

# Community Strategic Plan

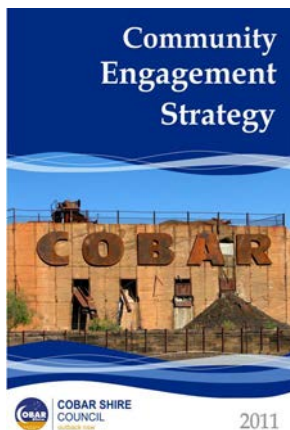


**COBAR SHIRE  
COUNCIL**  
outback nsw

## Cobar Shire 2025



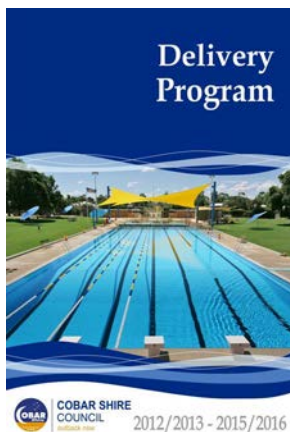
# Strategic Planning Framework



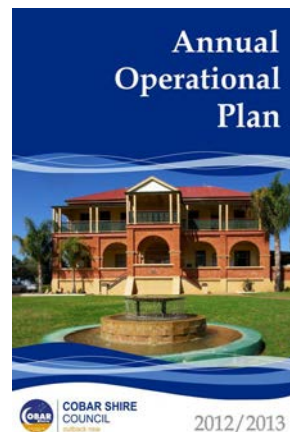
The **Community Engagement Strategy** outlines how Council will engage with its community and relevant stakeholders in developing and finalising the Community Strategic Plan. Over time it will be reviewed to outline how Council will ensure regular engagement and discussion with our community about their needs and aspirations for the town.



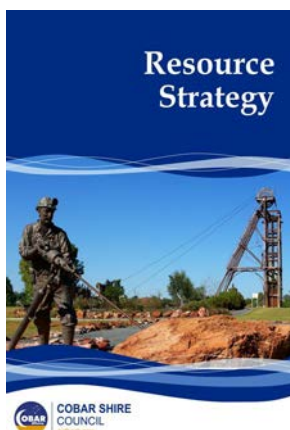
The **Community Strategic Plan** identifies the long term aspirations for our community. The Strategic Plan stretches beyond the next ten years, identifying the outcomes and long term strategic responses needed to achieve the agreed directions and meet the community's values. It demands strong leadership from Council in working with others to grow our Shire into the future.



The 4 Year **Delivery Program** links the 'planning' in the long term Strategic Plan with the 'implementing' in the Annual Operational Plan. It is the strategic document that guides the organisation's work program over the Councillor's four year elected term. The Delivery Program sets out clear priorities, ongoing activities and specific actions Council will undertake, within its responsibilities and capacity, towards achieving the community's outcomes.



The **Annual Operational Plan** is the 'implementing' part of Council's key strategic documents, and outlines all of Council's services and infrastructure activities and tasks for the year. Both ongoing activities and specific tasks contribute to the implementation of Council's Delivery Program.



The **Resource Strategy** outlines Council's capacity to manage assets and deliver services over the next ten years. The Resource Strategy includes three key elements – a Long Term Financial Plan, a Workforce Plan and Asset Management Plans. To prepare the Resource Strategy, Council determines its capacity and how to effectively manage its finances, the sustainability of its workforce, and the overall costs of its community assets.

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# Message to Residents

One of the most important jobs of Council is to set the strategic direction that guides our work to improve life in Cobar Shire. The NSW Government now requires us to produce a long term strategic plan for Cobar Shire and we have decided to develop a plan that will take us out to the year 2025.

Whilst Council has always been close to the community, during 2010 and 2011 we undertook two rounds of community consultations, asking people what the key values of their community are and what they would like Cobar Shire to look like. We used the information gathered in 2010 to develop the Social Plan 2011-2016. We used this information as the starting point for conversations held in 2011 to develop this Community Strategic Plan.

