

Annual Operational Plan Quarterly Management Report



COBAR SHIRE
COUNCIL
outback nsw

Q1 & Q2 2023/2024

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Key Activity: Community

| COMMUNITY OUTCOME | |
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| 1.1 | Strong coordination between government agencies, Council and NGOs to ensure efficient service delivery, avoid duplication of services and build the capacity of the community. |

| COUNCIL STRATEGY | | | | |
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| 1.1.1 | Strong and participative interagencies and forums | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Community Services Forum | Actively participate in the Community Services Forums. | General Manager | 55% | Attending meetings and providing support |
| Actively participate in the Far North West Joint Organisation | Mayor and GM to attend all meetings. | General Manager | 50% | Ongoing, all meetings attended |
| Actively participate in the Orana Water Utilities Alliance | Attend meetings. | Water & Sewer Manager | 50% | Ongoing, attending meetings |
| Advocate for government agencies to have offices in town & communities | Meet with relevant Ministers | General Manager | 50% | Ongoing |

COMMUNITY OUTCOME

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

1.2.1 Implement the actions outlined in the Youth Development Plan

| DP Action | Action | Responsibility | Progress | Comments |
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| Engage the services of a Youth Development Officer on a long term basis | Seek grant funding to engage a Youth Development Officer. | Youth Development & Community Services Coordinator | 50% | No funding has been identified in this period. Staff continue to review existing and new opportunities to fund this position part or full time depending on other agency programs. The current grant funding in this area provided by the NSW State Government is limited. |
| Undertake School Holiday Activities | Develop activity calendar | Youth Development & Community Services Coordinator | 0% | Unfortunately, this hasn't been achieved yet this quarter. While it is definitely a need for Cobar, it too is resource-heavy and something we have had trouble pulling together thus far. ongoing safe space to be used as a drop in facility. |

COUNCIL STRATEGY

1.2.2 A greater range of youth activities organised and coordinated

| DP Action | Action | Responsibility | Progress | Comments |
|---|---|---|------------|--|
| <p>To provide youth services and a facility that will create interaction between all ages, interests and social standing by providing recreational, sporting and cultural activities and support services for the youth and the community of Cobar and villages</p> | <p>Ensure youth activities are undertaken in Villages</p> | <p>Youth Development & Community Services Coordinator</p> | <p>50%</p> | <p>Getting into the villages to undertake Youth activities has been difficult. Resourcing is the number one challenge faced with delivering any form of outreach activity or program. That being said, Council actively looks for grants and ways these can be targeted towards villages. We saw the success of the winter holiday break being held in Euabalong in 2022, however, the manpower required was a lot and we have been unable to deliver similar since.</p> |

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| | Hold regular youth activities at the centre and enter and maintain partnerships to aid and enhance the provision of Youth Services. | Youth Development & Community Services Coordinator | 50% | The 'drop in' center is active all school holidays, weekends and during school holidays. Activities are both planned and spontaneous, audience dependent. |
| | Undertake activities under Family and Community Services grant. | Grants Officer | 50% | Playgroups held regularly throughout terms, we have been collaborating with Catholic Care and Benardo's. |
| COUNCIL STRATEGY | | | | |
| 1.2.2 | A greater range of youth activities organised and coordinated | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Organise Youth Week Activities | Cobar Youth Council undertake activities during the year aimed at young people. | Youth Development & Community Services Coordinator | 50% | Activities held on weekends, after school, and during the school holidays. As previously reported, delivering in Villages is resource-heavy, which we are unable to provide regularly. |
| | Youth Week activities to be organised in conjunction with Cobar Youth Council. | Youth Development & Community Services Coordinator | 50% | Youth week is in April 2024. Planning has begun and applications for funding close on the 29th Feb 2024. |

| COUNCIL STRATEGY | | | | |
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| 1.2.3 Increased educational opportunities provided locally | | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Work with early childhood organisations, schools and TAFE to increase the quality and diversity of educational opportunities available locally and promote them | Hold regular meetings to determine key issues in delivering education to early childhood services in Cobar and develop solutions to these issues collaboratively. | General Manager | 50% | Ongoing , meeting to be scheduled |

| COMMUNITY OUTCOME | | | | |
|---|---|--------------------------|-----------------|--|
| 1.3 | Families are supported, social inclusion is valued and families who relocate to Cobar stay in Cobar | | | |
| COUNCIL STRATEGY | | | | |
| 1.3.1 | Parents are supported in their role to raise their children and services are available to assist them to build their parenting skills | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Cobar Shire and TAFE library staff support parents via library services and outreach | Hold story time sessions, Library staff provide activities for children aged 6 months to 5 years, and model early literacy for parents including during isolated periods related to COVID-19. | Manager Library Services | 50% | Pre-school Storytime, rhyme & craft sessions were offered in Q2. 79 children attended with parents/carers. |
| Information is provided to the community on the range of services available in Cobar Shire and how to access them | Maintain and update the community services directory and other activities that provide information on services available and how to access them, including Facebook and website updates. | Customer Service Manager | 50% | The Community Services Directory is being reviewed and updated as the new website is implemented. Any information council receives that is relevant to the community is shared via the website, Facebook and the electronic noticeboard. |

| COUNCIL STRATEGY | | | | |
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| 1.3.2 | Increase the supply of childcare and preschool places and options | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Administer and Coordinate Children Services (FDC, COOSH, IHC,) and Kubby House | Administration of CCS for all eligible families in accordance with Federal Legislation. | Educational Leader | 50% | CCS in administered weekly, this is an ongoing process. |
| | Maintain and update policies, manuals, procedures, quality improvement plans and family information packages for FDC, IHC, & COOSH to comply with changes to National Regulations and Quality Framework and National In Home Care Standards concepts and new information. | Educational Leader | 70% | Ongoing, month by month process for FDC. COOSH is due for review. IHC is currently Up to Date. |
| | | | | |
| 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. | Human Resources Manager | 50% | <p>Council is in the final stages of the construction of a new 88-place early learning centre to extend the current long day care services provided for our community, expected to be open in mid-2024.</p> <p>Family Day Care Coordinators are continually canvassing the community to explore opportunities to extend that service with the engagement of additional educators.</p> |

| COUNCIL STRATEGY | | | | |
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| 1.3.3 | Have family orientated activities to encourage families to socialise in the community | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Plan, organise and promote festivals, celebrations and activities in the Shire | Organise and facilitate the successful management of the Festival of the Miner's Ghost (FOMG) in cooperation with the community and the FOMG organising committee. | Tourism Manager | 50% | <p>Festival of the Miners Ghost was held October 27th-29th 2023. The event schedule was jammed packed with a weekend full of events and activities. The festival programed included A night to Remember our Lost Miners, Cemetery Tours, Cackle fest & Car Display, Miners Ghost Markets with live entertainment, CSA Fireworks spectacular, Mining & Trade Exhibition, Arts Council Exhibition, Iron Ring Golf Day & craft workshops hosted by The Pink Galah & Audacious Design Co.</p> <p>This event was well attended and supported by the Cobar Community. The event allowed Council to host a range of events that supported local businesses & community groups who participated in events held during the festival.</p> |
| | Organise community events such as Australia Day celebrations and Senior Citizen's Week events. | Tourism Manager | 50% | <p>Australia Day activities have been planned for the event to once again be held at the Cobar Memorial Swimming Pool on Australia Day. The day will include a range of activities including CATS triathlon, Yabbies Business House Relays, The Great Duck Race, Australia Day Awards & Citizenship Ceremony & Rotary BBQ. In conclusion to the formalities there will be free inflatable water obstacles, waterslide & jumping castles for a family friendly afternoon. This years Australia Day Ambassador is Emma Rossi.</p> <p>Council were unsuccessful with Seniors Week Grant funding. Council will continue to host an activities during Seniors Week. Seniors Week will be held from 18th-25th March 2024.</p> |

