



COBAR COMMUNITY WORKING PARTY COMMUNITY ACTION PLAN 2019



MURDI PAAKI
REGIONAL
ASSEMBLY



ACKNOWLEDGEMENTS

This Community Action Plan (CAP) was developed through the Cobar Community Working Party (CWP), updated on 19 June 2019. Cobar CWP would like to thank and acknowledge the entire Cobar Aboriginal community for their input as well as the Murdi Paaki Regional Assembly (MPRA).

We acknowledge and pay our respects to the Elders past, present and those to come of the Ngiyampaa Nation of which the Cobar area is part. We also acknowledge and pay respect to those Elders, past, present and future and those from other Nations who have found their home now in Cobar.

In the introduction to its regional plan, the MPRA acknowledges with respect the roles of the Local Aboriginal Land Councils, Native Title holders and claims groups in asserting our people's rights to Country through the Native Title and Land Rights regimes, and affirms that MPRA's agenda does not cut across these roles in any way.

Intellectual Property

This plan is the property of the Cobar CWP. It is a living document will be reviewed and updated as and when necessary to reflect the changing needs of the Cobar community. This version was updated on the 19 June 2019, endorsed by the Cobar CWP.

ABBREVIATIONS

ADHC	Dept. of Aging Disability and Home Care
AHO	Aboriginal Housing Office
CAP	Community Action Plan
CDS	Central Darling Shire
COAG	Council of Australian Governments
CWP	Community Working Party
DEEWR	Dept. of Education, Employment and Workplace Relations
DHFWHD	Dept of Health - Far West Local Health District
HACC	Home and Community Care
IBA	Indigenous Business Australia
MPRA	Murdi Paaki Regional Assembly
MPSL	Murdi Paaki Services Limited
NGO	Non-Government Organisation
NIAA	National Indigenous Australian Agency
RAHLA	Regional Aboriginal Housing Leadership Assembly
RDA	Regional Development Australia
REDI.E	Regional Enterprise Development Institute Ltd
RFDS	Royal Flying Doctors Service

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EXECUTIVE SUMMARY

This CAP has been developed by the Cobar CWP with support from Murdi Paaki Regional Services. It is intended to inform external agencies of the priorities of the Cobar Aboriginal community and provide guidance in working with the Cobar CWP to improve services and programs.

The town of Cobar is located in the middle of country belonging to the Ngiyampaa Wangaapuwan people, home to both the Karulkiyali (Stone Country People) and the Pilaarrkiyalu (Belar Tree People). Although colonisation dispossessed and displaced the Ngiyampaa significantly, the area still showcases their culture, including some excellent rock art. Cobar town is now the headquarters of the Cobar Shire and is situated in the middle of the Murdi Paaki region. Its economy is based predominately on mining.

The Cobar CWP developed from a reference group first established in 2003 and is the peak Aboriginal governance and representative body for the Cobar Aboriginal Community. It is one of sixteen CWPs representing the communities of the Murdi Paaki Region and forming the MPRA. The Assembly and the CWP are governed in their relationship with the NSW government by the Murdi Paaki Local Decision-Making (LDM) Accord.

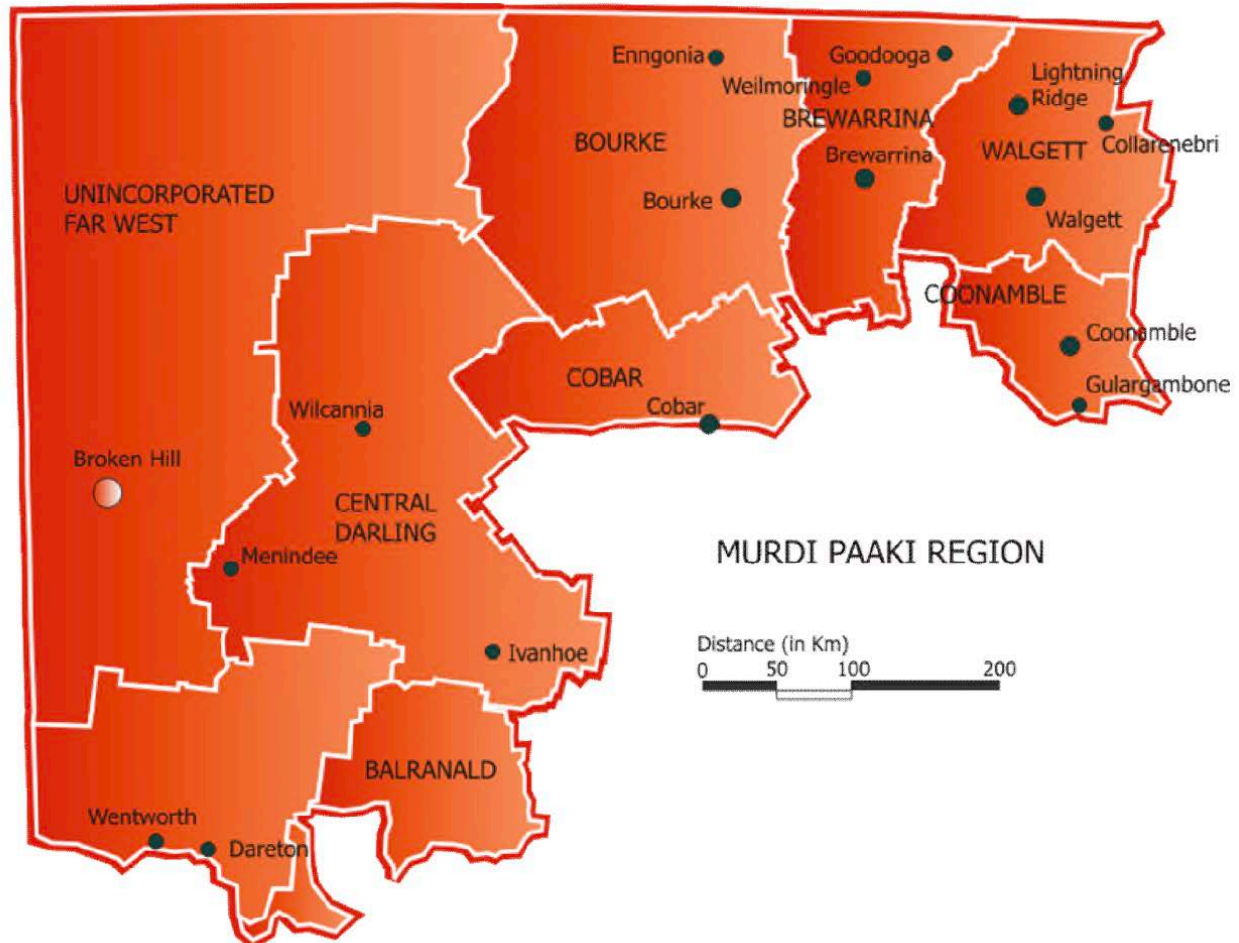
The Cobar CWP sets community priorities to guide external agencies such as government departments, Non-Government Organisations and the private sector in developing policies and programs for the Cobar Aboriginal Community. When working in Cobar, external agencies should follow the engagement process set by the Cobar CWP to ensure they adhere to principles of LDM, co-design and community capacity building.