During the consultation periods Councillors and staff visited all villages in the Shire and held meetings with a wide range of community and government organisations and also undertook an online youth survey. Council is delighted that over 430 people took part in the consultation period in 2011. It is wonderful that so many people gave their time to outline their aspirations for Cobar Shire and their ideas on how to achieve those aspirations.

This plan is owned by the community of Cobar Shire. It is not a Council plan, however Council has taken responsibility for bringing the plan together, overseeing its implementation and reporting back to the community on progress made.

As Councillors for Cobar Shire, we support this plan and will ensure that Council projects and programs reflect the priorities of our community. We will bring this plan to life and we will report back to the community each year on progress with its implementation.



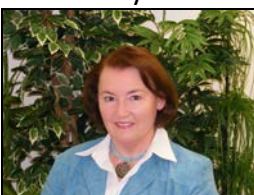
Clr Lilliane Brady OAM  
Mayor



Clr Jarrod Marsden  
Deputy Mayor



Clr John Harrison



Clr Marsha Isbester



Clr Tracey Kings



Clr Greg Martin



Clr Peter Maxwell



Clr Bob Sinclair



Clr Pam Smith



Clr Harley Toomey



Clr Ray Wilson



Clr Peter Yench

# An Introduction to Cobar Shire

## Community Overview

### Local Government Area Map



Cobar Shire is situated in the centre of New South Wales encompassing an area of around 45,600 square kilometres, about 700kms north-west of Sydney and 650kms north of Canberra. Cobar is located on the crossroads of three major highways – the Kidman Way linking Melbourne to Brisbane, the Barrier Highway linking Sydney to Adelaide via Broken Hill and the Wool Track linking the Sunraysia area to South East Queensland.

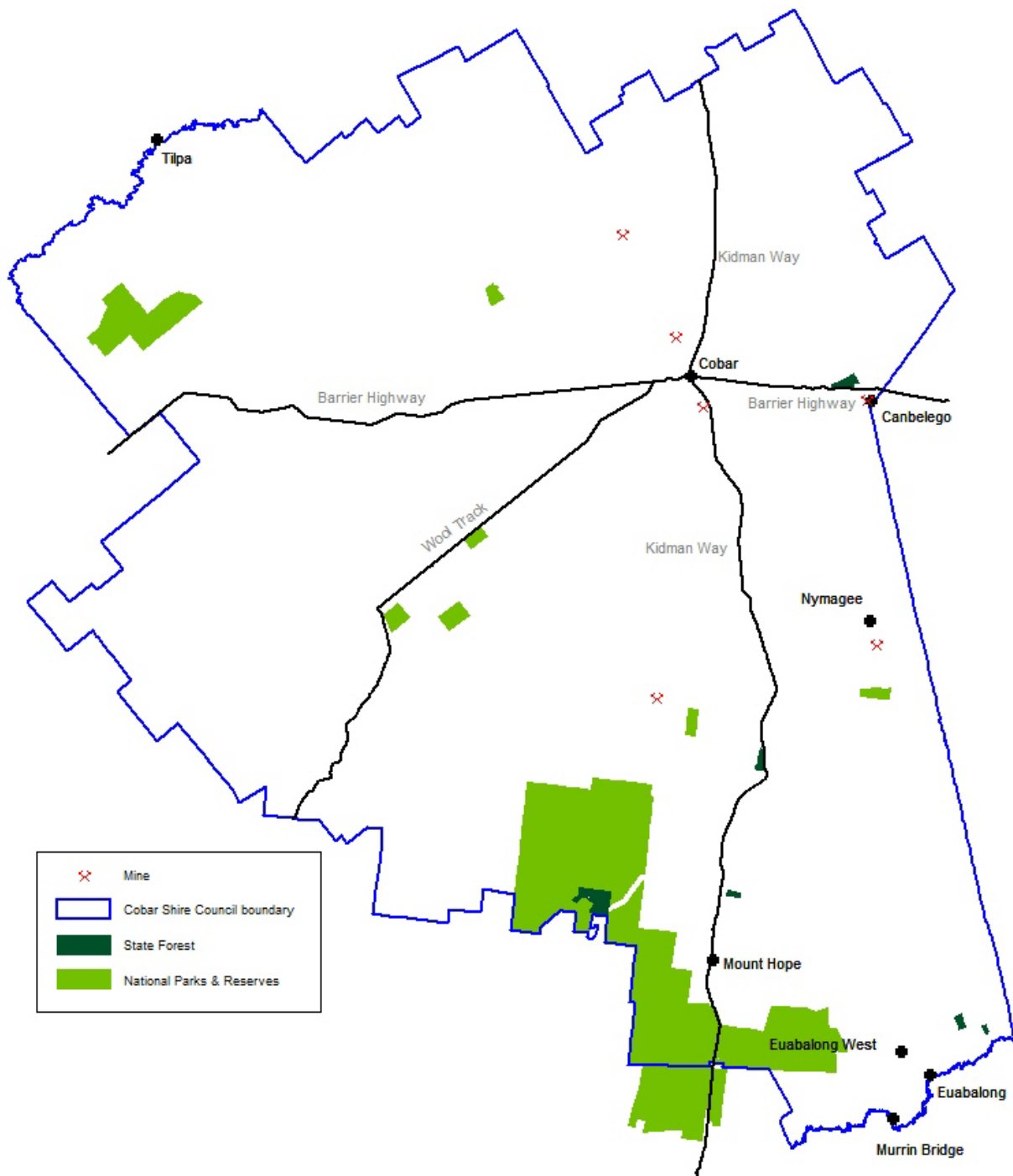
Cobar Shire is home to around 5,200 residents, the majority of whom live in the town of Cobar. Other villages in the Shire are Euabalong and Euabalong West, Murrin Bridge, Mount Hope and Nymagee. Murrin Bridge, located on the banks of the Lachlan River, is an Aboriginal community, owned and operated by the Murrin Bridge Local Aboriginal Lands Council.



