



ANNUAL REPORT

2020-2021



COBAR SHIRE COUNCIL

Annual Report 2020-2021



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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.

MAYOR'S MESSAGE

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The year 2019-2021 will be significantly remembered for the loss of our longest serving passionate Mayor Lilliane Brady OAM. On behalf of the Council, Staff and our Community I would once again like to acknowledge her and say Thank you for her loyal and strong leadership she provided for her beloved Cobar and the Council.

This year has also been a conflicting year however Council has still provided the services our communities need and deserve.

The significant grants we have received have gone a long way to providing improved infrastructure and facilities for our Shire.

I am pleased to see the Museum finally been updated to cater for the future and protect the building for many years to come. The planning and consultation for the upgrade of the Youthie and the Ward Oval will see these facilities to be both modern and what the communities have asked for.

I am also proud that the Council has taken a huge step in the building of a new Early Learning Project that will allow us to attract and keep families in Cobar.

Our villages of Euabalong and Nymagee have also benefited from grants with playgrounds and new toilets, and Mt Hope with extensions to the hall.

The Council together with the Cobar Water Board is still looking towards the State Government to fund the 100km of new pipe from Nyngan and the upgrade of both pump stations in Nyngan and Hermidale. The replacement of the old water pipes throughout Cobar has seen a high improvement in removing our dirty water experience we have had for a long time.

I can confirm that your Council has continued to ensure that the 2020/21 service provided has been maintained at the same level or improved even though our financial capacity is limited, and we rely on grants even more.

I am honored to be the Mayor of Cobar and together with the Councillor's and our staff are committed to work for our communities and our shires future.

Peter Abbott

Peter Abbott
MAYOR

ELECTED MEMBERS

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**Mayor
Peter Abbott**

- Western Division Councils of NSW
- Kidman Way Promotional Committee
- Rural Roads Advisory Committee
- Cobar Water Board
- Internal Audit Committee
- Airport Advisory Committee
- General Manager's Review Committee
- Far North West Joint Organisation
- Wool Track Development Advisory Committee
- Liquor Accord Committee
- Lower Macquarie Water Utilities Alliance
- Ward Oval Sports Advisory
- Association of Mine Related Councils
- Rural Fire District Agreement
- Cobar Shire Bush Fire Management
- Australia Day Awards Panel



**Deputy Mayor
Councillor Jarrod
Marsden**

- Western Division Councils of NSW
- Far North West Joint Organisation (Alternate)
- General Manager's Review Committee
- Barwon Darling Water Inc (formerly Mungindi/Menindee Water Users Group)
- Rural Roads Advisory Committee
- Association of Mines Related Councils (alternate)
- Airport Advisory Committee
- Cobar War Hostel Committee
- Wool Track Development Committee
- Tourism Advisory Committee
- Ward Oval Sports Advisory Board



**Councillor
Janine Lea-Barrett**

- Western Division Councils of NSW (Alternate)
- Murray Darling Association
- Rural Roads Advisory Committee
- Association of Mine Related Councils (Alternate)
- Western Regional Joint Planning Panel (Alternative)
- Economic Taskforce
- Airport Advisory Committee
- Western Slopes Pipeline Committee

ELECTED MEMBERS

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**Councillor
Peter Maxwell**

- Wool Track Development Advisory Committee
- Lachlan Valley Weeds Advisory
- Macquarie Valley Weeds Advisory Committee
- Rural Roads Advisory Committee
- Australia Wide Rural Roads Group (Alternative)
- General Manager's Review Committee
- Western Regional Weeds Committee
- Hera Mine Community Consultative Committee



**Councillor
Julie Payne**

- Local Traffic Committee
- Outback Arts (Alternate)
- Cobar Youth Council
- Rural Roads Advisory Committee
- Murray Darling Association
- Airport Advisory Committee
- Cobar Shire Rural Fire District Service Agreement Liaison Committee



**Councillor
Bob Sinclair**

- Mallee Bushfire Prevention Committee
- Wool Track Development Advisory Committee
- Australia Wide Rural Roads Group
- Rural Roads Advisory Committee
- Internal Audit Committee
- Western Regional Joint Planning Panel
- Western Division Councils of NSW (Alternate)
- General Manager's Review Committee

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**Councillor
Harley Toomey**

- Kidman Way Promotional Committee
- Tourism Advisory Committee
- Mount Grenfell Board of Management
- Rural Roads Advisory Committee
- Ward Oval Sports Advisory Board
- Liquor Accord Committee



**Councillor
Kate Winders**

- Kidman Way Promotional Committee
- Tourism Advisory Committee
- Australia Day Awards Panel



**Councillor
Peter Yench**

- Barwon Darling Water Inc (formerly Mungindi/ Menindee Water Users Group)
- Wool Track Development Advisory
- Kidman Way Promotion Committee
- Tourism Advisory Committee
- Mount Grenfell Board of Management (Alternate)
- Rural Roads Advisory Committee
- Cobar Water Board

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**Mayor Lilliane Brady OAM
(Deceased February 2021)**

- Western Division Councils of NSW
- Wool Track Development Advisory Committee
- Liquor Accord Committee
- General Manager 's Review Committee
- Rural Fire District Agreement
- Lower Macquarie Water Utilities Alliance
- Rural Roads Advisory Committee
- Australia Day Awards Panel
- Association of Mine Related Councils
- Cobar Water Board
- Cobar Shire Bush Fire Management
- Ward Oval Sports Advisory
- Far North West Joint Organisation

GENERAL MANAGERS REPORT

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

Councillors - July 2020 to June 2021	Number of Meetings	No of Meetings Attended
Peter Abbott (Mayor)	11	10
Jarrold Marsden (Deputy Mayor)	11	10
Janine Lea-Barrett	11	10
Peter Maxwell	11	11
Julie Payne	11	11
Bob Sinclair	11	10
Harley Toomey	11	10
Kate Winders	11	11
Peter Yench	11	7
Lilliane Brady Mayor OAM	5	5

COUNCILLOR FEES – SECTION 428 (2) (F)

Total Councillor Fees for 2020/2021	Amount
Election expenses	\$320.62
Mayor	\$26,529.96*
Councillors (12)	\$114,322.12

* Excludes Councillor Fee

COUNCILLOR ALLOWANCES – SECTION 428 (2) (F)

Total Councillor Allowances for 2019/2020	Amount
Councillors travelling and accommodation	\$9,446.28
Councillors meals etc	\$2,697.96
Provision of dedicated office equipment allocated to Councillors	\$0
Telephone calls made by Councillors	\$0
Attendance of Councillors at conferences and seminars	\$2,011.81
Training of Councillors and provision of skill development	\$1,672.46
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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Once again, the 2020/21 year will be remembered for the contamination of the COVID-19 pandemic and the challenges it provided. Together we have kept it out of the Shire and maintained a sense of community and support for each other.

But still your Council, elected members and the staff have made sure that our shire continues to improve and develop the facilities and infrastructure the Community deserves. Through obtaining grants the following projects have been complete or started:

Project	Amount	Stage
Cobar Youth and Fitness Centre	\$ 2,000,000.00	Design completed
Great Cobar Heritage Centre	\$ 2,400,000.00	Nearing completion
Ward Oval Community Hub and Early Learning Precinct	\$ 12,000,000.00	Design stage
New Water Treatment Plant/ water storage pump station	\$ 15,500,000.00	In progress
Sewer treatment inlet/ Sewerage pump station upgrade	\$ 1,700,000.00	In progress
Cobar Miners Memorial	\$ 970,000.00	Completed
New Footpath Construction	\$ 750,000.00	Nearing Completion
Dalton Park Horse Complex Toilets	\$ 553,000.00	Completed
Town Beautification	\$ 120,000.00	Nearing completion
Sealing of the Grand Carpark and Town Hall Cinema Carpark	\$ 240,000.00	In progress - final stages on hold due to COVID restrictions
Town CCTV installation	\$ 350,000.00	Nearing completion
Drummond Park Rotunda Repairs and Shade Installation	\$ 300,000.00	Completed
New Pool Shade Structure	\$ 50,000.00	Nearing completion
Sound Speakers in Marshall Street	\$ 60,000.00	Completed
Bus and Taxi Shelter Upgrade	\$ 120,000.00	Design stage
Caravan Park Photo Wall fence	\$ 40,000.00	Completed
Pulpulla Road construction including sealing	\$ 5,500,000.00	In progress

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Project	Amount	Stage
Wilga Downs Road Construction including sealing	\$ 2,800,000.00	Design stage
Musheroo Project Road Construction	\$ 4,100,000.00	In progress - final stages on hold due to COVID restrictions
Flood Damage Works - Roads	\$ 1,500,000.00	Completed
NAB photo Wall fence	\$ 25,000.00	Completed
Euabalong Bus Shelters	\$ 22,000.00	Completed
Installation of 4 new bus shelters - Cobar	\$ 44,000.00	Design stage
Cobar Memorial Swimming Pool - Business Case Study of Ageing Infrastructure	\$ 50,000.00	In progress
Industrial Estate Stormwater and road upgrades - Stage 1	\$ 1,300,000.00	Design stage
Water Retic Upgrades - Stage 1	\$ 5,400,000.00	Completed
Water Retic Upgrades - Stage 2	\$ 3,000,000.00	Out for tender
Access Route and Car Park for the Sound Chapel	\$ 200,000.00	Design Stage
Euabalong Racecourse toilets	\$ 250,000.00	Design Stage
Installation of a lift at the Cobar Youth and Fitness Centre (to allow accessibility upstairs)	\$ 246,000.00	Design stage
Ward Oval Stable Upgrades	\$ 403,000.00	Construction phase
Electrical upgrades near Stables at Ward Oval	\$ 36,000.00	Design stage
Car Park Upgrades - Ward Oval	\$ 344,000.00	Design stage
Cobar Sign - North	\$ 35,000.00	Completed
Cobar Sign - West	\$ 20,000.00	Completed
Truck Wash	\$ 800,000.00	Nearing completion - final stages on hold due to COVID restrictions
Economic Resilience Strategy	\$ 70,000.00	Nearing Completion - final stages on hold due to COVID restrictions
Toilets - Drummond Park, Nymagee, Mt Hope	\$ 360,000.00	completed
New Girl Guides Hall	\$ 370,000.00	Completed
Dalton Park Shade	\$ 20,000.00	Completed
Irrigation at Euabalong Sports Ground and Fencing	\$ 60,000.00	Completed
Euabalong Park	\$ 80,000.00	Completed
Euabalong Walking Track	\$ 225,000.00	Design stage
Nymagee tennis and Cricket shed upgrades	\$ 55,000.00	Completed
Euabalong and Euabalong West water security project	\$ 25,000.00	In Progress
Nymagee Water Security scoping study	\$ 58,000.00	In Progress