Since being formally recognised as the governance body in 2011, the Cobar CWP has reviewed their existing CAP and identified priorities to improve the fundamental needs of their community. There are five action areas identified in this plan. In the area of culture and heritage, the Cobar CWP would like to increase the wider community's awareness and understanding of Aboriginal culture. They would like to enhance governance and leadership capacity by developing participation in the CWP and communications with service providers. The Cobar CWP would like to improve the wellbeing of their children and young people, improving the opportunities for youth leadership. They wish to enhance employment, training and business development opportunities for the Aboriginal community and ensure housing is secure and maintained well.

COMMUNITY PROFILE

MURDI PAAKI REGION

The town of Cobar is in the centre of the Murdi Paaki Region in the Cobar Shire.



Murdi Paaki Region (Murdi Paaki Regional Plan)

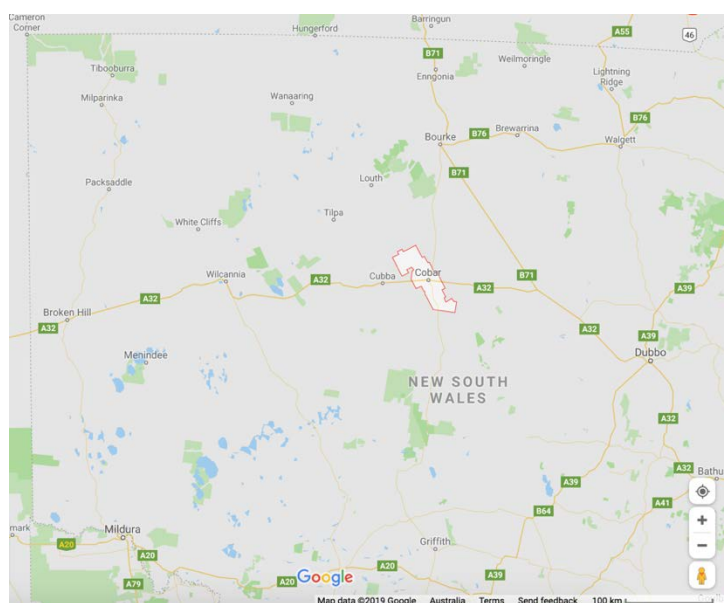
LOCATION

The township of Cobar (Latitude: 31.54 °S; Longitude: 145.80 °E) is located within Country belonging to the Ngiyampaa Wangaapuwan people. It lies in the western region of NSW along the Barrier Highway between Wilcannia (235 kilometres west) and Nyngan (130 kilometres east). Bourke is 170 kilometres to the north and Hillston 210 kilometres to the south (both by sealed road). Sydney is 800 kilometres by road to the east. The Accessibility/Remoteness Index of Australia (ARIA) rates Cobar as 'Very Remote'.

The area is approximately 251 metres above sea level and forms part of the 'Cobar Peneplain' – a mapped unit of the bio-regional vegetation and land classification system (IBRA Map 1989). This is characterised by open eucalypt and cypress pine woodlands with a grassy understorey. The Department of Climate Change (DECC) estimates that by 1990, of the 88 mammals recorded at European settlement in this region, almost 30 were extinct.

Cobar can be described as having a semi-arid climate. Annual rainfall is approximately 392 millimetres. The average annual maximum temperature is 25.4°C while the minimum average is 12.9°C.¹

The town and industry's main water supply comes from Burrendong Dam via the Macquarie River and Albert Priest Channel (73 kilometres) to the Nyngan Weir Pools, from which it is pumped via pipeline 130km to Cobar. However, water reticulation is a major feature of the mines.



Cobar, Location in North-Western NSW

(Source map on right: NordNordWest/Wikipedia, <https://creativecommons.org/licenses/by-sa/3.0/de/legalcode>)

¹ Bureau of Meteorology. 'Climate Statistics for Australian Locations: Cobar MO.' 2019, http://www.bom.gov.au/climate/averages/tables/cw_048027_All.shtml

NGIYAMPAA NATION

Cobar is in the middle of the Ngiyampaa Nation which is associated with a large area of western NSW including Gundabooka, Byrock, Cobar, Mt Grenfell, Mt Drysdale, Mt Manara, Keewong, Paddington, Trida, Carowra Tank, Ivanhoe, Mossigel, Marfield and Neckarbo. Within the Nation, there were smaller cultural groups. Around Cobar and Mt Grenfell there were the Karulkiyali (Stone Country People), while in southern areas there were the Pilaarrkiyalu (Belar Tree People) and Nhililyikiyali (Nelia tree People).

With European arrival and introduction of policies and legislation such as the *Aborigines Protection Act*, dispossession and forced relocations, our Ngiyampaa society, with cultural codes of practices and long-established relationships with Country, was slowly fractured and our connections with Country were lost.

There are still, however, some of the most significant Aboriginal rock art in NSW within the Cobar shire. The Ngiyampaa Wangaapuwan traditions are well represented in rock art sites (over 1,300 depictions of humans, hand stencils and animals) at Mount Grenfell, a dedicated National Park 40 km to the west. There are also sites at Mt Drysdale, an identified Aboriginal Place.

