Neale**

- Wool Track Development Advisory
- Kidman Way Promotion Committee
- Tourism Advisory Committee
- Rural Roads Advisory Committee
- Cobar Water Board
- General Managers Review Committee

GENERAL MANAGERS REPORT

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COUNCIL MEETING ATTENDANCE – SECTION 428 (2) (F)

Councillors - July 2022 to June 2023	Number of Meetings	No of Meetings Attended
Peter Abbott (Mayor)	11	10
Jarrold Marsden (Deputy Mayor)	11	9
Janine Lea-Barrett	11	9
Peter Maxwell	11	10
Julie Payne	11	9
Bob Sinclair	11	8
Harley Toomey	11	11
Kate Winders	11	11
Michael Prince	11	10
Kain Neale	11	7
Tony Chaplain	11	7
Lilliane Simpson	11	11

COUNCILLOR FEES – SECTION 428 (2) (F)

Total Councillor Fees for 2022/2023	Amount
Election expenses	\$0
Mayor	\$27,601.20*
Councillors (12)	\$152,100.50

* Excludes Councillor Fee

COUNCILLOR ALLOWANCES – SECTION 428 (2) (F)

Total Councillor Allowances for 202/2023	Amount
Councillors travelling and accommodation	\$5,842.46
Councillors meals etc	\$717.64
Provision of dedicated office equipment allocated to Councillors	\$0
Telephone calls made by Councillors	\$0
Attendance of Councillors at conferences and seminars	\$5,032.81
Training of Councillors and provision of skill development	\$0
Interstate visits by Councillors, including transport, accommodation and other out of pocket travelling expenses	\$0
Overseas visits by Councillors, including transport, accommodation and other out of pocket travelling expenses	\$0
Expenses of any spouse, partner or other person who accompanied a Councillor	\$0
Expenses involved in the provision of care for a child or an immediate family member of a Councillor.	\$0

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On behalf of the late mayor Peter Abbott and myself as General Manager I am proud to provide this year's annual report for our community.

This report represents the commitment and passion that our Councillors and staff have delivered in providing the services that makes Cobar Shire a great place to work, play and live.

Once again significant pressure is on Council's ability to attract and retain our workforce and then the importance of attracting grants to supplement the many services that Council provides to our communities.

Together with the Council elected members and our staff we continue to improve the facilities and infrastructure that is provided. This can again be seen with the following projects:

Project	Amount	Stage
Spring Holiday Break Funding	\$6,981.57	Completed
Reconnecting Regional NSW Community Event Program	\$119,826.00	Completed
Airport Runway Sealing Upgrades	\$1,000,000.00	In Progress
Industrial Estate Road & Storm Water Upgrades	\$920,422.00	Completed
Town Beautification	\$150,000.00	In Progress
99KW Solar Project at the Filtration Plant	\$100,000.00	In Progress
Flood Damage from October 2022 Event Emergency	\$3,687,966.91	Completed
Winter Holiday Break Funding	\$6,190.85	Completed
Australia Day Event 2023	\$20,000.00	Completed
Extra State Funding to complete Ward Oval	\$2,900,000.00	Completed
Louth Road Reservoir Asset Renewal Project	\$4,031,426.00	In Progress
Euabalong Pump Station Disaster Resilience & Safety Upgrades	\$1,016,051.00	In Progress
Booberoi Road Bridge Replacement	\$2,733,750.00	Design Stage
Round Hill Road Bridge Replacement	\$2,733,750.00	Design Stage

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project	Amount	Stage
Cobar Stage 2 Footpath & DDA Project	\$1,130,622.00	In Progress
Cobar Airport Masterplan	\$101,250.00	Design Stage
Cobar Early Intervention Program Phase 2	\$117,000.00	Not Started
Cobar Museum Phase 2 & 3 Exhibition & Object Display	\$313,875.000	Design Stage
Youth Services Program Phase 2	\$100,000.00	Not Started
Fixing Local Roads Pothole Repair Round	\$769,560.72	In Progress
Natural Disaster Funding- Essential Public Asset Restoration AGRN987	\$2,799,643.47	In Progress
New LED Lighting at Ward Oval	\$1,004,703.00	Design Stage
Euabalong Hall Revitalisation	\$100,000.00	In Progress
Local Government Recovery Grant Euabalong Pipe Replacement	\$1,000,000.00	Not Started
Upgrades to Indoor Lighting at Cobar Youth & Community Centre	\$50,000.00	Design Stage
Regional Roads Repair Program	\$4,085,934.00	In Progress
NSW Youth Week	\$3,313.00	Completed
NSW Woman's Week Event (WOW)	\$5,000.00	Completed
Sealing Extension on SR20-Grain Road	\$3,000,009.00	In Progress
Summer Holiday Break Funding	\$15,000.00	Completed
Autumn Holiday Break Funding	\$7,000.00	Completed
Implementation of Electronic Medication Chart Software at LBV	\$22,000.00	Nearing Completion
Aged Care Registered Nurses Payment to Reward Clinical Skills & Leadership Round 1	\$24,000.00	Completed
Repair 2022/23	\$400,000.00	Completed
Total	\$34,475,274.52	

The Council operated with an income of \$62.6 million up \$7.8 million from last year.

Our total Rate Revenue including water and sewer is \$7.5 million compared to last year of \$6.8 million.

Our financial assistance grant including future year allocation is \$9.4 million.

Both staff and Councillors have embraced our 'ACEIT' culture which provides for the commitment to work together and respect each other.

Cobar Shire is a great place to work, live and play and I know that your council and especially the staff are working hard to deliver this image and focus.



Peter Vlatko
GENERAL MANAGER

ORGANISATIONAL STRUCTURE

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COUNCIL

MAYOR



GENERAL MANAGER
Peter Vlatko

- Cobar Water Board (Secretary)
- Governance
- Management
 - Human Resources
 - Records
 - Project Coordinator
 - Economic Development



DIRECTOR OF PLANNING & ENVIRONMENTAL SERVICES
Garry Ryman

- Ranger Services/Commons
- Health Administration
- Noxious Weeds
- Housing, Public & Commercial Buildings
- Environmental Planning and Services
- Public Halls
- Sundry Approvals
- Caravan Parks
- Land Development & Management
- Domestic & Trade Waste Management Services
- Heritage Conservation
- Strategic Planning



DIRECTOR OF FINANCE & COMMUNITY SERVICES
Kym Miller

- Administration including:
 - Finance & Purchasing
 - Rating
 - Insurances
 - Customer Services
 - RMS Services
 - Corporate Support
 - Grants
 - IT Services
- Lilliane Brady Village
- Youth & Fitness Facilities
- Cemeteries/Administration
- Public Libraries
- Aerodromes
- Cobar Memorial Pool
- Museum/ Tourism/ Public Relations
- Family Day Care, In Home Care After School Care & Kubby House



DIRECTOR ENGINEERING SERVICES
Charles Taveira

- Engineering Works
- Plant & Vehicle Fleet
- Fire Control
- Emergency Services
- Television Services
- Street Cleaning
- Stormwater Drainage
- Water Supplies
- Sewerage Services
- Parks & Gardens
- Quarries & Gravel Pits
- Urban Roads, Shire Roads, Regional Roads
- RMS State Roads
- Skate Park

SENIOR STAFF REMUNERATION

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SECTION 428 (2) (G)

As at the 30 June 2023, the total salary package kifer the Senior Staff Position (General Manager) totalled:

REMUNERATION PACKAGE RANGE – 30 JUNE 2023	AMOUNT
Total value of salary component of package	\$350,000.00
Total amount of any bonus payments, performance or other payments that do not form part of salary component	\$0
Total SGC contribution to superannuation	\$36,750.00
Total value non-cash benefits	\$8,379.80
Total fringe benefits tax for non-cash benefits	\$5,667.70
TOTAL REMUNERATION	\$400,797.50

STATEMENT OF TOTAL NUMBER OF PERSONS WHO PERFORMED PAID WORK ON WEDNESDAY 23 NOVEMEBR 2022

WEDNESDAY 23 NOVEMBER 2023	NUMBER
Total number of persons who performed paid work	108
Total number of full time persons worked	93
Total number of part time persons	6
Total number of casual persons	9
Persons employed by Council as senior staff members	0
Persons engaged by Council, under contract or other arrangement with the persons employer, wholly or principally for the labour of the person	1
Persons supplied to Council, under a contract or other arrangement with the persons employer, as an apprentice or trainee	2

CONTRACTS AWARDED

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STATEMENT OF THE TOTAL REMUNERATION PACKAGES FOR ALL SENIOR STAFF MEMBERS OTHER THEN GM

Cobar Shire does not have any senior staff to report on excluding the general manager.

SECTION 428 (2) (H)

Contracts for the supply or provision of goods and services more than \$150,000 entered during the year ended 30 June 2023.

