

# Economic Development Strategy



**COBBAR SHIRE  
COUNCIL**  
outback nsw

2012-2016

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# Introduction

The Economic Development Strategy aims to assist in developing growth within Cobar Shire. The Shire continues to be heavily influenced by the current mining boom, however agriculture has always played a very important role in the economy of the Shire. Tourism is a growth industry in the Shire with many opportunities still to be exploited.

The strategy recognises challenges and opportunities within the Shire, capitalising on our existing strengths whilst laying the foundation for long term growth. Council wishes to work with the community to ensure sustainable and long term growth in employment and business development. The mining industry is likely to continue the fluctuations Cobar has experienced for the last 100 years, and the economy of the Shire needs to be able to weather these fluctuations as best as possible.

The Economic Development Strategy is a 4 year plan building from the Cobar Community Strategic Plan – *Cobar Shire 2025* and feeding into Council's Annual Operational Plan.

## An Introduction to Cobar Shire

### Community Overview

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.

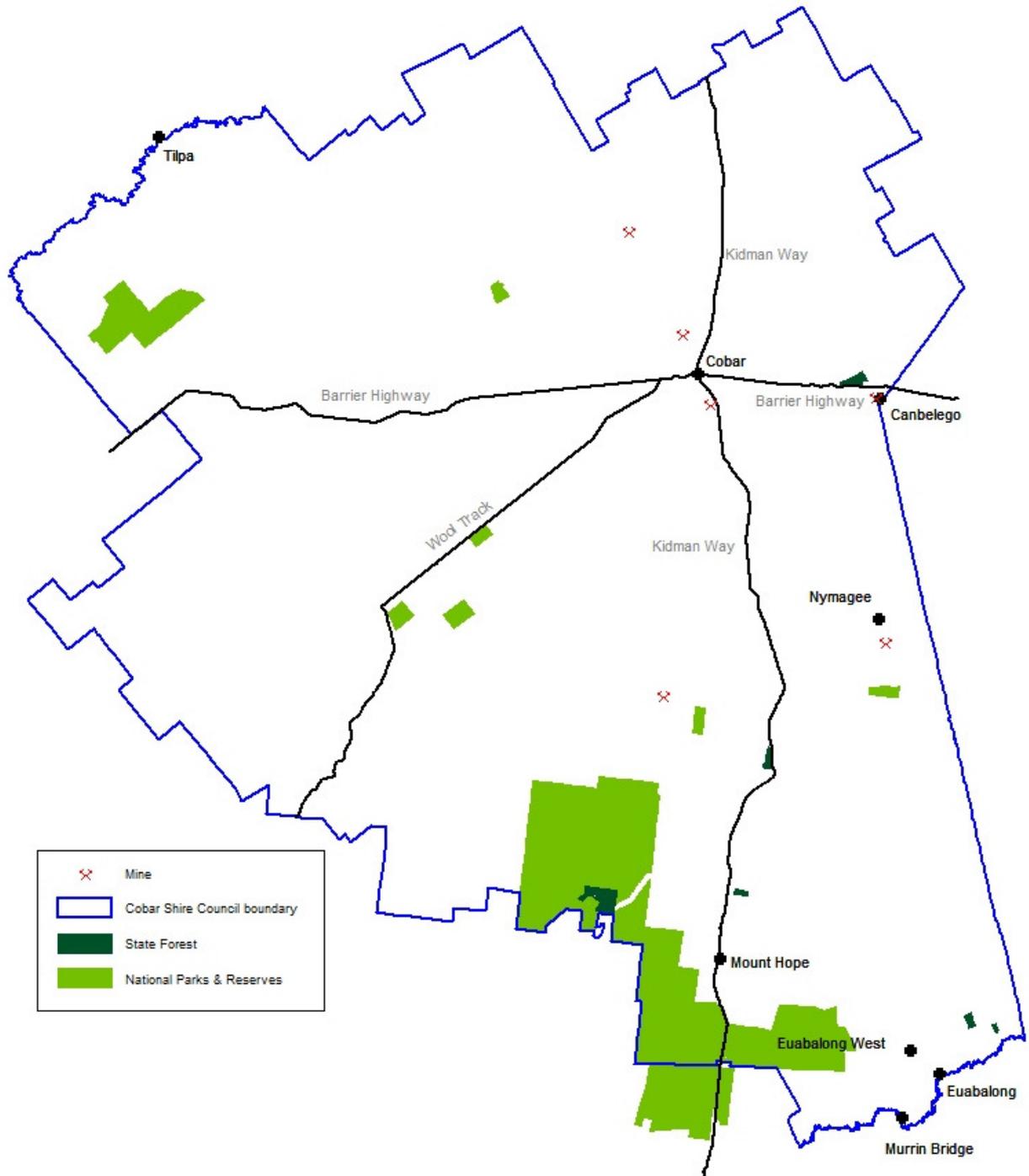
The main language groups are Ngiyampaa in the centre, Ngemba in the north east, Wiradjuri in the south, and Paakantkji in the north west

### Local Government Area Map



# Cobar Shire Map

## Map of Cobar Shire



## Demographic Snapshot

Cobar's population has been reasonably steady for the past ten years at around 5,200. At the 2011 census, there were more males (52.3%) than females, with 62% of the population being aged 18-64 years (working age population). The median age of the population was 35 years, 12.9% 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 (Table 1). Due to mining, the median weekly income is higher than the national average (Table 2).