EARLY EUROPEAN HISTORY

Pastoralists began to settle the area in the mid-1860s. In 1869, Charles Campbell and Thomas Hartman, with two Aboriginal guides Boney and Frank (who were escorting Hartman and Campbell southwards from Bourke), found surface deposits of copper at *Kuparr* waterhole.

There is some speculation around the name Cobar. Most believe it is derived from the Ngiyampaa word *Kuparr*, meaning the waterhole nearby to which copper was first discovered. Some believe it may be an anglicised version of the Aboriginal word *gubar*, the ochre used in making ceremonial body paint.

By January 1876 the *Great Copper Mining Company* was registered, employing 120 miners. The population then increased with mining activities and by 1881 the company's workforce increased to 650 including 170 miners, 125 smelter workers, 150 woodcutters/ carters and 205 ore dressers. The municipal district of Cobar was proclaimed in 1884.

INDUSTRY AND ECONOMY

While much of the area around Cobar is used primarily for grazing associated with wool and lamb production, mining is still the most important land use in terms of production value. Gold, copper, silver, lead and zinc are now the main minerals mined. Anecdotally, Cobar provides approximately \$250 million in annual mine royalty revenues to the State government.

There are three main mining operations in the Shire: CSA (5 kilometres north of Cobar) mining copper and some gold, employing approximately 300 people; Endeavour (40 kilometres north) mining lead, zinc and silver, employing approximately 150 people; and New Gold ('Peak' Gold Mine) mining gold 8 kilometres south of town and employing approximately 200 people.

There are also three new mine proposals: Cobar Consolidated Resources at Wonawinter (110 kilometres south), projecting approximately 80 employees; Hera-YTC Resources at Nymagee (gold, copper, zinc) projecting approximately 50-80 employees; and Poly Metals at Mount Boppy (gold) projecting approximately 50-80 employees.

After mining, the main employment sectors comprise government, including health, education, welfare, nature resources, Council, construction and the retail sector including accommodation, food services, property and business services. Tourism is being heavily promoted as a means of helping cyclical downturns associated with the mining industry. In 2008 it was reported that visitor rates were growing at a higher rate than the State average.

COBAR SHIRE

The Shire covers an area of 45,609 square kilometres (an area approximately the size of Tasmania). Within the Cobar Shire there are six population centres: Cobar town, Euabalong/ Euabalong West/ Murrin Bridge along with four small villages – Nymagee, Tilpa, Louth and Mount Hope. Murrin Bridge, while located on the southern tip of the Shire on the northern side of the Lachlan River a few kilometres north of Lake Cargelligo, has a separate CWP.

The current Mayor of the Cobar Shire is Mrs Lillian Brady. There is one Aboriginal Councillor, Harley Toomey. The General Manager is currently Mr Peter Vlatko. The area falls within the NSW Electoral District of Barwon. The current sitting member is the Honourable Roy Butler MP of the Shooters Fishers and Farmers Party. Federally the area lies within the Parkes Commonwealth Electoral division. The current sitting member is the Honourable Mark Coulton MP of the National Party.

POPULATION STATISTICS

Cobar Shire Indigenous Location²

In the Australian Bureau of Statistics (ABS) 2016 Census, the Cobar Shire as a statistical Indigenous Location had a total population of 4575 people: 51.5% male and 48.5% female. While the median population of the total shire-wide community was 38 years, children aged 0 - 14 years made up 22.1% of the population and people aged 65 years and over made up 13.7% of the population (ABS 2011). On the census collection night, 559 people of the shire identified as Aboriginal or Torres Strait Islander (12.2%) with 278 males (50.6%) and 281 females (49.4%). With a median age of 23 years, the shire-wide First Nations age distribution was 72 people for 0-4 years (12.9%); 123 for 5-14 years (22%); 99 for 15-24 years (17.7%); 131 for 25-54 years (23.4%); 97 for 55-64 years (17.4%), and 39 over 65 years (6.9%).

Of the 336 First Nations people 15 years or over no longer attending school, 67 (19.9%) attained year 12 or equivalent. 91 (27%) had a higher education qualification at a certificate level; 12 (3.6%) had a bachelor's degree. Ten people indicated they were currently attending University, TAFE or another tertiary institution. 61.1% of First Nations people in Cobar Shire were participants in the labour force in 2016. There was a 12.7% unemployment rate within this group. The total percentage of the First Nations population in employment is 53.1%.

The median personal income was \$511 per week. 25% of the First Nations adult population earned over \$1000 per week. The median weekly household income for First Nations families was \$1202 per week. The average household size for First Nations families was 2.9 people with an average of 0.9 people per bedroom. The proportion of dwellings needing one or more extra bedrooms was 4.9%.

While the total Shire population in the last decade has fallen 5.5%, the First Nations population has increased by 18.8% over the last decade. With 603 First Nations people in 2011 and 518 Aboriginal people for the 2006 census (12.8% and 10.5% of the total population respectively). In 2016, 79 people of First Nations people in the Shire were resident in Murrumbidgee. In Cobar town, the number of First Nations residents was 448 (12%) with 219 males (48.9%) and 229 females (51.1%). The median age was 24 years. The median weekly household income of First Nations people in Cobar town was \$1287 with median weekly rent \$178. The average number of people per household was 2.7 with 0.8 average per bedroom.³

*Please note that Australian Census figures can be inaccurate, particularly for Aboriginal and Torres Strait Islander families who have a lower census response rate and a higher transient population.

² Australian Bureau of Statistics, 'Cobar (ILO 10300301) 45547.4 km²', 2016 Census of Population and Housing: Aboriginal and Torres Strait Islander Peoples Profile. Catalogue no. 2002.0
abs.gov.au/websitedbs/D3310114.nsf/Home/2016%20search%20by%20geography, accessed 1 Sept 2019.

³ Australian Bureau of Statistics, 'Cobar', 2016 Census Quickstats,
https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/UCL115037, accessed 9 Sept 2019.