CONTRACTOR NAME AND ADDRESS	DESCRIPTION OF CONTRACT	AMOUNT PAID IN 2022/2023
STANAWAY PTY LTD T/AS DAVID PAYNE	COBAR HERITAGE CENTRE (TENDER)	4,030,640
CRUSHRITE PTY LTD	GRAVEL CRUSHING (TENDER)	3,976,521
COUNTRY WIDE ASPHALT PTY LTD	ROAD WORKS (TENDER)	2,249,431
TOLBRA EARTHMOVERS & HAULAGE PTY LT	PLANT HIRE (TENDER)	1,656,951
KILLARD INFRASTRUCTURE PTY LTD	RETICULATION UPGRADE (TENDER)	1,608,679
DEPPELER EARTHMOVING	PLANT HIRE (TENDER)	1,533,289
THE MINING PTY LTD	RMS CONTRACT (RFQ)	1,049,350
WESTRAC EQUIPMENT	PLANT PURCHASE (TENDER)	1,034,140
VINIDEX PTY LTD	STORMWATER PIPES (TENDER)	910,956
DANPICK PTY LTD T/A ADELAIDE CUSTOM	CARAVANS (TENDER)	710,562

CONTRACTS AWARDED

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AS PER PLAN CONSTRUCTION	CONSTRUCTION WORK (TENDER/RFQ)	676,807
J.A MCCLURE & J.J MCCLURE & MCCLURE	PLANT HIRE (TENDER)	633,426
HOLCIM (AUSTRALIA) PTY LTD	CULVERTS (TENDER)	547,297
BRUNO ALTIN & CO PTY LTD	CULVERTS (TENDER)	492,462
NOME'S TIDY HOMES	CLEANING SERVICES (RFQ)	489,773
JR MAY & JR MAY EARTHMOVING PTY LTD	PLANT HIRE (TENDER)	462,792
TRONIC GROUP PTY LTD	IT SERVICES (RFQ)	441,011
DEPARTMENT OF REGIONAL NSW	GOVERNMENT CONSULTING SERVICES (GOV)	438,800
CASTLYN PTY LTD T/A INLAND PETROLEUM	FUEL (TENDER)	333,398
WATERTITE WATERPROOFING PTY LTD	BORE TANKS (RFQ)	327,097
COUNTRY MILE CONSTRUCTIONS	CONSTRUCTION WORK (RFQ)	326,795
MAGIQ SOFTWARE LTD	ERP SOFTWARE (TENDER)	309,763
AQUA WEST	WARD OVAL IRRIGATION (RFQ)	300,073
BROUGHTON CONTRACTING PTY LTD	PLANT HIRE (TENDER)	297,072
WOODHAM PETROLEUM SERVICES	FUEL (TENDER)	291,041
LEISURE & RECREATION GROUP	POOL MANAGEMENT (TENDER)	276,520
ENABLEU HEALTH SOLUTIONS PTY LTD	CONSULTANT SERVICES (RFQ)	266,305
ZONDA PEOPLE HEALTHCARE RECRUITMENT	LABOUR HIRE (RFQ)	255,839

CONTRACTS AWARDED

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TAWSON PTY LTD T/AS WATSON DRILLING	BORE DRILLING (RFQ)	246,328
I J CHASE GRADER CONTRACTING	PLANT HIRE (TENDER)	237,916
LACHLAN SHIRE COUNCIL	GRAVEL	236,500
ROLLERS AUSTRALIA PTY LTD	PLANT HIRE (TENDER)	229,213
DUNN & HILLAM ARCHITECTS	VARIOUS PROJECTS (YOUTH CENTRE, EARLY LEARNING CENTRE) (QUOTES)	210,094
EARTHMOVING EQUIPMENT AUSTRALIA PTY LTD	PLANT PURCHASE (TENDER)	210,067
BTX GROUP	CHEMICALS	207,773
BOB BRUCE EARTHWORKS PTY LTD	PLANT HIRE (TENDER)	201,536
BOUCHER ADVISORY	LABOUR HIRE (RFQ)	200,369
FIELDFORCE4 PTY LTD	CONSULTANT SERVICES (RFQ)	182,335
COATES HIRE OPERATIONS	PLANT HIRE (TENDER)	167,920
BLUEDOG FENCES AUSTRALIA PTY LTD	FENCING (RFQ)	166,001
CYNEND BUILDING & CONSTRUCTION	CONSTRUCTION WORK (TENDER/RFQ)	164,773

COMMUNITY

COMMUNITY OUTCOME				
1.1	Strong coordination between government agencies, Council and NGOs to ensure efficient service delivery, avoid duplication of services and build the capacity of the community.			
COUNCIL STRATEGY				
1.1.1	Strong and participative interagencies and forums			
DP Action	Action	Responsibility	Progress	Comment
Community Services Forum	Actively participate in the Community Services Forums.	Grants Officer	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.

COUNCIL STRATEGY

1.1.2 Work with Government Departments and NGO's to improve service delivery, such as that proposed through initiatives like the reforms of local government

DP Action	Action	Responsibility	Progress	Comment
Actively participate in the Far North West Joint Organisation	Mayor and General Manager to attend all meetings.	General Manager	100%	Ongoing, all meetings attended
Actively participate in the Orana Water Utilities Alliance	Attend meetings of the Orana Water Utilities Alliance.	Water and Sewer Manager	100%	Attended all meetings of the Orana Water Utilities Alliance

COMMUNITY OUTCOME

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

COUNCIL STRATEGY

1.2.1 Implement the actions outlined in the Youth Development Plan

DP Action	Action	Responsibility	Progress	Comment
Engage the services of a Youth Development Officer	Seek grant funding to engage a Youth Development Officer.	Manager Youth and Fitness Centre	100%	Pending decision

Undertake School Holiday Activities	Library staff, community members and/or volunteers plan and provide craft and fun activities for small groups of children with a charge applied to recover cost of materials.	Manager Library Services	100%	Craft sessions were offered in all school holidays as well as just before Xmas. 116 children attended.
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COUNCIL STRATEGY				
1.2.2 A greater range of youth activities are organised and coordinated				
DP Action	Action	Responsibility	Progress	Comment
To provide youth services and a facility that will create interaction between all ages, interests and social standing by providing recreational, sporting and cultural activities and support services for the youth and the community of Cobar.	Hold regular youth activities at the centre and maintain partnerships to aid and enhance the provision of Youth Services.	Manager Youth and Fitness Centre	100%	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.

Organise Youth Week Activities	Cobar Youth Council undertake activities during the year aimed at young people.	Manager Youth and Fitness Centre	0%	<p>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.</p>
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COMMUNITY

COUNCIL STRATEGY

1.2.2 A greater range of youth activities are organised and coordinated

DP Action	Action	Responsibility	Progress	Comment
Organise Youth Week Activities	Youth Week activities to be organised in-conjunction with Cobar Youth Council	Manager Youth and Fitness Centre	75%	A successful Youth Week was held, with 5 events organised and held within the Youthie facility.

COUNCIL STRATEGY

1.2.3 Increased educational opportunities provided locally

DP Action	Action	Responsibility	Progress	Comment
	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

COMMUNITY OUTCOME

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

COUNCIL STRATEGY

1.3.1 Parents are supported in their role to raise their children and services are available to assist them to build their parenting skills

DP Action	Action	Responsibility	Progress	Comment
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.attended.
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.	Director Finance & Community Services	90%	The Community Services Directory is being reviewed as the new website is implemented.

COUNCIL STRATEGY

1.3.2 Increase the supply of childcare and preschool places and options

DP Action	Action	Responsibility	Progress	Comment
Administer and coordinate Children Services (FDC, COOSH, IHC)	Administration of CCS for all eligible families in accordance with Federal Legislation.	Manager Children's Services	100%	CCS for FDC, IHC & Coosh have been administrated as per the legislation requirements
Administer and coordinate Children Services (FDC, COOSH, IHC)	Maintain and update policies, manuals, procedures, quality improvement plans and family information packages for FDC, IHC and COOSH to comply with changes to National Regulations and Quality Framework and National In Home Care Standards concepts and new information.	Manager Children's Services	80%	IHC Policies are still in the process of being reviewed but is almost complete. This is an ongoing process.
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

COMMUNITY

COUNCIL STRATEGY				
1.3.3	Have family orientated activities to encourage families to socialise in the community			
DP Action	Action	Responsibility	Progress	Comment
Plan, organise and promote festivals, celebrations and activities in the Shire	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.
Plan, organise and promote festivals, celebrations and activities in the Shire	Organised 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.

Plan, organise and promote festivals, celebrations and activities in the Shire	Organise community events such as Australia Day celebrations and Senior Citizen's Week events.	Tourism Manager	100%	Both events completed in January & March 2023.
Plan, organise and promote festivals, celebrations and activities in the Shire	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.

COMMUNITY

COMMUNITY OUTCOME

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

COUNCIL STRATEGY

1.4.1 Encourage business and volunteer support for local events, organisations and activities

DP Action	Action	Responsibility	Progress	Comment
Build a collaborative relationship with the mines within the community	Develop a MOU with the mines.	General Manager	0%	No action to date

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	Comment
Work with local business and government agencies to identify where changes can be made or initiatives developed to reduce the negative impacts and encourage residential living of employees	Improve the liveability of Cobar in Order to attract families and employees	General Manager	100%	Ongoing

COUNCIL STRATEGY

1.4.3 Support Aboriginal people and organisations to increase the broader community's awareness ad recognition of local Aboriginal cultural identity in Cobar and to assist in meeting the targets set out under the current government policy of 'Closing the Gap'.

DP Action	Action	Responsibility	Progress	Comment
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

COUNCIL STRATEGY

1.4.4 Support arts and cultural organisations, activities and facilities

DP Action	Action	Responsibility	Progress	Comment
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

COMMUNITY

COMMUNITY OUTCOME				
1.5	A healthy and active community			
COUNCIL STRATEGY				
1.5.1	Provide appropriate health care options and services both within the Shire and the region			
DP Action	Action	Responsibility	Progress	Comment
Provide assistance and incentives to attract Doctors.	Develop policies to support the attraction of Doctors to Cobar	General Manager	100%	Council has been active with the local mines to support the Outback Division of General Practice in Incentives include housing, flights and pool admission
Lobby NSW Government and the Federal Government to increase and improve health care provision within the Shire, including access to GP and Mental Health 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.	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

COUNCIL STRATEGY

1.5.2 Increase the use of Council owned and other sporting and recreational facilities across the community

DP Action	Action	Responsibility	Progress	Comment
Increase the use of the Cobar Youth and Fitness Centre	Increase utilisation of the Cobar Youth and Fitness Centre.	Manager Youth and Fitness Centre	75%	<p>The usage of the Cobar Youth and Community Centre has increased significantly since its opening in October.</p> <p>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.</p> <p>from April - June (inclusive)</p> <p>14 meetings have been held in the community room</p> <p>12 birthday parties</p> <p>22 play group sessions</p> <p>6 community coordinated sporting events (soccer and squally ball)</p> <p>24 seniors walking groups sessions</p> <p>drop-in sessions daily</p> <p>6 training sessions</p> <p>Youth Week (due to wet weather)</p> <p>Youth homelessness Awareness (due to wet weather)</p>
Contract 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
Contract management of the Cobar Memorial Swimming Pool	Management of pool operations ensuring safety and convenience for all patrons is paramount and manage the Pool Contract.	Director Finance & Community Services	100%	Is managed in a complaint manner

COMMUNITY

COUNCIL STRATEGY

1.5.2 Increase the use of Council owned and other sporting and recreational facilities across the community

DP Action	Action	Responsibility	Progress	Comment
Maintain all Council parks and reserves, including plants, trees and public facilities	Inspect and rectify defects of Park assets, reserves, including plants, trees and public facilities and the Skate Park. Maintenance of sporting ground and associated facilities.	Urban Services Co-Ordinator	100%	Some playground equipment in various parks are not compliant
	Maintenance of sporting ground and associated facilities.	Urban Services Co-Ordinator	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	Comment
Provide appropriate services for residents at the Lilliane Brady Village	Maintain health and personal care of all residents according to their needs and maintain resident lifestyle, rights and choices	Director of Nursing (Lilliane Brady Village)	45%	New management team committed to maintaining health and personal care of residents, and implementing both Complispace and electronic medication administration system. Documentation of resident care continues on Manad.
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.	Director of Nursing (Lilliane Brady Village)	40%	New Management team committed to ensure Complispace implemented by end of 2023.