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Drilling and casing of bores	\$ 250,000.00	Completed
Garbage Bin surrounds for Marshall Street	\$ 25,000.00	Completed
Ward Oval and Drummond Park electrical upgrades	\$ 80,000.00	completed
Re-roofing town water tank	\$ 1,500,000.00	In progress
Project	Amount	Stage
CWA accessibility ramp	\$ 20,000.00	In progress - consultation phase
Removal of unsafe structures on Crown Lands	\$ 11,000.00	Nearing completion
Lilliane Brady Village - Aged Care retention Grant - Staff Bonus - three payments total	\$ 52,640.00	completed
Basketball After Dark	\$ 10,000.00	Nearing Completion - final stages on hold due to COVID restrictions
School Holidays Activities Grant - Free pool activities X 2 YEARS	\$ 20,000.00	Completed
Seniors Week 2020 (pre - COVID lockdown)	\$ 1,650.00	Completed
Combatting social isolation during COVID	\$ 10,000.00	Completed
CASP grant - Country Arts Support Program 2020 - Crafting Cobar: 150 years of our town	\$ 5,000.00	On hold due to COVID restrictions
CASP grant - Country Arts Support Program 2020 - Metal Smithing in a Mining Town	\$ 1,990.00	On hold due to COVID restrictions
Bike week - 2019	\$ 1,000.00	Completed
Total	\$ 66,539,280.00	

The Council operated with an income of \$55 million up for last year of \$ million. Our total Rate Revenue including water and sewer is \$6.4million compared to last year of \$6.1million
Our financial assistance grant is only \$6,135,348.00

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



DIRECTOR OF INFRASTRUCTURE SERVICES
Scott Casey

- 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)

During the period 1 July 2020 to 30 June 2021, the total salary package paid for the Senior Staff Position (General Manager) totalled:

REMUNERATION PACKAGE RANGE – 01/07/2020-31/03/2021	AMOUNT
Total value of salary component of package	\$238,094.82
Total amount of any bonus payments, performance or other payments that do not form part of salary component	\$0
Total SGC contribution to superannuation	\$22,619.01
Total value non-cash benefits	\$8,335.40
Total fringe benefits tax for non-cash benefits	\$2,643.00
TOTAL REMUNERATION	\$271,692.23

REMUNERATION PACKAGE RANGE – 01/04/2021-30/06/2021	AMOUNT
Total value of salary component of package	\$242,660.45
Total amount of any bonus payments, performance or other payments that do not form part of salary component	\$0
Total SGC contribution to superannuation	\$24,266.05
Total value non-cash benefits	\$8,348.01
Total fringe benefits tax for non-cash benefits	\$3,210.00
TOTAL REMUNERATION	\$278,484.51

CONTRACTS AWARDED

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SECTION 428 (2) (H)

Contracts for the supply or provision of goods and services in excess of \$150,000 entered into during the year ended 30 June 2021.

CONTRACTOR NAME AND ADDRESS	DESCRIPTION OF CONTRACT	AMOUNT PAID IN 2019/2020
Webturn Pty Ltd (Sainsbury Automotive) 1-5 Bourke Street DUBBO NSW 2830	Supply of Vehicles to Cobar Shire Council.	\$305,308
Rollers Australia Pty Ltd PO Box 323 Double Bay NSW 1360	Supply of Plant and Equipment to Cobar Shire Council.	\$285,197
Fulton Hogan Industries Pty Ltd PO Box 682 Campbelltown NSW 2560	Road spray sealing within Cobar Shire.	\$2,737,409
Westrac 16 Thirteenth Street COBAR NSW 2835	Supply of Trades and Miscellaneous Services to Cobar Shire Council. Supply of two Motor Graders.	\$1,094,776
Origin Energy Electricity Pty Ltd Level 45, Australia Square 264-278 George Street SYDNEY NSW 2000	Supply of electricity to Cobar Shire Council.	\$168,387
Leisure and Recreation Group 22 North Street WEST WYALONG NSW 2671	Management of the Cobar Memorial Swimming Pool.	\$261,786
Castlyn Pty Ltd T/A Inland Petroleum 109 Erskine Street DUBBO NSW 2830	Supply of fuel to Cobar Shire Council.	\$846,652
Statecover Mutual 215-217 Clarence Street SYDNEY NSW 2000	Workers Compensation.	\$555,370
Crushrite Pty Ltd	Gravel Crushing Contract.	\$1,133,172

CONTRACTS AWARDED

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CONTRACTOR NAME AND ADDRESS	DESCRIPTION OF CONTRACT	AMOUNT PAID IN 2020/2021
Momentum Energy PO Box 353 FLINDERS LANE VICTORIA 3000	Supply of Electricity.	\$242,763
Telstra GPO Box 9901 MELBOURNE VIC 3001	Supply of phone and internet services to Cobar Shire Council.	\$266,925
NSW Public Works Level 17, 2-14 Rawson Place SYDNEY NSW 2000	Project Management services for Resource for Regions projects.	\$785,054
Cobar Water Board PO Box 8 COBAR NSW 2835	Supply of Raw Water.	\$1,221,710
Roads and Maritime Services PO Box 576 Grafton NSW 2460	Fleet Registration.	\$195,226
Killeen Plant Hire Pty Ltd 41 Monaghan Street COBAR NSW 2835	Acres Billabong Culvert Replacement.	\$255,457
Stabilised Pavements of Australia Pty Ltd 234 Wisemans Ferry Road Somersby NSW 2250	Pavement stabilisation and modification within Cobar Shire Council.	\$480,050
As Per Plan Construction 29 Railway Pde Nth Cobar NSW 2835	Supply of trades services.	\$233,993
Urquhart Haulage Contractors 68 Old Bourke Rd Cobar NSW 2835	Supply of plant and services to Cobar Shire Council.	\$525,636
Cobar Toyota	Supply of two motor vehicles and services to Cobar Shire Council.	\$176,124
Chesterfield Australia – Warren	Purchase of Tractor to Cobar Shire Council.	\$150,300
Essential Energy	Upgrade of street lighting.	\$408,295
Broughton Contracting	Supply of plant and services to Cobar Shire Council.	\$185,457

CONTRACTS AWARDED

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CONTRACTOR NAME AND ADDRESS	DESCRIPTION OF CONTRACT	AMOUNT PAID IN 2020/2021
BTX Group	Supply of chemicals to Cobar Shire Council.	\$180,768
TA Booth Transport	Supply of plant and services to Cobar Shire Council.	\$368,299
Wrigley Enterprises Pty Ltd	Upgrades to Lilliane Brady Village	\$160,217
Access Environmental Planning	Environmental Licensing.	\$184,300
Enviro H20	Construction of new Truck Wash.	\$336,103
Rosmech Sales and Service	Purchase of new Street Sweeper.	\$368,428
Dunn and Hillam Architects	Consulting services for Museum and Youth Centre upgrades.	\$181,367
Earthmoving Equipment Australia	Purchase of Backhoe.	\$187,187
Killards Infrastructure	Cobar Reticulation contract.	\$1,883,881



*Pictures from the Musharoo project**

COMMUNITY

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COMMUNITY OUTCOME				
1.1	Strong coordination between government agencies, Council and NGOs to ensure efficient service delivery, avoid duplication of services and build the capacity of the community.			
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%	Cobar Shire Council have continued to host the Community Service Forum here at Council and offer zoom as an option for services from Dubbo, Bourke etc. to be involved without needing to travel. April and June's meetings were both well attended.

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%	All meetings are attended as required.
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
Work with NSW Health, Department Planning Industry & Environment (DPIE) and EPA to assist with optimisation and improve water and sewer services	Attend meetings with inspectors and measure quality and discuss results.	Water and Sewer Manager	100%	Worked with NSW Health, Department Planning Industry & Environment (DPIE) and EPA to assist with optimisation and improve water and sewer services

COMMUNITY

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COMMUNITY OUTCOME

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

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%	Temporary job share youth officers being put into place for the next 18 months & review after that
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%	In-library school holiday craft sessions were only offered in-house for about half of the year due to COVID-19 physical spacing requirements. 107 take-home craft packs were created and distributed, and when craft activities were available in the library 83 children attended.

COMMUNITY

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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	0%	Nil to report Youth Centre is closed
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.	Undertake activities under Family and Community Services grant.	Manager Youth and Fitness Centre	25%	On hold due to resourcing issues
Organise Youth Week Activities	Cobar Youth Council undertake activities during the year aimed at young people.	Manager Youth and Fitness Centre	0%	Nil to report Youth Centre is closed

COMMUNITY

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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
Organise Youth Week Activities	Youth Week activities to be organised in-conjunction with Cobar Youth Council	Manager Youth and Fitness Centre	0%	Nil to report Youth Centre is closed
Implement the Drug and Alcohol Action team LDAT Grant	Undertake the activities outlined in the Drug and Alcohol Action team LDAT Grant	Manager Youth and Fitness Centre	40%	On hold due to pandemic.

COMMUNITY

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COUNCIL STRATEGY				
1.2.3 Increased educational opportunities provided locally				
DP Action	Action	Responsibility	Progress	Comment
Work with early childhood organisations, schools and TAFE to increase the quality and diversity of educational opportunities available locally and promote them	Bring to fruition the education services goal of a local speech therapy program aimed at 3-8 years in Cobar working with governments and NGO's to find a solution.	Director of Finance and Community Services	0%	No Action yet
	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	0%	No Action taken due to pandemic

COMMUNITY

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COMMUNITY OUTCOME

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

COUNCIL STRATEGY

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

DP Action	Action	Responsibility	Progress	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 only offered in-house for about half of the year due to COVID-19 physical spacing requirements. 13 take-home craft & rhyme packs were created and distributed in July, and when storytime was available in the library 157 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.	Director Finance & Community Services	100%	

COMMUNITY

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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%	Ongoing task of admin officer
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	85%	Now that the 'free childcare' period has ended we will be continuing to reviewing policies. Transportation changes have been completed & distributed. Reviewed IHC Educator Registration packages, also moved to online registrations for IHC, FDC & COOSH families
Administer and coordinate Children Services (FDC, COOSH, IHC)	Provide craft and activity packs to In Home Care Educators four (4) times per year.	Manager Children's Services	100%	Packs provided where possible
Administer and coordinate Children Services (FDC, COOSH, IHC)	Support Implementation of Early Years Learning Framework and the "My Time Our Place" into educator curriculum.	Manager Children's services	100%	Licence recently expanded to meet demand. Kubby to be transferred to CSC

COMMUNITY

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COUNCIL STRATEGY

1.3.2 Increase the supply of childcare and preschool places and options

DP Action	Action	Responsibility	Progress	Comment
Maintain adequate service levels for Children's Services providers across Cobar	Assist children service providers to seek service and infrastructure funding to meet the needs of the community.	General Manager	100%	Design & Commitment for the ELP is progressing.



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	Development of a full program of activities to celebrate the 150 year anniversary of Cobar.	Tourism Manager	100%	The COVID-19 pandemic cancelled all event in relation to the 150 years celebration. Council is planning a "Back to Cobar" month celebration in October 2021 pending COVID restrictions.
Plan, organise and promote festivals, celebrations and activities in the Shire	Organise and facilitate the successful management of the Festival of the Miner's Ghost (FOMG) in cooperation with the community and the FOMG organising committee.	Tourism Manager	100%	Event Calendar 2020/21
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%	Australia Day Winners 2021 Citizen of the year: Bruce Shuttle Young Citizen of the Year: Connor McMullen Bossie Mitchell Service to the community: The Rotary Club of Cobar Event of the Year: Cobar Business Associations Christmas Parade & Gala Night Service to Sport: Simone Knight Sports Award of the Year: Cobar Roosters Under 18's Premiers Team Kerrigundi Sporting Award: Sarah Morley Environmental Sustainability Award: Robert & Rachel Colling ridge Council was unsuccessful in securing grant funding for Seniors Week 2021. Council will host a week of activities in September for Seniors Week, pending COVID restrictions.
Plan, organise and promote festivals, celebrations and activities in the Shire	Organise the Grey Mardi Gras including seeking funding opportunities.	Tourism Manager	100%	Cobar's Grey Mardi Gras is now rescheduled for April 29-1 May 2022.