ABORIGINAL-SPECIFIC SERVICES

Barnardos: (Western NSW Centre)

While not specifically an Indigenous service, Barnardos Western NSW delivers a diverse range of welfare programs including family mediation, supported playgroups, parenting programs, Yalmambirra homework centre and breakfast club, living skills programs, young mothers' group, self-esteem workshops, protective behaviours workshops and interagency co-ordination. Services provided also include:

- Adolescent Support
- Family Support and Family Worker
- Brighter Futures
- Reconnect
- Arts in the Dust
- Out of Home Care
- Financial Literacy programs

Cobar Local Aboriginal Land Council (LALC)

The Land Council administers 26 properties. Of these properties, the LALC owns 19 on 12 residential lots, with Aboriginal Housing Organisation (AHO) owning the balance. The LALC also owns three Business zoned lots and seven blocks of land at Nymagee, 80 kilometres west of Cobar, and is a title holder for Mt Grenfell Historic Site (2 titles of 2598 and 2168 hectares). It is estimated demand for housing in Cobar by Aboriginal people and families will increase to 165 houses by 2016.

Ngalli Cobar Mobile Preschool

Ngalli Preschool is held at Cobar Mobile Children's Services next to Cobar Youth Centre. It runs on Tuesdays and Thursdays from 9.00 am to 3.00 pm, currently catering for approximately 15 children, with a waiting list.

REDI.E: Remote Jobs and Communities Program

REDI.E delivers the Remote Jobs and Communities Program (RJCP) across two western NSW regions - Far West and Upper Darling. In the Upper Darling region, Redi has offices located in Cobar, Bourke and Brewarrina.

The RJCP is a "whole of community" program focusing on employment, training and community development, funded by the Federal Department of Prime Minister and Cabinet. Participants in the program focus on developing their work readiness skills, foundation skills, vocational skills and addressing non-vocational barriers to employment.

RJCP providers manage 'Work for the Dole' projects to assist job seekers to provide real pathways to transition long-term to a real job. Remote job seekers undertake work-like activities five days a week, 12 months of the year whilst receiving payments. Eligible job seekers also have access to support services and activities such as basic literacy and

numeracy training, driver's license training, and other training that is linked directly to a job. In many communities there are opportunities to establish businesses that can support the needs and desires of local people, such as housing repairs and maintenance, supporting older members of the community or supporting children in school.

COBAR COMMUNITY WORKING PARTY

COMMUNITY WORKING PARTY'S ADDRESS

The journey of any community group is often one of ups and downs. For the Cobar CWP, this has been the case since it began meeting in 2003. In our early years, enthusiasm was high and meeting attendance good. The community were feeling something positive about getting things done. We were able to capture in our first CAP many of the community needs in trying to improve the lives of Aboriginal people and families in Cobar.

In terms of achievements the CWP has either helped initiate or had a hand in:

- Establishment of the Breakfast Club and fruit break at the local primary school.
- Establishment of the Ngali Preschool, providing preschool and school readiness programmes for Aboriginal and Torres Strait Islander people with the view to further expanding and establishing a permanent building.
- Negotiations to establish 'Bila Muuji' Social & Emotional Wellbeing unit (May 2010).
- Continued participation in Cobar inter-agency meetings and the MPRA.
- Ongoing planning and establishment of a community nursery to meet demand for mine rehabilitation revegetation and provide Work for the Dole activities, training and employment.
- Involvement with the Mining Job Compact (signed January 2009) to try and encourage greater employment of Aboriginal people in the mining industry.
- Signing a Service Level Agreement with Community Services NSW (May 2010).
- Establishing a domestic violence committee which eventually led to the establishment of a pilot prevention/education position run by Inspiration House.
- Support the development of young Aboriginal leaders and healthy relationships.
- Establishment of a memorial to 'Frank and Boney' in 2010, the men who led a group of European explorers in 1869 through the then unfounded township area of Cobar where copper mineral deposits were then found.
- Annual NAIDOC events.

However, as time has moved on and some of those issues, we identified in our first Plan have not been achieved, interest has waned. In seeking formal recognition with the government under the *Two Ways Together Partnership Community Program*, the Working Party held workshops to develop a new governance document: *Guiding Principles, Principles of Conduct & Meeting Practice*. It is a sound way of doing business however people have lost the urge to participate. It is a goal of the CWP to re-establish the participation of the community members.

We were able to capture some of the most pressing priorities at a workshop held in October 2011, reviewed again in March 2015. These focussed on building the cultural identity of the Ngiyampaa Nation and increasing the wider community's awareness and appreciation of Aboriginal culture. We also identified the need to improve the well-being of the Cobar Aboriginal youth starting with early childhood as well as assisting in creating better employment pathways. This may be through better business opportunities either associated

with or beyond the mining industry. We also felt it is a priority to focus on developing stronger relations between the Council, the LALC and the CWP, particularly when there are so many separate plans being developed nowadays.

It is our sincere hope that significant inroads can be made in achieving these priorities. Cobar is Ngiyampaa Country and we are the caretakers and therefore responsible for leaving it a better place for future generations

ROLE AND PURPOSE

The Cobar CWP is an independent community governance body representing the Aboriginal people of Cobar. Its main role is to allow for the Aboriginal Community to come together to work unitedly towards strategically developing the physical, economic, cultural, social and emotional wellbeing of present and future generations. This coming together of the community will be upheld by the practices of good governance, reflected through the values of:

- Respect for each other, family and community;
- Honesty and integrity;
- Impartiality and public interest, and
- Responsive service and efficiency.

The Cobar community and CWP is part of the Murdi Paaki region comprising 16 communities in Western NSW and formed in 2003 as part of a Council of Australian Government (COAG) trial. A Regional Partnership Agreement was signed in January 2009 following the trial between the MPRA, the NSW and Australian Governments.