COMMUNITY

COMMUNITY OUTCOME

1.6 A safe and clean community

COUNCIL STRATEGY

1.6.1 A more visible and engaged police presence

DP Action	Action	Responsibility	Progress	Comment
Work with police and licensed premises to promote a safe community	Meet with Cobar Police every 6 months to discuss issues	General Manager	75%	Ongoing- Police attended April Councillor Workshop & attend all liquor accord meetings
Work with police and licensed premises to promote a safe community	Provide secretariat services for the Cobar Liquor Accord.	General Manager	100%	All meetings attended & support provided in 2022/23

COUNCIL STRATEGY				
1.6.2 Implementation of the Cobar Crime Prevention Plan and Strategy				
DP Action	Action	Responsibility	Progress	Comment
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

COMMUNITY

COUNCIL STRATEGY

1.6.3 Encourage safe and sustainable development

DP Action	Action	Responsibility	Progress	Comment
Undertake legislated obligations in relation to building and development	Assess and determine all relevant applications as outlined under Section 68 of the Local Government Act 1993.	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
Undertake regulatory obligations in relation to building and development	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.
Undertake regulatory obligations in relation to building and development	Complying Development applications assessed and approved in accordance with statutory standards requirements and Council Codes.	Director Planning & Environmental Services	100%	All complying development certificate applications are assessed against legislative and state prescribed development standards, in conjunction with the statutory determination period.
Undertake regulatory obligations in relation to building and development	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.
Undertake regulatory	Inspect all development when	Director	100%	Developments are inspected when necessary to establish

obligations in relation to building and development	required by approval so as to ensure compliance.	Planning & Environmental Services		level of compliance
Undertake regulatory obligations in relation to building and development	Process applications for Planning Certificates.	Director Planning & Environmental Services	100%	Planning certificate applications are determined expeditiously following lodgment with Council.
Undertake regulatory obligations in relation to building and development	Provide approval and inspection services for the installation	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.
Undertake regulatory obligations in relation to building and development	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.
Undertake regulatory obligations in relation to building and development	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.

COMMUNITY

COUNCIL STRATEGY

1.6.4 Provide and maintain safe and serviceable public facilities and infrastructure

DP Action	Action	Responsibility	Progress	Comment
To provide the community with an aesthetically pleasing and clean urban environment	Mechanically and manually clean the streets in the urban area to provide suitable environment for the community	Urban Services Co-Ordinator	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.
Maintain Council Buildings to an appropriate standard	Maintenance and repair of Council buildings undertaken with available resources.	Director Engineering	100%	Ongoing
Maintain Council Buildings to an appropriate standard	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 and Sewer Manager	50%	

COUNCIL STRATEGY				
1.6.5	Provide protection from fire, natural disasters, public health and other threats to the community			
DP Action	Action	Responsibility	Progress	Comment
To have the Local Emergency Management Committee (LEMC) available for any disasters	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.
To have the Local Emergency Management Committee (LEMC) available for any disasters	Investigation of public health incidents.	Director Planning & Environmental Services	80%	Any relevant work orders actioned. There have been no significant public health incidents.
To have the Local Emergency Management Committee	To ensure strategic planning is made to establish local disaster management plans which	General Manager	100%	Ongoing

(LEMC) available for any disasters	consider the risks to local communities and have in place relevant disaster management plans which cover the reasonably foreseeable risks within the community.			
To have the Local Emergency Management Committee (LEMC) available for any disasters	To have the Local Emergency Management Committee (LEMC) available for any disasters	General Manager	100%	Local Emergency Management Committee is actively meeting with the General Manager chairing meetings

COUNCIL STRATEGY				
1.6.5	Provide protection from fire, natural disasters, public health and other threats to the community			
DP Action	Action	Responsibility	Progress	Comment
Drought policy	Review & implement a drought management plan	Director Engineering	0%	Not yet commenced

COMMUNITY OUTCOME

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

COUNCIL STRATEGY

2.1.1 Encourage business growth and new business opportunities in the Shire

DP Action	Action	Responsibility	Progress	Comment
Facilitate business development in the Shire	Develop a Masterplan for the CBD in Cobar	General Manager	100%	Masterplan of the CBD has been adopted at the April 2023 Council meeting.
Support existing industries (mining & agriculture)	Investigate a new industrial estate to allow for business growth	General Manager	0%	No action to date
Support existing industries (mining & agriculture)	Investigate new industries outside of mining within the Shire (outside of mining)	General Manager	70%	Ongoing

COUNCIL STRATEGY

2.1.2 Review and Implement the Economic Action Plan

DP Action	Action	Responsibility	Progress	Comment
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	Comment
Participate in, and work with, the Cobar Business Association to develop programs to support business	Work with the Cobar Business Association to support local business initiatives such as the Great Cobar Business Awards, shop local promotions, training initiatives and other activities.	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.	Office Co-Ordinator	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.

Support shop local campaigns, including administration of the Cobar Quids program	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

COUNCIL STRATEGY

2.2.1 Update and implement the Tourism, Events and Museum Business Plan

DP Action	Action	Responsibility	Progress	Comment
Update and implement the Tourism, Events and Museum Business Plan	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.
Update and implement the Tourism, Events and Museum Business Plan	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

ECONOMY

COUNCIL STRATEGY				
2.2.2	Develop a diverse range of interesting annual events and promote the activities that are on and the cultural experiences that are available in Cobar to locals and tourists			
DP Action	Action	Responsibility	Progress	Comment
Manage the Tourism 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 - \$13,427.50 May: Museum - 969, VIC - 1503, Total Visitors - 2472, Museum Admission - \$5660.00, Shop Sales - \$6321.10, Coaches - \$276.50 & Total -\$12,257.60 June: 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

ECONOMY

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 aircraft

DP Action	Action	Responsibility	Progress	Comment
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 occurring
Actively seek out business opportunities to enhance the operations at Cobar Airport	Providing Secretariat support to the Airport Advisory Committee to the Cobar Regional Airport.	Director Finance & Community Services	0%	Committee on hold

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

COMMUNITY OUTCOME

3.1 A well funded Council that is well managed and well governed

COUNCIL STRATEGY

3.1.1 Increase Council's income stream

DP Action	Action	Responsibility	Progress	Comment
Reassess all rates, fees and charges	Sound revenue management plan in place including rate recovery and debt recovery.	Office Co-Ordinator	100%	Policy Review adopted
Reassess all rates, fees and charges	Debt recovery & undertake sale of land under Section 713.	Office Co-Ordinator	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.

GOVERNANCE

COUNCIL STRATEGY				
3.1.1	Increase Council's income stream			
DP Action	Action	Responsibility	Progress	Comment
Increase grant funding received	Apply for grants to assist Council to undertake a activities outlined in the Annual Operational Plan and to access additional grant opportunities as they become available.	Grants Officer	100%	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.

GOVERNANCE

COUNCIL STRATEGY				
3.1.1	Increase Council's income stream			
DP Action	Action	Responsibility	Progress	Comment
Effectively manage Council investments	Optimum investment of Council's surplus funds in accordance with Council's Investment Policy.	Financial Accountant	75%	Council's 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.	Office Co-Ordinator	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

GOVERNANCE

COUNCIL STRATEGY				
3.1.1	Increase Council's income stream			
DP Action	Action	Responsibility	Progress	Comment
Implement the Section 94 Plan, Section 64 Plan and VPAs and manage the funds to provide for future infrastructure through developer contributions	Implement the Section 94 Plan, Section 64 Plan and VPAs and manage the funds to provide for future infrastructure through developer contributions.	Director Planning & Environmental Services	75%	Being monitored
Implement the Section 94 Plan, Section 64 Plan and VPAs and manage the funds to provide for future infrastructure through developer contributions	Review the developer contribution plan to provide affordable development in Cobarr Shire	Director Planning & Environmental 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 Cobarr Shire.	Water & Sewer Manager	60%	
Negotiate VPA's to provide for contributions to the Shire of Cobarr	Ensure any major development by mining companies have a VPA negotiated	General Manager	75%	Ongoing

COUNCIL STRATEGY

3.1.2 Implement initiatives of the NSW Government designed reform and improve the functioning of local government

DP Action	Action	Responsibility	Progress	Comment
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 and Sewer Manager	75%	Financial management plan is currently underway as part of the integrated water cycle management (IWCM) plan with an expected delivery date in 2022. Levels of service will also be revised as part of the IWCM

COUNCIL STRATEGY

3.1.3 Minimise risk for Council and the community

DP Action	Action	Responsibility	Progress	Comment
Develop and implement a risk management strategy suitable for Council operations	Co-ordinate the development of Council's Business Continuity Plan and Disaster Recovery Plan in conjunction with StateCover.	Director Finance & Community Services	50%	Background Data Prepared
Develop and implement a risk management strategy suitable for Council operations	Implement a Corporate Risk Management Strategy.	Human Resources Manager	100%	The Enterprise Risk Register was completely overhauled and adopted by Manex in 2019 - but is still a little cumbersome. Manex will collectively review the entire register in Q1 to ensure relevancy for each department.