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| | Organise the Grey Mardi Gras including seeking funding opportunities. | Tourism Manager | 50% | Cobar Grey Mardi Gras event is scheduled for September 2024. The Committee is currently planning the event to be held with a range of activities to be held across the weekend including Dinner Dance, Street Parade, Live Music, Buskers, Gig on the Grass & Drive in Movies. Council continues to actively look for grant funding to assist with event, |
| | Prepare a plan for the establishment of Running on Empty Festival as a major event for Cobar | Tourism Manager | 0% | . |

| COMMUNITY OUTCOME | | | | |
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| 1.4 | A generous, engaged and participative community with a strong community spirit | | | |
| COUNCIL STRATEGY | | | | |
| 1.4.1 | Encourage business and volunteer support for local events, organisations and activities | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Build a collaborative relationship with the mines within the community | Develop a MOU with the mines | General Manager | 50% | General Manager meets with Mine Managers on a regular basis |

| COUNCIL STRATEGY | | | | |
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| 1.4.2 | Develop initiatives to maximise the benefits and minimise the negative impact of shift work and FIFO/DIDO on the community | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Work with local business and government agencies to identify where changes | Improve the liveability of Cobar in Order to attract families and employees | General Manager | 50% | On going |

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| can be made or initiatives developed to reduce the negative impacts and encourage residential living of employees | | | | |
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| COUNCIL STRATEGY | | | | |
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| 1.4.3 | Support Aboriginal people and organisations to increase the broader communities awareness and recognition of local Aboriginal cultural identity in Cobar and to assist in meeting the targets set out under the current government policy of Closing the Gap. | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Support and awareness of Aboriginal culture in the Cobar Shire | Liaison with Aboriginal stakeholders to determine and undertake appropriate activities that increase awareness of Aboriginal culture. | General Manager | 30% | Ongoing |

| COUNCIL STRATEGY | | | | |
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| 1.4.4 | Support arts and cultural organisations, activities and facilities | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Support Outback Arts and cultural activities in the Shire | Provide annual funding and support to Outback Arts and actively participate on the Outback Arts Board and support arts and cultural activities in the Shire. | General Manager | 50% | Ongoing |

| COMMUNITY OUTCOME | | | | |
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| 1.5 | A healthy and active community | | | |
| COUNCIL STRATEGY | | | | |
| 1.5.1 | Provide appropriate health care options and services both within the Shire and the region | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Provide assistance and incentives to attract Doctors. | Develop policies to support the attraction of Doctors to Cobar. | General Manager | 60% | Assistance and incentives are provided to attract and retain doctors |
| Lobby NSW Government and the Federal Government to increase and improve health care provision within the Shire, including access to GP and Health services and specialised services | Lobby NSW Government and the Federal Government to ensure high quality health care services are available in Cobar Shire or are easily accessible where it is not possible to have them provided locally Including Villages | General Manager | 50% | Ongoing |
| Council to liaise with surrounding Councils & health districts to ensure support to our villages | Early intervention & phycological services | General Manager | 100% | Early intervention progressed with funding |
| | 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 | | | | |
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| 1.5.2 | Increase the use of Council owned and other sporting and recreational facilities across the community | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Increase the use of the Cobar Youth and Fitness Centre | <p>Increase utilisation of the Cobar Youth and Fitness Centre.</p> <p>Undertake school holiday activities to implement a varied school holiday activities program at the CYCC.</p> | Youth Development & Community Services Coordinator | 50% | <p>The Cobar Youth and Community Centre is extremely well utilised by a variety of ages and demographics. From drop in centers, sport, seniors etc.</p> <p>SCCF finding concluded in October 2023, however, we have now received R4R9 for the ongoing delivery of Youth events. On this, we have also received funding in all school holidays thus far.</p> <p>Funding used: SCCF (until October School Holidays were complete), R4R9, BAD funding, PEAK goldmines funding.</p> |
| Management of the Cobar Memorial Swimming Pool | Develop and design a Master plan for the upgrade of the pool facilities. | Director Corporate & Community Services | 0% | This action has stalled due to changes in funding for the activity. |
| | Management of pool operations ensuring safety and compliance for all patrons is paramount Manage the pool contract | Director Corporate & Community Services | 50% | Contract extension has been completed and documents executed. |
| 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. | Urban Services Coordinator | 50% | The inspection and maintenance of park assets and reserves is ongoing, noting that some assets require significant upgrades to meet the required standards. |

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| the Skate Park and the Miners Memorial. | Maintenance of sporting ground and associated facilities. | Urban Services Coordinator | 50% | The inspection and maintenance of sporting grounds and associated facilities is ongoing, Works delivered this reporting period includes significant improvements to the fields at Ward Oval being Councils premier sporting ground and the construction of a new cricket wicket at Euabalong. Construction of the Ward oval multipurpose building is ongoing. |
| Extend and expand the Great Cobar Heritage Centre | Obtain grant funds for the future expansion of the Cobar Museum | Tourism Manager | 50% | Cobar Shire Council current funding obtain for stage 2 of The Great Cobar Museum expansion are through Resources for Regions Round 8 funding stream and The Regional Tourism Activation funding stream. The Project team continues to work on plans & development of the new stages for the expansion including the underground mining experience and the coach house. |
| Increase utilisation of Public Reserves | Develop a masterplan for the Newey & Old Res | Director Planning & Environmental Services | 0% | Not commenced yet |

COUNCIL STRATEGY

1.5.3 Provide adequate infrastructure to care for older residents locally

| DP Action | Action | Responsibility | Progress | Comments |
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| <p>Provide appropriate services for residents at the Lilliane Brady Village</p> | <p>Develop, implement and review systems to ensure services are provided according to the needs of residents.</p> | <p>Director of Nursing (Lilliane Brady Village)</p> | <p>40%</p> | <p>Detailed assessment on admission determines resident's needs, abilities, choices and preferences. If resident consents, family or representative can be involved to provide detailed information to allow us to get to know the resident.</p> <p>Assessments are all completed 3 monthly unless any changes are identified - then they are completed at the time the change is identified.</p> <p>Assessment tracker tool has been developed to allow staff to identify at a glance which residents are due for their 3 monthly assessments.</p> <p>All residents are involved with their assessments and encouraged to participate. Residents have access to allied health where appropriate to participate in identifying individual needs.</p> <p>Policies are reviewed regularly to ensure the most up to date information is available. Review systems are regularly audited to ensure understanding of requirements and compliance with policy and procedures.</p> |

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| | <p>Maintain health and personal care of all residents according to their needs and maintain resident lifestyle, rights and choices.</p> | <p>Director of Nursing (Lilliane Brady Village)</p> | <p>50%</p> | <p>Assess residents upon admission then every 3 months to determine individual needs and abilities, preferences and choices. If resident consents, family or representatives can be involved in this process to allow a greater understanding of the resident through personal experience.</p> <p>All assessments are documented in the patient information management system and provide information to inform the quarterly Quality Indicator program.</p> <p>Identify immediately when the health and personal care needs and abilities change and document accordingly, with strategies provided to manage the change.</p> <p>Ensure staff attending to residents are aware and understand their individual needs, abilities and preferences.</p> <p>Recreational Activity Officers assess residents on admission and every 3 months to determine their responses to the Quality-of-life survey and consumer experience survey, which also informs the Quality Indicator reporting.</p> <p>Changes are also identified daily, and changes made to reflect current choice.</p> <p>Residents attend monthly resident meetings and have the opportunity to bring up any concerns or complaints and they are addressed immediately. This is not limited to the monthly meeting with residents also able to discuss any concerns or complaints at any time with any staff member and it will be escalated to Management. All feedback is documented and taken seriously with a collaborative approach to solve the issue that the resident and management are happy with.</p> |
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| COMMUNITY OUTCOME | | | | |
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| 1.6 | A safe and clean community | | | |
| COUNCIL STRATEGY | | | | |
| 1.6.1 | A more visible and engaged police presence | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Work with police and licensed premises to promote a safe community | Meet with Cobar Police every 6 months to discuss issues | General Manager | 60% | Ongoing- Police attended April Councillor Workshop |
| | Provide secretariat services for the Cobar Liquor Accord. | General Manager | 50% | Secretariat services provided to Liquor Accord meetings. |