COMMUNITY

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COMMUNITY OUTCOME

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

COUNCIL STRATEGY

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

DP Action	Action	Responsibility	Progress	Comment
Council supports community groups by providing access to facilities	Library Arcade rooms available for community groups and local businesses.	Manager Library Services	100%	The arcade rooms were available for use with minimum occupancy restrictions due to COVID-19. The rooms were booked for use 114 times through the year.
Work with local organisations to build on current activities	Work with local organisations to build on existing events and to help them to develop new ones and promote them.	Tourism Manager	100%	Tourism staff work collaboratively with local organisation to help deliver events within the community. Staff worked closely with the Cobar High School staff and students to prepare the music for the Cobar Miners Memorial opening. Staff have met recently with the Aboriginal Local Lands Council to discuss items in relation to Indigenous tourism and Museum exhibition. Staff worked closely and assisted the RSL sub branch in preparation for ANZAC day and provided staff and equipment for the event.

COMMUNITY

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COUNCIL STRATEGY				
1.4.2 Develop initiatives to maximise the benefits and minimise the negative impact of shift work and FIFO/DIDO on the community				
DP Action	Action	Responsibility	Progress	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	Liaise with local business and government organisations to reduce the potential negative impacts of shift changes to mining rosters, absentee workers and mining closures to reduce the community impact and encourage residential living.	General Manager	50%	This will be completed when the Local Strategic Plan is updated
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	Prepare the Local Strategic Planning Statement to include measures to reduce DIDO/FIFO.	General Manager	0%	This will be completed when the Local Strategic Plan is updated.

COMMUNITY

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COUNCIL STRATEGY

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

DP Action	Action	Responsibility	Progress	Comment
Undertake activities to increase awareness of Aboriginal culture in the Cobar Shire and improved coordination of Local Aboriginal Groups	Liaison with Aboriginal stakeholders to determine and undertake appropriate activities that increase awareness of Aboriginal culture.	General Manager	50%	

COMMUNITY

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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 a range of art and culture exhibitions at the Library Gallery.	Manager Library Services	100%	The Art4Ag Photographic Exhibition (including entries from Cobar residents) and Outback Archies Exhibition were hosted.
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.	Grants Officer	100%	After Council not having a delegate on the Outback Arts board, it was approved by motion at the June Council meeting that Seigrig Peters be Councils delegate on the Outback Arts board. Council have continued to provide annual funding which assists Council in accessing Art and cultural grants. easing, we have been fortunate to have a puppet show attend Cobar through Outback Arts funding as well as 'Outback Out loud' which was an opportunity for locals and anyone to tell their stories and become familiar with the world of podcasting.

COMMUNITY

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COUNCIL STRATEGY				
1.4.5 Support arts and cultural organisations, activities and facilities				
DP Action	Action	Responsibility	Progress	Comment
Support Outback Arts and cultural activities in the Shire	Work with organisations such as Cobar Arts Council to run art workshops, exhibitions and provide artistic opportunities.	Tourism Manager	100%	Recently staff assisted with the promotional assistance for the Cobar Arts Council Cobar Community Collective exhibition at the railway station. Staff continue to work collaboratively on future events.
Provision of Curatorial services at the Great Cobar Heritage Centre.	Arrange, update and promote exhibitions and displays at the Great Cobar Heritage Centre, including master planning and renewing exhibitions as per grant funded projects.	Tourism Manager	100%	The museum team continues to work with consultants to finalise the museum upgrades. Speed framing and plinths have now been installed on site and all graphic proofs have been finalised and ready for production. Consultants are closely working with manufactures and conservators for graphics, display boxes and object conversation. All objects returning to exhibition space have been catalogued, prepared and cleaned to be moved into the exhibition.

COUNCIL STRATEGY				
1.4.5	Support arts and cultural organisations, activities and facilities			
DP Action	Action	Responsibility	Progress	Comment
Provision of Curatorial services at the Great Cobar Heritage Centre.	Receive documents and store objects at the Great Cobar Heritage Centre that are relevant to Cobar's history and are compliant with the Collections Policy.	General Manager	100%	The Museum collection remains stored in temporarily locations at Barton street and onsite in shipping containers and the coach house at the museum. The collection is currently being catalogued and prepared to be moved back to the museum when the renovations is complete. The museum remains to currently limit collection donations due to limit storage availability.
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 successfully attracting two doctors. 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	75%	Council attended the Health enquiry to identify the issues related to health services in Cobar

COMMUNITY

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COUNCIL STRATEGY				
1.5.2	Increase the use of Council owned and other sporting and recreational facilities across the community			
DP Action	Action	Responsibility	Progress	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	0%	Centre closed.
Contract management of the Cobar Memorial Swimming Pool	Consider whether to the pool extension period will be offered to the Contractor.	Director Finance & Community Services	100%	Extension Granted
Contract management of the Cobar Memorial Swimming Pool	Supervision of pool operations ensuring safety and convenience for all patrons is paramount and manage the Pool Contract. Contract is renewed.	Director Finance & Community Services	100%	No major incidents or complaints
Contract management of the Cobar Memorial Swimming Pool	Undertake promotional programs to increase pool patronage.	Director Finance & Community Services	100%	Pool promotions achieved strong usage in the season completed

COMMUNITY

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COUNCIL STRATEGY				
1.5.2 Increase the use of Council owned and other sporting and recreational facilities across the community				
DP Action	Action	Responsibility	Progress	Comment
Maintain all Council parks and reserves, including plants, trees and public facilities, the Skate Park and the Miners Memorial.	Complete the design and undertake the installation of the Miners Memorial in the Heritage Park.	Projects Coordinator	100%	Project Complete. Officially opened 19 June 2021.
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	50%	
Extend and expand the Great Cobar Heritage Centre	Undertake consultations and prepare design documents for an expanded Great Cobar Heritage Centre.	Tourism Manager	100%	The Museum project team continues to work closely with consultants in the progression of the Museum upgrades. The team has now finalised and prepared all items for exhibition installation, completed all items for graphic production and finalising the timeline for exhibition installation

COMMUNITY

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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	Develop annual budget to ensure adequate resources to enable appropriate services are maintained.	Director of Nursing (Lilliane Brady Village)	30%	Meeting with Kym Miller to discuss and formulate staffing budget- planned for week commencing 19/07/2021. Review of consumables ensuring only required stock is ordered. Adequate PPE on hand and spare for Covid -19 and outbreak management. Increase in ACFI revenue commencing May 2021 due to voluntary uplift.
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)	100%	Completed Covid vaccinations for residents. Completed influenza vaccinations for residents Continued Wellness checking of all visitors/ stakeholders on entering the facility Engage suitable staff to deliver required cares for residents Completion of resident survey using survey monkey (electronic) Continued monthly resident meetings ensuring information is shared and the residents voice/s are heard. Information emailed to family members ensuring information is shared

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	Ensure adequate and appropriately skilled and qualified staffs to ensure all services are delivered in line with facility mission statement and policies.	Director of Nursing (Lilliane Brady Village)	85%	Commencement of Clinical Care Manager to support care staff in service delivery. Increased on floor presence of DoN to support and assist staff needs Engagement with new pharmacist to ensure pharmaceutical needs are addressed and corrected Participation in newly formed Governance Committee addressing requirements. Ongoing induction and assessed skills of staff
Provide appropriate services for residents at the Lilliane Brady Village	Finalise the new bed licences	Director of Nursing (Lilliane Brady Village)	100%	Completed
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)	100%	Daily checking of progress notes, adverse events and care plans to ensure assessed needs are delivered in a timely manner. Completion of quarterly KPI report displaying improvements in all aspects of resident cares- shared with staff. Don participates in daily hand over to update staff with information, ensuring GP requests and directives are managed. Closely works with RAO to ensure the choices of the residents are maintained, privacy and dignity a key element in lifestyle choices update staff with information, ensuring GP requests and directives are managed. Closely works with RAO to ensure the choices of the residents are maintained , privacy and dignity a key element in lifestyle choices

COMMUNITY

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	Monitoring levels of aged care services provided at the Lilliane Brady Village.	Director of Nursing (Lilliane Brady Village)	100%	Daily review of notes and incidents- ensuring protocol and policy is maintained Manages and reviews complaints/ comments and feedback- engages to continuous improvement. Completes and reports on audits looking to negate risk management and comply with legislation Cleaning outsourced to improve required standard of infection control Monthly staff meetings in various groups to identify/ rectify/ improve and listen to staff ideas and feedback Engage with residents asking if they are satisfied with cares/ meals/ cleaning/ laundry
Provide appropriate services for residents at the Lilliane Brady Village	Promote community awareness and encourage ongoing resident involvement in community events.	Director of Nursing (Lilliane Brady Village)	100%	Email sent to Cobar High School making myself available to speak to the student body regarding job opportunities at LBV. Weekly newspaper distributed and discussed with residents keeping them informed of the happenings in their community. Strong participation by residents in the Annual Cobar Show- awards given to entries.
Provide appropriate services for residents at the Lilliane Brady Village	Provide a transparent mechanism for concerns and complaints management from all stakeholders.	Director of Nursing (Lilliane Brady Village)	100%	Complaints and feedback electronically recorded within Manad. Same shared with Council during Governance meetings. Complaints discussed with staff sharing management/ outcome and
Provide appropriate services for residents at the Lilliane Brady Village	Successfully onboarded the new licences.	Director of Nursing (Lilliane Brady Village)	100%	Completed

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	Attendance and commitment to the Cobar Police Community Precinct Committee.	General Manager	0%	Police are present at all Liquor Accord meetings & have undertaken foot patrols in the main street.
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

COMMUNITY

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COUNCIL STRATEGY				
1.6.2	Implementation of the Cobarr Crime Prevention Plan and Strategy			
DP Action	Action	Responsibility	Progress	Comment
Removal of graffiti and recording of graffiti incidents	Supervise and liaise with Urban Supervisor the removal of graffiti and ensure all evidence is taken and recorded appropriately.	Urban Services Co-Ordinator	50%	
Implementation of actions outlined in the Cobarr Crime Prevention Plan and Strategy	Update the action list for the Crime Prevention Plan and Strategy.	Director Finance & Community Services	0%	Insufficient resources.

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%	Applications lodged seeking an approval under Section 68 of the Local Government Act are assessed and determined in accordance with relevant legislative standards.
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%	Development Applications lodged with Council are assessed and determined in accordance with relevant legislation requirements.
Undertake regulatory obligations in relation to building and development	Develop an On-site Sewage Management Register for existing systems in priority areas.	Director Planning & Environmental Services	75%	An electronic on-site sewage management register is maintained as new systems are installed and given approval to operate.
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%	All complying development certificate applications are assessed against legislative and state prescribed development standards, in conjunction with the statutory determination period

COMMUNITY

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COUNCIL STRATEGY				
1.6.3 Encourage safe and sustainable development				
DP Action	Action	Responsibility	Progress	Comment
Undertake regulatory obligations in relation to building and development	Inspect all development when required by approval so as to ensure compliance.	Manager Building & Environment	100%	All development inspections as required were inspected as requested or required for appropriate conformance.
Undertake regulatory obligations in relation to building and development	Process applications for Planning Certificates.	Director Planning & Environmental Services	100%	Planning Certificate applications were determined expeditiously following lodgment with Council.
Undertake regulatory obligations in relation to building and development	Provide approval and inspection services for the installation of sewage and drainage services.	Director Planning & Environmental Services	100%	Council's role as a plumbing regulator, was delegated by the Office of Fair Trading under the Plumbing and Drainage Act, was 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 On-Site 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.
Implement and maintain an appropriate register for leases, licences and land	Maintain the Lease, Licence & Land Register.	Director Planning & Environmental Services	100%	The lease, license and land use register was maintained.