**Table 1 – Employment by industry for Cobar Shire**

Industry, 2006 ANZSIC (employed persons)	Cobar Shire		
	2006		
Enumerated data	number	%	Orana Region %
Agriculture, Forestry & Fishing	224	9.5	16.1
Mining	712	30.2	3.4
Manufacturing	100	4.2	5.9
Electricity, Gas, Water and Waste Services	11	0.5	1.2
Construction	104	4.4	6.0
Retail Trade	183	7.8	11.3
Wholesale Trade	82	3.5	3.4
Accommodation and Food Services	153	6.5	6.4
Transport, Postal and Warehousing	52	2.2	4.1
Information Media and Telecommunications	12	0.5	1.0
Financial and Insurance Services	19	0.8	1.6
Rental, Hiring and Real Estate Services	19	0.8	1.0
Professional, Scientific and Technical Services	53	2.2	3.3
Administrative and Support Services	53	2.2	1.9
Public Administration and Safety	131	5.6	6.7
Education and Training	138	5.9	8.5
Health Care and Social Assistance	136	5.8	10.9
Arts and Recreation Services	20	0.8	1.0
Other Services	76	3.2	3.4
Inadequately described or Not stated	80	3.4	2.8
<b>Total</b>	<b>2,358</b>	<b>100.0</b>	<b>100.0</b>

At time of writing, only statistics from 2006 were available.

**Table 2 –Weekly Individual Income for Cobar Shire Residents**

Weekly individual income income groups (persons)	Cobar Shire		
	2006		Orana Region %
Enumerated data	number	%	
negative/nil income	337	8.3	6.3
\$1 to \$149	263	6.5	6.8
\$150 to \$249	568	14.0	17.8
\$250 to \$399	453	11.2	15.6
\$400 to \$599	461	11.4	15.2
\$600 to \$799	287	7.1	9.8
\$800 to \$999	217	5.3	6.1
\$1,000 to \$1,299	304	7.5	5.8
\$1,300 to \$1,599	274	6.7	3.4
\$1,600 to \$1,999	245	6.0	1.8
\$2,000 or more	145	3.6	1.8
not stated	507	12.5	9.4
Total	4,061		

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.

Table 3 shows that 53.2% of people over 15 years of age in Cobar have no qualifications, which was down from 60% in 2001. Twenty percent of the population have vocational qualifications. As you would expect, this flows through to over half the population being employed as technicians or trade workers, machinery operators/drivers or labourers (table 4). This provides for ample opportunities to upskill the current workforce.

The fortunes of the mining industry greatly affect the employment prospects of residents and many people move to Cobar when the mining industry is doing well. These people come not only from other areas in Australia, but many are now coming to Cobar from overseas, adding to the multicultural diversity of Cobar.

Despite the lack of qualifications in the workforce in Cobar, Cobar is currently blessed with a low unemployment rate as the existing mines expand and new mines are coming into development. In February 2012 Cobar's unemployment rate was just 4.1%, the lowest in the Orana area. This compares favourably to the regional NSW rate of 5.4%. Interestingly, data Australia wide shows that having a certificate III or higher qualifications more than halves the chance of being unemployed (Graph 1). The unemployment rate for persons who have not completed Year 12 and have no post-school qualification is over 8%. For those with a Certificate III or above it is 4% or less.

**Table 3 – Qualifications of those aged over 15 in Cobar Shire**

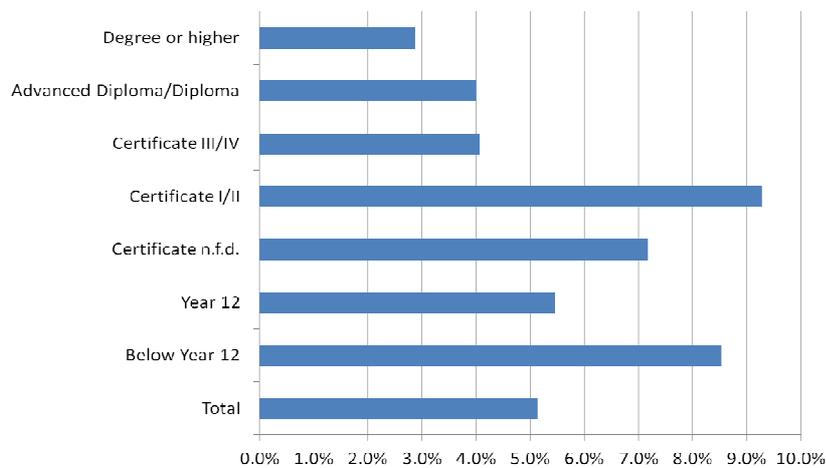
Highest qualification achieved (persons aged 15 years and over)	Cobar Shire						
	2006			2001			Change 2001 to 2006
	number	%	Orana Region %	number	%	Orana Region %	
Bachelor or Higher degree	287	7.1	8.5	275	7.2	7.1	12
Advanced Diploma or Diploma	136	3.4	5.0	121	3.2	4.3	15
Vocational	815	20.1	18.5	742	19.4	16.4	73
No qualifications	2,156	53.2	54.0	2,303	60.1	60.0	-147
Not Stated	660	16.3	14.1	389	10.2	12.2	271
<b>Total</b>	<b>4,054</b>	<b>100.0</b>	<b>100.0</b>	<b>3,830</b>	<b>100.0</b>	<b>100.0</b>	<b>224</b>

**Table 4 – Occupation of residents**

Enumerated data	Cobar Shire		
	2006		
	number	%	Orana Region %
Managers	336	14.2	19.9
Professionals	256	10.9	14.0
Technicians and Trades Workers	457	19.4	13.8
Community and Personal Service Workers	187	7.9	9.0
Clerical and Administrative Workers	214	9.1	11.0
Sales Workers	141	6.0	8.9
Machinery Operators And Drivers	470	19.9	8.1
Labourers	256	10.9	13.5
Inadequately described or Not stated	41	1.7	1.7
<b>Total</b>	<b>2,358</b>	<b>100.0</b>	<b>100.0</b>