COUNCIL STRATEGY				
3.1.2	Minimise risk for Council and the community			
DP Action	Action	Responsibility	Progress	Comment
Develop and implement suitable internal audit processes 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
Develop and implement suitable internal audit processes for Council operations	Implement a Corporate Risk Management Strategy.	General Manager	65%	Currently being drafted
Develop and implement suitable internal audit processes for Council operations	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	Reduce workplace incidents by providing return to work services, supporting the Health and Safety Committee,	Human Resources	75%	Return to Work and injury management services are provided to all areas of Council by the

promoted and undertaken	providing adequate training and appropriate procedures.	Manager		Human Resources team and take a considerable amount of time to facilitate.
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COUNCIL STRATEGY **GOVERNANCE**

3.1.2 Minimise risk for Council and the community

DP Action	Action	Responsibility	Progress	Comment
WHS obligations are met and safe work practices are promoted and undertaken	Refinement and implementation of Councils' WHS Management System in conjunction with WHS Committee and employees.	Human Resources Manager	100%	Ongoing
WHS obligations are met and safe work practices are promoted and undertaken	Reduce workplace incidents by providing return to work services, supporting the Health and Safety Committee, providing adequate training and appropriate procedures.	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.

GOVERNANCE

COUNCIL STRATEGY				
3.1.3	Strong governance measures in place			
DP Action	Action	Responsibility	Progress	Comment
Councillors are well trained and informed on their roles and responsibilities	Training provided to Councillors.	General Manager	100%	Ongoing- meeting held with Councillors and Training plan being coordinated

COMMUNITY OUTCOME

3.2 An engaged community that participates in decision making

COUNCIL STRATEGY

3.2.1 Encourage more direct participation and interaction between Council and the community

DP Action	Action	Responsibility	Progress	Comment
Provide up-to-date and relevant information to the public on Council's activities	Dissemination of up-to-date and relevant information to the media and staff on Council's activities.	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,	Elected Council members to attend any community	General Manager	100%	Ongoing

such as Business Groups, Council Committees and Council Alliances	meetings & attend village progress meetings			
Maintain partnerships with community organisations, such as Business Groups, Council Committees and Council Alliances	Participation in Orana Water Utilities Alliance	Water & Sewer Manager	100%	

COUNCIL STRATEGY				
3.2.2	Increase the participation of youth in community leadership			
DP Action	Action	Responsibility	Progress	Comment
Maintain a Cobar Youth Council	Establish and support Cobar Youth Council	Manager Youth and Fitness Centre	100%	Reestablished under Youthie banner

COUNCIL STRATEGY

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

DP Action	Action	Responsibility	Progress	Comment
Human Resources	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.

COUNCIL STRATEGY

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

DP Action	Action	Responsibility	Progress	Comment
Human Resources	To be an employer of choice including the development of an attraction and Retention Strategy, training plans, succession plans and traineeships.	Human Resources Manager	100%	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.

GOVERNANCE

COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comment
Human Resources	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.
Human Resources	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
Human Resources	Undertake electronic performance appraisal annually.	Human Resources Manager	100%	Completed

COUNCIL STRATEGY

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

DP Action	Action	Responsibility	Progress	Comment
Good recruitment and selection processes that promote the philosophy of 'recruit for attitude, train for skills'	Ensure the organisational structure is appropriate to achieving the Budget or Delivery Program/Annual Operational Plan.	Human Resources Manager	100%	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 Council's Employee Assistance Programme	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.

GOVERNANCE

COUNCIL STRATEGY

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

DP Action	Action	Responsibility	Progress	Comment
Staff are provided with up-to-date and relevant tools to undertake their roles	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.
Provide Cobar Shire Council with a secure, reliable and cost effective information technology network.	Continuing to upgrade security systems and staff awareness..	IT Manager	70%	This will be an ongoing requirement undertaken by Tronic using various platforms and guidelines

COUNCIL STRATEGY

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

DP Action	Action	Responsibility	Progress	Comment
Provide Cobar Shire Council with a secure, reliable and cost effective information technology network.	Development of 10 Year IT Strategy/ Plan.	IT Manager	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.
Provide Cobar Shire Council with a secure, reliable and cost effective information technology network.	Ongoing upgrade of IT innovations, which includes training of staff.	IT Manager	100%	This is an ongoing operational task

COUNCIL STRATEGY

3.3.3 Council undertakes adequate strategic planning activities and meets all legislative reporting requirements

DP Action	Action	Responsibility	Progress	Comment
Council updates the Integrated Planning and Reporting framework documents as required	Compliance with Integrated Planning and Reporting (IPR) Framework Requirements as outlined by the OLG.	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.
Council updates the Integrated Planning and Reporting framework documents as required	Implementation of Council's Community Engagement Strategy.	Grants Officer	100%	Reviewed as part of the IP&R review

COUNCIL STRATEGY				
3.3.3 Council undertakes adequate strategic planning activities and meets all legislative reporting requirements				
DP Action	Action	Responsibility	Progress	Comment
Council updates the Integrated Planning and Reporting framework documents as required	Workforce Management Strategy as part of the Resource Strategy is 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.
Council updates the Integrated Planning and Reporting framework documents as required	Works Program developed for Shire and Regional roads, drainage, signs and traffic facilities.	Roads Development Manager	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 and Sewer Manager	100%	Quarterly report submitted with no comments from DPIE and NSW Health.

COUNCIL STRATEGY

3.3.4 Good procurement processes in place to ensure the most advantageous provision of goods and services to Council

DP Action	Action	Responsibility	Progress	Comment
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%	Administration and financial services being performed to expectation.
Provide VendorPanel as Council's main Procurement tool	Use of VendorPanel as Council's main Procurement tool.	Finance Manager	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. In December council staff attended procurement training. Further Vendorpanel training was held in February. Staff use has increased.

COUNCIL STRATEGY

3.4 Housing & Accommodation that meets the current and future needs for our shire

DP Action	Action	Responsibility	Progress	Comment
Create a housing Strategy	Develop housing strategy in conjunction with State Government	Director Finance & Community Services	0%	No action to date
Create a housing Strategy	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

INFRASTRUCTURE

COMMUNITY OUTCOME

4.1 A clean and reliable water supply

COUNCIL STRATEGY

4.1.1 Improve water supply infrastructure to Cobar, including piping the Albert Priest Channel, replacing the Nyngan to Cobar pipeline and improving pump stations, water storages and other associated infrastructure

DP Action	Action	Responsibility	Progress	Comment
To support the Cobar Water Board in seeking funding for improvements to water supply infrastructure to bring quality water and a reliable supply of water to Cobar for treatment and distribution	Negotiate with Cobar Water Board and Bogan Shire Council to provide grant funding and options for the improving the Albert Priest Channel, completing the Pipeline Augmentation Project and undertaking improvements to other water supply infrastructure.	Water & Sewer Manager	30%	The CWB continues to work with the BSC to improve the APC

INFRASTRUCTURE

COUNCIL STRATEGY				
4.1.2 Improved water infrastructure across the Shire, including the town reticulation system				
DP Action	Action	Responsibility	Progress	Comment
Upgrade the reticulation network in Cobar, replacing old pipework, valves etc to improve water flow and water quality	Undertake repairs to the potable water storages including re-roofing.	Water & Sewer Manager	85%	
Upgrade the reticulation network in Cobar, replacing old pipework, valves etc to improve water flow and water quality	Upgrade the reticulation network in Cobar, replacing old pipework, valves etc to improve water flow and water quality.	Water & Sewer Manager	50%	Construction commenced.
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	70%	
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.	Undertake fair valuation of water and sewer	100% and sewer	Revaluation was completed last year.

COUNCIL STRATEGY

4.1.3 Seek alternative supply solutions to improve water supply to the villages

DP Action	Action	Responsibility	Progress	Comment
Improve water supply to villages	Euabalong and Euabalong West Standpipe Reservoirs Option Study	Water & Sewer Manager	45%	
Improve water supply to villages	Replacement of Pumping Stations.	Water & Sewer Manager	20%	
Improve water supply to villages	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.

INFRASTRUCTURE

COUNCIL STRATEGY				
4.1.4	Provide contract services to Cobar Water Board			
DP Action	Action	Responsibility	Progress	Comment
Provide contract services to Cobar Water Board	Provide technical advice and maintenance activities to the Cobar Water Board.	Water & Sewer Manager	80%	Technical advice and maintenance services are provided to the CWB in accordance with the Contractual arrangements with the CWB.

COMMUNITY OUTCOME**4.2 Good communications networks with services equal to the metropolitan areas****COUNCIL STRATEGY****4.2.1 Improved access to telecommunications, radio, TV and broadband services**

DP Action	Action	Responsibility	Progress	Comment
Lobby the government for improved communications networks	Lobby to reduce Mobile Blackspots across the Shire.	General Manager	70%	Ongoing
Lobby the government for improved communications networks	Maintenance of radio base stations and licences.	Director Engineering	100%	Ongoing
Lobby the government for improved communications networks	Lobby for funding to increase boosters for radio stations	General Manager	810%	ongoing

INFRASTRUCTURE

COMMUNITY OUTCOME				
4.3	Good transport networks that increase the accessibility of Cobar and markets			
COUNCIL STRATEGY				
4.3.1	Seek ways to expand the sealed road network and improve and maintain the unsealed road network			
DP Action	Action	Responsibility	Progress	Comment
Road works undertaken according to priority, weather conditions and availability of resources	Construction and maintenance works carried out on Regional and Shire Road Network in accordance with approved programs and standards.	Roads Development Manager	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.

INFRASTRUCTURE

COUNCIL STRATEGY

4.3.1 Seek ways to expand the sealed road network and improve and maintain the unsealed road network

DP Action	Action	Responsibility	Progress	Comment
Road works undertaken according to priority, weather conditions and availability of resources	Inspections by Council staff on a routine basis to identify maintenance works and report any urgent works to minimise public liability risk to Council.	Roads Development Manager	75%	Inspections by Council staff on a routine and reactive basis to identify maintenance works and report any urgent works to minimise public liability risk to Council has been completed
Road works undertaken according to priority, weather conditions and availability of resources	Street maintenance and sign maintenance, including alcohol free signage.	Roads Works Manager	100%	All works are undertaken with RMS and Australian standards

INFASTRUCTURE

COUNCIL STRATEGY

4.3.1 Seek ways to expand the sealed road network and improve and maintain the unsealed road network

DP Action	Action	Responsibility	Progress	Comment
Road works undertaken according to priority, weather conditions and availability of resources	Undertake ordered works on behalf of RMS within the agreed budget.	Roads Development Manager	100%	Council has actively partnered with RMS to identify necessary works and complete them as instructed.
Road works undertaken according to priority, weather conditions and availability of resources	Undertake routine and supplementary works on State Roads in accordance with the RMS Contract.	Roads Development Manager	100%	Council has actively partnered with RMS to identify necessary works and complete them as instructed.