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	50%	Town streets are mechanically and manually cleaned daily as per a maintenance schedule.
Improve disability access to Council buildings and facilities to improve their accessibility by older people and people with a disability	Implement Disability Action Plan.	Director Finance & Community Services	50%	Ongoing investment front of chamber & Museum just completed.
Design and scope system for CCTV for key assets in the Shire	Design and scope a system covering key assets and seek funding to implement CCTV installation.	IT Manager	80%	In the main completed - fine tuning required
Provide adequate telemetry for our networks across the Shire for Water and Sewer	Upgrade the telemetry network across the Shire.	Water and Sewer Manager	5%	Draft audit report of telemetry assets completed.
Provide modern and efficient street lighting for Cobar	Upgrade street lighting to current standards and technology.	Director of Infrastructure	95%	This project is 98% complete; there is some payback from carbon credits but from readings to date no obvious reduction in power or maintenance costs; will continue to observe power usage.

COMMUNITY

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COUNCIL STRATEGY				
1.6.5	Provide protection from fire, natural disasters, public health and other threats to the community			
DP Action	Action	Responsibility	Progress	Comment
Have contingency plans in place to minimise the damage from threats from natural disasters	All food shops and licensed premises inspected as per Food Authority Partnership.	Manager Building & Environment	75%	Routine Inspections commenced again in this quarter, with most food premises (that were accessible and operational during business hours) being inspected and data reported to the relevant food authority.
Have contingency plans in place to minimise the damage from threats from natural disasters	Investigation of public health incidents.	Manager Building & Environment	95%	Council is managing the incidence of frequent fires at Nymagee and West Nymagee which are a public health hazard due to smoke and given the sites are unsupervised. These landfills are subject to compliance audits and long-term plans of management to minimize risk to the public and Council staff.
Have contingency plans in place to minimise the damage from threats from natural disasters	Public swimming places inspected and water samples taken.	Manager Building & Environment	100%	Water samples are not completed by staff.
Have contingency plans in place to minimise the damage from threats from natural disasters	Swimming pool safety barriers inspected.	Manager Building & Environment	75%	Upon application, private swimming pools are inspected by Council. Hotel and Motel swimming pools are completed.

COMMUNITY

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COUNCIL STRATEGY				
1.6.5	Provide protection from fire, natural disasters, public health and other threats to the community			
DP Action	Action	Responsibility	Progress	Comment
Have contingency plans in place to minimise the damage from threats from natural disasters	To ensure reasonable 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 reasonable foreseeable risks within the community.	Director Infrastructure Services	100%	The LEMC has met quarterly throughout the year.
Have contingency plans in place to minimise the damage from threats from natural disasters	To establish an effective and relevant Local Emergency Management Committee to co-ordinate Emergency services with the community.	Director Infrastructure Services	100%	The LEMC has met quarterly throughout the year.

ECONOMY

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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 appropriate capital improvement strategy in accordance with the amended lease at the Cobar Caravan Park.	General Manager	75%	
Facilitate business development in the Shire	Facilitate business opportunities within Cobar and promote the region.	General Manager	0%	No action undertaken in 2020/21 due to COVID-19
Facilitate business development in the Shire	Review all lease conditions of the Cobar Caravan Park with an objective of striking a balance between revenue and investment.	General Manager	100%	New lease has been completed and signed

ECONOMY

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COUNCIL STRATEGY				
2.1.2	Review and Implement the Economic Action Plan			
DP Action	Action	Responsibility	Progress	Comment
Review as necessary the Economic Action Plan and implement the actions contained within it	Renew as necessary the Economic Action Plan and implement the actions contained within it.	Director Finance & Community Services	0%	On hold other options being employed
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%	Council remains to work with the Cobar Business Association. Council staff hold the secretary role on the committee and continues to work closely with the committee on future campaigns and events.
Support shop local campaigns, including administration of the Cobar Quids program	Monitor, dispense and reconcile Cobar Quids.	Office Co-Ordinator	100%	Council act as the "bank" for Cobar Quids on behalf of the Cobar Business Association. Cobar Quids are legal tender which can only be spent in Cobar Businesses to encourage shopping locally. There were 615 transactions for the year.
Support the Economic Taskforce and progress priority actions identified by the Taskforce	Support the Economic Taskforce and progress priority actions identified by the Taskforce.	Director Finance & Community Services	0%	Insufficient resources

ECONOMY

Annual Report 2020-2021

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%	New Tourism signage has been installed at the entry points to Cobar and boundaries. This signage is a short-term solution to repair the signs that were in desperate need of care in these locations. Council have prepared a portfolio of current tourism signage and will work on a signage style guide to be presented to council in the future.
Update and implement the Tourism, Events and Museum Business Plan	Regularly update and report on the implementation of the Tourism, Events and Museum Business Plan.	Tourism Manager	100%	A six-month tourism report was prepared for the June Council meeting. This provided Council with a full update on activities and events carried out over a six-month period for Tourism Staff. Tourism Staff continue to keep in close communication with businesses, tourism operators and community groups to assist with regular promotional activity for events hosted within the community.

ECONOMY

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COUNCIL STRATEGY				
2.2.2 Develop a diverse range of interesting annual events and promote the activities that are on and the cultural experiences that are available in Cobar to locals and tourists				
DP Action	Action	Responsibility	Progress	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%	<p>The Visitors Information Centre continues to operate at 43 Linsley Street whilst the Museum is under renovation. Staff at the Centre keep regular contact with all Tourism operators who have expressed how busy they have been during the months of April to June. On board coach tours have remained solid over the past months with staff delivering tours to seven companies with over 200 people on board for the tours.</p> <p>General Tourism Stats April: Visitors: 1303, Phone enquires 74 & shop \$2795.20 May: Visitors: 1368, Phone enquiries 130 & Shop \$2137.35 June: Visitors: 1472, Phone enquiries 146 & Shop \$2085.00</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	100%	<p>Urban enterprises were engaged by the far North West Joint organisation as a consultant to prepare a Tourism Marketing Strategy for the Councils Cobar, Bourke and Walgett. The aim of the project is to establish a shared vision and direction for the Far North West region as a visitor destination, guide future tourism development initiatives and marketing activities. The strategy has now been presented by Urban Enterprise and each shire will now work on the short and long-term goals of rolling it out.</p> <p>The Kidman Way promotional committee featured in The Australian Traveler online digital feature for the month of April. Cobar was also featured in the April edition for the Wanderer which is Australis largest RV club magazine. Cobar was featured in a 8-page editorial piece and was awarded the front cover photo for the CMCA 35th Birthday edition.</p>

ECONOMY

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COMMUNITY OUTCOME

2.3 A strong business hub operating out of the Cobar airport

COUNCIL STRATEGY

2.3.1 Encourage business development at Cobar Airport and encourage Cobar as a stopover point for 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	100%	Two new footprints released. No business queries
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	5%	On hold due to resourcing shortage

GOVERNANCE

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COMMUNITY OUTCOME

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

COUNCIL STRATEGY

3.1.1 Increase Council's income stream

DP Action	Action	Responsibility	Progress	Comment
Reassess all rates, fees and charges	Sound revenue management plan in place including rate recovery and debt recovery.	Office Co-Ordinator	100%	Council continues to take action as per the Debt Recovery Policy and restrictions imposed by Covid 19.
Undertake private works	Undertaken private works for property owners, contractors and RMS.	Roads Development Manager	100%	Private works are undertaken as required.



GOVERNANCE

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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 has continued to apply for grants in line with its Annual Operational Plan. Grants applied for are reported on on a monthly basis through the Council agenda



GOVERNANCE

Annual Report 2020-2021

COUNCIL STRATEGY				
3.1.1 Increase Council's income stream				
DP Action	Action	Responsibility	Progress	Comment
Undertake rating functions of Council	Recovery of outstanding rates.	Office Co-Ordinator	100%	The outstanding balances at 30 June 2021 were \$1,107,608.32, of which \$513,653.84 is water usage which is not due until 23 July 2021. Debt collection was ceased during the year due to Covid regulations but will be resumed in 2021-2022 to reduce the outstanding balances.
Undertake rating functions of Council	Undertake sale of land under Section 713.	Office Co-Ordinator	100%	Sale of Land Auction was held October 2019 and the process is now complete.
Effectively manage Council investments	Optimum investment of Council's surplus funds in accordance with Council's Investment Policy.	Financial Accountant	100%	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. Interest rates have dropped considerably since the inception of COVID-19. Therefore, there has been a reduction in interest revenue for the period and this is expected in the future.
Provide services as per contract with Services NSW	Meet the requirements as per Services NSW Contract.	Office Co-Ordinator	100%	Council provided Service NSW Agency services from 8am to 4.30pm Monday to Friday as per the contract. We remained open throughout the Covid periods. Driver testing was suspended for several months due to Covid, but has now resumed. The Service NSW Bus visited twice to assist Seniors to apply for the Seniors Regional Travel Cards and Dine & Discover vouchers.

GOVERNANCE

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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	100%	Contributions Plan, S.64 Plan and Planning Agreements implemented/utilised during Q4 reporting period.

GOVERNANCE

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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
Undertake reviews of Council's own service delivery levels	Undertake service level reviews to inform community consultations and budgeting processes.	General Manager	0%	No service level reviews were undertaken in 2019/2020. Parks and Gardens is the only service area marked for review that has not been finalised.
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	40%	IWCM project reviews charging methodology.



GOVERNANCE

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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	35%	We are struggling to complete this
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 reviewed and adopted by Manex in 2019. Quarterly departmental reviews have commenced to ensure updates/additions/deletions are recorded. Manex review all high level risks at each monthly Manex meeting.

GOVERNANCE

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COUNCIL STRATEGY				
3.1.3 Minimise risk for Council and the community				
DP Action	Action	Responsibility	Progress	Comment
Develop and implement suitable internal audit processes for Council operations	Facilitate Internal Audits functions based on Risk Register commencing with most significant risk.	Director Finance & Community Services	100%	Attention is currently in Cyber avails
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	50%	
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	100%	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

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COUNCIL STRATEGY				
3.1.4	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	Provide a safe working environment through advice, safety programs, audits and staff involvement.	Human Resources Manager	100%	Polices and Procedures for WHS have been developed and regularly reviewed. Any changes or new policies/procedures are relayed to all staff. To meet our consultation requirements, the Councils WHS Committee are asked to participate in these reviews, and managers/supervisors are asked to discuss any changes with employees. Council conducts a yearly StateCover WHS Audit to highlight any areas that need attention, and complete yearly StateWide Continuous Improvement Pathway (CIP) program to further improve our safety systems in an area of risk chosen by them. Nationally Recognised Training in WHS and high-risk activities carried out by Council employees is provided where required.
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	100%	Return to Work and injury management services are provided to all areas of Council by Human Resources. Our ageing workforce continues to be a significant driver for workplace degenerative injuries. The 2019/20 year has seen a marked reduction in Council's Workcover premiums, which is directly impacted by a reduction in lost time through a conscious effort on returning staff to work as soon as possible.