| COUNCIL STRATEGY | | | | |
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| 1.6.2 | Implementation of the Cobar Crime Prevention Plan and Strategy | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Develop Cobar Crime Prevention Plan and Strategy | Update the action list for the Crime Prevention Plan and Strategy. | General Manager | 0% | On hold subject to resources |

| COUNCIL STRATEGY | | | | |
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| 1.6.3 | Encourage safe and sustainable development | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Undertake legislated obligations in relation to building and development | Assess and determine all relevant applications as outlined under Section 68 of the Local Government Act 1993 | Director Planning & Environmental Services | 25% | All s68 applications lodged with Council through the NSW Planning Portal are assessed and determined in accordance with relevant legislation requirements |
| | Carry out critical stage and other progress inspections required to ensure completed projects complies. | Director Planning & Environmental Services | 25% | Development projects are inspected when necessary to establish level of compliance. |
| | Complying Development applications assessed and approved in accordance with statutory standards requirements and Council Codes. | Director Planning & Environmental Services | 25% | Complying Development Certificate applications lodged with Council are assessed and determined in accordance with relevant legislation requirements. |
| | Development Applications assessed and approved in accordance with statutory standards and requirements and Council Codes. | Director Planning & Environmental Services | 25% | Development Applications lodged with Council are assessed and determined in accordance with relevant legislation requirements. |
| | Inspect all development when required by approval so as to ensure compliance. | Director Planning & Environmental Services | 25% | Developments are inspected when necessary to establish level of compliance |
| | Process applications for Planning Certificates. | Director Planning & Environmental Services | 25% | Planning certificate applications are determined expeditiously following lodgment with Council. |
| | Provide approval and inspection services for the installation | Director Planning & Environmental Services | 25% | Councils role as a plumbing regulator, as delegated by the Office of Fair Trading under the |

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| | of sewage and drainage services. | | | Plumbing and Drainage Act, is undertaken as per required legislative requirements. |
| | Provide registration, approval and inspection for applications to install and operate OnSite Sewage Management Systems. | Director Planning & Environmental Services | 100% | All Section 68 applications seeking approval to install, operate and modify on-site sewage management systems are managed as per relevant legislated requirements, including registration, inspection and approval. |
| | Review LEP zoning in Nymagee to allow building | Director Planning & Environmental Services | 0% | Not progressing |
| Implement and maintain an appropriate register for leases, licences and land | Maintain the Lease, Licence and Land Register. | Director Planning & Environmental Services | 20% | The lease, license and land use register is maintained as required. |

| COUNCIL STRATEGY | | | | |
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| 1.6.4 | Provide and maintain safe and serviceable public facilities and infrastructure | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| To provide the community with an aesthetically pleasing and clean urban environment | Mechanically and manually clean the streets in the urban area to provide suitable environment for the community. | Urban Services Coordinator | 50% | Cobar CBD and surrounds along with residential streets have been regularly swept as per the street cleaning program. |
| Maintain Council Buildings to an appropriate standard | Develop maintenance plan | Director Engineering | 50% | Ongoing action. Cleaning of public facilities completed as per the agreed levels of service. Building maintenance is currently undertaken on an as needs basis. Building audit and proactive maintenance plan is yet to be developed. |
| | Maintenance and repair of Council buildings undertaken with available resources. | General Manager | 50% | Funds allocated in the budget |
| | Review asset management plan | Director Engineering | 50% | Council has employed an asset manager and work has commenced on reviewing and updating Councils asset management plans. |
| Improve disability access to Council buildings and facilities to improve their accessibility by older people and people with a disability | Update Council's Disability Inclusion Action Plan. | General Manager | 30% | Currently working on this plan |
| Provide adequate telemetry for our networks across the Shire for Water and Sewer | Upgrade the telemetry network across the Shire. | Water & Sewer Manager | 50% | Audit of telemetry assets undertaken and actioning priority items |

| COUNCIL STRATEGY | | | | |
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| 1.6.5 | Provide protection from fire, natural disasters, public health and other threats to the community | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| To have the Local Emergency Management Committee (LEMC) available for any disasters | All food shops and licensed premises inspected as per Food Authority Partnership. | Director Planning & Environmental Services | 0% | Some routine food shop inspections have already commenced the remainder will be done in the coming months |
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| | Investigation of public health incidents. | Director Planning & Environmental Services | 25% | Any relevant work orders actioned. There have been no significant public health incidents. |
| | To ensure strategic planning is made to establish local disaster management plans which consider the risks to local communities and have in place relevant disaster management plans which cover the reasonably foreseeable risks within the community. | General Manager | 50% | LEMC coordinated to be set up at the Rural Fire Centre for emergencies and meets on a regular basis |
| | To establish an effective and relevant Local Emergency Management Committee to co-ordinate Emergency services with the community. | General Manager | 50% | Local Emergency Management Committee is actively meeting with the General Manager chairing meetings |
| Drought policy | Review & implement a drought management plan | Director of Engineering | 50% | The review of Councils Drought Management Plan is on hold pending the development of the Regional Drought Resilience Plan. Funding has been secured through the NSW Government to prepare a Regional Drought Resilience Plan for a consortium of four Councils being Cobar, Bourke, Brewarrina and Walgett. The plan is intended provide regional and local actions specific to each region that promotes self-reliance and drought resilience of regional communities, improve the natural capital of agricultural landscapes, optimise environmental outcomes & |

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| | | | | strengthen the wellbeing and social capital of rural, regional & remote communities. The plan will be developed over 16 months (completion 30 April 2025). |
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| COMMUNITY OUTCOME | |
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| 2.1 | A vibrant shire that promotes and supports business growth and retention, development and investment |

| COUNCIL STRATEGY | | | | |
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| 2.1.1 | Encourage business growth and new business opportunities in the Shire | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Facilitate business development in the Shire | Develop a Masterplan for the CBD in Cobar | General Manager | 100% | Completed |
| | Facilitate business opportunities within Cobar and promote the region. | General Manager | 45% | Ongoing |
| Support existing industries (mining & agriculture) | Investigate a new industrial estate to allow for business growth | General Manager | 35% | No resources, work to commence in the existing industrial area |
| | Investigate new industries outside of mining within the Shire (outside of mining) | General Manager | 40% | Ongoing |

| COUNCIL STRATEGY | | | | |
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| 2.1.2 | Develop and provide an Economic Action Plan that contributes to the growth of the Shire | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Develop an Economic Action Plan | Renew the Economic Action Plan and provide actions For the next 12 months | General Manager | 0% | Limited resources |
| COUNCIL STRATEGY | | | | |
| 2.1.3 | Encourage people to shop locally and support the business community more broadly | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Participate in, and work with, the Cobar Business Association to develop programs to support business | Work with the Cobar Business Association to support local business initiatives such as the Great Cobar Business Awards, shop local promotions, training initiatives and other activities. | Tourism Manager | 50% | Cobar Shire Council continues to work closely with the Cobar Business Association and holds the secretary position. During the quarter the association were successful with grants and donations for Small Business Month workshops (\$3500) & the Christmas Parade & Gala Night (\$14,000). CBA have worked with council to host the following events and workshops - Teck talk workshops, My Business workshop, Christmas Parade & Gala Night & Christmas Street Banners. The association is currently working toward re-branding the association with a focus on having more of a digital platform. Tronic group have been assisting with website development and Council developing social media platforms. |
| Support shop local campaigns, including administration of the Cobar Quids program | Monitor, dispense and reconcile Cobar Quids. | Customer Service Manager | 50% | 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. |

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| | | | | Council processed an average of 71 transactions per month for the October - December 2023 quarter. |
| | Advocate for local business/contractors to be engaged. | General Manager | 50% | Ongoing Support provided |