The Shire's prosperity is built around the thriving mining – copper, lead, silver, zinc, gold – and pastoral industries, which are strongly supported by a wide range of attractions and activities, that make it a major tourist stop-over point and a wonderful place to live, work and play in.

The local Aboriginal history is an important part of Cobar, or 'Kubbur', as the area was referred to by the Ngiyampaa people who inhabited the area prior to European settlement. The main language groups are Ngiyampaa in the centre, Ngemba in the north east, Wiradjuri in the south, and Paakantkji in the north west

### Cobar Shire Map



## Demographic Snapshot

Cobar's population has been reasonably steady for the past ten years at around 5,200. At the 2006 census, there were more males (53.8%) than females, with 62% of the population being aged 18-64 years (working age population). The median age of the population was 35 years, 10.5% were of Aboriginal descent, and 84% were born in Australia.

Over a third of the workforce is employed in the mining and manufacturing industries, 9.5% are employed in agriculture and retail is the next largest employer in the Shire. Due to mining, the median weekly income is higher than the national average.

There are around 2,300 dwellings in the Shire with over 36% of residents renting, and only 30% of residents owned their home at census time. The employers in town are large holders of real estate, to ensure there is adequate housing available for their workforce.

# The Process of Developing Our Community Strategic Plan

## Background

As a result of legislation enacted in October 2009, local councils in NSW are required to develop a Community Strategic Plan. The plan must:

- Have a long term focus of a minimum of ten years.
- Address the key issues of social, environmental and economic sustainability, as well as civic leadership.
- Consider the State Plan, regional plans and strategies.
- Have regard for an adopted Community Engagement Strategy which outlines how Council will communicate with, and consult its community to develop a plan.
- Provide for a Resourcing Strategy outlining how community assets will be used for the future, how the council workforce will be managed to deliver the desired plan outcomes and a financial plan to outline how aspects of the plan will be funded.
- Outline how progress in implementing the plan will be measured and monitored.
- Provide for the council to regularly report to the community on progress and achievements.

## Community Consultation

In 2010, Council adopted the Social Plan 2011-16 for Cobar Shire. There were many community consultations undertaken in preparation of that plan, including two Cobar community meetings, a meeting of government agencies and meetings in each of the village communities. The information collected was used as a starting point in developing this Community Strategic Plan.