COUNCIL STRATEGY				
3.1.4	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	Reduce workplace incidents by providing return to work services, supporting the Health and Safety Committee, providing adequate training and appropriate procedures.	General Manager	100%	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.
Reduce workplace accidents and incidents by supporting the WHS Committee, providing adequate training and appropriate procedures	Coordinate development and training of staff in Safe Work Method Statements (SWMS).	Human Resources Manager	100%	At the Annual Induction Day all outdoor employees are retrained in the 6 SWMS relevant across the whole organisation. A review of Council's WHS Management System will identify the risks and hazards in the workplace, and SWMS will be created from this. Training of the SWMS will follow, through consultation in supervisors meetings, toolbox talks and on the job training.

GOVERNANCE

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COUNCIL STRATEGY				
3.1.4 Minimise risk for Council and the community				
DP Action	Action	Responsibility	Progress	Comment
Reduce workplace accidents and incidents by supporting the WHS Committee, providing adequate training and appropriate procedures	Development and implementation of Council wide and Department specific Safety Inductions.	Human Resources Manager	100%	All new staff receive a 'walk through' induction during their first week of employment from their supervisor as well as completing an online Council induction. Our online induction was recently reviewed and all existing staff were required to complete the updated induction, with a scheduled refresher every two years. Staff are inducted onto the relevant work sites they will be working at (and onto applicable plant) by their immediate supervisor.
Reduce workplace accidents and incidents by supporting the WHS Committee, providing adequate training and appropriate procedures	Facilitate/coordinate regular WHS audits of the workplace and monitor implementation of audit recommendations.	Human Resources Manager	100%	WHS Committee have an active workplace audit schedule. The action register keeps track of allocated tasks and their completion via Vault.

GOVERNANCE

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COUNCIL STRATEGY				
3.1.4 Minimise risk for Council and the community				
DP Action	Action	Responsibility	Progress	Comment
Ensure that records management provides a framework for collection, management and retrieval of Council's records to meet Council's needs and compliance requirements	Compliance with Records Management obligations.	General Manager	100%	The RFT for the ERP Replacement (with an EDRMS component) was awarded to Magiq Software at the May Committee of the Whole Council Meeting. Following this, discussions commenced with Magiq Software regarding stipulation of the contract as well as project management considerations. Internal meetings have been held to determine ways to streamline the way documents and records are saved to make it easier to migrate data to the new EDRMS.



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COUNCIL STRATEGY				
3.1.4 Minimise risk for Council and the community				
DP Action	Action	Responsibility	Progress	Comment
Ensure that records management provides a framework for collection, management and retrieval of Council's records to meet Council's needs and compliance requirements	Effective records administration systems and protocols in place	General Manager	100%	<p>Councils Rating Records were identified in the General Retention and Disposal Authority; Local Government Records (GA39) to allow records to be sentenced, archived and disposed where appropriate. Council will soon start to automatically acknowledge receipt of any external emails that mailcsc receives; helping to improve Councils customer service process. A future proof strategy for Councils building security is being developed following some difficulties issuing and cancelling any new access cards.</p> <p>The Records Department is running at capacity and a Service Review has been prepared for Councils Records Department. In order to improve the records administration systems and protocols Council has been exploring EDRMS. Work plans have been developed; however time constraints and operational demands prove to be an ongoing issue. In the coming months there will be a shift in focus from operational tasks to strategic focus when the Records and Information Supervisor steps into a more strategic role in order to progress EDRMS particularly with the commencement of the new IT Manager.</p>

GOVERNANCE

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Ensure that records management provides a framework for collection, management and retrieval of Council's records to meet Council's needs and compliance requirements	Investigate options to use CivicView as an Electronic Document Management System (EDMS) to meet our needs.	General Manager	100%	In the Q4 reporting period numerous one on one Records inductions were held for new starters to give them a better overview of Records Management and understanding of their own individual compliance requirements for Records Management. Records staff prepared for the interim audit. Discussions were held and instructions prepared for various Council run services to improve their capture and management of information into Councils corporate records system, to better meet Council's Records Management compliance obligations. Assistance was provided with the RFT Ward Oval Fabrication and Installation of Stables at Ward Oval as well as extensive search requests undertaken for various Council assets and services.
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GOVERNANCE

Annual Report 2020-2021

COUNCIL STRATEGY				
3.1.5	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	0%	Minimal training due to COVID-19



GOVERNANCE

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COMMUNITY OUTCOME				
3.2 An engaged community that participates in decision making				
COUNCIL STRATEGY				
3.2.2 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%	Regular newsletters are generated and distributed giving an update on projects, corporate issues. Regular adverts are placed in the paper to the community updates, along with Facebook postings across Council's business units - with Facebook accounts regularly updated by the Youthie, Library, Tourism and Council. Council also uses Instagram to sell what we are doing and to generate interest. Frequent email mail outs have been sent to staff on COVID-19 updates. A Council newsletter was distributed with the September Rates Notice. Water restrictions were advertised in Q4 as well as a water information update.
Maintain partnerships with community organisations, such as Business Groups, Council Committees and Council Alliances	Coordinate and support the Traffic Committee and Rural Roads Advisory Committee.	Director Engineering Services	100%	Rural Roads Committee meeting at Berangabah was held on 5 May. There was a large attendance and wide range of matters discussed. Local Traffic Committee met on 18 May.

GOVERNANCE

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COUNCIL STRATEGY				
3.2.2	Encourage more direct participation and interaction between Council and the community			
DP Action	Action	Responsibility	Progress	Comment
Provide administration and support to the Cobar Youth Council	Provide administration and support the Cobar Youth Council and maintain contact with similar organisations in other local government areas so as to provide interaction.	Manager Youth and Fitness Centre	30%	Meetings of the Orana Water Utilities Alliance (OWUA) are On hold

GOVERNANCE

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COMMUNITY OUTCOME

3.3	A well functioning Council that focuses on strategic planning, provides good customer service and secures value-for-money goods and services
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COUNCIL STRATEGY

3.3.1	Provision of good customer service
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DP Action	Action	Responsibility	Progress	Comment
Focus on the provision of good customer service by all Council staff	Ensure that all CRM and other complaints registers and reviewed with appropriate actions and responses to complainants.	Director Finance & Community Services	100%	Report to Council will give full details

GOVERNANCE

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COUNCIL STRATEGY				
3.3.2	Staff are valued, well trained and able to undertake their roles and functions			
DP Action	Action	Responsibility	Progress	Comment
Human Resources	Continued improvement of the electronic performance appraisal system, with updated skills matrices and position descriptions.	Human Resources Manager	100%	Council have been utilising online performance reviews through PULSE for the last three years, which is modified and improved each year. This year the behavioural expectation statements were updated to correlate with the terminology in our ACE IT core values. A training module was also added this year to allow for consistency when developing training plans.
Human Resources	Continue to promote the Staff Recognition and Reward Program.	Human Resources Manager	100%	Council introduced GEM Awards in 2018 to encourage staff to nominate their peers for "Going the Extra Mile", the awards are presented at a quarterly BBQ for all staff. Following a staff suggestion, we aligned the 2020-2021 GEM Awards with Council's Core Values. The following staff have received GEM Awards in 2019/2020: October 2019 – Glen Smith, December 2019 – Carolyn White & Tim Lee, April 2019 – John-Wayne Josephson and June 2020 is yet to be announced.

GOVERNANCE

Annual Report 2020-2021

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 regional Councils in NSW. It used to mainly effect professional and technical roles, but is now impacting recruitment for all roles (including entry level administrative positions) Apprenticeships for 2019-20 and 2020-21 were put on hold due to the lack of qualified tradesmen to support them. We currently employ 1 x Graduate (Engineering), 2 x Trainees (Administration & IT Support) and will be advertising for a second Graduate (planning) in Q1 2022.

GOVERNANCE

Annual Report 2020-2021

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 experienced no significant industrial issues this past year.
Human Resources	To ensure that a Consultative Committee is effective and efficient in recommending to the General Manager for action.	Human Resources Manager	100%	There continues to be very few items brought to CC by employee representatives on the committee, majority of items are raised by HR for policy review, structure changes or position re-evaluations.
Human Resources	Undertake electronic performance appraisal annually.	Human Resources Manager	100%	
Human Resources	Undertake biennial Staff Attitude Survey.	Human Resources Manager	0%	The staff satisfaction survey is due to be conducted by the end of Q2 2022.
Human Resources	Continue to promote the Staff Recognition and Reward Program.	Human Resources Manager	100%	ouncil GEM Awards encourage staff to nominate their peers for "Going the Extra Mile", the awards are presented at a quarterly BBQ for all staff (BBQs on hold due to COVID-19). We consistently receive several nominations each quarter. The Reward & Recognition Policy has aligned the nominations with our current core values - ACE IT.

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 is in line with budget availability, although recruitment of key roles is proving more challenging than ever in today's climate. Resignations of all roles provides the opportunity for re-assessment of organisational requirements. The philosophy to recruit for attitude and train for skill is the foundation of our recruitment strategy.
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. We have researched options for EAP services and will be recommending a more holistic approach to that benefit commenced in Q4. We are focusing on all areas of health and well-being for staff and promoting other training and activities throughout the business including our health and wellbeing day for all staff which was held on 18 March 2021.
Staff are provided with up-to-date and relevant tools to undertake their roles	Review plant requirements; undertake asset management and maintenance of plant fleet.	Infrastructure Manager	100%	Budget submission to Council approved, still undergoing adjustment in line with changing business needs. New roles have required inclusion of additional vehicles.

GOVERNANCE

Annual Report 2020-2021

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.	Infrastructure Manager	100%	No Change.
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.	IT Manager	100%	Will be ongoing. A number of champions are in place and a cross portfolio group is being established
Provide Cobar Shire Council with a secure, reliable and cost effective information technology network.	Continuing to upgrade security systems and staff awareness..	IT Manager	100%	Cyber security is to be ongoing & reviewed on a regular basis

GOVERNANCE

Annual Report 2020-2021

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.	Create business rules/ policies to assist in creating a much more focused and visible organisation.	IT Manager	100%	This is ongoing by nature
Provide Cobar Shire Council with a secure, reliable and cost effective information technology network.	Development of 10 Year IT Strategy/ Plan.	IT Manager	0%	
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%	
Maintain and actively use the Public Libraries NSW Membership	Identify opportunities for information share and services development.	Manager Library Services	100%	Participated in information sharing activities via e-mail.

GOVERNANCE

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COUNCIL STRATEGY				
3.3.3	Council undertakes adequate strategic planning activities and meets all legislative reporting requirements			
DP Action	Action	Responsibility	Progress	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	100%	All Integrated Planning and Reporting (IPR) Framework compliance requirements have been met.
Council updates the Integrated Planning and Reporting framework documents as required	Implementation of Council's Community Engagement Strategy.	Grants Officer	100%	Where possible, Council has actively Implemented Councils Community Engagement Strategy, however during COVID and with COVID restrictions affecting Councils ability to deliver most aspects we have been restricted for the last 12 months as to what Council can/ cannot do. Council recognises the need to update the Community Engagement Strategy but to date, Council have been unable to do this due to COVID-19 restrictions. It is a high priority for Council to complete when restrictions ease.
Council updates the Integrated Planning and Reporting framework documents as required	Make changes to IP&R documents in line with Audit Office requirements	Director Finance & Community Services	100%	All IP&R documents have been updated and adopted.