In governing the Cobar CWP will:

- Be acknowledged, accepted, and known as the representative voice of the Aboriginal people of Cobar.
- Engage and empower Aboriginal people of Cobar to provide input into addressing the needs and issues of the community.
- Break down barriers which divide the Aboriginal community by encouraging transparency, consistency and accountability in all decision-making.
- Support reconciliation with non-Aboriginal people in Cobar through respectful actions, decisions and partnerships.
- Undertake business in accordance with and in respect of the history, customs and beliefs of the Ngiyampaa Nation, the Traditional People of the area.
- Document the cultural history for future learning for our Aboriginal children.
- Develop the community's strategic direction, priority and goal setting through the development of a CAP.

- Develop & maintain a strong community/ education development direction focused on Community well-being issues and the benefits to be achieved.
- Liaise with all manner of stakeholders and maintain advocacy including advising governments on issues impacting on the Community.
- Negotiate with all levels of government.
- Source funding/ resources to support projects, programs, and activities.
- Participate in regional partnerships through the MPRA.
- Negotiate local level agreements.
- Monitor, evaluate and report outcomes of agreements and related projects
- Not be responsible for service delivery.
- Adhere to our *Guiding Principles, Principles of Conduct & Meeting Practice (2010)* in upholding and maintaining good governance practices.

VISION

A sustainable and vibrant ongoing Aboriginal community based on culture, family, Country, wellbeing and education central to the life and direction of Our People and to the whole community of Cobar.

GUIDING PRINCIPLES

- We have pride in our traditions, culture and connections to Country.
- We support sustainability and longevity.
- We have respect for all people, cultures and creeds.
- Happiness and wellbeing is a principle and goal of all that we do
- We promote the right to freedom of speech.
- We are open to listening to ideas and constructive criticism for further development of our community for the future.
- We aim to live in peace and harmony.
- Our community is directed by wise people.
- We welcome everyone here. We will support you and make sure that no-one is left behind.
- We ask that you respect this place and help us look after this beautiful country.
- This is a Land of freedom, peace, tolerance and harmony.

- We hold these values from our ancestors and from the spirit of this Land and hold them for the community.

ORGANISATIONAL STRUCTURE

The internal structure refers to the governance of the Cobar CWP itself and its connections to the Aboriginal community and the MPRA. The Cobar CWP acts as a professional and culturally appropriate consultation arm that is in touch with its Aboriginal community. Internal bodies are governed by the MPRA Charter and Code of Conduct. As the Cobar CWP sits within the MPRA, its relationship with NSW Government departments is governed by the Murdi Paaki LDM Accord Mark II, drafted in May 2019 (Annexure A).

The external organisational structure gives an overview of the community environment within which the Cobar CWP sits. Services delivered in the Cobar Aboriginal community operate under the guidance of the Cobar CWP as the community's consultation arm. This provides a transparent and culturally appropriate process for all to conduct business that is aligned with community needs and requirements. CWPs are supported by MPSL through Community Coordinators, as outlined in the Project Work Plan (Annexure D). The structure provides a foundation for respectful, community-driven approaches to guide community services and projects, in line with the principles of LDM.

INTERNAL AND EXTERNAL BODIES

INTERNAL	EXTERNAL
<ul style="list-style-type: none">A. ChairpersonB. MembersC. Aboriginal CommunityD. Murdi Paaki Regional Assembly	<ul style="list-style-type: none">A. MPS Regional CoordinatorB. Local, State and Federal GovernmentC. NGOs and Private SectorD. Local Community

Members encompass Aboriginal Elders, Community and Aboriginal identified government public servants working in the Cobar community.

Murdi Paaki Regional Assembly and its membership of CWPs, form the governance framework that provides strategic engagement and co-ordination from Australian and NSW Governments and service providers for the delivery of services and programs against priorities determined by Aboriginal people through a comprehensive planning process.

Murdi Paaki Services Limited (MPSL) is wholly owned by the MPRA and governed by a board of MPRA members. MPS forms the operating arm of MPRA, giving it a means of entering into legally binding agreements, and provides executive support for MPRA and its

chairperson. It builds a robust incontestable evidence base to give governments a clear pathway for investment. It acts as an auspicing agent for MPRA and targets funding as becomes available. Once sufficient funding is accrued, MPS Regional Coordinators will provide administrative support to assist CWP to provide leadership in implementing their local CAPs.

This table summarises the roles and responsibilities of internal and external bodies:

INTERNAL	
Traditional Owners/Elders	Are members of the Cobar CWP.
Aboriginal Community Members	Act in an advisory role and as members of the Cobar CWP.
Murdi Paaki Regional Assembly Council	Is the governing arm of CWP in the Murdi Paaki region.
EXTERNAL	
MPS	Is the operational arm of the MPRA.
State and Federal Government	Consults consistently with the Cobar CWP as the peak LDM body to come to agreements on strategies to address common issues and goals for the local Aboriginal community.
Local Government	Works towards achieving outcomes and addressing localised Aboriginal issues in collaboration with the Cobar CWP.
NGOs	Help the Cobar CWP achieve goals through appropriate assistance and funding opportunities; are accountable and responsible to the Cobar CWP, using it to oversee the implementation of Aboriginal programs within the Cobar community.
Private Sector	Work with the Cobar CWP for future employment and economic participation strategies for Aboriginal people.
Wider community & other stakeholders	Are entitled to the transparency of actions, achievements and focus areas of the Cobar CWP and should be encouraged in active participation.

Roles, Internal and External Bodies

THE ACCORD

As the Cobar CWP sits within the MPRA, the relationship between the CWP and NSW Government departments is governed by the Murdi Paaki LDM Accord Mark II, as drafted in May 2019 (see Annexures). Implementation processes for facilitating the Accord are included in Annexures B and C.