Council's Community Engagement Strategy was adopted by Council on 22 September 2011. From then to December 2011, Council staff conducted 18 workshops and consultation meetings across the Shire, involving over 430 people. These included:

- Council staff workshops – 20, 22 and 29 September 2011
- View Club – 22 September 2011
- Cobar Working Party – 6 October 2011
- Cobar Business Association and Tourism Advisory Committee – 25 October 2011
- Rural Roads Advisory Committee – 2 November 2011
- Western Lachlan Interagency Group meeting – 8 November 2011
- Murrin Bridge Interagency meeting – 8 November 2011
- Meeting with all major government agency providers in the Shire, held in Dubbo – 15 November 2011
- Cobar community general – 16 November 2011
- Cobar Youth Focus meeting, youth representatives and agency providers – 17 November 2011
- Youth Forum – primary age – 1 December 2011
- Youth Forum – high school age – 1 December 2011
- Mines managers – 8 December 2011
- Nymagee community – 14 December 2011
- Cobar interagency meetings – monthly progress reports and feedback

In addition, a youth survey was conducted and regular information updates were provided through a range of electronic and hard copy means.





## State and Regional Plans

The development of this Community Strategic Plan was informed by the NSW State Plan, NSW 2021 – a Plan to Make NSW Number One and the Regional Plan developed by Regional Development Australia – Orana (RDA Orana).

The issues outlined in these plans are very much in line with the Community Strategic Plan, and cover issues such as the economy, health, transport, infrastructure and education. However, at this stage there is little mention of Cobar in the State Plan. It is hoped that the NSW Government will refer to our Community Strategic Plan when developing their regional plans under NSW 2021.

Both the NSW State Plan and the RDA Orana plan outline the need to improve efficiency of water supply to Cobar by piping the Albert Priest Chanel. The RDA Orana plan also notes the sealing of the Wool Track as a priority issue for the region. These are the only real projects outlined in the higher level plans and the Cobar community would like to see this added to.

## The Social Justice Principles

This Community Strategic Plan is built on the social justice principles outlined below and the strategic actions taken in the future will have regard for those principles.

- **Equity** – involving fairness in decision making, prioritising and allocation of resources, particularly those in need.
- **Access** – having fair access to services, resources and opportunities to improve the quality of life.
- **Participation** – the maximum opportunity to genuinely participate in decisions which affect their lives.
- **Rights** – equal rights established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life

# Key Issues and Challenges for Our Community

## Community Values

The community identified the following values:

- A community that is generous, engaged and participative and that welcomes new residents and encourages them to stay.
- Vibrant and valued industries with a strong social conscious that participate in the community.
- A well funded and well governed Council that is engaged with the community and encourages their participation in decision making.
- Access to quality and well maintained infrastructure.

## Key Challenges

The community consultation identified a number of important challenges affecting the Shire. The key challenge is the ability of Council and the community to maintain existing infrastructure and services, whilst making improvements or expand them, given limited financial resources. The size of the Shire, the distance from major centres and a low government income base makes it difficult to address this issue. Strong infrastructure and service provision are required to attract and retain residents – a significant challenge for our business community – and to reduce the need for residents to travel large distances to access them elsewhere.

The key issues identified during workshops were:

- The need to provide well coordinated and adequate community services and facilities to service and assist families who are here and to encourage new residents to the Shire. How do we improve our health and education services?
- Community groups are the lifeblood of the community, how do we assist them in terms of administration, without ‘burning out’ our volunteer base?
- The need to grow and strengthen our key business sectors. The Shire is blessed with natural resources which have allowed mining and agriculture to predominate. How do we grow these industries and build on them, whilst encouraging other industries such as tourism to flourish?
- The need to increase funding for events, services and infrastructure provision across the Shire. We need adequate infrastructure and networks to support business and community, for instance, our road network needs to allow products to get to market efficiently, and the community and industry needs access to adequate good quality water supplies. Well organised events encourage people to stay in the Shire.

The issues will be addressed under five key headings in this report:

- Community Strategies;
- Economic Strategies;
- Governance Strategies;
- Infrastructure Strategies; and
- Environmental Strategies.