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 | Comments |
|---|---|-----------------|----------|---|
| Update and implement the Tourism, Events and Museum Business Plan | Complete revision of all Council Tourism Signage and construct, design and prepare a funding plan to achieve. | Tourism Manager | 50% | The Tourism Team have completed a full Audit on all Tourism signage in Cobar including street signs, boundary, entrance and interpretation signage. Recently new signage has been updated and installed at the Cobar Mining Heritage Park, Museum carpark area, Museum Hill, Sound Chapel Road & Millie Dale Barrier Highway. The Tourism team are continually working on updating Tourism signage with the next area of focus being the Federation Heritage walk interpretation signs. |
| | Regularly update and report on implementation of the Tourism, Events and Great Cobar Museum | Tourism Manager | 50% | Tourism quarterly report has been prepared to be tabled at Councils December meeting. The report includes quarterly stats for the Visitors Information Centre, Museum & Sound Chapel visitation. The report provides a update on events held during the period & Kidman Way & Tourism Committee updates. |
| | Camping options in Cobar Shire | General Manager | 50% | New facilities developed |

| COUNCIL STRATEGY | | | | |
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| 2.2.2 | Develop a diverse range of interesting annual events and promote the activities that are on and the cultural experiences that are available in Cobar to locals and tourists | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Manage the Visitor Information Centre | Manage the Visitor Information Centre, admissions to Museum and souvenir shop at the Great Cobar Heritage Centre. | Tourism Manager | 50% | <p>September: Museum - 1033, VIC - 1870, Total Visitors - 2903, Total Sales \$15,272.30</p> <p>October: Museum - 828, VIC - 1451, Total Visitors - 2779, Total Sales \$12,837.50</p> <p>November: Museum - 319, VIC - 610, Total Visitors - 929, Total Sales \$5,974.70</p> <p>Sound Chapel Bookings</p> <p>September - 73</p> <p>October - 61</p> <p>November - 25</p> |
| Develop and implement new ideas to bring people to Cobar | Develop new marketing material to bring new residents and tourists to Cobar. | Tourism Manager | 50% | Tourism Staff are currently working on re-branding existing guides and maps that are distributed from the Great Cobar Museum. The team is currently working towards a new Cobar mud map, walks & trail maps, tourism brochures for business in the CBD & accommodation providers. |

| COMMUNITY OUTCOME | | | | |
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| 2.3 | A strong business hub operating out of the Cobar airport | | | |
| COUNCIL STRATEGY | | | | |
| 2.3.1 | Encourage business development at Cobar Airport and encourage Cobar as a stopover point for aircrafts | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Actively seek out business opportunities to enhance the operations at Cobar Airport | Promote the airport to interested parties to establish business enterprises as per the actions in the Master Plan. | Asset Manager | 50% | Ongoing |
| | Providing Secretariat support to the Airport Advisory Committee to the Cobar Regional Airport. | Asset Manager | 0% | Committee has been placed on hold. |
| Develop a masterplan for the development of Cobar Airport | Consult with users to influence the development of the masterplan | Asset Manager | 0% | In progress |

| COMMUNITY OUTCOME | | | | |
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| 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 | 50% | Ongoing support |

Key Activity: Governance

| COMMUNITY OUTCOME | | | | |
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| 3.1 | A well-funded Council that is well managed and well governed | | | |
| COUNCIL STRATEGY | | | | |
| 3.1.1 | Increase Council's income stream | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Reassess all rates, fees and charges | Debt recovery & undertake sale of land under Section 713. | Customer Service Manager | 30% | 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. Rates and water usage outstanding at the 30 June 2023 was \$1,637,802.00. Rates levied for 2023-2024 are \$8,243,615.00. The current outstanding at the 31 December 2023 is \$5,048,977.09. |
| | Sound revenue management plan in place including rate recovery and debt recovery. | Finance Manager | 50% | Ongoing with outstanding debts below the benchmark for rural councils. Reassessment is undertaken annually through the development of the Operational Plan. |
| Increase grant funding received | Apply for grants to assist Council to undertake activities outlined in the Annual Operational Plan and to access additional grant opportunities as they become available. | Grants Officer | 60% | Successful grant applications: - Local Roads and Community Infrastructure Phase 4 for LBV upgrades, town enhancement program, bore placement program & |

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| | | | | <p>the footpath reinstatement in Marshall Street.</p> <ul style="list-style-type: none"> - Western NSW Primary Health Network for telehealth support at LBV. - NSW Holiday Break Funding for Spring 2023 for school holiday activities - Western NSW Primary Health Network for a community garden at the Cobar Youth and Community Centre - Australia Day 2024 - NSW Holiday Break Funding for Summer 23/24 and Autumn 2024 for school holiday activities <p>Unsuccessful grant application:</p> <ul style="list-style-type: none"> - Seniors Week 2024 - Women's Week 2024 - Live Music Australia Round 7 for Bands in the Bush 2024 - Regional Event Fund for Grey Mardi Gras 2024 <p>Grant applications still pending outcomes:</p> <ul style="list-style-type: none"> - Country Passenger Transport Infrastructure Grants for lights at the Linsley Street bus shelter - Crowns Reserves Improvement Fund 24/25 for upgrades at the Cobar tennis courts - Get NSW Active 24/25 for an updated active transport plan for Cobar Shire - Growing Regions Program Round 1 for Cobar sewer treatment plant upgrade & Cobar caravan park |
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| | | | | <p>accommodation expansion.</p> <ul style="list-style-type: none"> - Aged Care Capital Assistance Program for construction of accommodation for LBV staff. - eNRM Round 2 - to support implementation of medication charts at LBV |
| Effectively manage Council investments | Optimum investment of Councils surplus funds in accordance with Council's Investment Policy. | Financial Accountant | 50% | Councils surplus funds have been invested to maximise interest revenue after taking Council's current and future working capital and operational needs into consideration. There has been an increase in interest revenue for the period. |
| Provide services as per contract with Services NSW | Meet the requirements as per Services NSW Contract. | Customer Service Manager | 50% | 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. Driver testing is conducted fortnightly by an external tester. |
| Implement the Section 94 Plan, Section 64 Plan and VPAs and manage the funds to provide for future infrastructure through developer contributions | Implement the Developer Contributions Plan, Section 64 Plan and VPAs and manage the funds to provide for future infrastructure through developer contributions. | Director Corporate & Community Services | 50% | Ongoing with contributions managed in accordance with requirements of the plan applicable. Ongoing review of contributions plan balances. |
| | Review the developer contribution plan to provide affordable development in Cobar Shire | Director Finance & Community Services | 20% | Implementation of the Contributions Plan is ongoing. |

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| To provide a Section 64 Plan that meets the community expectation | Review the charging methodology to ensure that it meets the ability to develop Cobar Shire. | Water & Sewer Manager | 35% | AMP and FMP underway to determine equitable charging methodology |
| Negotiate VPA's to provide for contributions to the Shire of Cobar | Ensure any major development by mining companies have a VPA negotiated | General Manager | 50% | Successful negotiations with Federation VPA and approved by Council. |

| COUNCIL STRATEGY | | | | |
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| 3.1.2 | Minimise risk for Council and the community | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Develop and implement a risk management strategy suitable for Council operations | Co-ordinate the development of Councils Business Continuity Plan and Disaster Recovery Plan in conjunction with StateCover. | Director Corporate & Community Services | 1000% | Updated plan adopted by Council in May 2023. |
| | Implement a Corporate Risk Management Strategy. | General Manager | 50% | Currently being Drafted for consideration this year |
| | Internal Audit Committee to meet quarterly and ensure Compliance with all Legislative and Regulatory requirements. | Director Corporate & Community Services | 50% | First meeting of the new ARIC held on 16 November 2023, at Bourke Shire. This Committee has been formed in accordance with the Local Government Act requirements. The committee is operating under the charter adopted by Council at its meeting of May 2022. This committee is guiding internal audit processes in accordance with requirements however Council is focusing on reviewing services and making operational improvements in the first instance. A more detailed audit plan will be considered as our Risk Management practices mature. |