When external bodies engage with the Cobar CWP following the engagement process outlined in this CAP, they will support key principles from the Accord, particularly the following:

- 2.1.2** Aboriginal leaders and Elders understand their own community needs. They have the drive and ability to develop their own solutions.
- 2.1.5** Regional and local solutions for regional and local problems, with ideas and help from outside when, where and in the form in which the Assembly requests it.
- 2.1.10** A genuine commitment on the part of both parties to developing transformative rather than transactional relationships, with a renewed focus on developing innovative and holistic solutions and on considering different, more equal approaches to partnership.
- 2.1.11** Optimising returns on investment through better targeted, more efficient, effective and equitable forms of program and service delivery.⁴

As per the Accord, the NSW Government can use this CAP to fulfil its obligations to 'collaborate with the Assembly to seek solutions and achieve tangible outcomes and to foster partnerships with each other' and to 'operate consistently within the principles of LDM and ensure the Aboriginal cultural competence of their staff to improve the quality of services delivered, and to better respond to the needs of Aboriginal communities in a culturally safe manner.'⁵ In turn, by working through MPSL to support CWPs to develop, review and deliver the CAP, the Assembly meets its obligations to 'support CWP's in negotiating agreements with the NSW Government at a community level to plan for and deliver local initiatives.'⁶

⁴ Murdi Paaki Local Decision Making Accord, May 2019, pp. 3-4.

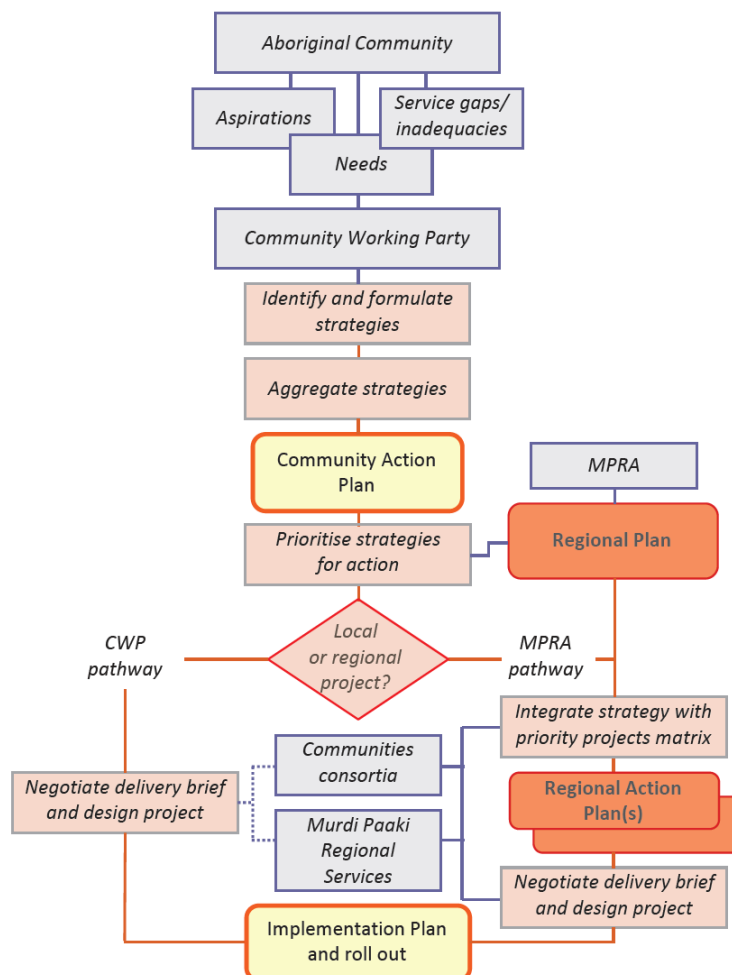
⁵ Murdi Paaki Local Decision Making Accord, May 2019, p. 6.

⁶ Murdi Paaki Local Decision Making Accord, May 2019, p. 7.

THE PLAN

INTERNAL IMPLEMENTATION PROCESS

This CAP was developed by the Cobar CWP to reflect the aspirations and needs of the Cobar Aboriginal Community and address service gaps and inadequacies. To fulfil these aspirations and address these gaps, the CAP includes an action plan with a range of strategies prioritised by need. Priorities from all CAPs across the region informed regional priorities in eight action areas in the Regional Plan. Local priorities, as outlined in individual CAPs, will be addressed by the CWP with support from MPRA and external bodies. Regional priorities will be addressed by MPRA with support from external bodies. This internal implementation process is outlined in the diagram below:



Implementation Process, from Murdi Paaki Regional Plan

ENGAGEMENT PROCESS FOR EXTERNAL BODIES

To assist the internal implementation process and ensure service delivery meets community aspirations and needs, external bodies, such as government departments, NGOs and the private sector, should follow a culturally appropriate engagement process with the CWP, as the peak representative body and professional and culturally appropriate consultation arm for the Cobar Aboriginal Community. The steps below, further illustrated in the following flowchart, will ensure an engagement process guided by principles of co-design, LDM and community capacity building.

Ongoing: Communicate

- Keep in regular contact with CWPs through the Chair and Secretary as per the LDM process.
- Regularly attend CWP meetings to provide updates, but more importantly, gather information about current community priorities as led by the LDM process.
- Keep connected to wider community stakeholders, through the CWP.
- Ensure local cultural protocols are followed, as guided by the CWP.

1. Plan

- Map current policy and program initiatives against priorities in the CAP (see Appendix B for template).
- Update six-monthly to continue alignment with community priorities.
- Plan future policy and program development to address priorities in the CAP (see Appendix B for template).
- Check planned initiatives with CWP and wider community stakeholders to ensure they address community needs, before developing detailed plans.
- Develop policy and/or program outlines.

2. Consult

- Engage the CWP as the lead facilitators in culturally appropriate consultation on planned policies and/or programs.
- Engage the CWP to guide stakeholder lists for consultation.
- Hold culturally appropriate consultation with CWP and wider community stakeholders on proposed policy and program details.
- Reshape policies and programs to suit community feedback.

3. Endorse

- Review final outlines and implementation for endorsement by CWP and wider

stakeholders.

- Finalise policy and program outlines.