**Graph 1**

**Unemployment rate by qualification, Australia, May 2011**



## Emerging Trends in Western NSW and Impact on Cobar

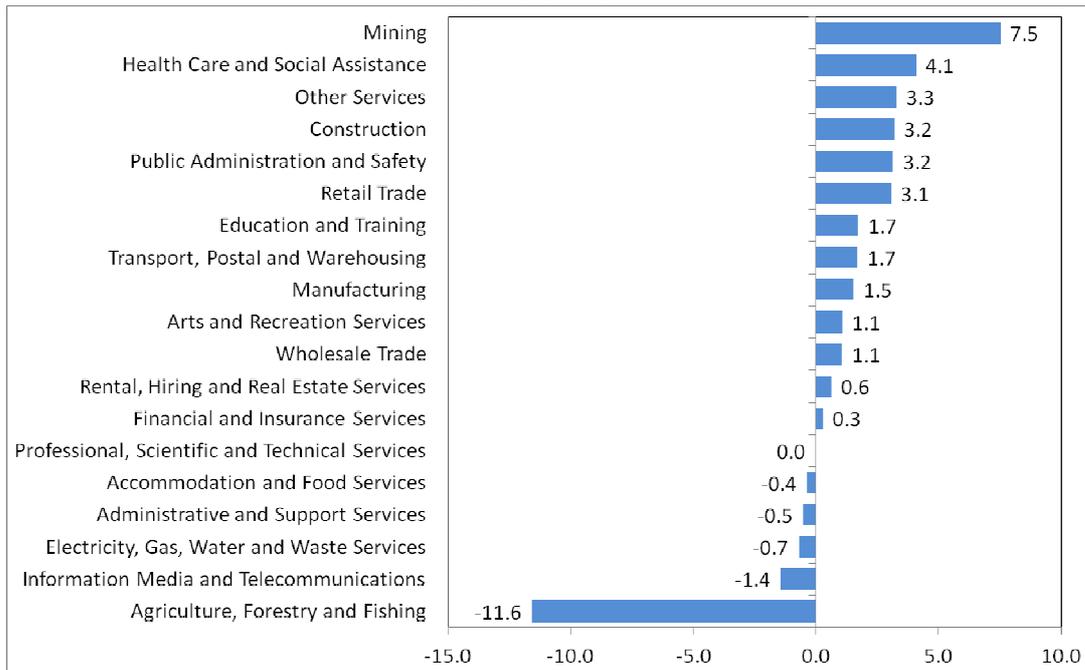
In the five years to February 2012, more jobs were generated in mining in Western NSW than any other category (Graph 2), with an extra 7500 created in that industry. Health care and social assistance was the next biggest category. At the same time, agriculture, forestry and fishing fell by 11,600 jobs. This fall is in line with longer term trends. Locally, it may reflect the fact that many agricultural employers have given up trying to find staff as they cannot compete with mining wages.

DEEWR projections indicate that the fastest growing industries over the next 4-5 years are expected to be service industries and construction. Graph 3 shows that in the next five years, the biggest jobs growth industry in Western NSW is expected to be the health and social sector, with an extra 323,000 jobs created. At the same time, mining is forecast to increase by 69,000 positions and retail by 76,000. In Cobar mining is still expected to be the growth sector, however this will of course depend on world commodity prices and the world economy.

The age of the workforce continues to increase. Graph 4 shows that in the 10 years to 2020, there will be a 25,431 fall in the number of 15-24 year olds available in the workforce, however, the 45-64 year olds will increase by 132,992 across NSW. For employers it means that a key strategy in dealing with skill gaps will be attracting, retaining and re-skilling those employees in the older (and fastest-growing) age groups. Given that over half the Cobar workforce has no qualifications, this is an area the business community can focus on to retail employees in Cobar.