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| WHS obligations are met and safe work practices are promoted and undertaken | Consult with WHS Committee to take a proactive stance in promoting a healthy and safe work environment. | Human Resources Manager | 50% | The WHS Committee is active. Meetings are held bi-monthly, with regular agenda items being discussed, addressed and resolved. The committee provides a platform for consultation between Council Management and employees with suggestions/recommendations from the committee presented to and endorsed by Manex. |
| | Refinement and implementation of Councils' WHS Management System in conjunction with WHS Committee and employees. | General Manager | 55% | Ongoing |
| | | | | |
| | Refinement and implementation of Councils WHS Management System in conjunction with WHS Committee and employees. | General Manager | 50% | New WHS policies/procedures are continuously being developed. |

| COUNCIL STRATEGY | | | | |
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| 3.1.3 Strong governance measures in place | | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Councillors are well trained and informed on their roles and responsibilities | Training provided to Councillors. | General Manager | 40% | Training currently being sought |

| COMMUNITY OUTCOME | | | | |
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| 3.2 | An engaged community that participates in decision making | | | |
| COUNCIL STRATEGY | | | | |
| 3.2.1 | Encourage more direct participation and interaction between Council and the community | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Provide up-to-date and relevant information to the public on Councils activities | Dissemination of up-to-date and relevant information to the media and staff on Councils activities. | General Manager | 50% | 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 | 50% | Ongoing, all updated regularly |
| 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 | 50% | Ongoing, community consultations held for major issues |
| 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 | 50% | Council Officers facilitated and provided executive support for both the Local Traffic Committee and Rural Roads Advisory Committee Meetings. Local Traffic Committee meetings were held on the 16 August 2023 and 21 November 2023. Rural Roads Advisory Committee meetings were held on the 2 August 2023 and 9 November 2023. The outcomes of the meetings were referred to the subsequent Council meetings. |
| Maintain partnerships with community organisations, such as Business Groups, Council Committees and Council Alliances | Elected Council members to attend any community meetings & attend village progress meetings | General Manager | 50% | Ongoing |
| | Participation in Orana Water Utilities Alliance | Water & Sewer Manager | 50% | Ongoing, participation in Orana Water Utilities Alliance |

| COUNCIL STRATEGY | | | | |
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| 3.2.2 | Increase the participation of youth in community leadership | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Maintain a Cobar Youth Council | Establish and support Cobar Youth Council | Director Finance & Community Services | 0% | This is a gap and something that is on the long list of things that need to be actioned. I am hopeful we will get an active Youth Council in 2024. Unfortunately we have lost a lot of the past members to Uni etc, so we need to do a new campaign and help them grow. |
| COMMUNITY OUTCOME | | | | |
| 3.3 | A well-functioning Council that focuses on strategic planning, provides good customer service and secures value-for-money goods and services | | | |
| COUNCIL STRATEGY | | | | |
| 3.3.1 | Provision of good customer service | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Focus on the provision of good customer service by all Council staff | Ensure that all CRM and other complaints registers and reviewed with appropriate actions and responses to complainants. | Director Corporate & Community Services | 50% | All compliant actions up to date at this time. No formal complaints under Code of Conduct or council complaints handling process have been undertaken in this period. Updates have been made the process of lodging a complaint with regard to Aged Care and this is now more accessible to customers via Council or Federal Government channels. |

| COUNCIL STRATEGY | | | | |
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| 3.3.2 | Staff are valued, well trained and able to undertake their roles and functions | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Human Resources | Continue to promote the Staff Recognition and Reward Program. | Human Resources Manager | 50% | Quarterly BBQs are held as a general 'thank you' to all staff. Previous staff awards were deemed problematic by the WHS committee, so that program ceased in 2023. |
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| | To be an employer of choice including continual review of employee benefits, training plans, succession plans and Traineeships. | Human Resources Manager | 50% | Attraction and retention are significant HR issues for all businesses across NSW. Several recruitment strategies are deployed for hard to fill roles, including agency placement and professional consultancy services. As at 31.12.24 we employ 2 x Graduate Engineers (recruiting for two more), 2 x School Based Trainees (ECEC), 1 x full time trainee (ECEC). |
| | To build productivity, maintain industrial harmony and increase employee satisfaction. | Human Resources Manager | 50% | Overall, the industrial harmony is sound. We have had no industrial issues this quarter. |
| | To ensure that a Consultative Committee is effective and efficient in recommending to the General Manager for action. | Human Resources Manager | 50% | Overall the industrial harmony is sound. We have had no industrial issues this quarter. |

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| | Undertake electronic performance appraisal annually. | Human Resources Manager | 100% | All Council employees undertake electronic performance appraisals in April-May each year, which includes a salary review process. |
| 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 | 50% | The organisational structure was reviewed against budget availability and presented to Council in July 2024 for resolution and adoption. The approved structure will need to be costed for the 2024-25 budget. |
| Implement and manage an Employee Assistance Program for Council staff | Oversee and promote Councils Employee Assistance Program. | Human Resources Manager | 50% | 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. Health and wellbeing days for all staff are held every second year, next one scheduled for March 2025. |
| 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 | 50% | Review and update of Councils 10 year plant replacement program underway. |
| Provide Cobar Shire Council with a secure, reliable and cost effective information technology network. | Audit and analysis of software used and future needs and identify software champions. | Finance Manager | 50% | Ongoing assessment of needs. This has been subject to evaluation with a new agreement for IT Service provision signed. |

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| | Continuing to upgrade security systems and staff awareness. | Director Corporate & Community Services | 50% | <p>This action is ongoing with the focus on the following areas for development of internal management policy to record current process to manage system vulnerability and identify areas of improvement.</p> <ul style="list-style-type: none"> o User Access / Password Security o Password Compliance o Data Storage, Destruction / Disposal o Email / Internet Security o Social Media Use o Mobile Computing o Remote Access o System / Network Security o Security Incident Reporting o Copyright / I.P. |
| | Ongoing upgrade of IT innovations, which includes training of staff. | Director Corporate & Community Services | 70% | <p>Service level agreement for IT Services completed.</p> <p>Cyber Security Leadership Initiative commenced November 2023 to ensure compliance with Privacy Act amendments.</p> <p>Review of a booking system conducted with customer service staff to consider opportunities to enhance online services.</p> |

COUNCIL STRATEGY

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

| DP Action | Action | Responsibility | Progress | Comments |
|---|--|-------------------------|----------|---|
| Council updates the Integrated Planning and Reporting framework documents as required | Compliance with Integrated Planning and Reporting (IPR) Framework Requirements as outlined by the OLG. | General Manager | 50% | Renewal of IPR Framework documents within agreed timeframe: • Resource Strategy involving: - Minimum Ten (10) Year Financial Plan; - Asset Management Plans for Building Assets; • Annual Operational Plan. Currently working on disability inclusion plan. |
| | Implementation of Council's Community Engagement Strategy. | General Manager | 50% | Reviewed as part of the IP&R review |
| | Workforce Management Strategy, as part of Resourcing Strategy, developed and maintained. | Human Resources Manager | 100% | Next review date is February 2026 in preparation for 1 July 2026. |
| | Works Program developed for Shire and Regional roads, drainage, signs and traffic facilities. | Director Engineering | 50% | Works Program completed and reviewed monthly. The program has included several amendments to accommodate additional flood recovery works and externally funded works. |
| Meeting NSW Health and EPA legislative requirements for Water and Sewer | Quarterly report submitted to NSW Health and Annual Report to EPA. | Water & Sewer Manager | 50% | Quarterly report submitted to NSW Health and Annual Report to EPA. |

| COUNCIL STRATEGY | | | | |
|---|---|---|-----------------|--|
| 3.3.4 | Good procurement processes in place to ensure the most advantageous provision of goods and services to Council | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Effective & compliant contractual management and procurement practices are employed | Maintain a current Contracts Register, update policies and procedures and identify improvements in procurement processes. | Director Corporate & Community Services | 50% | Ongoing as required |
| Provision of Cobar Water Board Administration and Financial Services | Undertake administration and financial services for the Cobar Water Board as per the Agreement. | Director Corporate & Community Services | 50% | Ongoing support provided, Budget in the final stage of development and all returns complete as required. |
| Provide VendorPanel as Council's main Procurement tool | Use of VendorPanel as Council's main Procurement tool. | Finance Manager | 50% | Vendor Panel has been implemented across Council. Local supplier reaction has been positive. LGP Contract usage has increased the ability for staff to omit the tender process for large value projects. The use of registers in order to maintain Council compliance has been effective, as well as the use for higher level procurement including tenders. Staff training has been implemented across various areas of Council. |