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%	
Oversee quarrying activities and ensure an adequate supply of good quality gravel for use on the road network	Licences for all existing and new quarries progressively obtained.	Roads Development Manager	100%	Licencing undertaken for each new pit
Oversee quarrying activities and ensure an adequate supply of good quality gravel for use on the road network	Negotiate with landholders for water	Roads Development Manager	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	Comment
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
Provide and maintain a safe and adequate footpath and bike path network	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.

INFRASTRUCTURE

COUNCIL STRATEGY				
4.3.2	Provide and maintain safe and serviceable transport infrastructure including roads, footpaths, bike paths and airport			
DP Action	Action	Responsibility	Progress	Comment
Road safety	Identify priority works required to improve the safety of the footpath network and undertake works as funding becomes available.	Director Engineering	100%	
Road safety	Investigate Bypass in Cobar	General Manager	0%	No action to date
Road safety	Investigate Pedestrian crossing signage in main Street of Cobar	General Manager	70%	Ongoing
Road safety	Lobby for Lights at railway crossing throughout the Shire	General Manager	0%	No action to date

INFRASTRUCTURE

COUNCIL STRATEGY				
4.3.2 Provide and maintain safe and serviceable transport infrastructure including roads, footpaths, bike paths and airport				
DP Action	Action	Responsibility	Progress	Comment
Cobar Airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	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.
Cobar airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	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.
Cobar airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	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

Cobar airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Provision of services to key stakeholders such as airlines and Charters.	Director Engineering	80%	airport provides requested services
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STRUCTURE

COUNCIL STRATEGY				
4.3.2	Provide and maintain safe and serviceable transport infrastructure including roads, footpaths, bike paths and airport			
DP Action	Action	Responsibility	Progress	Comment
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.

INFRASTRUCTURE

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COUNCIL STRATEGY				
4.3.3	Maintain the rail network in the Shire to maximise the benefits to the community and to provide an alternative to road freight.			
DP Action	Action	Responsibility	Progress	Comment
Lobby the NSW Government to ensure that the rail network is well maintained, safe, affordable and well used, particularly for freight movements to reduce the impact of road movements on the community.	Continually lobby NSW Government to maintain rail network.	General Manager	0%	No lobbying occurred

COMMUNITY OUTCOME				
4.4	Good quality and affordable community facilities and infrastructure			
COUNCIL STRATEGY				
4.4.1	Upgrade priority playgrounds and parks with good design to cater for all age groups and abilities and maintain the rest at agreed service levels			
DP Action	Action	Responsibility	Progress	Comment
Provide and maintain safe and adequate playground facilities	Inspection of playground facilities ensuring safety and convenience for all users with the aim for gradual upgrade of playground equipment to meet Australian Standards.	Urban Services Co-Ordinator	100%	our three Parks with compliant playgrounds are inspected, there are still non-compliant parks that need to be addressed.

INFRASTRUCTURE

COUNCIL STRATEGY

4.4.2 Provision of community facilities and maintain those that we have to an appropriate standard

DP Action	Action	Responsibility	Progress	Comment
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.
Provide Ward Oval Masterplan	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

COUNCIL STRATEGY

4.4.2 Increase the range of community facilities and maintain those that we have to an appropriate standard

DP Action	Action	Responsibility	Progress	Comment
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.
Undertake Council's cemetery operations in an appropriate and dignified manner	Survey the Cobar Cemetery to identify current and future needs	Director Engineering	50%	Currently working on this project

COUNCIL STRATEGY

4.4.2 Increase the range of community facilities and maintain those that we have to an appropriate standard

DP Action	Action	Responsibility	Progress	Comment
To provide quality and readily accessible library services to Cobar and villages	The Library acquires, processes, maintains and lends library materials that are up to date and appropriate.	Manager Library Services	100%	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
To provide quality and readily accessible library services to Cobar and villages	The Library provides public access to the internet service where possible.	Manager Library Services	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
To provide quality and readily accessible library services to Cobar and villages	To ensure that well trained, professional and highly motivated staff are responsive to serving the needs of the community.	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

				<p>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.</p>
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INFRASTRUCTURE

COUNCIL STRATEGY				
4.4.2 Provision of community facilities and maintain those that we have to an appropriate standard				
DP Action	Action	Responsibility	Progress	Comment
Develop & Maintain Cobar & Villages Caravan Parks	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 & Maintain Cobar & Villages Caravan Parks	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.

Maintain Street Lighting	Restore & maintain historical buildings in town	Projects Coordinator	0%	Council buildings assets are progressively going through a process of being assessed for asbestos to develop a respective register for that asset. Given the risk of this to Council staff and the public, this project should be prioritised.
Develop & Maintain Cobar & Villages Caravan Parks	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.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	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.

INFRASTRUCTURE

COUNCIL STRATEGY				
4.4.3	Improve recreational facilities at the water reserves			
DP Action	Action	Responsibility	Progress	Comment
Maintain and improve recreational facilities that are available at the Newey and Old Reservoir reserves	Develop and adopt a plan of management for the Newey Reservoir	Director Planning & Environmental Services	10%	Consulting with an external provider to determine time frame for project completion
Maintain and improve recreational facilities that are available at the Newey and Old Reservoir reserves	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.
Maintain and improve recreational facilities that are available at the Newey and Old Reservoir reserves	Undertake actions outlined in the Newey Reservoir Plan of Management.	Director Planning & Environmental Services	0%	Not commenced yet.

INFRASTRUCTURE

COUNCIL STRATEGY

4.4.5 Maintain and service villages parks, streets, footpaths and community service facilities

DP Action	Action	Responsibility	Progress	Comment
Maintain and improve village facilities and services	Arrange for works to be undertaken that have been identified as priority projects by the Nymagee Progress Association (to use Nymagee VPA funds).	General Manager	75%	Association working with General Manager to obtain quotes for priority works at next Progress meeting

COUNCIL STRATEGY

4.4.6 Encourage an active community through appropriate infrastructure & facilities

DP Action	Action	Responsibility	Progress	Comment
Provide infrastructure & facilities to promote active lifestyles	Investigate exercise equipment in parks & recreational areas including BMX track or bike tracks Bike & scooter racks Fresh water stations	Director Engineering	100%	These considerations are included with all master planning processes for open space upgrades.

COMMUNITY OUTCOME

5.1 Ability to adapt to climate change and benefit from climate change initiatives

COUNCIL STRATEGY

5.1.1 Develop an alternative energy industry in Cobar

DP Action	Action	Responsibility	Progress	Comment
Lobby business and government to encourage the development of an alternative / renewable energy industry in Cobar to increase power supply	Lobby minister to extend & approve power supply	General Manager	0%	No action taken
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
Develop a strategy to deal with Key environmental issues i.e climate change, water management & heat management	Workshop with Council to identify priorities	General Manager	90%	Ongoing

ENVIRONMENT

COUNCIL STRATEGY				
5.1.2 Develop community leadership on becoming leaders in resource use and waste management				
DP Action	Action	Responsibility	Progress	Comment
Undertake kerbside garbage collection and recycling in Cobar and kerbside garbage collection in the relevant villages	Prepare a Waste Services Strategy Discussion Paper.	Director Planning & Environmental Services	25%	Preliminary discussions with external provider commenced.

ENVIRONMENT

COUNCIL STRATEGY				
5.1.2	Develop community leadership on becoming leaders in resource use and waste management			
DP Action	Action	Responsibility	Progress	Comment
Undertake kerbside garbage collection and recycling in Cobar and kerbside garbage collection in the relevant villages	Provide a trade waste, domestic waste and street bin collection service to all customers as per agreed service levels.	Manager Building & Environment	70%	Trade Waste, domestic kerbside and street bin collections are being undertaken in accordance with required service levels.
Maintain the town and village tips to an acceptable standard	Provide waste disposal facilities for Cobar, Nymagee, Mt Hope, Canbelego, Euabalong and Euabalong West and develop initiatives to reduce unauthorised waste disposal.	Manager Building & Environment	100%	Waste Disposal facilities are being provided in all villages and are subject to auditing and LTPoM plans.
Encourage efficient water use by Shire residents	Promote efficient water use by Shire residents.	Water & Sewer Manager	70%	
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%	

COMMUNITY OUTCOME**5.2 Well managed public and private land****COUNCIL STRATEGY****5.2.1 Encourage sustainable and profitable agricultural industries**

DP Action	Action	Responsibility	Progress	Comment
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 to date

COUNCIL STRATEGY**5.2.2 Have a tree planting program for Cobar and villages**

DP Action	Action	Responsibility	Progress	Comment
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.	Director Engineering	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.

ENVIRONMENT

COUNCIL STRATEGY				
5.2.3	Improve the presentation & maintenance of Cobar & Villages			
DP Action	Action	Responsibility	Progress	Comment
Maintain public & private land	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.
Reduce littering in Cobar & Villages including roadsides	Educational programs	Director Planning & Environmental Services	0%	Not commenced
Reduce littering in Cobar & Villages including roadsides	Explore provision of more bins	Director Planning & Environmental Services	0%	Not commenced

ENVIRONMENT

COUNCIL STRATEGY

5.2.3 Manage the crown land

DP Action	Action	Responsibility	Progress	Comment
Provide ranger services to control animals in public places and to manage areas and 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.
Develop Management Plans for Council managed Crown Land.	Actively apply for funding to improve or renew infrastructure on crown land	Director Planning & Environmental Services	0%	No relevant grant funding identified to date.
Develop Management Plans for Council managed Crown Land.	Provide management plans for Council managed Crown Land.	Director environmental services	25%	Work by LLS staff commenced June 2021.

ENVIRONMENT

COUNCIL STRATEGY				
5.2.5	Long term management of noxious weeds			
DP Action	Action	Responsibility	Progress	Comment
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.