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	0%	With the postponing of Council elections for 12 months, Council's Workforce Plan is now due for review and renewal in February 2022 in preparation for 1 July 2022.
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%	Updated works program completed.
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 reports submitted with null negative feedback.

GOVERNANCE

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COUNCIL STRATEGY				
3.3.4	Good procurement processes in place to ensure the most advantageous provision of goods and services to Council			
DP Action	Action	Responsibility	Progress	Comment
Good contract 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%	The Contracts Register is reviewed on a regular basis. Policies and procedures are reviewed regularly.
Good contract management and procurement practices are employed	Update Trades and Miscellaneous Services Register with alternate options to be investigated.	Director Finance & Community Services	100%	Investigations have continued into a suitable trades and miscellaneous services register.
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.
Implement Vendor Panel as Councils main Procurement tool	Implementation of Vendor Panel as Councils 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. Staff require further education around the purpose and how it relates to our policy and procedures in order to encourage use as the main procurement tool. Further procurement training will be provided to Council Staff in September.

INFRASTRUCTURE

Annual Report 2020-2021

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	20%	Representation has been made to the minister for funding. Regional water strategies have been updated to reflect the option for improving the APC

INFRASTRUCTURE

Annual Report 2020-2021

COUNCIL STRATEGY				
4.1.2	Increase Cobar's water allocation			
DP Action	Action	Responsibility	Progress	Comment
Lobby the NSW Government to have Cobar's town water supply increased	Continue meeting with relevant Government personnel demonstrating the need for the town water licence to be increased.	General Manager	100%	Application has been submitted to NRAR for an additional 1,300ML allocation per year. Still awaiting response.

INFRASTRUCTURE

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COUNCIL STRATEGY				
4.1.3	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	100%	Internal steelwork and roof framing installed. Internal coating and roof installation expected to be completed by end of September.
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	55%	Cast iron project has reached completion in January 2021. Funding deed for dead-end mains installation/upgrade is approved. Project currently out for Tender.
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%	The IWCM has commenced and the revaluation and condition assessment of assets is completed. The issues paper is underway.

INFRASTRUCTURE

Annual Report 2020-2021

COUNCIL STRATEGY				
4.1.3	Improved water infrastructure across the Shire, including the town reticulation system			
DP Action	Action	Responsibility	Progress	Comment
Undertake fair valuation of water and sewer	In conjunction with Councils Asset Management team and Auditor undertake revaluation of Councils water and sewer assets.	Director Engineering Services	100%	Completed
COUNCIL STRATEGY				
4.1.4	Seek alternative supply solutions to improve water supply to the villages			
DP Action	Action	Responsibility	Progress	Comment
Improve water supply to villages	Scoping study to be completed for Nymagee, Euabalong and Euabalong West.	Water & Sewer Manager	90%	Report requires review and Council workshop.

INFRASTRUCTURE

Annual Report 2020-2021

COUNCIL STRATEGY				
4.1.5	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	100%	Contract services have been provided to a satisfactory standard to the CWB.
Support the Cobar Water Board application for replacing the 100km of remaining pipeline	Continue to make representation to the Cobar Water Board to have the remaining 100km of the Nyngan to Cobar Pipeline funded and installed.	General Manager	100%	Together with NSW Government \$1 Million from the Federal Government has been applied for. A business case to be undertaken to support additional funds for the remaining 100km.
COUNCIL STRATEGY				
4.1.6	Work with NSW Public Works to implement the Resources for Regions project to replace the pipeline, in line with direction provided by the Cobar Water Board			
DP Action	Action	Responsibility	Progress	Comment
Undertake the Project Management for the works agreed to under the Resources for Regions funding to construct a third pipeline and associated works.	Continue to make representation to the Cobar Water Board to have the remaining 100km of the Nyngan to Cobar Pipeline funded and installed.	Water & Sewer Manager	15%	Funding has been applied for to replace the additional 100km of pipeline between Nyngan and Cobar. Federal govt funding has also been applied for by DPIE on behalf of the CWB.
Undertake the Project Management for the works agreed to under the Resources for Regions funding to construct a third pipeline and associated works.	Undertake the Project Management for the works agreed to under the Resources for Regions funding to construct a third pipeline and associated works.	Director Engineering Services	75%	Cobar Water Board (CWB) has continued to advocate to State government the public consultation for the Draft Regional Water for the renewal of the Nyngan to Cobar pipeline. Council continues to support these submissions by BWB and has reinforced these points in its response Strategy.

INFRASTRUCTURE

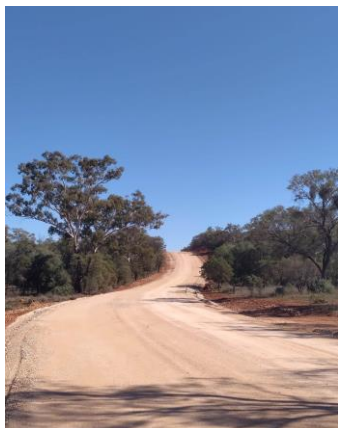
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COMMUNITY OUTCOME				
4.2	Good communications networks with services equal to the metropolitan areas			
COUNCIL STRATEGY				
4.2.1	Improved access to telecommunications, radio, TV and broadband services			
DP Action	Action	Responsibility	Progress	Comment
Lobby the government for improved communications networks	Lobby to reduce Mobile Blackspots across the Shire.	General Manager	0%	
Lobby the government for improved communications networks	Maintenance of radio base stations and licences.	Infrastructure Manager	100%	Critical repairs completed

INFRASTRUCTURE

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COMMUNITY OUTCOME				
4.3	Good transport networks that increase the accessibility of Cobar and markets			
COUNCIL STRATEGY				
4.3.1	Seek ways to expand the sealed road network and improve and maintain the unsealed road network			
DP Action	Action	Responsibility	Progress	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%	



** Pulpulla Road**

INFRASTRUCTURE

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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	90%	Maintenance software has had segments added. Requires review to ensure accuracy.
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%	Maintenance conducted as required.

INFRASTRUCTURE

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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 continues to undertake Ordered Works when required.
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%	Routine and supplementary works undertaken on State Roads in accordance with the RMS Contract.
Oversee quarrying activities and ensure an adequate supply of good quality gravel for use on the road network	Ensure that all Contractors have a Quarry Safety Management Plan.	Roads Development Manager	100%	Licencing, winning and crushing of gravel is ongoing.
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	5%	No restoration works have been undertaken to date.
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 continues to be updated as new gravel pits are used.

INFRASTRUCTURE

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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
Seal The Wool Track	Apply for funding for The Wool Track Seal Extension Project.	Grants Manager	100%	Council will continue to investigate possible funding options for The Wool Track. Currently there is no funding streams open for this project.
Extend the Seal on the Pulpulla Road	Apply for funding for extending the seal on the Pulpulla Road.	Grants Manager	100%	Funding for Pulpulla Road (SR6) was successfully received through the states 'fixing Local Roads' program - Round 1. Works commenced in April and are progressing well despite some wet weather received. Council will continue to apply for funding to expand the shires sealed road network and maintain the unsealed road network.
Seal the remainder of the Wilga Downs Road	Apply for funding for Wilga Downs Road Seal Extension Project.	Grants Manager	100%	Wilga Downs Road (SR6) was successful in receiving funding to seal two sections of road. This was received through the states 'fixing Local Roads' Program - Round 2.

INFRASTRUCTURE

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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	Identify priority works required to improve the safety of the footpath network and undertake works as funding becomes available.	Urban Services Co-Ordinator	100%	
Provide and maintain a safe and adequate footpath and bike path network	Implement the actions outlined in the Active Transport Plan.	Roads Works Manager	100%	Completed

INFRASTRUCTURE

Annual Report 2020-2021

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	Kerb & Gutter maintenance.	Urban Services Co-Ordinator	50%	

INFRASTRUCTURE

Annual Report 2020-2021

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.	Infrastructure Manager	100%	Maintenance is occurring as defined by the manual and the SRO check list. This is an ongoing task and therefore will always be "Progressing" and I can only mark % progress in relation to progression through the year.
Cobar airport maintained and available for RPT and general aviation to meet the needs of the Cobar community	Implement the Cobar Aerodrome Master Plan.	Director Finance & Community Services	0%	Extra Hanga space approved.
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.	Infrastructure Manager	100%	Electrical issues will be addressed in the 2021/22 FY. Runway repair mentioned elsewhere.

INFRASTRUCTURE

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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
Review the maintenance requirements of the Village Airports.	Address the use of airstrips for purposes other than emergencies and determine best way forward to meet needs of all stakeholders.	Infrastructure Manager	100%	Tom suggested this item be put to the Airport Committee for consideration including the use of the Village Airports and removed as an action item..
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.	Infrastructure Manager	100%	Council has allocated funds in the FY2122 budget to enable a permanent solution to be delivered. Temporary repairs were conducted in Q3.

INFRASTRUCTURE

Annual Report 2020-2021

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 in 2020/2021.

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	50%	
Provide and maintain safe and adequate playground facilities	Remove Drummond Park Playground and reclaim area.	Urban Services Co-Ordinator	100%	Drummond Park playground has been removed. Area has been reclaimed.

INFRASTRUCTURE

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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
Implement the Ward Oval Masterplan	Update the Ward Oval Masterplan and seek funding for a new building at the site and other improvements.	Projects Coordinator	100%	Master Plan complete. Adopted by Council in June 2021.
Undertake the BBRF grant funded project of the update of Ward Oval and the Early Learning Precinct	Apply for Federal Funding for the Ward Oval and the Early Learning Precinct.	Grants Manager	100%	Council have developed a Ward Oval Master Plan to take into consideration the current and future use of Ward Oval. This also encapsulates all the current funded projects at Ward Oval and identifies future growth the community and Council wish to see. Community consultation sessions were held as well as an online survey with 67 responses. Council with Public Works, Architects, Project Managers and sub-consultants are actively working on the development of the Ward Oval Community Hub and Early Learning Precinct as well as smaller funded projects such as the Car Park, Stables etc.
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%	

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To provide quality and readily accessible library services to Cobar and villages	Offer high quality and relevant library services for five (5) hours per week at both Nymagee and Euabalong.	Manager Library Services	100%	Nymagee and Euabalong library services operated for five hours per week. The furniture and shelving of Nymagee library was replaced and all the removed items were distributed to the Nymagee community.
To provide quality and readily accessible library services to Cobar and villages	Participate in State and National events that promote literacy.	Manager Library Services	100%	The Premier's Reading Challenge was supported by customer loans throughout the year.



INFRASTRUCTURE

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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.	Library Manager	100%	2,551 physical items and 7,873 eBooks and eAudio were added to the collection. 2,179 items = value \$37,181 (at cost) were removed. 17,489 items loaned (includes 2,165 eBook & eAudio loans).

INFRASTRUCTURE

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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 provides public access to the internet service where possible.	Manager Library Services	100%	3 computers were provided for public access to enable COVID-19 physical spacing. 967 hours of computer use and 523 hours of wifi use for the year.
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%	When the library was short-staffed, staff motivation and sense of safety was maintained with limited opening hours. Library assistant vacancies have now been filled, and, until recently, regular library activities were again being provided.