COMMUNITY OUTCOME

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

COUNCIL STRATEGY

3.4.1 Provide adequate housing & accommodation

| DP Action | Action | Responsibility | Progress | Comments |
|---------------------------|---|---|-----------------|--|
| Create a housing Strategy | Develop housing strategy in conjunction with State Government | Director Corporate & Community Services | 10% | Feedback provided as requested. |
| | Investigate residential subdivision, housing affordability & Crisis accommodation | Director Corporate & Community Services | 20% | Ongoing,. This year opportunity to apply for housing grant undertaken to support village staff accommodation with land transfer nearly complete. |

Key Activity: 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 | Comments |
| To support the Cobar Water Board in seeking funding for improvements to water supply infrastructure to bring quality water and a reliable supply of water to Cobar for treatment and distribution | Negotiate with Cobar Water Board and Bogan Shire Council to provide grant funding and options for the improving the Albert Priest Channel, completing the Pipeline Augmentation Project and undertaking improvements to other water supply infrastructure. | Water & Sewer Manager | 10% | Negotiating water user agreements with Bogan Shire Council. |

COUNCIL STRATEGY

4.1.2 Improved water infrastructure across the Shire, including the town reticulation system

| DP Action | Action | Responsibility | Progress | Comments |
|---|--|-----------------------|-----------------|--|
| Upgrade the reticulation network in Cobar, replacing old pipework, valves etc to improve water flow and water quality | Undertake repairs to potable water storages, including re-roofing, recoating and standardisation. | Water & Sewer Manager | 25% | MGT tank completed. 7Meg tank underway with specifications being drafted. |
| | Upgrade the reticulation network in Cobar, replacing old pipework, valves etc to improve water flow, reliability, and water quality. | Water & Sewer Manager | 40% | Upgrade the reticulation network in Cobar, replacing old pipework, valves etc to improve water flow, reliability, and water quality. |

| COUNCIL STRATEGY | | | | |
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| 4.1.3 | Seek alternative supply solutions to improve water supply to the villages | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Improve water supply to villages | Euabalong and Euabalong West Standpipe Reservoirs Option Study | Water & Sewer Manager | 100% | Euabalong and Euabalong West Standpipe Reservoirs Option Study completed |
| | Replacement of Pumping Stations. | Water & Sewer Manager | 30% | Land acquisition underway for new pump stations. |
| | Scoping study to be completed for Nymagee, Euabalong and Euabalong West. | Water & Sewer Manager | 100% | Euabalong and Euabalong West Standpipe Reservoirs Option Study completed |
| 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 | 50% | Undertaking asset management plans with the integrated water cycle management plans |
| Undertake fair valuation of water and sewer | In conjunction with Councils Asset Management team and Auditor undertake revaluation of Council's water and sewer assets. | Water & Sewer Manager | 50% | Revaluation undertaken as part of the Integrated Water Cycle Management Planning |

| COUNCIL STRATEGY | | | | |
|--|---|-----------------------|----------|--|
| 4.1.4 | Provide contract services to Cobar Water Board | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Provide contract services to Cobar Water Board | Provide technical advice and maintenance activities to the Cobar Water Board. | Water & Sewer Manager | 50% | Ongoing, provision of technical advice and maintenance activities for the Cobar Water Board. |

| COMMUNITY OUTCOME | |
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| 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 | Comments |
| Lobby the government for improved communications networks | Lobby to reduce Mobile Blackspots across the Shire. | General Manager | 50% | Ongoing |
| | Maintenance of radio base stations and licences. | General Manager | 0% | No action to date |
| | Lobby for funding to increase boosters for radio stations | General Manager | 0% | No action to date |

| COMMUNITY OUTCOME | | | | |
|---|--|----------------------|----------|---|
| 4.3 | Good transport networks that increase the accessibility of Cobar and markets | | | |
| COUNCIL STRATEGY | | | | |
| 4.3.1 | Seek ways to expand the sealed road network and improve and maintain the unsealed road network | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Road works undertaken according to priority, weather conditions and availability of resources | Construction and maintenance works carried out on Regional and Shire Road Network in accordance with approved programs | Director Engineering | 50% | <p>Work is progressing well on the construction and maintenance of Regional and Shire Roads. The program has been accelerated to accommodate additional flood recovery works and externally funded works.</p> <p>Works completed to date include: Buckanbe Road (SR1A), maintenance grading Seventy Eight Mile Road (SR2), maintenance grading and resheeting Gidgee Road (SR4), maintenance grading Pulpulla Road (SR6), stabilising two floodways Curranyalpa Road (MR68), carting and spreading gravel, lifting</p> |

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| | | | | <p>100m low lying area, flood damage grading</p> <p>Mulya Road (MR407), maintenance grading</p> <p>52 Mile Road (RR7518) maintenance grading and resheeting</p> <p>Coomeratta Road (SR8), maintenance grading</p> <p>Neckarbo Road (SR9), maintenance grading</p> <p>Belarabon Road (SR10), maintenance grading</p> <p>Yathong Road (SR12), installation of guard rails and seal road at the new culvert locations</p> <p>Bedooba Road (SR13B), maintenance and grid removal</p> <p>Merri Road (SR17), maintenance and grid removal</p> <p>Developmental Road (SR32), Pushing up burrow pits and cleaning floodway</p> <p>Rosevale Road (SR46), flood restoration maintenance grading</p> <p>Wool Track (MR7522), maintenance grading</p> <p>Booberoi Road (SR23), maintenance grading and resheeting</p> <p>Whitbarrow Way (MR228), heavy patching</p> <p>Tipping Way (MR411), vegetation removal</p> <p>Glenwood Road (MR419), grid repairs</p> <p>Kiacatoo Road (MR7521), stabilisation and shoulder widening</p> |
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| | 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 | 50% | Regular inspections and recording of defects is ongoing. Maintenance and rectification works are prioritised based on risk and undertaken as resources and funding allows. |
| | Sign maintenance. | Director Engineering | 50% | Inspections of roadside signage has identified in the order of 1,200 maintenance tasks associated with signage. Council Officers are currently reviewing the allocation of resources for the maintenance of signage. |
| | Street maintenance | Urban Services Co-Ordinator | 50% | The maintenance and improvement of the road network is ongoing with Council Officers actively seeking externally sourced funding for undertaking road improvement works. This includes being successful in securing funding to extend the seal along the Wool Track for an additional 40km. |
| | Undertake ordered works on behalf of RMS within the agreed budget. | Roads Development Manager | 50% | Ongoing, including extensive Highway heavy patching, shoulder grading and resealing program. The majority of the heavy patching has been completed with shoulder grading and resealing underway. |
| | Undertake routine and supplementary works on State Roads in accordance with the RMS Contract. | Roads Development Manager | 100% | Works delivered on State Roads under the Road Maintenance Contract with TfNSW is ongoing. Works |

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| | | | | completed this reporting period include an extensive heavy patching program in addition to general road and signage maintenance. All contract obligations have been met to date. |
| 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 | 50% | The status of Councils quarries continues to be monitored and restored /rehabilitated as required. |
| | Licences for all existing and new quarries progressively obtained. | Roads Development Manager | 50% | Council continues to win and crush gravel to provide good quality road construction materials and maintains the required licenses and safety management plans. |
| | Negotiate with landholders for water | Director Engineering | 50% | Ongoing, Council officers regularly engage with land holders to access alternative water supplies for road works and maintain water supply points. Council Officers have also organised drilling and establishment of additional water sources for road works |
| Seal The Wool Track | Apply for funding for The Wool Track Seal Extension Project. | General Manager | 70% | Successfully obtained funding works commenced this quarter |
| Speed limit increased on the Kidman Way | Lobby Transport NSW for the increased speed limit on the Kidman Way (100 to 110) | Director Engineering | 100% | Speed limit approved and implemented. |

| COUNCIL STRATEGY | | | | |
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| 4.3.2 | Provide and maintain safe and serviceable transport infrastructure including roads, footpaths, bike paths and airport | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Provide and maintain a safe and adequate footpath and bike path network | Maintain and improve Cobar and Villages walking tracks | Director Engineering | 50% | Cobar and Village walking tracks are inspected and maintained as resources allow. Maintenance includes slashing, weed control and repair of defects. |
| | Review and update the Active Transport Plan. Identify action plans for years 1,2,3,4. | Director Engineering | 50% | <p>The majority of actions identified in the Active Transport Plan have been completed or are underway as part of the DDA compliant footpath project being delivered over the next 22 months funded through round 9 of the Resources for Regions funding program.</p> <p>These actions include:</p> <ul style="list-style-type: none"> Louth Road - link between Becker to Bradley Streets Goold Street - link between Louth Road and Bathurst Street Bathurst Street - link between Cobar High School and Tom Knight Oval Blakey Street (Council Depot) - starting at Linsley Street link between Cobar High School and Newey Reservoir walking track Blakey Street (Cobar Golf Course) - link along Woodiwiss Ave to Tindara Street, linking the town centre to the hospital Cobar CBD - pram ramp upgrades (approx.20), around the |