COUNCIL STRATEGY				
5.2.6	Vibrant and well run national parks that are accessible and well used			
DP Action	Action	Responsibility	Progress	Comment
Lobby the NSW government to ensure the local national parks are vibrant and 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

ENVIRONMENT

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	Comment
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 safe air quality is maintained in Cobar.	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.

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COUNCIL MEETINGS AND MINUTES

Ordinary meetings of Council are held on the fourth Thursday of each month unless otherwise advertised. Unconfirmed minutes are available for inspection *no later than ten days* after each meeting and copies of confirmed minutes are available for purchase at applicable photocopying charges or alternatively can be downloaded from Council's Website.

COUNCIL REGISTERS

The following registers are available for inspection at the Council Office:

- Register of Roads in Cobarr Shire (and map);
- Register of Delegations;
- Register of Policies, Plans and Codes;
- Register of Fees and Charges;
- Register of Gifts Received;
- Register of Contracts;
- Register of Council Land.

COUNCIL RATE REBATES & CONCESSIONS

PENSIONERS

The Council grants a Council Pensioner Remission up to a maximum rebate on the General Rate including Domestic Waste of \$250.00 per annum and \$87.50 per annum for each of the Sewerage and Water Rates to all approved pensioners who reside in their own premises within the Shire.

The Council applies each year to the State Government for their contribution towards the welfare of Pensioners. The State Government's contribution is a rebate to the Council of up to 55% of the maximum rebate.

CHURCHES

The Council levies only the water, garbage, and sewerage charges on premises used solely for the purpose of religious activities within the Shire.

REVENUE POLICY

TREATMENT OF RATES & CHARGES

Rates and charges will be determined with reference to the cost of maintaining Shire services and assets to an appropriate standard, but within the limits of rate pegging legislation.

Water, Sewerage, Garbage Waste and Cleaning Charges were determined with reference to retaining assets and providing an appropriate service to the community. The determination of review generally reflects a user pays principle.

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REBATES AND CONCESSION ON RATES AND CHARGES

Rebates and concessions are determined with the adoption of each budget and will reflect Council's desire to:

- Assist pensioners on an ongoing basis.
- Offer rebates/concessions as appropriate in consideration of adverse economic, seasonal, and other extraordinary circumstances. All such offers would be dependant upon Council's ability to finance them.

LIMITATION ON INCREASES IN RATES AND CHARGES

Limitations will be considered within the context of the Local Government Act and Regulations and with reference to the following:

- Movements in the cost of living index for the preceding year.
- Adverse seasonal / economic conditions.
- Changes in valuation relativities within the Shire.

Also, balanced against Council's financial position.

BORROWINGS POLICY

CURRENT LEVEL OF DEBT

Cobar Shire Council had term borrowings with a balance of \$2.5 million as at 30 June 2023.

FUTURE BORROWINGS

There are currently no planned future borrowings.

CONDITION OF INFRASTRUCTURE - SECTION 428

Refer to Report on the Condition of Public Works.

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IT UPDATE

. The IT Department achieved the following during 2022/2023:

- No Major outages 2022-2023
- Upgraded UPS in server rooms to limit any power interruptions
- Implemented & upgraded Antivirus software
- WTP was upgraded and now have sharedrive access and desk phones
- New back up solution and policy implemented
- Implemented Ipads for MANAD
- Increase Security measures on all accounts
- New Public PCs for library
- Starlink Internet Connections – providing fast, reliable connectivity for remote areas (Euabalong and Nymagee)
- Council Chambers Renovations complete
- Remote Access for LBV

Total spent: \$927,761.00

ENVIRONMENTAL STRATEGIES - SECTION 428

UNDERTAKE KERBSIDE GARBAGE COLLECTION AND RECYCLING IN COBAR AND KERBSIDE GARBAGE COLLECTION IN RELEVANT VILLAGES

Kerbside collection services were provided in accordance with the agreed levels of service and allocated budgets. The kerbside service comprises of a weekly general waste bin collection in Cobar and the operation of waste disposal facilities in Canbelego, Euabalong, Euabalong West, Mt Hope and Nymagee.

The kerbside collection service comprises of approximately 2500 bins collected weekly with around 900 tonnes of waste collected over the year.

MAINTAIN THE TOWN AND VILLAGE TIPS TO A HIGHER STANDARD

Council currently operates six waste facilities in the local government area. The facilities are intended to ensure that residents across the Local Government Area have access to waste services. The sites are managed within the limitations of the individual sites and available resources.

The Cobar Waste facility is an EPA licenced landfill and is managed in accordance with the conditions of the licence along with the Landfill Environmental Management Plan (LEMP) and Long Term Plan of Management (LTPM) for the site. Some of the improvements referred to in the LEMP and LTPM such as purchasing a landfill compactor have not been implemented for reasons of affordability and availability of resources. The LEMP and LTPM will be reviewed and

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updated to include improvements to the management of the facility that are practical, achievable and affordable.

Council is also a member of the NetWaste Regional Waste Group, working collaboratively in partnership with its member Councils to establish cost effective and best practice management of waste across the region. Some of the initiatives delivered through Netwaste includes the preparation of a Regional Waste and Sustainable Materials Strategy along with regional contracts for the recovery and recycling of scrap steel and waste motor oil collected at waste facilities.

ENCOURAGE EFFICIENT WATER USE BY SHIRE RESIDENTS

Council promotes the efficient use of water within the local government area using water restrictions and staging water usage rates to encourage responsible water usage. This strategy is employed to maintain the water security to the community.

Newspaper notices, water information packs and website information are released as required to provide awareness of water restrictions and to encourage responsible use of water.

UPGRADE OF WARD OVAL

Council has undertaken significant improvements to the playing surface and surrounds at Ward Oval. The key upgrades include the installation of new picket fencing, new irrigation systems, new shared pathways all around both ovals in addition to the levelling, reshaping and reseeded of both ovals.

These upgrades can now support three full size rugby league or soccer fields.

PROVIDE SUPPORT TO INDUSTRY BODIES FOR IMPROVED GRAZING MANAGEMENT PRACTICES

Grazing is an important contributor to the local economy and Council continues to support the industry across the Local Government Area. This support extends to the maintenance of roads to facilitate the transport of stock and review of the Stock Control Device Policy to better manage the roadway and stock interfaces.

Council is also mindful of the management of roadside weeds and the importance of ensuring that roadworks don't worsen the dispersal and spread of weeds that may impact on land productivity.

Council also supported the installation of new stockyards at the Euabalong Gymkhana Grounds.

DEVELOP AND INSTIGATE A PLANTING PROGRAM

An extensive tree planting program is continuing across Cobar to green and improve the aesthetics of the township.

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PROVIDE RANGER SERVICES TO CONTROL ANIMALS IN PUBLIC SPACES AND TO MANAGE THE COMMON AREAS AND CROWN LAND

During this reporting year, Council has met its Legislative obligations by operating a proactive and reactive Ranger service in the Cobar Local Government Area. These services have included:

- Managing stray companion animals;
- Assisting with the management of livestock and native animals in public areas;
- Providing assistance regarding registration, microchipping and de-sexing of companion animals;
- Patrolling of Crown Land.

SUMMARY OF THE AMOUNTS INCURRED BY COUNCIL IN RELATION TO LEGAL PROCEEDINGS REGCL 217 (1) (A3)

During this reporting year, Council has had one appeal against a dangerous Dog declaration made by Council. This has been finalized & the declaration was upheld. The cost for this for the 2022/2023 year was \$37,734.00

MONITOR NOXIOUS WEED INFESTATIONS, PROVIDE ADVICE, UNDERTAKE SPRAYING ON PUBLIC AREAS AND COMPLETE APPROPRIATE REPORTS

During this reporting year, Council action was limited due to a staff vacancy and activities were reactive only in consultation with NSW Local Land Services. During the year, the weed actions plan was merged in conjunction with the NSW Local Land Services.

HAZARD REDUCTION PROGRAMS

Hazard reduction work carried out in the Cobar Shire over the past year included mechanical works, such as grading, slashing and spraying.

MULTICULTURAL SERVICES - SECTION 428 (2) (J)

There were no new programs undertaken during the year for people of non-English speaking background or for people of Aboriginal descent.

CONTRIBUTIONS AND DONATIONS - SECTION 428 (2) (L)

Section 356 of the Local Government Act, 1993 enables a Council to resolve to grant financial assistance to persons for the purpose of exercising its functions. In 2022/2023 Council made donations of this nature amounting to \$20,929.00

This assistance was predominantly granted to community, sporting, cultural and recreation groups to assist them in their work and activities.

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PRIVATE WORKS - SECTION 67

Council continues to carry out private works throughout the Shire in accordance with Sect 67 of the Local Government Act as resources allow. Works delivered this year includes the construction and maintenance of private access roads and the supply of gravel.

GOODS AND SERVICES PROCURED- MODERN SLAVERY ACT 2018

Council is committed to doing all that it can to prevent slavery and human trafficking in its corporate activities and to ensuring as far as is practicable that its supply chains are free from slavery and/or human trafficking. Council will ensure all tenders take into consideration all relevant ethical supply chain provisions identified in the Modern Slavery Act 2018, by introducing a schedule for contractors to complete.

HUMAN RESOURCES ACTIVITIES - SECTION 428 (2) (M)

HUMAN RESOURCES MANAGEMENT

Council's Human Resources (HR) function provides and coordinates proactive, evidence-based advice and practical support to all employees regarding:

- Attraction, recruitment, selection and retention of staff;
- Coordinating Council's annual performance appraisal process;
- Learning and Development;
- Co-ordinating the provision of an Employee Assistance Program;
- Promotion and Management of Work, Health and Safety;
- Promotion and Management of employee's health and wellbeing;
- Injury management and return to work coordination;
- Industrial and Employee Relations advice and advocacy;
- Interpretation of Awards and associated legislation;
- Grievance investigation and dispute resolution;
- Risk Management;
- Promotion of Equal Employment Opportunity principals and obligations.