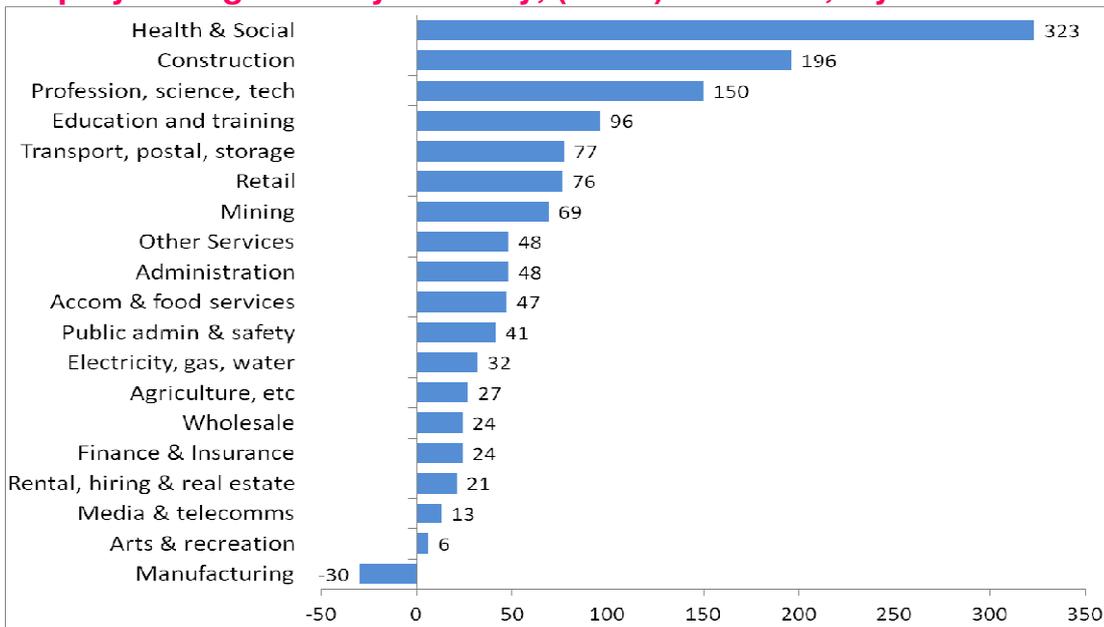
**Graph 2**

**Employment growth by industry, ('000s) Western NSW, 5 years to Feb. 2012**

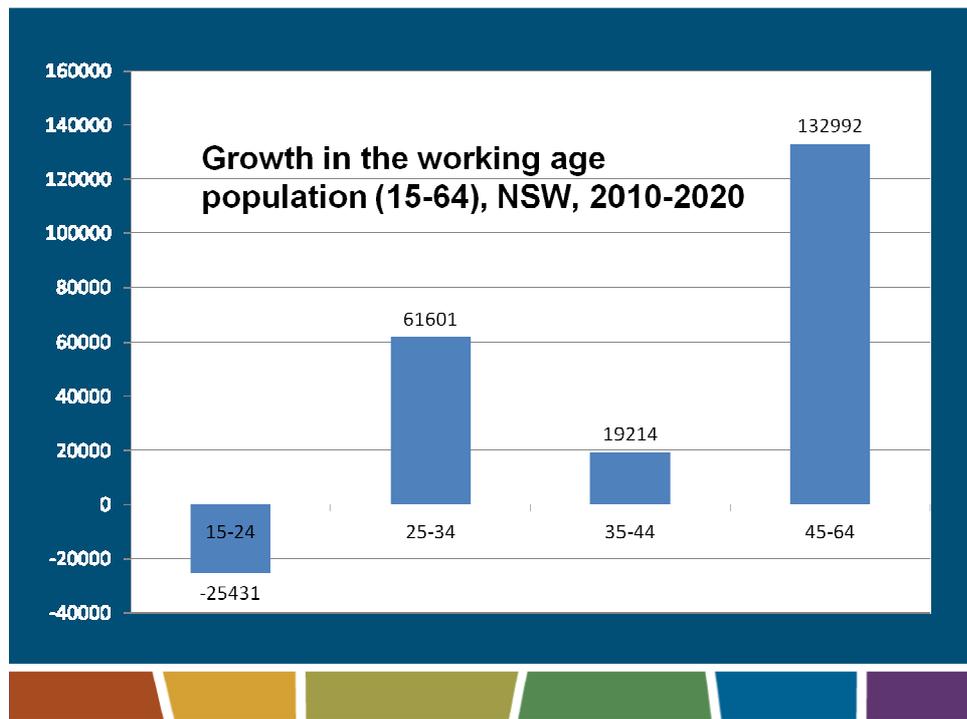


**Graph 3**

**Employment growth by industry, ('000s) Australia, 5 years to 2015-16**

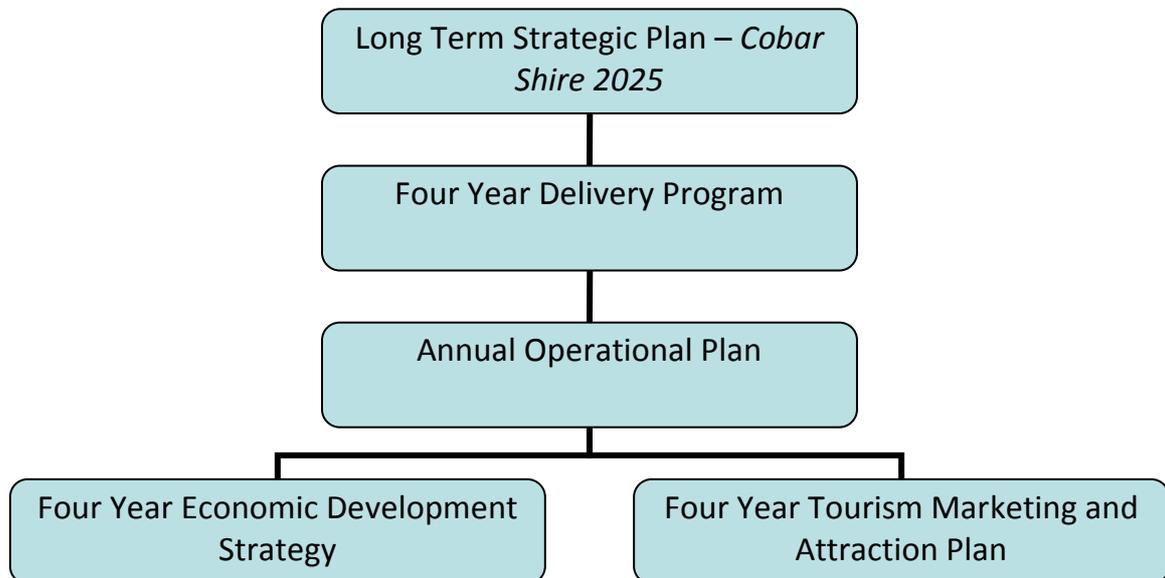


Graph 4



## Scope of the Strategy

The purpose of this strategy is to set the strategic direction for the Economic Development function of Council. Under the NSW Integrated Planning and Reporting Framework, Council must develop a long term Community Strategic Plan, a four year strategic Delivery Program and an annual Operational Plan. This Strategy feeds into these plans and provides specific actions to meet the objectives set out in the strategic planning documents.



# Cobar Shire Council

## 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.

## 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: The Wool Track, Louth Road and Tilpa Road.

## Values

Council has adopted the following Values that should be reflected in how the whole organisation operates and interacts with others:

- Continually strive for improvement in every aspect of Council's activities and recognise initiative.
- All activities are to be customer focused and provide equity for all.
- Involve the community in decision making through open government and consultative processes.
- Foster and promote sustainable ecological and economic development, rural pursuits and industries that contribute to the wealth of the region and in keeping with the environment and residents lifestyle.
- Conserve and protect the natural beauty of the area.
- Promote a spirit of regional cooperation particularly in regard to planning, infrastructure, economic development. Tourism and employment.

# Cobar Shire Community

## 'Cobar Shire 2025' Values

Values are beliefs we have that provide a basis for choices we make. They ultimately determine the quality of our lives. During consultations during the development of Cobar's Community Strategic Plan, the community has identified the following values that are important to the residents of Cobar Shire:

- 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.