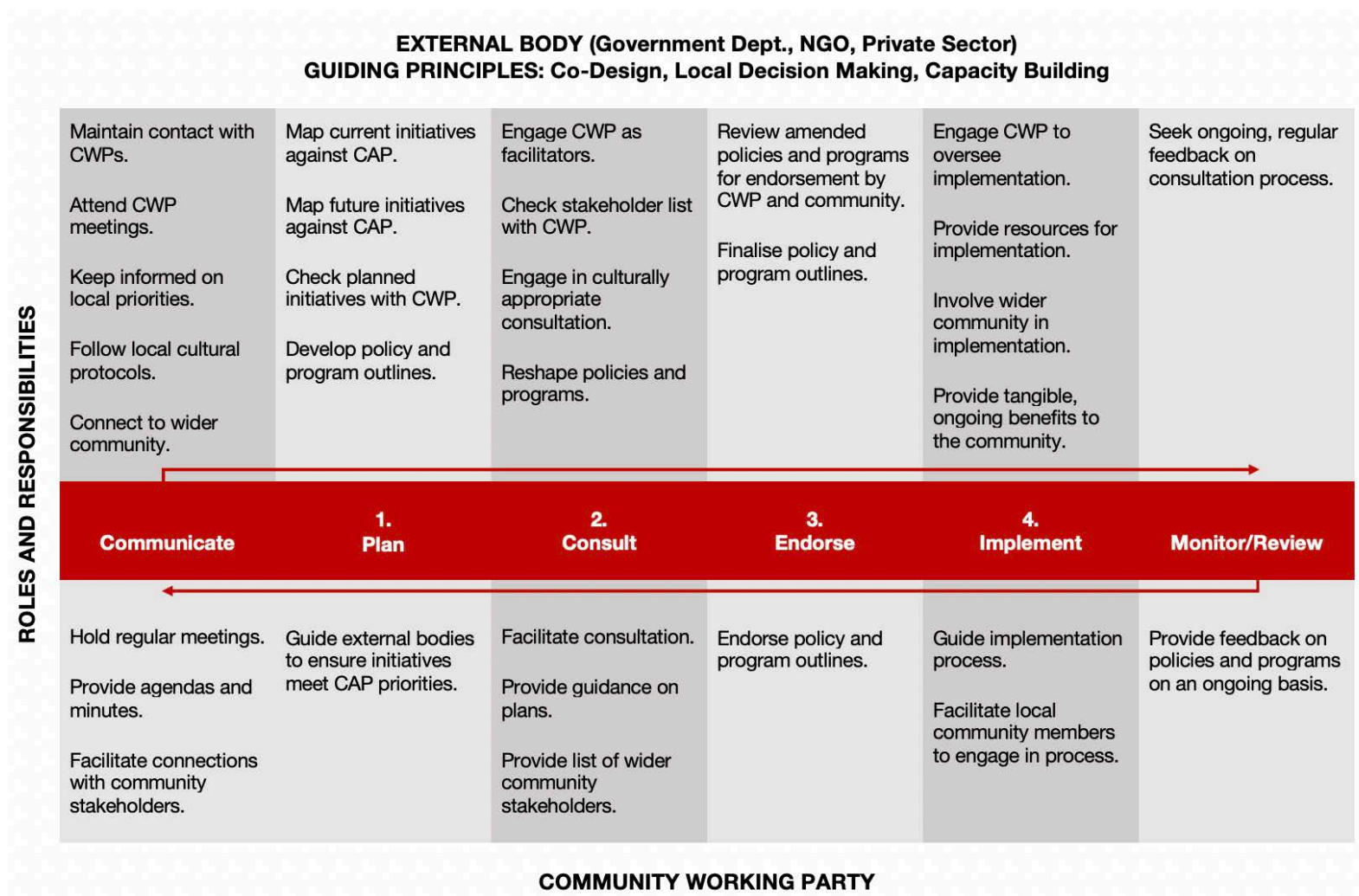
4. Implement

- Engage the CWP to oversee the implementation of the policy or program within the community.
- Ensure appropriate resources, such as human resources and infrastructure, are supplied to ensure success of the implementation program and build community capacity on a long-term basis.
- Ensure tangible benefits, such as employment, training and economic development, are provided to the community.

5. Ongoing: Monitor and Review

- Seek ongoing feedback on implemented policy and/or program through culturally appropriate consultation process, refining as necessary.

ENGAGEMENT PROCESS EXTERNAL BODIES



Engagement Process External Bodies

MONITORING AND REVIEW

This CAP is a living document and will be subject to an annual 12 monthly review for updates and input of additional information to address community needs. At the end of each 12-month period the CWP, along with key agencies, will review the CAP and agree to any suggestions or improvements. Following the revision of the Cobar CAP there will be an evaluation against the performance indicators and timeframes which may be subject for change to include the implementation of new programs.

REGIONAL PRIORITIES

The Murdi Paaki Regional Plan identifies eight action areas informed by collating the priorities in all sixteen CAPs across the region. Although priorities differ slightly between CAPs and the regional plan, the symbols below are used throughout the Cobar CAP to indicate connections to regional action areas.



Heritage and Culture



Regional Resourcing and Capability



Democracy, Leadership and Citizenship



Economic Development



Law and Justice



Early Childhood and School Education



Housing and Infrastructure



Wellbeing

COBAR PRIORITIES

The following areas of action have been identified by the Cobar Aboriginal Community through the Cobar CWP for attention as priorities.

Culture and Heritage



The Cobar CWP would like to increase the wider community's awareness and understanding of Aboriginal culture. This includes government, mining and private business sector.

Governance and Leadership



The Cobar CWP recognises the need to develop a communication policy that encourages participation from local government and other established Aboriginal organisations, ensuring a better representative voice and avoiding duplication of the various bodies. There is also a need to increase participation in the process of identifying, planning and implementing activities and projects which address the priorities of the Cobar Aboriginal community.

Children and Young People



The Cobar CWP has identified the need to Improve the well-being of children and young people in the Aboriginal community as a priority. Active planning for youth initiatives will see the employment of a local Youth Coordinator who will also work to reinvigorate the Murdi Paaki Young Leaders program in Cobar, when interest is generated and leaders come forward. The Cobar CWP requires a collective approach from government, service providers and local community members to develop activities and forums that encourage healthy participation in community as well as promoting leadership and emotional well-being amongst the younger generation.

Employment, Training and Business Development



The Cobar CWP would like to work more closely with the CDEP provider, REDIE, supporting the development of meaningful activities. They have identified the need for other opportunities for employment, training and business development, such as a community nurse.