CORE VALUES

Council's Core Values acronym is **ACE IT** which aptly represents our agreed expectations of each other to always do our best. They represent who we are as an organisation and are the guiding principles for how we carry out our duties:

A - Accountability - We are responsible for our actions, our behaviour and the satisfactory completion of allocated tasks

C - Communication - We communicate openly and respectfully, sharing timely and appropriate information with others

E - Effective Leadership - We lead by positive example, embodying all of Council's agreed values



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I - Integrity - *We are consistently honest, transparent, ethical and fair, regardless of the situation*

T - Teamwork - *We work collaboratively to achieve shared goals for Council and the community*

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RECRUITMENT AND SELECTION

2023 has been a challenging year for recruitment. We have seen significantly less applications per advertised vacancy than in previous years. We can only assume that the decline is a direct result of the COVID-19 pandemic due to the reduction in immigration and the general uncertainty continual lockdowns and discovery of new virus variants has caused. We did successfully recruit over 30 positions throughout the organisation, with all vacancies filled in accordance with Council's Recruitment Policy. The shortage of skilled workers and the competitiveness of other local industries have resulted in some of Council's positions, specifically trades, being difficult to fill. Cobar Shire Council like many other rural Council's struggles to compete financially for a range of professional staff.

Traineeships/apprenticeships

Trainees and graduates have become an integral part of Council's structure, with Council offering employment for young people and an opportunity for Council to develop future managers and leaders. Our most recent apprentices completed their indenture in January 2020 and Council has been unable to engage any new apprentices since January 2016 due to the unavailability of qualified trades people to mentor them. We currently have trainees and graduates engaged in administration services, aged care, and childcare as well as graduate engineers and will continue working with the local high school to offer a range of school based traineeships for several departments across the business in 2024. Our new Early Learning Centre will rely heavily on a 'grow your own' workforce strategy to maintain the required staffing levels, with full time traineeships on offer upon opening.

LEARNING AND DEVELOPMENT

Council is committed to the learning and development needs of its employees. It is recognised that increasing the efficiency and productivity of Council requires an ongoing commitment to education, training, upgrading skills and professional development opportunities for existing staff.

All compliance training requirements are gathered through the annual performance appraisal process, which is used to develop the Annual Training Plan. Strength in leadership is an industry wide area of concern, many leaders are promoted off the back of their technical abilities, so continual targeted leadership training for our current managers needs to be supported.

Employees at all levels are provided with, and encouraged to undertake, training relevant to suit their work requirements and potential career progression as well as the organisational goals of Council. The majority of training delivered at Council is compliance-based training which is mandatory to allow employees to fulfil the requirements of existing roles. Supporting technical and professional employees to continue their growth and development is something we have been working hard to deliver.

We currently use a basic electronic on-boarding induction to ensure that all employees are provided with the information they may need on commencement with Council, both corporate information about the organisation and work, health and safety information to encourage and support compliance.

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INDUSTRIAL RELATIONS

As Council strives for a harmonious industrial environment, the ongoing coaching and mentoring of managers and supervisors in effective employee relations and performance management continues to be a priority.

Council continues to adopt a consultative approach with its staff to ensure a positive working environment. This has been achieved through participation in regular Consultative Committee meetings, post Council meeting staff meetings, yard meetings for the outdoor workforce and the General Manager and Human Resources having an open-door policy for all employees to facilitate, promote and support the continuous improvement of our workplace culture.

Council has a sound industrial relations record with employees, relevant unions, and associations. Council had no time lost as a result of industrial disputes and had no formal disputes lodged with the Industrial Relations Commission during 2022/2023 financial year.

WORK, HEALTH AND SAFETY

Work is continuing on updating Council's Work, Health and Safety Management System framework including policies, procedures and associated documentation.

The annual WHS Audit continues to identify areas for Council's improvement including: documented procedure gaps, planning, emergency preparedness and workplace inspections.

The Work Health and Safety Committee have developed a workplace inspection schedule so that inspections are carried out on a frequency pertinent to their level of risk, to ensure that hazards are identified on an ongoing basis. Council engaged external resources to develop our business continuity plan and to update our existing risk management register to allow for better planning.

Council provides an efficient and effective injury management and return to work service to all employees.

Health and Wellbeing Program

Council's ongoing commitment to its health and wellbeing program is assisting to positively promote and encourage employees to develop healthy lifestyle habits that achieve healthy living and work-life balance. Research has shown that the improved health and wellbeing of the workforce is a contributor to the enhanced performance and success of an organisation.

Council's Employee Assistance Program (EAP) provides a holistic approach to the traditional employee assistance program. Uprise is an employee assistance provider that combines multiple wellbeing initiatives into one easy to use on-line platform with on-demand digital

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resilience library, 24/7 crisis line, and next day therapy bookings with a qualified psychologist of your choosing.

Unlike past EAP programs which only provided a one-dimensional approach to wellbeing through crisis management, Uprise focuses on prevention whilst also offering the traditional counselling service. The on-demand digital resilience library provides audio, video, and interactive exercises designed to help you better manage any personal issues you may be experiencing, as well as access to live (and recorded) monthly webinars on a wide range of wellbeing topics to continually improve your mental fitness.

During the year Council's employees participated in Hepatitis B clinics, flu vaccinations and took advantage of free gym membership (Youth & Community Centre) and swimming pool season ticket offers.

Council recognises that continual self-improvement and healthy *mental* health are vital to a strong workplace culture and to be operationally successful. We value our people as our number one asset and work hard to facilitate access to resources that allow them to be the best versions of themselves. We continue to deliver a biennial Health and Wellbeing Day for all Council staff in February/March each year with nationally renowned speakers travelling to Cobar to uplift, motivate, provoke thoughts and encourage self-reflection and therefore has continued to be an annual event.

ACTIVITIES TO IMPLEMENT EEO MANAGEMENT PLAN - SECTION 428 (2) (N)

Council's Equal Employment Opportunity plan identifies key actions to be undertaken to address the organisations EEO responsibilities. The plan aims to eliminate and ensure the absence of discrimination in employment, promotion, training and transfers on the grounds of race, sex, age, pregnancy, gender, sexual preference, disability, marital status, political opinion, social origin or religion, past convictions and carers' responsibility.

Council has continued to work towards ensuring its human resources policies and procedures conform to EEO principles and demonstrate fair practice.

HUMAN SERVICE AGENCIES

Cobar Shire Council does not currently have staff which identify as carers as described under the Carers Recognition Act 2010 (CR Act) (Provide services directed at carers and /or people being cared for by carers).

ANIT SLAVERY ISSUES

Council has not received any communication from the Anti-Slavery Commissioner during the year regarding identified issues with the operations of Cobar Shire Council.

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ENVIRONMENTAL PLANNING AND ASSESSMENT ACT 1979

PLANNING AGREEMENTS

During the reporting period the Planning Agreement with Hera Mine Project was finalized. The final invoice was issued in May 2023.

SWIMMING POOLS ACT 1992 (SP ACT), S22F (2) SWIMMING POOLS REGULATION 2018 (SPREG) CL 23

INSPECTIONS OF PRIVATE SWIMMING POOLS

Applications for pool compliance and occupation certificates were actioned in accordance with the legislation.

FISHERIES MANAGEMENT ACT 1994, S220ZT (2)

RECOVERY AND THREAT ABATEMENT PLANS

During the reporting period there were no recovery and threat abatement plans.

EXTERNAL BODIES EXERCISING COUNCIL FUNCTIONS - SECTION 428 (2) (O)

The only three external bodies that exercised functions delegated by the Council during the year were the Cobar Water Board, Far North West Joint Organisation and the NSW Rural Fire Service. The Cobar Water Board manages the supply of bulk raw water to Cobar Shire Council and three of the mining companies.

CONTROLLING INTEREST IN COMPANIES - SECTION 428 (2) (P)

There were no companies in which Cobar Shire Council (alone or in conjunction with other Councils) held a controlling interest during 2022/2023.

OVERSEAS VISITS BY COUNCILLORS - SECTION 428 (2) (R) CLAUSE 217 (1) (A1) (VI)

There were no overseas visits by Councillors and others representing the Council.

COMMUNITY AND CHILDREN'S SERVICES AND ACCESS AND EQUITY - SECTION 428 (2) (R) CLAUSE 217 (1) (C) CLAUSE 217 (1) (D) (I)

Activities to develop and promote services for residents and other uses of those services:

- **Community Services** – Residents and other users can access a wide range of entertainment, leisure, information and health services including fitness programs and library facilities.

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- **Community information** – Council service areas adopted a wide range of promotional strategies to inform the public about activities, programs, events and other initiatives. Strategies included flyers, news releases, public exhibitions, social media and advertisements.
- **Youth Centre** – Council provides activities to the community which includes an outlet for the youth of Cobar. This is achieved through participation in organized activities including youth week, StormCo Visits, Skate Park activities and active support for the Youth Council. The youth centre was closed for the majority of the year due to COVID restrictions and renovations. Some activities were scheduled elsewhere.
- **Library** – Council provides educational and developmental activities at the Library for all ages, through participation in organised activities including story-time, eBook learning and school holiday activity programs. The Library also offers books, cds, ebooks, newspapers and houses the TAFE computers. The Library Arcade has been converted into a community meeting and craft room.
- **Children's Services** – Provide physical, educational and emotional benefits for children by providing quality family day care and in-home care services. Before and After School and Vacation Care are also provided.

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LOCAL GOVERNMENT RATES AND CHARGES – CLAUSE 132

Rates and Charges written off for 2022/2023 amounted to \$15,850.95.

Rates reduced or waived for pensioners amounted to \$105,891.65 in 2022/2023

NATIONAL COMPETITION POLICY - CLAUSE 217 (I) (D) (VI)

CATEGORY 1 BUSINESS ACTIVITY – SECTION 428 (2) (R) CLAUSE 217 (1) (D) (II)

Council does not have any Category 1 business activities.

CATEGORY 2 BUSINESS ACTIVITY - CLAUSE 217 (1) (D) (III)

- Water Supply;
- Sewerage Services;
- Lilliane Brady Village Aged Care Facility.

PROGRESS SUMMARY – IMPLEMENTING COMPETITIVE NEUTRALITY - CLAUSE 217 (1) (D) (V)

Council initially assessed its various functions during 1997 as to whether they should be classified as business activities in terms of competitive neutrality principles. These functions are reviewed on an annual basis as to whether the classifications should be amended.