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| | | | | township to meet current standards and improve safety |
| Road safety | Identify priority works required to improve the safety of the footpath network and undertake works as funding becomes available. | Director Engineering | 50% | Priority footpath improvement safety works identified in Councils Active Transport Plan and Pedestrian Access Mobility Plan. Funding secured through Resources for Regions - Round 9 for the value of \$1,130,662. Tender awarded to construct new DDA complaint footpaths at various locations in the Cobar urban area. Works scheduled to commence this financial year with completion scheduled for October 2025. |
| | Investigate Bypass in Cobar | General Manager | 0% | No action to date |
| | Investigate Pedestrian crossing signage in main Street of Cobar | General Manager | 100% | Completed |
| | Lobby for Lights at railway crossing throughout the Shire | General Manager | 40% | Ongoing |
| 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. | Asset Manager | 0% | Maintenance is being conducted in accordance with AOM. Clearance of vegetation around the airfield as identified in the last years Audit has been completed . Resealing works, including line marking have been scheduled for late February 2024. |
| | Consider the draft Cobar Aerodrome Master Plan. | Asset Manager | 50% | Some elements of the Master Plan have either been actioned or are in progress. Plan will be reviewed and if needed revised to ensure that it is appropriate for future use. |

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| | Develop program to increase hangar / development in order to increase use. | Asset Manager | 60% | Concept designs and costings have been completed for proposed hangar development. Quotation currently being sought to complete the detailed designs and specifications for the proposed hangers. |
| | Provision of services to key stakeholders such as Airlines and Charters. | Asset Manager | 50% | Airport provides requested services meeting the requirements of the users. |
| 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. | Asset Manager | 50% | Vegetation clearance has been completed and runway re-seal including line marking has been scheduled for February 2024 |
| Truck Stock wash | Investigate & seek funding for Stock Truck Wash | General Manager | 25% | Ongoing, funding to be sought. |
| Lobby the NSW Government to ensure that the rail network in well maintained, safe, affordable and well used, particularly for freight movements to reduce the impact of road movements on the community. | Lobby NSW Government to maintain rail network and develop initiatives to increase its use. | General Manager | 50% | Ongoing subject to resources |

COMMUNITY OUTCOME

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| 4.4 | Good quality and affordable community facilities and infrastructure |
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COUNCIL STRATEGY

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| 4.4.1 | Upgrade priority playgrounds and parks with good designs to cater for all age groups and abilities and maintain the rest at agreed service levels |
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| DP Action | Action | Responsibility | Progress | Comments |
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| 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 Coordinator | 50% | Inspection and maintenance of playground facilities are ongoing, noting that there are several playgrounds that require significant upgrades to meet the relevant standards. |
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| COUNCIL STRATEGY | | | | |
|--|--|---|----------|--|
| 4.4.2 Provision of community facilities and maintain those that we have to an appropriate standard | | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Provide Ward Oval Masterplan | Apply for additional funding to complete project i.e. cattle yards, walking tracks, pavilions, shot put nets | Projects Coordinator | 30% | Little A's were successful with funding for new shot put and discuss nets at Ward Oval. Actively looking for future grant funding to completed works on the Masterplan that have not already been funded. |
| | Undertake the proposed development for the Ward Oval Masterplan | Projects Coordinator | 50% | Ward Oval project commenced on site. Expected completion in April 2024. |
| Undertake the BBRF grant funded project of the update of Ward Oval and the Early Learning Precinct | Commence building of both projects | General Manager | 90% | Nearing completion |
| 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 | 50% | Council Officers continue to maintain a stock of pre-dug graves as needed and maintain the cemetery to a high standard. |
| | Survey the Cobar Cemetery to identify current and future needs | Director Corporate & Community Services | 50% | <p>Cobar Cemetery: (completed)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Full Head stone survey done in Cobar cemetery. <input type="checkbox"/> All the data available from headstones survey entered into database. <input type="checkbox"/> Occupancy status represented on map (Ie vacant, reserved, occupied) <p>Work still required:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Double check the reserved plots and send them confirmation letter. <p>Nymagee Cemetery:</p> |

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| | | | <input type="checkbox"/> Full headstone survey done. <input type="checkbox"/> All the data from headstone survey have been entered into database. Canbelego cemetery: <input type="checkbox"/> Full headstone survey has been completed. <input type="checkbox"/> 50% data have been entered from headstone survey. Mount Hope Cemetery: <input type="checkbox"/> Not Commenced. Euabalong Cemetery: <input type="checkbox"/> Not Commenced. |
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|--|---|--------------------------|-----|---|
| To provide quality and readily accessible library services to Cobar and villages | The Library acquires, processes, maintains and lends library materials that are up to date and appropriate. | Manager Library Services | 50% | 531 physical items and 761 eBooks, eAudio and eMagazine issues were added to the collection in Q2. 505 items = value \$5,486 (at cost) were removed. 3,413 items loaned in Q2 (includes 396 eBook/eAudio/eMagazine loans). |
| | The Library provides public access to the internet service where possible. | Manager Library Services | 50% | 8 internet-connected computers (plus wifi) are provided for public access at Cobar, Euabalong and Nymagee libraries. 298 computer use sessions and 253 hotspot logins were recorded for Q2 at Cobar library. |
| | To ensure that the Library service is utilised by Cobar Shire residents of all ages and community groups. | Manager Library Services | 50% | 2,436 members. 4,733 visits counted in Q2. 74 arcade room bookings. Other activities: monthly bookaholics meetings (8 attendances); Xmas kids' craft activities (21 attendances); monthly art & craft workshops (14 attendances); Festival of the Miner's Ghost kids' colouring-in competition (22 entries); Xmas adults' colouring-in competition (9 entries); annual Xmas giving tree received MANY donations of gifts for all ages. Artists exhibited in the gallery space: Michel Chillingworth and Rodney Hughes. Monthly new book list and events calendar e-mailed to stakeholders, press, and community groups. Library resources and services promoted via Facebook. Set up Dolly Parton Imagination Library (1 free book per month for new babies and onwards until they are 5 years old) - service to commence January 2024. |

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| Develop & Maintain Cobar & Villages Caravan Parks | Apply for funding to update the facilities at the Cobar Memorial Swimming Pool. | Projects Coordinator | 20% | Masterplan complete. Waiting for funding opportunities. |
| | Develop a Depot Masterplan for Cobar Council depot | Director Engineering | 50% | Draft masterplan and REF completed. Consolidation of the allotments underway. Review of the depot store completed. Review of fleet and workshop needs underway. |
| | Restore & maintain historical buildings in town | Projects Coordinator | 0% | Activate the Cobar CBD Masterplan project commenced in October 2022. Final adopted at the June 2023 council meeting. |
| | Upgrade facilities at Cobar & Village caravan Parks | Projects Coordinator | 0% | Will seek funding opportunities to upgrade caravan parks. |
| | Investigate adequacy of street lighting where necessary | Director Engineering | 50% | Nil issues identified regarding street lighting for the reporting period. 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. |
| Maintain Street Lighting | | | | |

| COUNCIL STRATEGY | | | | |
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| 4.4.3 | Improve recreational facilities at the water reserves | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Maintain and improve recreational facilities that are available at the Newey and Old Reservoir reserves | Develop and adopt a plan of management for the Newey Reservoir. | Director Planning & Environmental Services | 25% | Consulting with an external provider to determine time frame for project completion |
| | Investigate & cost Sealing old res access road | Director Engineering | 50% | An OTTA seal has been applied to this road and is subject to ongoing monitoring to assess its performance. |
| | Undertake actions outlined in the Newey Reservoir Plan of Management. | Director Planning & Environmental Services | 0% | Not commenced yet |