INFRASTRUCTURE

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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	To ensure that the Library service is utilized by Cobar Shire residents of all ages and community groups.	Manager Library Services	100%	98 new members joined. Total membership = 2,238 members. 15,004 visits to the library counted through the year. Made 61 home delivery trips with loans of books, magazines and dvds. Other activities were provided for Cobar residents (when COVID-19 restrictions allowed): Bookaholics meetings - 22 attended; adult craft workshops - 39 attended; special book nook craft for adults - 4 attended; memoir writing workshop - 7 attended; colouring-in competitions - 35 entries.

INFRASTRUCTURE

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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
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Apply for funding to update the facilities at the Cobar Memorial Swimming Pool.	Grants Manager	100%	Funding to undertake a business case study on the ageing infrastructure at the Cobar Memorial Swimming Pool through Resources For Regions (round 7) was successful. A business case study will be required for any future funding opportunities to upgrade the Pool, and will clearly identify areas that need addressing and upgrading. This document will be extremely important in supporting any future grant applications for the pool. Council is always looking for ways to improve and maintain community infrastructure through grant funding opportunities.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Depot upgrade works undertaken as per the master plan.	Director Planning & Environmental Services	25%	Master plan no longer relevant to future works being planned and is subject to review.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Each season a review of the plant and equipment to ensure timely expenditure on plant costs.	Director Finance & Community Services	100%	Much progress has been seen in the public open spaces with completion of the Miner Memorial, footpaths and park upgrades being completed. Work on buildings continues on a more reactive basis.

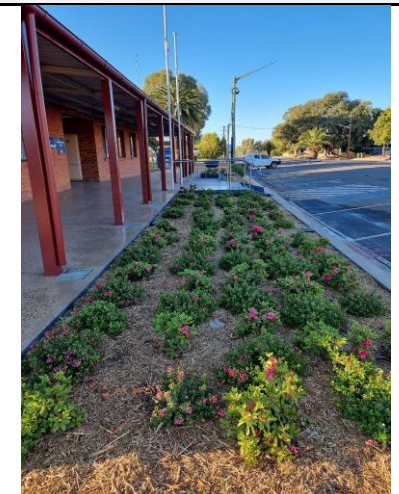
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Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Maintenance of Buildings Asbestos Register.	Manager Building & Environment	80%	Council buildings assets are progressively going through a process of being 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.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Undertake upgrades to the Cobar Youth and Fitness Centre, including roof replacement/repairs as per SCCF funding agreement.	Director Planning & Environmental Services	30%	All relevant upgrades to the Cobar Youth and Fitness Centre are progressing.
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Undertake condition assessments in order to Review Buildings Asset Management Plan and undertake building condition reports and review service levels of building assets.	Director Planning & Environmental Services	0%	No resources available at this point in time to progress this task.

INFRASTRUCTURE

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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
Maintain all Council land and buildings to an appropriate standard and use them appropriately.	Undertake upgrades to the Great Cobar Heritage Centre including, improving access, fire safety and weather proofing to the building.	Director Planning & Environmental Services	25%	
Develop community facility building to be used as a Girl Guides Hall.	Development undertaken for the community facility building to be used as a Girl Guides Hall.	Projects Manager	100%	Project Completed



INFRASTRUCTURE

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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	50%	
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.	Urban Services Co-Ordinator	0%	No action undertaken

INFRASTRUCTURE

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COUNCIL STRATEGY					
4.4.3 Maintain and expand where necessary, the stormwater and sewer networks					
DP Action	Action	Responsibility	Progress	Comment	
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 Co-Ordinator	50%		
Provide, maintain and operate a sewer network and disposal system and treatment works	Ensure EPA licence completed annually and at minimal cost.	Water & Sewer Manager	100%	Provided, maintained and operated a sewer network and disposal system and treatment works compliantly	
Provide, maintain and operate a sewer network and disposal system and treatment works	Implement the Sewerage Services Asset Management Plan with 5 year rolling works program.	Water & Sewer Manager	50%	The IWCM has commenced and the revaluation and condition assessment of assets is completed. The issues paper is underway.	
Provide, maintain and operate a sewer network and disposal system and treatment works	Investigate options for implementing the Liquid Trade Waste policy and program.	Water & Sewer Manager	5%	Currently on hold due to COVID-19 and other commitments	
Provide, maintain and operate a sewer network and disposal system and treatment works	Repair the sewer embankment and replace the aerators.	Water & Sewer Manager	50%	Erosion protection being installed. Aerator replacement program being developed.	
Provide, maintain and operate a sewer network and disposal system and treatment works	Undertake works to upgrade the three minor Sewer Pump Stations and inlet works at Sewer Treatment Plant.	Water & Sewer Manager	80%	Commissioning completed. Defects and training is outstanding. Outstanding work on hold due to Covid.	

INFRASTRUCTURE

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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%	Working with progress association to obtain quotes for the project.
Maintain and improve village facilities and services	Regularly maintain parks, streets and footpaths in all villages.	Urban Services Co-Ordinator	150%	Ongoing maintenance
Maintain and improve village facilities and services	Upgrade Euabalong Oval, install new playground and other associated works.	Urban Services Co-Ordinator	100%	Completed

ENVIRONMENT

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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 energy industry in Cobar	Monitor opportunities for development of an alternative energy industry in Cobar.	General Manager	0%	No action taken
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 and Sewer Manager	50%	On hold due to issues with the power supply metering at the treatment plant.



ENVIRONMENT

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COUNCIL STRATEGY				
5.1.2 Develop community leadership on becoming leaders in resource use and waste management				
DP Action	Action	Responsibility	Progress	Comment
Undertake kerbside garbage collection and recycling in Cobar and kerbside garbage collection in the relevant villages	Prepare a Waste Services Strategy Discussion Paper.	Manager Building & Environment	75%	The concept of a LTPoM has been adopted by Council in principle with an estimated budget prepared and also adopted. It is now decided that the LTPoM and it's recommendations be put in front of the New Council after the 2021 election. Kerbside garbage collection continues as per normal



ENVIRONMENT

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COUNCIL STRATEGY				
5.1.2 Develop community leadership on becoming leaders in resource use and waste management				
DP Action	Action	Responsibility	Progress	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	75%	
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	85%	A LTPoM has been adopted in principle by Council however needs to be put in front of the new elected Council in 2021 for implementation. This LTPoM will then be extended upon to include the unmanned landfills in the villages as they are subject to the same rules of compliance. The landfills are currently not maintained to an acceptable standard by DPIE guidelines.
Encourage efficient water use by Shire residents	Promote efficient water use by Shire residents.	Water & Sewer Manager	30%	Drought management plan in draft for Council and public review. Education program to be rolled out with smartwater mark shortly.

ENVIRONMENT

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COMMUNITY OUTCOME				
5.2 Well managed public and private land				
COUNCIL STRATEGY				
5.2.1 Encourage sustainable and profitable agricultural industries				
DP Action	Action	Responsibility	Progress	Comment
Support the establishment of sustainable and profitability of agricultural industries	Maintain an awareness of government land management incentives and programs.	Supervisor - Environmental	0%	Drought management plan in draft for Council and public review. Education program to be rolled out with smartwater mark shortly.
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 and instigate a street tree planting program.	Urban Services Co-Ordinator	55%	

ENVIRONMENT

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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	Deliver and microchip unclaimed animals to Rescue Organisation for rehoming.	Compliance (Ranger) Supervisor	100%	All unwanted & unclaimed animals suitable for rehoming are microchipped & taken to ROAR for rehoming



ENVIRONMENT

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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.	Compliance (Ranger) Supervisor	100%	All unwanted & unclaimed animals suitable for rehoming are microchipped & taken to ROAR for rehoming
Provide ranger services to control animals in public places and to manage areas and crown land	Impound straying stock.	Compliance (Ranger) Supervisor	100%	Carry out routine patrols , deal with animal complaints & provide information & feedback to the public on all aspects of the Companion Animals Act
Provide ranger services to control animals in public places and to manage the common areas and crown land	Operate and maintain a pound for the keeping of seized dogs and cats.	Compliance (Ranger) Supervisor	100%	Pound & pound yards (Dalton Park) are cleaned & maintained.
Provide ranger services to control animals in public places and to manage areas and crown land	Provide services for the registration and microchipping of dogs and cats.	Compliance (Ranger) Supervisor	100%	Micro-chipping of impounded animals is carried out before being released & registration services are available through the Administration Centre. Registration services are also available online.

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Provide ranger services to control animals in public places and to manage areas and crown land	Remove abandoned vehicles.	Compliance (Ranger) Supervisor	100%	Remove abandoned vehicles which are endangering the public in a timely manner. All other abandoned/burnt out vehicles are removed as time permits
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

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COUNCIL STRATEGY				
5.2.4	Long term management of noxious weeds			
DP Action	Action	Responsibility	Progress	Comment
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Actively participate in the Western Regional Weeds Committee (RWC).	Supervisor - Environmental	0%	N No action undertaken in Q4, due to staffing resources and COVID-19. Memorandum of understanding signed between Council and Local Land Services to action weed control activities using LLS staff.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	An increase in the number of weed awareness program run (eg weed warriors).	Supervisor - Environmental	0%	Anticipate work by LLS staff to commence by June 2021
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Continue Implementation of Regional Inspection Plan to meet the inspection targets of roadsides, TSRs, water courses etc.	Supervisor - Environmental	0%	Anticipate work by LLS staff to commence by June 2021
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Develop a centralised data set of weed distribution and abundance information.	Supervisor - Environmental	0%	Anticipate work by LLS staff to commence by June 2021

ENVIRONMENT

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COUNCIL STRATEGY				
5.2.4	Long term management of noxious weeds			
DP Action	Action	Responsibility	Progress	Comment
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Increased participation of community groups.	Supervisor - Environmental	0%	Anticipate work by LLS staff to commence by June 2021.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Maintain and update an introductory weeds information pack for new property owners.	Supervisor - Environmental	0%	Anticipate work by LLS staff to commence by June 2021.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	On Ground Spraying Programs prioritised to give the greatest benefit.	Supervisor - Environmental	0%	Anticipate work by LLS staff to commence by June 2021.

ENVIRONMENT

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COUNCIL STRATEGY				
5.2.4	Long term management of noxious weeds			
DP Action	Action	Responsibility	Progress	Comment
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Private property inspections to manage invasive weeds effectively.	Supervisor - Environmental	0%	Anticipate work by LLS staff to commence by June 2021.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Prompt containment or eradication and ongoing monitoring of new incursions of invasive weeds.	Supervisor - Environmental	0%	Anticipate work by LLS staff to commence by June 2021.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	Public property inspections to manage Invasive Weeds effectively.	Supervisor - Environmental	0%	Anticipate work by LLS staff to commence by June 2021.
Monitor noxious weed infestations, provide advice, undertake spraying on public areas and complete appropriate reports	To negotiate a new WAP.	Supervisor - Environmental	100%	Completed

ENVIRONMENT

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COUNCIL STRATEGY

5.2.5 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 in 2020/2021.
Lobby the NSW government to ensure the local national parks are vibrant and well run	Lobby to have Pulpulla Road upgraded to allow all weather access both on the Council owned and NPWS owned sections to increase visitation to Mount Grenfell.	Roads Works Manager	100%	Completed
Lobby the NSW government to ensure the local national parks are vibrant and well run	Monitoring of services provided for local National Parks.	General Manager	0%	No monitoring has occurred in 2020/2021.