COMPLAINTS HANDLING - CLAUSE 217 (1) (D) (VII)

Council has adopted a Complaints Management Policy outlining the process by which Council deals with complaints, including complaints with respect to competitive neutrality. The document is on public display at the public document display area located in the front foyer of the Council Administration Building, 36 Linsley Street, Cobar. The availability of the document has been advertised via the local print media and the document is reproduced in full on Council's Website address: [e](#).

COMPANION ANIMALS ACT

POUND DATA RETURNS

The annual pound data collection return was submitted to the NSW Companion Animal Register.

LODGEMENT OF DATA RELATED TO DOG ATTACKS WITH THE OFFICE OF LOCAL GOVERNMENT

As per Clause 33A (4) of the *Companion Animal Regulation 2008*, all dog attacks must be entered into Companion Animal Register within 72 hours. The Office of Local Government publishes quarterly reports on dog attack data reported by Council. Cobar Shire Council has confirmed all dog attack incidents known and have listed them on the Companion Animal Register for each quarter.

FINANCIAL EXPENDITURE

\$106,602.47 has been spent on companion animal management and related activities during 2022/2023, compared to \$134,615.00 in 2021/2022.

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COMMUNITY EDUCATION AND DE-SEXING STRATEGIES

Council has developed an education program focusing on awareness of companion animal responsibilities and de-sexing of companion animals. This program has utilised several communication mediums such as posts on Council's social platforms, notices on community notice boards and face to face communication.

SECTION 64 (COMPANION ANIMALS ACT) STRATEGIES

Every attempt was made to re-home suitable unclaimed seized or surrendered animals as per Section 64 of the *Companion Animals Act 1998* as an alternative to euthanasia for unclaimed animals.

OFFLEASH AREAS

The available off-leash areas are extensive and exceed the demand for these areas.

FUND FOR MANAGING AND CONTROLLING COMPANION ANIMALS

Registration Fees received for 2022/2023 totaled \$13,680.00 with \$13,274.00 being paid to Department of Planning, Industry and Environment.

PARTNERSHIPS, CO-OPERATIVES OR OTHER JOINT VENTURES – SECTION 428 (2) (Q)

Council is a member of the Far North West Joint Organisation of Councils (FNWJO). Details of Council's membership and participation is as follows:

LEGAL STATUS OF JOINT ORGANISATION

The FNWJO is a separately constituted entity pursuant to Part 7 (Sections 4000O to 400ZH) of the Local Government Act (NSW) 1993, as amended, and the Local Government {General} Regulation 2008. The charter of the FNWJO can be found here: <https://www.farnorthwestjo.nsw.gov.au/f.ashx/%24341338%24Far-North-West-JO-Charter.pdf> The FNWJO was formed in July 2018 and has the same year end date as the Council.

WHAT THE JOINT ORGANISATION DOES

The principle purpose of the FNWJO is to establish strategic regional priorities and to provide regional leadership to the geographical area for which it serves, and to identify and take up opportunities for intergovernmental cooperation on matters relating to the joint organisation area.

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JOINT ORGANISATION PARTICIPANTS

FNWJO comprises the Councils of Shires Cobar, Bourke and Walgett in north western NSW. The Board of the FNWJO comprises of 3 voting members being the Mayors of the three member Councils, and non-voting members being the General Managers of the three Council's as well as 3 appointed members from the State Government and cabinet (non-voting).

In accordance with the Charter each member of the FNWJO contributes annual fees towards the operation of the joint organisation. In 2022/2023 the contribution made by Cobar Shire Council was \$21,860.

PUBLIC INTEREST DISCLOSURES ACT 1994 (SECTION 31)

Nil applications were received during 2022/2023.

GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009 (SECTION 125)

A separate Annual Report will be provided under the Government Information (Public Access) ACT 2009 (Section 125).

Council received no formal GIPA access applications for 2022/2023.

CONDITION OF PUBLIC WORKS – SECTION 428(2) (D)

This is a report on the conditions of public works (including public roads, water and sewerage schemes, drainage works and public buildings) under the control of the Council as at the end of the year, together with:

- An estimate (at current value) of the amount of money required to bring the works up to satisfactory standard.
- An estimate (at current Values) of the annual expense of maintaining the works at that standard.
- The Council's program of maintenance for that year in respect of the works.

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Special Schedule 7 provides details required. Additional information is provided below:

COUNCIL LOCAL AND REGIONAL ROADS

Council maintains 60.6 km of sealed urban road, 1.5 km of unsealed urban roads, 169 km of sealed rural local roads, 1,462.9 km of unsealed rural local roads (of which approx. 1,150km are natural surface), 303.5 km of sealed regional roads and 366.9 km unsealed regional roads (of which approximately 240km are natural surface).

The sealed roads have a top sealed surface that varies in age from new to 15 plus years old.

It is assumed the sealed surface will have a fifteen-year life before requiring resealing, the recent resealing programs have been implemented on urban, local and regional roads.

Council generally seeks to continually improve the standard of the local and regional roads across the Shire, however much of the works undertaken on the road network this year consisted of repairs and restoration of flood damaged roads.

Council has been actively repairing its roads and drainage infrastructure that was severely impacted from a number of significant storm events. This repair and restoration work will continue well into the 2023/24 financial year.

Input from the community through the Rural Roads Committee and the Local Traffic Committee meetings has been invaluable in identification of local roads issues and is especially effective when meetings are held in community settings. These meetings enhance the relationship between Council and the community and lead to better outcomes.

Council has ongoing issues with access to water to enable maintenance and construction works and has progressed the installation of new bore and tank sites to provide more reliable and sustainable water sources for future works.

WATER UTILITIES

Council operates water systems in Cobar, Nymagee, Mt Hope, Euabalong and Euabalong West and a sewerage scheme in Cobar.

Council has received funding to undertake a water supply scoping study under the State Governments Safe and Secure funding program. The scoping study has been incorporated into the Integrated Water Cycle Management Plan (IWCM). The development of the IWCM is underway.

COBAR WATER SUPPLY

The water reticulation system within the township of Cobar is a mixture of Cast Iron (CI), Ductile Iron Cement Lined (DICTL), Un-plasticized Polyvinyl Chloride (UPVC), Asbestos Cement (AC) and Polyethylene (PE) pipes. Work is continuing on the replacement of the old CI pipes with UPVC.

A replacement program over recent years has resulted in the replacement of many of the faulty valves which will allow for isolation of mains and the total disconnection of decommissioned mains from the towns reticulation system, further enhancing the town's water quality.

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NYMAGEE WATER SUPPLY

Water supply to Nymagee consists of two ground tanks of 10 and 5 ML capacity. Two single-phase submersible pumps lift water from the storages via a 75 mm PE pipe to two 20 KL fiberglass tanks on an 8 metre tank stand. The water is then reticulated to the township by 100 mm AC ring main system. The Nymagee water supply is non-potable.

MT HOPE WATER SUPPLY

Water supply to Mt Hope consists of a 10ML ground storage dam, a 3.6Kw submersible pump suspended from a pontoon and two 45KL fiberglass tanks that are located on top of the dam wall. The process involved in the preparation for delivery of water to the 45KL storage tank on top of Mt Hope is as follows:

- Water is transferred from the ground tank to one of the two fiberglass tanks. The water would typically have alum added prior to the tank to aid in the coagulation and to facilitate settlement of particles contained within the dam water.
- The water is transferred to a second tank from where a multi-stage 5Kw pump transfers the water through 5.0 km of 63mm polyethylene pipe (PE) to a third 45KL reinforced concrete tank located on top of Mt Hope. The water is then reticulated to the village of Mt Hope (population of 30) through 2.0 km of 100mm AC water main.

EUABALONG, EUABALONG WEST WATER SUPPLIES

The Raw Water supply for the two towns was first established in 1950 and 1960 by providing extraction points on the Lachlan River for each town and each installation includes a multistage 5.5kW pump.

The Euabalong supply is transferred through 4.0km of 100mm AC main to an 18.0m high by 6.0m diameter 0.25ML steel raw water storage reservoir from which the water is then reticulated throughout to 90 residents via 4.0km of 100mm AC water main.

The Euabalong West supply is similar to that of Euabalong whereas the raw water is transferred through 10.0km of 100mm AC main to an 18.0m high by 6.0m diameter 0.25ML steel raw water storage reservoir from which the water is then reticulated throughout to 80 residents by 3.0km of 100mm AC water main.

The Euabalong and Euabalong West rising mains from the pump stations are failing frequently and require replacement. External funding is currently being sought to undertake these works. Otherwise, all the smaller townships' raw water supply reticulation is in good condition with no immediate replacement work required.

Council has sought funding to replace the Euabalong and Euabalong West pumping stations through Resources for Regions.

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COBAR SEWERAGE SCHEME

Council received State Government funding assistance to continue improvement works at the sewerage treatment plant including the installation of solar system. This work is ongoing.

DISABILITY INCLUSION ACTION PLAN 2020-2024

Cobar Shire Council is still working through our four-year framework, outlining the key strategies and actions to be delivered by Council in its commitment to disability access and inclusion within the Shire. Council is committed, through the actions in this plan, to make continual improvement where possible to reduce barriers that people face when living, working and visiting our Shire.

Over the last 12 months, Council has:

- Ensured the development of the Award Oval and Early Learning Precinct has met the requirements for disability is in place.
- Provided a lift at the redeveloped Youth and Community Centre as well as new access ramps at the entrance.
- Continued footpath construction to allow disabled pedestrian access.
- Implemented 40km limit in the CBD/ main street of Cobar.
- Obtained grant funds for new accessible toilets at the Euabalong Rodeo grounds.
- Nymagee CWA hall ramp construction for accessibility.
- Disabled car parking spots repainted in the main street and in front of Council Chambers.
- Council meetings are now live streamed.

Many commercial buildings have poor access in Cobar. This will continue to be an issue. Council will, through the Development Application process, continue to strive to improve accessibility and can work with groups such as the Cobar Business Association to alert business owners of the advantages of improving access. However, with a large proportion of proprietors who live out of the Shire and the cost of undertaking the works, it will continue to be a challenge that must be addressed over time.

A review of the plan will be undertaken in the 1st half of 2024 with public consultation.