## Cobar Shire Economic Development Strategy June 2012

The Outcome we seek is: Local businesses and shops are viable and growing					
<p>Strengths and Challenges:</p> <ul style="list-style-type: none"> <li>• Whilst Cobar wages are higher than average, much of the income leaves Cobar – we need to Keep our Cash in Cobar</li> <li>• Residents not employed in the mining industry are often not in a position to pay ‘mining prices’</li> <li>• Residents want to see further diversification of the business base, such as attracting a big retailer to Cobar</li> <li>• A large number of tourists pass through Cobar – we need to get them to stop longer and spend stronger</li> <li>• The Cobar Quids project is a great strength</li> <li>• The CEF project is a great asset to Cobar</li> <li>• Cobar Business Association is a strength</li> <li>• The industrial estate, while it generates a great deal of wealth for the community, has inadequate servicing and businesses are not readily identifiable or locatable</li> </ul>					
Objective	Strategic Actions	Lead Agency	Support Agency	Timing	PI
Ensure the town approaches and CBD are visually attractive	<ul style="list-style-type: none"> <li>• Ensure there is adequate caravan and camper parking near the CBD</li> <li>• Maintain the town approaches (mowing, rubbish removal etc)</li> <li>• Regularly wash CBD (pavers, shop windows, street furniture)</li> <li>• Facilitate</li> </ul>	CSC	Business	Ongoing	<ul style="list-style-type: none"> <li>• Maintenance schedule for town approaches and CBD in place and implemented</li> <li>• Number of complaints regarding lack of caravan parking</li> <li>• Number of complaints and compliments received regarding the appearance of town</li> <li>• Investigation into the feasibility of CCTV</li> </ul>

	<p>businesses to wash out the front of their own businesses</p> <ul style="list-style-type: none"> <li>Investigate options, including funding, for the installation of CCTV in the CBD</li> </ul>				undertaken
To maintain the Cobar Enterprise Facilitation project	<ul style="list-style-type: none"> <li>Facilitate adequate funding to sustain the project</li> <li>Retain the employment of the Enterprise Facilitator and ensure they are visible, accessible and well utilised</li> <li>Establish and use a network of locals to run the CEF project</li> <li>Provide business assistance to existing and potential businesses</li> <li>Promote success stories to assist in 'selling' the project</li> <li>Undertake regular</li> </ul>	CEF Management Team and CEF Facilitator	Council	Ongoing	<ul style="list-style-type: none"> <li>Funding targets met</li> <li>Facilitator employed</li> <li>Number of businesses assisted</li> <li>Amount of investment in business as a result of the project</li> <li>Number of people involved in the CEF Board and Management Team</li> <li>Number of promotional stories generated</li> <li>Monthly progress report provided</li> </ul>

	reporting of project to stakeholders <ul style="list-style-type: none"> <li>Promote the project to both locals and those outside the region</li> </ul>				
Maintain and promote the Cobar Quids program	<ul style="list-style-type: none"> <li>Council to continue to be the 'banker' for the project.</li> <li>Promote the project to new and existing residents and businesses.</li> </ul>	CBA	CSC	Ongoing	<ul style="list-style-type: none"> <li>Number of quids spent through the project each year</li> <li>Activities undertaken to promote the project</li> </ul>
Ensure the Cobar Business Association remains an active organisation assisting all business types	<ul style="list-style-type: none"> <li>Major employers to provide assistance in terms of support for positions on the Association and sponsorship for activities</li> <li>Promote the Association and activities undertaken and seek membership from businesses</li> <li>Prepare grant applications to bring free or low cost training and workshops to Cobar for</li> </ul>	CBA	Business	Ongoing	<ul style="list-style-type: none"> <li>Number of members</li> <li>Number of newsletters produced</li> <li>Number of workshops provided and number of attendees</li> <li>Community awareness activities undertaken</li> </ul>

	<p>employers and their employees</p> <ul style="list-style-type: none"> <li>• Prepare regular newsletters for business with news on activities and updates on legislation and other requirements</li> <li>• Continue with the community awareness campaign to promote the flow-on benefits of shopping locally</li> <li>• Council to provide an employee to the executive of the CBA</li> </ul>	CSC			<ul style="list-style-type: none"> <li>• Council employee on the Executive</li> </ul>
Retain the annual local business awards to recognise outstanding achievement in the business community and to provide a networking opportunity (the awards dinner)	<ul style="list-style-type: none"> <li>• Finalise the award categories</li> <li>• Seek sponsorship of the awards</li> <li>• Promote the awards and accept entries</li> <li>• Organise the awards and judges</li> <li>• Organise the awards dinner</li> </ul>	CBA	CSC	Annual	<ul style="list-style-type: none"> <li>• Awards held</li> <li>• Level of sponsorship received</li> <li>• Number of participants</li> <li>• Dinner held and number of attendees</li> <li>• Promotion of winners</li> </ul>

	<ul style="list-style-type: none"> <li>Nominate the winners to any regional awards where possible</li> </ul>				
Increase the visibility of businesses in the industrial estate and the knowledge of locals (and visitors) as to what businesses operate there and what products and services they provide	<ul style="list-style-type: none"> <li>Maintain and promote the Cobar Business Directory highlighting businesses, products and services</li> <li>Undertake an expo where businesses promote their goods and services</li> <li>Encourage businesses to erect signage on sheds etc listing the business and what they do</li> <li>Erect a business board at the entrance to the industrial estate</li> </ul>	<p>CSC</p> <p>Business</p> <p>Business</p> <p>CSC</p>	<p>Business</p> <p>CBA</p> <p>CBA</p> <p>Business</p>	<p>Ongoing</p> <p>2013-14</p> <p>Ongoing</p> <p>2013-14</p>	<ul style="list-style-type: none"> <li>Directory maintained and available online</li> <li>Expo organised, number of participants and attendees</li> <li>Business board erected</li> </ul>
Use our unique position on the cross roads of 3 major highways to establish a freight terminal and fuel depot	<ul style="list-style-type: none"> <li>Assist business operators to identify sites and identify planning requirements</li> </ul>	CSC	NSW Govt	2013-14	<ul style="list-style-type: none"> <li>Sites identified</li> <li>Developer identified</li> <li>A depot established</li> </ul>