Housing



The Cobar CWP would like to see more secure housing for the Aboriginal community of Cobar, with the opportunity for local people to work in repair and maintenance.

ACTION PLAN

1. CULTURE AND HERITAGE



Goal: Provide a cultural and spiritual environment for people in Cobar.

Objectives (WHAT)	Strategies (HOW)	Responsibilities (WHO)	Priority (WHEN)
1.1 To increase the wider community's awareness and understanding of Aboriginal culture and increase opportunities for families to be connected to country/identity.	Hold Aboriginal healing and culture camps.	Cobar CWP	Ongoing
	Support Ngalli Preschool.	Cobar Mobile preschool, CWP, Community, PM&C, DEC	Ongoing
	Support NAIDOC Week activities.	CWP, PM&C, Cobar Shire Council, Preschool, Schools	Ongoing
1.2 Enhance recognition of the Ngiyampaa Nation and Aboriginal Culture.	Ensure display of Aboriginal Flag.	Cobar Shire Council	
1.3 Encourage local government to recognise and celebrate Ngiyampaa culture.	Work with Council to construct of 'Welcome to Ngiyampaa Country' signs for entry points into town.	Cobar Shire Council	

2. GOVERNANCE AND LEADERSHIP



Goal: To ensure an environment that is a representation of the Aboriginal community and provides a seamless provision of services in Cobar.

Objectives (WHAT)	Strategies (HOW)	Responsibilities (WHO)	Priority (WHEN)
2.1 Ensure stakeholders are attending CWP meetings and communicating effectively for better service provision.	Engage with Cobar Shire Council. Cobar Local Aboriginal Land Council and other key stakeholders.	CWP, LALC, PM&C, Community	Ongoing
	Develop a Communication Policy that aligns and governs all stakeholders whose work affects the Cobar Aboriginal Community.		
2.2 Increase representation and participation of the Cobar Aboriginal Community in the CWP.	Refresh Cobar CWP and re-establish regular meetings.	CWP Chair & Members	Dec 2019
	Encourage greater participation in Cobar CWP so more Aboriginal community members participate in identifying, planning and implementing activities and projects that address the priorities.	CWP Chair & Members	Ongoing

3. CHILDREN AND YOUNG PEOPLE



Goal: To improve the wellbeing of Aboriginal children and young people in Cobar.

Objectives (WHAT)	Strategies (HOW)	Responsibilities (WHO)	Priority (WHEN)
3.1 Improve early childhood education.	Support early intervention and education.	CWP, Ngalli Preschool, PM&C	Ongoing
	Support and development of the early transition to school programme.	Local schools	
3.2 Resource a youth program.	Acquire funding to employ a Youth Co-ordinator.	PCYC, Cobar Shire Council, PM&C	
	Acquire necessary equipment to support youth activities.		
3.3 Support our young people to succeed at school.	Support a Numeracy and Literacy Programme.	CWP AECG, Local Schools	
	Support the Homework Centre at Cobar High School		
	Improve school attendance		
	Strongly support Aboriginal people to complete year 12.		
3.4 Build the capacity of youth leadership.	Encourage youth leadership in the CWP and provide the opportunity for participation.	CWP, Local Schools AECG	
	Support Aboriginal Support Officers by working with the AECG	Local Schools	
	Re-invigorate the Murdi Paaki Young Leaders programme.	CWP	

4. EMPLOYMENT, TRAINING AND BUSINESS DEVELOPMENT



Goal: Increase opportunities for employment, training and business development for the Cobar Aboriginal community.

Objectives (WHAT)	Strategies (HOW)	Responsibilities (WHO)	Priority (WHEN)
4.1 Improve employment opportunities for the Cobar Aboriginal community.	Work with CDEP provider to support the development of meaningful Work for the Dole activities.	CWP, REDL.E, PM&C	
	Support further establishment and infrastructure of the Cobar nursery project.	Cobar Shire Council, CWP	
	Establish MOU with local government and industry to support the development of business and employment growth for the Aboriginal community.		
4.2 Grow business development of a Cobar community nursery.	Conduct feasibility study on Community Nursery inclusive of environmental and rehabilitative needs of the Cobar mining industry.		
	Obtain support on establishing contract services		
4.3 Support local training opportunities.	Work with service providers to support current training opportunities and grow more for the Cobar Aboriginal community.	TAFE, Schools and Redi	

5. HOUSING

Goal: Ensure better maintained and more secure housing for the Aboriginal community of Cobar.

Objectives (WHAT)	Strategies (HOW)	Responsibilities (WHO)	Priority (WHEN)
5.1 Provide employment opportunities for local people in the housing industry.	Work with RAHLA to ensure local people are employed to build or maintain and repair local houses.	RAHLA	
	Support training and development for local people in housing maintenance.	TAFE	
5.2 Work in Partnership with Housing Providers to identify gaps in housing.	Ensure access to emergency housing to assist people whose houses have been destroyed or require repair.	RAHLA	



APPENDICES

- A.** Amendments
- B.** Current and Future Initiatives Template

APPENDIX A: AMENDMENTS

Cobar CAP Amendments

Page No.	Section No.	Description	Adoption date

APPENDIX B: CURRENT AND FUTURE INITIATIVES TEMPLATE

COBAR CAP	CURRENT INITIATIVES			EMERGING AND FUTURE INITIATIVES		
Priority Area	Current Initiatives that your Department is delivering in the Cobar community	How the initiatives intersect with the Cobar CAP	How the initiatives intersect with the Murdi Paaki Regional Plan action areas	Emerging and future initiatives that your Department could deliver in the Cobar community	How the initiatives would intersect with the Cobar CAP	How the initiatives would intersect with the Murdi Paaki Regional Plan
INITIATIVE 1						
INITIATIVE 2						
INITIATIVE 3						



ANNEXURES

- A. Murdi Paaki LDM Accord II May 2019
- B. Murdi Paaki LDM Accord Mark II Negotiations Logical Model
- C. MPRA and NSW Government LDM Accord Mark II Implementation Process
- D. Murdi Paaki Community Coordinator Programme: Project Work Plan