ENVIRONMENT

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COMMUNITY OUTCOME

5.3 Clean air in the community

COUNCIL STRATEGY

5.3.1 Manage the externalities of mining and other industries operating close to towns and villages to minimise air pollution

DP Action	Action	Responsibility	Progress	Comment
That safe air quality is maintained in Cobar.	That relevant complaints are forwarded to EPA. Other complaints handled by Council Staff.	Manager Building & Environment	100%	Any concerns or complaints relevant are investigated by Council and communicated to the EPA as required.

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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.

INFORMATION GENERAL INFORMATION

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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 \$597,958 as at 30 June 2021.

FUTURE BORROWINGS

The 2020/2021 Budget Cash Flow has planned additional borrowings of \$2.5 Million..

CONDITION OF INFRASTRUCTURE - SECTION 428

Refer to Report on the Condition of Public Works.

IT UPDATE

. The IT Department achieved the following during 2020-2021:

- Additional RAM installed on the Virtual Machine Hosts
- Sound System installed in the main street
- CCTV installed in town: Chambers, Youth Centre, Museum, Miners Memorial, Depot, Main Street, Airport, Dalton Park, Race Course.

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- New ERP system Magiq has been purchased for Council operations to replace Civicview. The implantation will occur in early 2022.
- 200mb Telstra link internet chambers

Total spent: \$535,147. Projected spend for 2020/2021 reporting period: \$735,000

ENVIRONMENTAL STRATEGIES - SECTION 428

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

Council collected 875 tonnes of domestic waste from kerbs in the Cobar Local Government Area.

MAINTAIN THE TOWN AND VILLAGE TIPS TO A HIGHER STANDARD

Council currently operates six waste facilities in the local government area. Each of these facilities are well managed given the limited resources available.

The Cobar Waste facility, being the largest and busiest facility, has been upgraded to provide more waste management options to increase waste recovery and reuse and minimise landfill use. Fencing and signage have also been renewed to increase security at the site.

ENCOURAGE EFFICIENT WATER USE BY SHIRE RESIDENTS

Council has promoted 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 has provided awareness of water restrictions and to encourage responsible use of water.

The Cobar community has responded positively to the water restrictions with the result that water usage was reduced and the water in storages was successfully reserved. Council will continue to monitor the town usage and water availability and will consider further water restrictions if the drought conditions threaten continuity of water supply.

PROVIDE SUPPORT TO INDUSTRY BODIES FOR IMPROVED GRAZING MANAGEMENT PRACTICES

Council has not been contacted by grazing industry bodies in this reporting year, however continues to be available to assist in discussions about strengthening the local grazing industry through improved grazing management practices.

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DEVELOP AND INSTIGATE A PLANTING PROGRAM

The aim for 2020/2021 was to maintain the existing plants through another challenging year and systematically upgrade some of the key locations around the town. Additional trees planted to maintain the appearance of our town and managed during the drought.

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 Common Areas and Crown Land.

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, contract services for weed control activities were negotiated with NSW Local Land Services with services commencing in 2021/2022.

HAZARD REDUCTION PROGRAMS

Hazard reduction work carried out in the Cobar Shire over the past year included mechanical works, such as grading and slashing, as well as a number of prescribed burns. This work is coordinated in collaboration with the Rural Fire Service.

HAZARD REDUCTION WORKS 2020-2021

NSW Rural Fire Service – Far West Team (Incorporating Cobar District)

NSW Rural Fire Service – Far West Team (Incorporating Cobar District)

- Asset Protection Zones are maintained around all townships and villages, including Cobar, Nymagee, Mount Hope, Canbelego, Euabalong & Euabalong West;
- Asset Protection Zone implemented around the Murrin Bridge discreet Aboriginal community;
- From 2018 onwards, Fire Trail Maintenance is captured within the Fire Access Fire Trails (FAFT) plans developed with all Fire and Land Managers within the Cobar Shire area; Critical to this work is feedback from all landholders due to the large areas.
- Drought conditions across the Far West (including Cobar) have had some impact on the Hazard Reduction activities due to reduced fuel loads.

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Cobar Shire Council

- *Roadside slashing;*
- Maintained Asset Protection Zones around the Cobar District Waste Management Depots.

National Parks

- *Reserve fire trail maintenance;*
- *Strip burning along strategic fire trails.*

Forests NSW

- *Fire trail maintenance as part of yearly management practices.*

FIRE SAFETY AWARENESS

Community awareness activities are carried out as part of the NSW Rural Fire Service community education program. This is updated annually with community events, media activities and other activities carried out in accordance with Service protocols. Some examples include:

- *Use of social media to reach members of the community and keep them updated on any important issues via Facebook;*
- *Local news stories shared with local print and regional radio stations;*
- *Displays are local community events including:*
 - *Get Ready Weekend;*
 - *Festival of the Miner's Ghost Activities;*
 - *Cobar Show*
- *Unfortunately due to COVID this year the number of events otherwise undertaken by Brigades across the LGA have been reduced.*
- *The Fire Danger Period, where permits are required is from the 1st October to 31st March. During the period 23rd December to 3rd January Permits are automatically suspended.*

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 2019/2020 Council made donations of this nature amounting to \$19,500.

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 carries out private works throughout the Shire, particularly the hire of earthmoving plant to property owners, companies and government departments. This work usually includes the construction and maintenance of access roads, fire trails, ground tanks and drains, the supplying of gravel and loam, removal of rubbish, construction of fencing and spraying of noxious weeds. The value of the work carried out in 2020/2021 was \$234,694.

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*

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

2021 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

Apprentices, 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 engaged in administration services, water treatment and childcare as well as graduate engineers and are working with the local high school to offer a range of school based traineeships for several departments across the business in 2022.

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. COVID has seen a lot of face to face training put on-hold, which has required the majority of the business to adapt to online learning opportunities.

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 good industrial relations record with employees, relevant unions and associations. Council had no time lost as a result of industrial disputes and no formal disputes lodged with the Industrial Relations Commission during 2020/2021 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 will look to implement a new safety management program which is provided complimentary by our WorkCover insurer StateCover, with the hope of improving the accuracy of the information captured and enabling a reporting tool for Management and Council to make decisions in relation to Risk and Work Health and Safety in general at Cobar Shire Council. This program will allow for real time capture of incidents, accidents, injuries and near misses.

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.

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Council recently changes Employee Assistance Program (EAP) providers to provide a more a more 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 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 & Fitness 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. The introduction of our annual Health and Wellbeing Day for all Council staff in February 2020 was well received 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.

ENVIRONMENTAL PLANNING AND ASSESSMENT ACT 1979

PLANNING AGREEMENTS

The only Planning Agreement Council has is the one established in 2013 between Cobar Shire Council and the operators of Hera Mine.

Following a variation to the 2013 planning agreement, the operators of Hera Mine contribute in the 20/21 year \$33,097 (community fund) and \$62,056 (road repair and maintenance).

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

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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 2020/2021.

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.
- **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.

LOCAL GOVERNMENT RATES AND CHARGES – CLAUSE 132

Rates and Charges written off for 2020/2021 amounted to \$36,382.55

Rates reduced or waived for pensioners amounted to \$105,371.91 in 2020/2021

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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

\$83,381 has been spent on companion animal management and related activities during 2020/2021. Compared to \$96,330 in 2019/2020.

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 a number of communication mediums such as notices in the local newspaper, face to face communication and use of community notice boards.

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 as an alternative to euthanasia for unclaimed

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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 2020/2021 totaled \$10,526. \$6,592 was 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.

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 2020/2021 the contribution made by Cobar Shire Council was \$11,285.00.

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PUBLIC INTEREST DISCLOSURES ACT 1994 (SECTION 31)

Nil applications were received during 2020/2021.

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 2020/2021.

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.

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, 148 km of sealed rural local roads, 1,483.9 km of unsealed rural local roads (of which approx. 1,200km are natural surface), 303.5 km of sealed regional roads and 316.9 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 has also actively sought to improve the standard of the local and regional roads across the shire. A significant gravel re sheeting program was undertaken and Council has committed to the repair and replacement of grids and culverts across the Shire.

Input from the community through the Rural Roads 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 but is working closely with property owners to obtain access to local water sources. Council has also commissioned three new bore and tank sites which provide a reliable and sustainable water source for future works.

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UTILITIES

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

COBAR WATER SUPPLY

The two existing potable water storage reservoirs supply Cobar township. The Fort Bourke Hill Reservoir required a new roof and support structure as well as a new access ladder to provide safe access. Funding was secured for this project and works commenced with completion expected before December 2021. The Bathurst Street Reservoir requires corrosion protection and minor structural upgrade.

The water supply reticulation within the township of Cobar is a mixture of material and classes and consist of Cast Iron (CI), Ductile Iron Cement Lined (DICT), Un-plasticized Polyvinyl Chloride (UPVC), Asbestos Cement (AC) and Polyethylene (PE) pipes. The major problem is the dirty water problems caused in the summer months from 5.2km of old cast iron pipes that are severely corroded, and Council received funding assistance from the State Government for the replacement of the old cast pipes. All identified CI water supply reticulation have been replaced with UPVC.

A 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.

A water supply access license for an additional 1300 ML/ year has been applied for and is being processed by the National Resource Access Regulator.

NYMAGEE WATER SUPPLY

Council has received 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.

MT HOPE WATER SUPPLY

During the 1960s the 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 transferred from the ground tank to one of the two fiberglass tanks has 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 by 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) by 2.0 km of 100mm AC water main.

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EUABALONG, EUABALONG WEST WATER SUPPLIES

The Raw Water supply for the two towns were 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 to 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 by 4.0km of 100mm AC water main.

The Euabalong West supply is similar to that of Euabalong whereas the raw water is transferred to 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.

All the smaller townships' raw water supply reticulation is in good condition with no immediate replacement work required.

Council has received a draft water supply scoping study under the State Governments Safe and Secure funding program. The scoping study was completed in November 2020 and is being reviewed.

COBAR SEWERAGE SCHEME

The desludging of polisher ponds 1 and 4 has been completed as has the lagoon embankments repair at the sewerage treatment plant.

Council also received State Government funding assistance to continue upgrade works on the minor sewerage pump station as well as improvement works at the sewerage treatment plant such as inlet works screening. This work is ongoing and should be completed in 2021.

DISABILITY INCLUSION ACTION PLAN 2020-2024

Cobar Shire Council has developed this plan as a 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 to reduce barriers that people face when living, working and visiting our Shire.

A review of the plan was to take place this year however due to COVID-19 restrictions this has now been postponed until 2022.

Over the last 12 months, Council has installed accessible toilets, new footpaths, and access ramps. Councils' administration building has been improved for access with a new ramp.

Grant funding was obtained to improve accessibility at the Great Cobar Heritage Centre, including accessibility ramp and improved accessibility throughout the building which is now completed.

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Grant funding was sourced for Euabalong for the construction of bus shelters designed to meet accessibility standards. Council installed accessible toilets at Nymagee Park in this financial year.

Council converted a Council owned house into a Girl Guides Hall, which included a ramp and accessible amenities.

Cobar Shire Council have since applied for funding on behalf of CWA, for the installation of an Accessibility ramp at the CWA Hall, through the Drought Communities Program – Extension, and should hear about the outcome of this in June 2020.

For the final stage of the Medical Centre upgrade a new access entrance will be designed and implemented to enable easier patient drop off, collection and access.

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.

The design concept for both Ward Oval and the Early Learning building has incorporated accessibility to meet today's standards.