The Outcome we seek is: New industries are developing that are not reliant on mining					
Strengths and Challenges: <ul style="list-style-type: none"> <li>Cobar exists because of mining and agriculture – when mining activity falls, Cobar’s economy will be vulnerable and agriculture is likely to be the remaining strong industry</li> <li>There are many business opportunities in Cobar, based on mining</li> <li>There is adequate land around Cobar and good transport networks in place to support new industries</li> </ul>					
Objective	Strategic Actions	Lead Agency	Support Agency	Timing	PI
To establish a renewable energy industry in Cobar (including industries associated with solar, gas, wind and invasive native scrub fuel generation)	<ul style="list-style-type: none"> <li>Assist business to identify suitable land to establish a renewable energy industry in Cobar</li> <li>Work with the mining industry, energy providers and governments to develop an industry in Cobar</li> </ul>	CSC	Business NSW Govt	2013-14	<ul style="list-style-type: none"> <li>Number of new renewable energy businesses created</li> </ul>
Attract new industries to Cobar	<ul style="list-style-type: none"> <li>Have adequate industrial and retail land available and developed</li> <li>Complete LEP 2011</li> <li>New retail and accommodation land sites identified as required</li> <li>Provide a</li> </ul>	CSC	NSW Government	2012-13	<ul style="list-style-type: none"> <li>Study undertaken to determine need for more industrial land</li> <li>New sites identified if required</li> <li>Work undertaken to prepare new industrial zone if appropriate</li> <li>LEP gazetted</li> <li>Investigation into the</li> </ul>

	<p>masterplan for the areas of 100 and 105 Marshall St</p> <ul style="list-style-type: none"> <li>• Facilitate the development of large retail businesses</li> <li>• Prepare a Housing Strategy</li> <li>• Have an up-to-date Business Pack available outlining what Cobar has to offer, the economic opportunities etc as a business prospectus to attract new businesses to Cobar</li> </ul>				<p>need to the develop the next stage of Pioneer Estate undertaken</p> <ul style="list-style-type: none"> <li>• Masterplan completed</li> <li>• Number of and types of discussion had with major retailers</li> <li>• Business Pack available and updated</li> </ul>
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<p>The Outcome we seek is: Vibrant tourist industry and attractions that encourage people to stay longer</p>
<p>Strengths and Challenges:</p> <ul style="list-style-type: none"> <li>• The Great Cobar Heritage Centre is an asset to the tourism industry</li> <li>• Ample tourists pass through Cobar each year</li> <li>• There are undeveloped tourism attractions already in the Cobar area, and others that are not marketed well, and hence utilisation could be increased</li> <li>• Cobar is not a destination, but is an ideal stop over point</li> <li>• Cobar businesses do not currently focus on the tourism industry</li> <li>• The majority of visitors staying at motels and pubs are here for work, leaving inadequate accommodation for tourists</li> <li>• Tourists want a mining experience that is currently not available</li> </ul>

Objective	Strategic Actions	Lead Agency	Support Agency	Timing	PI
To increase the number of, and range of, accommodation options in Cobar	<ul style="list-style-type: none"> <li>Attract and assist developers to identify ideal sites for new accommodation businesses</li> <li>Increase the number of sites and accommodation options at the Cobar Caravan Park</li> </ul>	CSC  Park manager	Business	2012-13	<ul style="list-style-type: none"> <li>Number of inquiries from potential operators</li> <li>Number of new operators established</li> <li>Number of new accommodation providers and beds in Cobar</li> <li>Number of new sites and options at the Cobar Caravan Park</li> </ul>
Increase the focus of business on customer service and the tourism industry	<ul style="list-style-type: none"> <li>Hold workshops to assist in increasing customer service</li> <li>Provide information on tourist numbers and encourage businesses to analyse their operations to determine the impact tourism has and could have on their operations</li> </ul>	CBA  CSC	Business CEF	Ongoing	<ul style="list-style-type: none"> <li>Number of workshops held</li> <li>Statistics and information provided to businesses</li> </ul>
Extend the Great Cobar Heritage Centre and build on the mining 'experience' for tourists	<ul style="list-style-type: none"> <li>Undertake a plan and study to extend the Great Cobar Heritage</li> </ul>	CSC	Govts	2013-14	<ul style="list-style-type: none"> <li>Plan for the extension or increased utilisation of the Great Cobar Heritage Centre</li> </ul>

	<p>Centre</p> <ul style="list-style-type: none"> <li>• Work with private operators and industry to get a unique mining experience available in Cobar</li> </ul>		Business	2014-15	<p>developed</p> <ul style="list-style-type: none"> <li>• New mining experience created</li> </ul>
Have a town tour operating	<ul style="list-style-type: none"> <li>• Assist a private operator to re-establish the town tour</li> </ul>	CSC	Business	2012-13	<ul style="list-style-type: none"> <li>• Town tour operational</li> </ul>
Promote Cobar to tourists	<ul style="list-style-type: none"> <li>• Develop a well resourced marketing strategy for Cobar</li> <li>• Maintain a good and up-to-date Council website</li> <li>• Maintain Cobar's listing on the NSW Tourism website</li> <li>• Attend caravan and camping shows</li> <li>• Maintain Council's association with the Kidman Way committee</li> <li>• Maintain the In Cobar magazine</li> <li>• Good signage in place on entering Cobar and</li> </ul>	<p>CSC</p> <p>CSC</p> <p>CSC</p> <p>CSC</p> <p>CSC</p> <p>CSC</p> <p>Cobar Weekly</p> <p>CSC</p>	<p>NSW Govt</p> <p>Business</p> <p>Business</p> <p>Business</p>	2012-13	<ul style="list-style-type: none"> <li>• The Tourism Attraction and Development Strategy created</li> <li>• Websites updated</li> <li>• Membership of Inland Tourism maintained</li> <li>• Number of caravan shows attended (and number of visitors to those shows)</li> <li>• Kidman Way brochure regularly produced</li> <li>• In Cobar magazine regularly produced</li> <li>• Visitor numbers to the Great Cobar Heritage Centre</li> </ul>

	highlighting our attractions and facilities <ul style="list-style-type: none"> <li>• Memorial to miners killed in Cobar mineral fields erected in Heritage Park</li> </ul>	Community	CSC		<ul style="list-style-type: none"> <li>• Memorial erected</li> </ul>
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The Outcome we seek is:

Water supplies for our growing population and industries are secure

Strengths and Challenges:

- Cobar has very limited water supplies with water travelling a long way from source and large losses incurred
- Mining operations and other industries can require significant water supplies
- There is no kerb and guttering or sewer servicing the industrial estate creating environmental and safety issues, particularly following rain