Some of these issues and challenges will take a significant period of time to address, and we must start in this process now in order to meet our targets for Cobar Shire in 2025. Other issues can be undertaken in the short and medium term.

The community has a strong foundation with a great community spirit and an energetic attitude. To achieve our goals and meet our community values, we need to work together as a community and support each other in our endeavours.

Some of the strategies outlined in this plan may be achieved through the implementation of existing plans, such as the Social Plan 2011-16, and the actions outlined in this document. This includes activities in each of the villages

# Community Outcomes

## 1. Community Strategies

### Significant Community Issues and Challenges Driving Our Actions From Now to 2025

- ***Supporting our families and young people to keep them in the region and providing a good quality of life:***

Young people are our future, we need to grow them to ensure they reach their full potential, through good education, support services and training. We need to support our families so they can access services locally, hold activities to bring people together and ensure that there is adequate childcare and preschool facilities to give our children the best start to life.

At the time of writing, Cobar is blessed with good employment opportunities due to a booming mining industry. However, this has the potential to affect the social fabric of the community with a greater proportion of employees flying-in, flying-out (FIFO) or driving-in, driving-out (DIDO). Mine shift rosters are long, with a resulting impact on family life. The community wishes to minimise any negative impacts of this type of employment, whilst maximising the benefits it brings to the Shire.

- ***Providing adequate health care options within the community:***

In the past Cobar has lacked access to health care professionals. Whilst GP services are good at present, we need to ensure this remains the case, whilst increasing access to a wider range of allied health professionals. The Cobar Hospital is in need of upgrade and we want to ensure aged care services are adequate and affordable, so our aged residents are not required to leave our community.

COMMUNITY OUTCOME				
1.1	<b>Strong coordination between government agencies, Council and NGOs to ensure efficient service delivery, avoid duplication of services and build the capacity of the community</b>			
Strategies		Responsibility	Support	Timing
1.1.1	Strong and participative interagencies	Government	Community	Ongoing

COMMUNITY OUTCOME				
1.2	<b>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</b>			
Strategies		Responsibility	Support	Timing
1.2.1	Implement the actions outlined in the Youth Development Plan	Council	NSW Government	Ongoing
1.2.2	A greater range of youth activities are organised and coordinated	Community	Council	Ongoing
1.2.3	Increased educational opportunities provided locally	NSW Government	Community	Ongoing



COMMUNITY OUTCOME				
<b>1.3</b>	<b>Families are supported, social inclusion is valued and families who relocate to Cobar stay in Cobar</b>			
Strategies		Responsibility	Support	Timing
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	Community	NSW Government	Ongoing
1.3.2	Increase the supply of childcare and preschool places and options	Community	Council	Ongoing
1.3.3	Increase the knowledge of the community on the range of services available in Cobar Shire and how to access them	Government	Council Community	Ongoing
1.3.4	Have family orientated activities to encourage families to socialise in the community	Council Business	Community	Ongoing

COMMUNITY OUTCOME				
<b>1.4</b>	<b>A generous, engaged and participative community with a strong community spirit</b>			
Strategies		Responsibility	Support	Timing
1.4.1	Support volunteer organisations by encouraging volunteerism across all age groups and supporting organisations with professional assistance, advice and services	Community Business	Council	Ongoing
1.4.2	Business supports local events, organisations and activities	Business	Community	Ongoing
1.4.3	Develop initiatives to maximise the benefits and minimise the negative impact of shift work and FIFO/DIDO on the community	Business	Community Council	Ongoing
1.4.4	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'.	Council Community	Government	Ongoing
1.4.5	Support arts and cultural organisations, activities and	Council	Community Business	Ongoing

	facilities			
COMMUNITY OUTCOME				
<b>1.5</b>	<b>A healthy and active community</b>			
Strategies		Responsibility	Support	Timing
1.5.1	Provide appropriate health care options and services both within the Shire and the region	Government	Council, Community	Ongoing
1.5.2	Support for the Cobar Primary Health Care Centre model to ensure that it remains viable	Business	Community	Ongoing
1.5.3	Increase the use of Council owned and other sporting and recreational facilities across the community	Council	Community	Ongoing
1.5.4	Provide adequate infrastructure to care for older residents locally	Community	Council	Ongoing