COUNCIL STRATEGY

4.4.4 Maintain and expand where necessary, the stormwater and sewer networks

| DP Action | Action | Responsibility | Progress | Comments |
|---|---|----------------------------|----------|---|
| Maintain suitable stormwater network including kerb and guttering | Maintenance of CBD and older areas of town, where overland flow is the only means of runoff, annually, including removal of obstructions. | Urban Services Coordinator | 50% | Mowing, whipper snipping and spraying the urban overland flow paths is ongoing. |
| Provide, maintain and operate a sewer network and disposal system and treatment works | Ensure EPA licence completed annually and at a minimal cost. | Water & Sewer Manager | 80% | EPA licence completed annually and at a minimal cost. |
| | Implement the Sewerage Services Asset Management Plan with 5 year rolling works program. | Water & Sewer Manager | 75% | |
| | Investigate options for implementing Liquid Trade Waste Policy and program. | Water & Sewer Manager | 0% | |
| | Undertake required maintenance activities. | Water & Sewer Manager | 50% | Ongoing, Council officers continually monitor and respond to customer enquiries and undertake required maintenance activities to ensure the operation of the sewer network. |
| | Undertake works to upgrade the three minor Sewer Pump Stations and inlet works at Sewer Treatment Plant. | Water & Sewer Manager | 100% | |

| COUNCIL STRATEGY | | | | |
|--|--|-----------------|----------|---|
| 4.4.5 | Maintain and service villages parks, streets, footpaths and community facilities | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Maintain and improve village facilities and services | Arrange for works to be undertaken that have been identified as priority projects by the Nymagee Progression Association (to use Nymagee VPA funds). | General Manager | 40% | The road work is being planned to be undertaken prior to June 24. The balance of community funds is to be determined by the progress association. |

| COUNCIL STRATEGY | | | | |
|--|--|----------------------|----------|--|
| 4.4.6 | Encourage an active community through appropriate infrastructure & facilities | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Provide infrastructure & facilities to promote active lifestyles | Investigate exercise equipment in parks & recreational areas including BMX track or bike tracks Bike & scooter racks Fresh water stations | Director Engineering | 50% | Recreation facilities across the Local Government Area continue to be assessed, maintained and improved as funding and resources allow. Projects completed this reporting period include the construction of a new cricket pitch at Euabalong. Projects currently underway include the construction of the Ward Oval Multipurpose Building and associated Recreation Infrastructure and a new recreation pathway in Euabalong. |

Key Activity: Environment

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

| COUNCIL STRATEGY | | | | |
|--|---|-----------------------|----------|--|
| 5.1.1 | Develop an alternative energy industries in Cobar | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| | Lobby minister to extend & approve power supply | General Manager | 0% | No action to date, no resources |
| 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 | 75% | Water treatment plant solar installation complete. Sewer treatment plant underway. |
| Develop a strategy to deal with Key environmental issues i.e climate change, water management & heat management | Green space development | General Manager | 0% | No action to date |
| | Workshop with Council to identify priorities | General Manager | 0% | Ongoing, workshops held monthly |

COUNCIL STRATEGY

5.1.2 Develop community leadership on becoming leaders in resource use and waste management

| DP Action | Action | Responsibility | Progress | Comments |
|--|--|--|-----------------|--|
| Undertake kerbside garbage collection in Cobar and prepare a Waste Services Strategy | Prepare a Waste Services Strategy Discussion Paper. | Director Planning & Environmental Services | 25% | Preliminary discussions with external provider has commenced but not yet finalised. |
| | Provide a trade waste, domestic waste and street bin collection service to all customers as per agreed service levels. | Manager Planning & Environmental Services | 50% | Trade Waste, domestic kerbside and street bin collections are being undertaken in accordance with required service levels. A new sideloader garbage truck has been delivered and is operational. A new trade waste Truck has been ordered. Additional bulky waste bins for the trade waste service have also been purchased. |
| | Promote efficient water use by Shire residents. | Water & Sewer Manager | 50% | Ongoing, promote efficient water use by Shire residents. |
| 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 | 50% | Ongoing, support local mining land rehabilitation through the treatment and reuse of the biosolids produced at the sewage treatment plant |

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

| COUNCIL STRATEGY | | | | |
|---|--|-----------------------|----------|---|
| 5.2.2 | Have a street tree planting program for Cobar and Villages | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Develop and instigate a street tree planting program | Develop a street tree planting program with suitable trees for the local environment & native birds | Director Engineering | 50% | Street tree planting program underway. Council officers also regularly remove inappropriate tree species and dangerous trees from public land and replace them with more suitable species. Council Officers also completed a tree pruning program in the Cobar urban streets this reporting period. |
| Develop a high-risk tree removal and replantation program | Identify and remove high risk trees that pose a serious threat to large water and sewer transmission lines. Undertake a tree replantation program in suitable locations. | Water & Sewer Manager | 50% | This action is ongoing. High risk trees that pose a risk to water and sewer assets are identified and assessed 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. |

| COUNCIL STRATEGY | | | | |
|--|---|--|-----------------|--|
| 5.2.3 | Improve the presentation & maintenance of Cobar & Villages | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Maintain public & private land | Council maintains the CBD Council promotes tidy nature strips & private land | Director Planning & Environmental Services | 0% | 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 |
| | Explore provision of more bins | Director Planning & Environmental Services | 25% | Not commenced |
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| COUNCIL STRATEGY | | | | |
|--|--|--|----------|--|
| 5.2.4 | Manage the crown land | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Provide ranger services to control animals in public places and to manage areas and crown land | Implement provisions of the Companion Animals Act and promote community awareness and responsibilities of dog and cat ownership. | Ranger | 25% | First time registered offending stray dogs were returned to owners. 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. |
| | Provide management plans for Council managed Crown Land. | Director Planning & Environmental Services | 25% | Consulting with an external provider to determine time frame for project completion. |
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| COUNCIL STRATEGY | | | | |
|--|--|--|----------|---|
| 5.2.5 | Long term management of noxious weeds | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Negotiate a new Weed Action Plan (WAP) | Review Councils responsibility as a Weed control authority and adopt WAP as needed | Director Planning & Environmental Services | 50% | Preliminary consultation with LLS staff undertaken. |

| COUNCIL STRATEGY | | | | |
|--|--|-----------------------|-----------------|------------------------------|
| 5.2.6 | Vibrant and well-run national parks that are accessible and well used | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| Lobby the NSW government to ensure the local national parks are vibrant and well run | Identify the current services shortfall provided by National parks and Wildlife Services for National Parks. | General Manager | 0% | No action undertaken |
| Utilisation of gravel in National Parks for road construction | Lobby Government for utilisation of gravel in National Parks for road construction | General Manager | 50% | Successful on Mt Grenfell Rd |

| COMMUNITY OUTCOME | | | | |
|---|---|--|-----------------|--|
| 5.3 | Clean air in the community. | | | |
| COUNCIL STRATEGY | | | | |
| 5.3.1 | Manage the externalities of mining and other industries operating close to towns and villages to minimise air pollution and other negative impacts | | | |
| DP Action | Action | Responsibility | Progress | Comments |
| That safe air quality is maintained in Cobar. | Other complaints handled by Council Staff. | Director Planning & Environmental Services | 25% | Any concerns or complaints relevant are investigated by Council and if necessary, reported to the appropriate agency/department. |
| | That relevant complaints are forwarded to EPA. | Director Planning & Environmental Services | 25% | Any concerns or complaints are investigated by Council and reported to EPA if necessary. |