Objective	Strategic Actions	Lead Agency	Support Agency	Timing	PI
To increase the water allocation available to Cobar and industry	<ul style="list-style-type: none"> <li>• Pipe the Albert Priest Channel</li> <li>• Increase the water allocation for Cobar town and for industry</li> <li>• Council to apply for increased water allocation</li> </ul>	NSW Govt  CSC	CSC	2014-15  2013-14  2012-13	<ul style="list-style-type: none"> <li>• Channel piped</li> <li>• Loses reduced</li> <li>• Water allocation increased</li> <li>• Application submitted</li> </ul>
Improved water and sewer management in Cobar's key industrial estate	<ul style="list-style-type: none"> <li>• Extend the town sewer network to the industrial estate</li> </ul>	CSC	Business	2013-2015	<ul style="list-style-type: none"> <li>• Extent of extensions to the sewer network in the industrial estate</li> <li>• Extent of additional</li> </ul>

	<ul style="list-style-type: none"> <li>• Kerb and gutter is provided in the industrial estate</li> </ul>				kerb and guttering
Increase the water storage area of the Cobar Water Board	<ul style="list-style-type: none"> <li>• Determine if additional water storages are warranted</li> <li>• Extend water storages if required</li> </ul>	Cobar Water Board	CSC Business	2012-13	<ul style="list-style-type: none"> <li>• Analysis undertaken to determine if storages need to be expanded</li> </ul>
Identify flood risk areas to reduce any impact of flash flooding on businesses and residential areas	<ul style="list-style-type: none"> <li>• Prepare a Flood Risk Study to identify flood risk sites and options to manage flood affected areas</li> </ul>	CSC	Govts	2012-13	<ul style="list-style-type: none"> <li>• Flood risk study prepared and adopted by Council</li> </ul>

The Outcome we seek is:  
Strong transport networks are provided to service business across the Shire

**Strengths and Challenges:**

- Cobar has 1744 kms of unsealed and 1119 kms of sealed roads across the Shire
- Cobar has a well maintained rail network servicing Cobar town and the southern area of the Shire
- Cobar airport is well serviced by Regular Passenger Transport services Sydney direct and is well used by private operators and recreational users

Objective	Strategic Actions	Lead Agency	Support Agency	Timing	PI
The road network is well maintained and able to support business activities, despite weather conditions	<ul style="list-style-type: none"> <li>• Gravel and grade unsealed roads in priority order</li> <li>• Lobby for greater roads funding</li> </ul>	CSC	Govts	ongoing	<ul style="list-style-type: none"> <li>• Annual maintenance carried out in accordance with the adopted program</li> <li>• Approaches made to</li> </ul>

	<ul style="list-style-type: none"> <li>• Continue the sealing program and extend it if funding allows</li> <li>• Continue to convene the Rural Roads Advisory Committee</li> <li>• Educate road users on the need to stay off unsealed roads when they are closed</li> </ul>				<p>governments to increase roads funding</p> <ul style="list-style-type: none"> <li>• Extent of the increase in the sealed road network</li> <li>• The number of Rural Roads Advisory Committee meetings held and the number of attendees at these meetings</li> <li>• The number of activities undertaken to educate road users</li> </ul>
The rail network is maintained	<ul style="list-style-type: none"> <li>• Lobby the NSW government to ensure the rail network is maintained to a suitable standard and the economics encourage its use over the road network</li> </ul>	CSC	Business	Ongoing	<ul style="list-style-type: none"> <li>• Number of approaches made to governments</li> </ul>
The Cobar airport is a well used and well serviced regional airport	<ul style="list-style-type: none"> <li>• Work with commercial airlines to provide a quality and affordable service</li> <li>• Maintain the runway and apron to a suitable</li> </ul>	CSC	Business	Ongoing	<ul style="list-style-type: none"> <li>• Number of regular RPTs operating out of the airport</li> </ul>



The Outcome we seek is:  
 A strong and sustainable agriculture industry exists across the Cobar Shire

Strengths and Challenges:

- There is a significant absentee landholder problem
- Some operators are concentrating on feral stock (such as goats) rather than managing their stock in a sustainable manner
- Rural commodity prices fluctuate and greatly impact on the viability of the industry.

Objective	Strategic Actions	Lead Agency	Support Agency	Timing	PI
Agricultural production is not affected by weeds and feral animals	<ul style="list-style-type: none"> <li>• Employ a weeds officer to work with landholders and on public land to manage noxious weeds</li> <li>• Work with organisations such as the NSW Govt and the Western Catchment Management Authority to develop and implement a biodiversity management plan aimed at identifying, maintaining and</li> </ul>	CSC	NSW Govt	Ongoing	<ul style="list-style-type: none"> <li>• Strategic Plan and Action Plan developed for weeds management</li> </ul>

	improving biodiversity across the Shire				
Develop a grazing industry that is based on managed, not feral, stock to improve pasture management	<ul style="list-style-type: none"> <li>• Provide support to industry bodies for improved grazing management practices</li> <li>• Maintain an awareness of government land management incentives and programs and work with government agencies such as the WCMA and LHPA</li> </ul>	Business  CSC	NSW Govt  NSW Govt	Ongoing  Ongoing	<ul style="list-style-type: none"> <li>• A strengthened local grazing industry</li> <li>• Higher economic returns data for the grazing industry</li> <li>• Communicate knowledge of incentives and programs to industry bodies and individual graziers</li> <li>• Number of joint initiatives developed with other government organisations.</li> </ul>
Facilitate businesses that support agricultural enterprises (such as abattoirs, goat handling facilities, brush cutting business, alternative fuels industry using native vegetation, pet meat industry etc)	<ul style="list-style-type: none"> <li>• Work with business proponents to ensure good developments occur in a timely manner</li> </ul>	Businesses	CSC	Ongoing	<ul style="list-style-type: none"> <li>• Number of new businesses established</li> </ul>

The Outcome we seek is:

A wide range of community events, shows, regional sporting competitions and activities that attract people to Cobar, bring people back to Cobar, and keep people entertained.