COMMUNITY OUTCOME				
<b>1.6</b>	<b>A safe and clean community</b>			
Strategies		Responsibility	Support	Timing
1.6.1	A more visible and engaged police presence	NSW Government	Community	Ongoing
1.6.2	Implementation of the Cobar Crime Prevention Plan and Strategy	Council	Community NSW Government	Ongoing
1.6.3	Encourage safe and sustainable development	Council	Government	Ongoing
1.6.4	Provide and maintain safe and serviceable public facilities and infrastructure	Council	Community	Ongoing
1.6.5	Provide protection from fire, natural disasters, public health and other threats to the community	Council	Community NSW Government	Ongoing

## 2. Economic Strategies

### Significant Community Issues and Challenges Driving Our Actions From Now to 2025

#### *Enhancing and Growing Our Two Key Industries:*

Cobar's two main industries, mining and agriculture, are valued by the community. There are many business opportunities in the Shire, however both industries are also quite vulnerable to global pressures and issues around climate change. There are also key challenges around attracting labour to the region and encouraging people to spend their income in the Shire.

***Diversifying the Business Base:***

While Cobar is likely to remain reliant on mining and agriculture, we want to diversify into other industries, such as tourism. To do this, accommodation challenges need to be addressed, along with strong promotion of our key assets and activities.

COMMUNITY OUTCOME				
<b>2.1</b>	<b>A vibrant shire that promotes and supports business growth and retention, development and investment</b>			
Strategies		Responsibility	Support	Timing
2.1.1	Provision of business services locally	Business	Community	Ongoing
2.1.2	Skills attraction initiatives	Business Government	Council	Ongoing
2.1.3	Develop and implement an Economic Development Strategy	Council	Business	Ongoing
2.1.4	Encourage people to shop locally	Business	Council	Ongoing
2.1.5	Diversify the business base of the Shire and strengthen local businesses	Council	Business Community	Ongoing
2.1.6	Support mining and agricultural industries to keep them strong	Community	Council	Ongoing

COMMUNITY OUTCOME				
<b>2.2</b>	<b>A strong and diverse tourist industry with a focus on customer service</b>			
Strategies		Responsibility	Support	Timing
2.2.1	Develop and implement a Tourism Attraction and Development Strategy	Council	Community NSW Government	Ongoing
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	Council	Community	2012-13
2.2.3	Diversify tourism activities and increase the utilisation of current attractions	Council	Business	2012-13
2.2.4	Increase the range and degree of accommodation in the Shire	Business	Council	2012-13

COMMUNITY OUTCOME				
<b>2.3</b>	<b>A strong business hub operating out of the Cobar airport</b>			
Strategies		Responsibility	Support	Timing
2.3.1	Develop a business case to attract businesses to Cobar Airport	Council	Business	2012-13



### 3. Governance Strategies

#### Significant Community Issues and Challenges Driving Our Actions From Now to 2025

##### ***Strong and Participative Council:***

To have a strong Shire, we need a strong, inclusive and participative Council. Council is facing some key funding challenges which will need to be addressed if they are to remain strong. For the community to be able to participate in decision making, they need to be kept well informed.

COMMUNITY OUTCOME				
<b>3.1</b>	<b>A well funded Council that is well managed and well governed</b>			
Strategies		Responsibility	Support	Timing
3.1.1	Increase Council's income stream	Council	Community Government	2012-2013
3.1.2	Develop a modern Section 94 Plan and Section 64 Plan to fund future infrastructure through developer contributions	Council	Business	2012-2013
3.1.3	Investigate how to reduce the cost of Council's community facilities through partnerships with other organisations	Council	Community	2012-2013
3.1.4	Minimise risk for Council and the community	Council	Government	2012-2013
3.1.5	Strong governance measures in place	Council	Community Government	Ongoing

COMMUNITY OUTCOME				
<b>3.2</b>	<b>An engaged community that participates in decision making</b>			
Strategies		Responsibility	Support	Timing
3.2.1	Implementation of Council's Community Engagement Strategy	Council	Community	Ongoing
3.2.2	Encourage more direct participation and interaction between Council and the community	Council	Community	Ongoing
3.2.3	Increase the participation of youth in community leadership	Council	Community	Ongoing

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			
Strategies		Responsibility	Support	Timing
3.3.1	Good customer service provided by all Council Officers	Council	Community	Ongoing
3.3.2	Staff are valued, well trained and able to undertake their roles and functions	Council	Business	Ongoing
3.3.3	Council undertakes adequate strategic planning activities and meets all legislative reporting requirements	Council	Government Community	Ongoing
3.3.4	Good procurement processes in place to ensure the most advantageous provision of goods and services to Council	Council	Government Business	Ongoing

## 4. Infrastructure Strategies

### Significant Community Issues and Challenges Driving Our Actions From Now to 2025

#### ***Access to water, communications networks and transport networks:***

Access to an adequate, good quality water supply is critical for our community, from a social and health perspective, and for industry operations. We live in a very dry climate, where water restrictions significantly impact on our quality of life and our infrastructure.

Without good transport networks, products cannot make it to market on time. We have a significant road network, most of which is unsealed, so maintaining this asset is a challenge.

There are significant issues around the quality of telecommunications networks, with limited mobile phone coverage across the shire, limited broadband networks outside of Cobar and limited digital television services.

COMMUNITY OUTCOME				
4.1	A clean and reliable water supply			
Strategies		Responsibility	Support	Timing
4.1.1	Pipe the Albert Priest Channel	Council Cobar Water Board Government	Community and business	2013-2016
4.1.2	Increase Cobar's water allocation	NSW Government	Council	2012-2013
4.1.3	Improved water treatment systems for the provision of potable water for the villages	Council	NSW Government Business	2013-2016
4.1.4	Improved water infrastructure across the Shire	Council	NSW Government Business	2013-2014

COMMUNITY OUTCOME				
<b>4.2</b>	<b>Good communications networks with services equal to the metropolitan areas</b>			
Strategies		Responsibility	Support	Timing
4.2.1	Improved access to telecommunications, radio, TV and broadband services	Australian Government	Community Council Business	2012-2016

COMMUNITY OUTCOME				
<b>4.3</b>	<b>Good transport networks that increase the accessibility of Cobar and markets</b>			
Strategies		Responsibility	Support	Timing
4.3.1	Seek ways to expand the sealed road network and improve and maintain the unsealed road network	Council	Government	Ongoing
4.3.2	Provide and maintain safe and serviceable transport infrastructure including roads, footpaths, bike paths and airport.	Council	Government Community	Ongoing
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.	NSW Government	Business	Ongoing

COMMUNITY OUTCOME				
<b>4.4</b>	<b>Good quality and affordable community facilities and infrastructure</b>			
Strategies		Responsibility	Support	Timing
4.4.1	Develop well designed and expanded playgrounds catering for all age groups	Council	Community	Ongoing
4.4.2	Increase the range of community facilities and maintain those that we have to an appropriate standard	Council	Community	Ongoing
4.4.3	Improve recreational facilities at the water reserves	Council	Community	Ongoing
4.4.4	Maintain and expand where necessary, the stormwater and sewer networks	Council	Community	Ongoing
4.4.5	Maintain and service villages	Council	Community	Ongoing

## 5. Environmental Strategies

### Significant Community Issues and Challenges Driving Our Actions From Now to 2025

#### Risks, threats and possible opportunities associated with carbon issues:

There may be opportunities for our agricultural industry, as well as threats to both agriculture and mining from carbon emissions and associated policy development. There are strong opportunities in regards to solar electricity generation and other renewable energy sources in the Shire, and ample land to undertake these activities.



**Value public land and optimising its use:**

There are large areas of public land in the Shire. We value our commons, crown land, parks and reserves and want to ensure it is well managed and accessible. Pest plants and animals and human threats need to be managed.