Strengths and Challenges:

- There is great potential to build on current events and sporting competitions that bring people to Cobar
- Events are generally very well attended by locals
- Many people in surrounding regional towns have never been to Cobar before
- There are very few activities for tourists to do during the evening in Cobar
- There has been a great flurry of ideas for annual events, however there is a lack of people to coordinate these events and bring them to fruition
- The main employers in town, especially the mines, are very good at encouraging employees to participate in community events and organisations
- Local business is very supportive in terms of sponsorship of local events

Objective	Strategic Actions	Lead Agency	Support Agency	Timing	PI
Promote to visitors what is on while they are staying in Cobar to encourage them to explore the town and maybe stay an extra night	<ul style="list-style-type: none"> <li>• Distribute to all accommodation providers and other outlets around town a fortnightly 'What's On'</li> <li>• Work with the Cobar Caravan Park and the National Parks and Wildlife Service (and any other organisations)</li> </ul>	CSC	Community	2012-13	<ul style="list-style-type: none"> <li>• What's On is distributed fortnightly</li> </ul>
		CSC	Business and NSW Govt	Ongoing	<ul style="list-style-type: none"> <li>• Number of activities run</li> </ul>

	<p>or businesses) to develop some night time activities aimed at visitors to Cobar</p> <ul style="list-style-type: none"> <li>• Organise the inaugural Welcome to Cobar weekend</li> <li>• Work with one or two sporting organisations to build up an existing event into a bigger weekend event including entertainment</li> </ul>	<p>Business</p> <p>Community</p>	<p>CSC CBA</p> <p>CSC</p>	<p>2013-14</p> <p>2013-14</p>	<ul style="list-style-type: none"> <li>• Key event organiser identified</li> <li>• Weekend organised and run</li> <li>• Number of visitors to Cobar</li> </ul>
<p>Ensure there is adequate accommodation to ensure that the benefits of events are fully realised</p>	<ul style="list-style-type: none"> <li>• Facilitate a greater range of accommodation options to aid people in finding somewhere to stay in Cobar</li> </ul>	CSC	Business	Ongoing	<ul style="list-style-type: none"> <li>• Increase in tourist beds in Cobar</li> </ul>

The Outcome we seek is:

The business community has access to the tools and resources required to undertake business, including an appropriate workforce

Strengths and Challenges:

- There is a significant labour shortage in many of the areas that are key to Cobar, such as trades and professional mining services
- Cobar is an isolated town compared to many competing areas
- Improving the health and community infrastructure in town will increase the ability of employers to attract staff
- Due to the isolation, it is critical to assist new employees and their families to integrate into the community and to build their support networks
- Despite the large number of local apprentices, they must all be sent away to TAFE. They are often young and need to travel 3-5 or more hours. This creates WHS issues for employers
- There is a shortage of childcare options in Cobar, further exacerbating the difficulties of attracting and retaining staff

Objective	Strategic Actions	Lead Agency	Support Agency	Timing	PI
To motivate business to think of innovative ways to market their goods and services to an audience beyond Cobar	<ul style="list-style-type: none"> <li>• Seek funding to provide innovative marketing and promotion ideas to businesses to motivate them to try different means of marketing to Cobar and beyond</li> <li>• Seek grant funding to bring a motivational</li> </ul>	CBA  CBA	NSW Govt	Ongoing	<ul style="list-style-type: none"> <li>• Number of training workshops run</li> <li>• Motivational speaker accessed</li> </ul>

	speaker to Cobar at least once every two years				
Increase businesses ability to access broadband networks and mobile coverage	<ul style="list-style-type: none"> <li>Lobby to have the NBN brought to Cobar to increase linespeed and the ecommerce opportunities that will bring</li> <li>Lobby to increase the mobile phone coverage across the Shire to increase access to business and reduce the WHS issues associated with remote work</li> </ul>	CSC  CSC	CBA  CBA	Ongoing	<ul style="list-style-type: none"> <li>Number of approaches made regarding NBN services coming to Cobar</li> <li>Number of approaches made to expand the mobile network</li> </ul>
To increase the ability of local apprentices to undertake some subjects at the local TAFE	<ul style="list-style-type: none"> <li>Work with the local TAFE to determine if there is any capacity to undertake more courses locally</li> </ul>	Business		Ongoing	<ul style="list-style-type: none"> <li>Number of TAFE subjects provided locally for apprentices</li> </ul>
Have incentives to attract and retain more tradesmen to Cobar businesses, outside of the mines	<ul style="list-style-type: none"> <li>Lobby the NSW and Federal Governments to provide incentives to non mining related businesses</li> </ul>	CBA	Govts	2012-13	<ul style="list-style-type: none"> <li>Number of approaches made</li> </ul>

	that employ tradesmen				
Assist new employees and their families to integrate into the community, increase the knowledge of services available and provide opportunities to create support networks	<ul style="list-style-type: none"> <li>• Hold at least two Meet and Greets for new residents each year</li> </ul>	CBA	CSC	Ongoing	<ul style="list-style-type: none"> <li>• Two Meet and Greets held annually</li> <li>• Number of new resident packs distributed</li> <li>• Adequate community service organisations participated</li> <li>• Community Services Directory is relevant and easily available online</li> <li>• Assistance provided to CDMA and MWG</li> </ul>
	<ul style="list-style-type: none"> <li>• Ensure the Community Services Directory is up-to-date and easily accessible</li> </ul>	CSC	Service providers	Ongoing	
	<ul style="list-style-type: none"> <li>• Provide support to groups such as the Cobar and District Mothers Association and the Multicultural Womens Group</li> </ul>	CSC	Business	Ongoing	
Have the ability to access business support services locally	<ul style="list-style-type: none"> <li>• Lobby the banks and credit union to provide local business banking managers and business insurance services that can be discussed with the local manager</li> </ul>	CBA		2012-13	<ul style="list-style-type: none"> <li>• Approaches made to local financial organisations</li> </ul>



## Version Control

No.	Date Adopted	Minute No.	Date Commenced	Date notified in Local Paper
1	23 August 2012	198.8.2012	24/08/2012	N/A