COMMUNITY OUTCOME				
<b>5.1</b>	<b>Ability to adapt to climate change and benefit from climate change initiatives</b>			
Strategies		Responsibility	Support	Timing
5.1.1	Develop an alternative energy industry in Cobar	Business	Council	Ongoing
5.1.2	Develop community leadership on becoming leaders in resource use, reuse and recycling	Community	Business	2012-2014

COMMUNITY OUTCOME				
<b>5.2</b>	<b>Well managed public and private land</b>			
Strategies		Responsibility	Support	Timing
5.2.1	Develop a grazing industry that is based on managed, not feral, stock to improve pasture management	Government	Community Business Council	Ongoing
5.2.2	Have a planting program for Cobar and villages and encourage the schools and businesses to participate	Council	Community Business	2012-2016
5.2.3	Manage the crown land and commons	Council Community	NSW Government	Ongoing
5.2.4	Long term management of noxious weeds	Council Business NSW Government	Community	Ongoing
5.2.5	Vibrant and well run national parks that are accessible and well used	NSW Government	Community	Ongoing

COMMUNITY OUTCOME				
<b>5.3</b>	<b>Clean air in the community</b>			
Strategies		Responsibility	Support	Timing
5.3.1	Manage the externalities of mining and other industries operating close to towns and villages to minimise air pollution	NSW Government Business	Council	Ongoing

# Measuring Our Success

## A Community Document

The Community Strategic Plan belongs to all Cobar Shire residents and ratepayers. It is NOT a Council plan. It is up to all of us to achieve the outcomes we are seeking. At the same time, Cobar Shire Council has a significant responsibility to achieve many of the strategies that are outlined in the plan. However, the community, other levels of government, and the business sector also have responsibility for ensuring the success of the plan. Council can provide a strong advocacy role in some areas, such as improving health and education service provision, to convince state and federal governments to take responsibility for the strategies listed.

## Reporting Requirements

Cobar Shire Council has statutory responsibilities to implement their sections of the Community Strategic Plan and to report to the community on progress made.

- **The Four Year Delivery Program**

This replaces Council's current three year Management Plan and contains details of the actions to be taken by Council against each of the strategies to implement the Community Strategic Plan over the next four years. This Plan will be updated with the election of each new Council and will outline what the Council hopes to achieve during their elected term.

- **The One Year Operational Plan**

This outlines the activities that Council will undertake each year to meet the strategic objectives in the Community Strategic Plan. It includes the budget which shows how specific initiatives will be funded.

- **Quarterly Budget Review to Council**

A budget review will be provided by the General Manager to Council by 1 December, 1 March and 1 June each year and will review income and expenditure as set out in the Operational Plan.

- **A six monthly Council Review**

A General Manager's report to the Council every six months will outline progress in implementing the actions in the Delivery Program.

- **Annual Report**

Council will report to the community each year on the progress made in implementing the Delivery Program and the effectiveness of the principal activities undertaken to achieve the objectives outlined in the Community Strategic Plan. It will include Council's audited financial reports.

- **End of Term Report**

The Council will report at the end of their elected term on the progress made in implementing their four year Delivery Program.

## Success Measures

In order to measure how successful Council, Federal and State Governments and the community have been in addressing the strategies and achieving the type of community outlined in the Community Values, a series of key performance measures will be used.

The strategies will be implemented over the life of the plan – to 2025. To gauge success, the report will identify the significant changes made over the period to bring the strategies to life.

Cobar Shire Council will identify a number of key indicators that will allow the community to measure progress each year. Council will gather information on each indicator and then report to the community on that progress. The report will also identify if a change in direction is required, based on the results.

## Conclusion

This document is the starting point in developing the integrated planning and reporting framework for Cobar Shire. The four year Delivery Program outlines the activities Council will undertake to achieve these strategies and the resource plan highlights the resource requirements to meet the strategies. Each year, Council will develop an Operational Plan detailing the actual activities Council will undertake for the year and the budget to fund it.

This plan will be updated at regular intervals. It is the community's plan and it will take the whole community to implement it to ensure that the community values set out in the plan are achieved.

## Version Control

No.	Date Adopted	Minute No.	Date Commenced	Date notified in Local Paper
1	3 May 2012	77.4.2012	04/05/2012	No
2	28 February 2013	16.2.2013	01/03/2013	No