



# **ATTACHMENTS**

## **ORDINARY MEETING AGENDA**

**THURSDAY, 25 MARCH 2021**

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## ~ REFERENCE TO ATTACHMENTS ~

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## Cobar Economic Resiliency Project

At the time of preparing this report Cobar is facing a Wicked problem. A wicked problem is a social or cultural problem that's difficult or impossible to solve—normally because of its complex and interconnected nature.<sup>1</sup> This study aims to unravel the complex issues facing Cobar and to provide a pathway to resolving those issues. This will be a challenging process and it will take the collective effort of Cobar Shire Council, the business community, Schools and the mining operators to embrace these strategies and implement them.

The evidence is clear that the change to a 7 day/12-hour roster has had an impact on the residents and the social make up of Cobar. The change in roster allowed the opportunity for workers to Fly In and Fly Out or Drive In and Drive out of Cobar for work. This also expanded the reach of the mines to employ staff that were not residents. Consulting with mine Managers indicated that they have a definite preference to have their workforce living in town. It was also clear from the FIFO/DIDO survey that many believe that Cobar wouldn't be able to support their family's needs. They cited things like lack of services, lack of employment opportunities for their spouses, and the education quality as reasons Cobar couldn't meet their needs.

However, the FIFO/DIDO work arrangement will not change and Cobar Shire Council and the Cobar community need to realise this fact and embrace it if the town is to survive and thrive.

Two rounds of consultations and the survey highlighted the lack of services. This included healthcare, childcare, and water security as the headline "liveability" issues facing Cobar.

Schools appear to be a pinch point with a lot of families in the region. In particular there were many comments during our consultation about Cobar High School. We heard on a number of occasions that parents made choices to leave Cobar at the end of year 6 to take their child to a different High School with better educational outcomes and more choice of subjects.

The business community revealed to us that the relationship they had with Council was very poor. They were not aware of any economic development or support that Council offered and that often it was impossible to do business in Cobar. Council has a significant role to play in the overall success of Cobar. In many other regional and rural towns of similar size, investments have been made in Economic Development and working with the business community to help the towns prosper.

Six Strategies have been developed for Cobar and they link directly to the opportunities that have been identified in this research and aims to address some key regional risks. It is assumed that all participants in the consultations will be a party in some way to the outcome of each strategy. Principally Cobar Shire Council will be responsible for the implementation and coordination of the Strategies. The Strategies are:

STRATEGY ONE – CREATE A THRIVING AND ENGAGED COMMUNITY

STRATEGY TWO – RETAIN THE 10-YEAR-OLD CHILD

STRATEGY THREE – EMBRACE FIFO AND DIDO WORKERS

STRATEGY FOUR – SECURE THE REGION'S WATER RELIABILITY

STRATEGY FIVE – GROW REGIONAL TOURISM

STRATEGY SIX - SUPPORT COBAR'S BUSINESS COMMUNITY

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<sup>1</sup>Interaction Design Foundation

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**MINUTES OF THE RURAL ROADS ADVISORY COMMITTEE  
MEETING HELD AT MOUNT HOPE COMMUNITY HALL ON  
TUESDAY 09 FEBRUARY 2021 COMMENCING AT 11.10AM**

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**PRESENT**

Cr Peter Abott (Cobar Shire Council), Cr Julie Payne (Cobar Shire Council), Cr Peter Maxwell (Cobar Shire Council), George Millear, Scott Casey (Director of Infrastructure Services, Cobar Shire Council) Kane Kreeck (Road Works Manager, Cobar Shire Council), Kelly Buerckner (Cobar Shire Council)

**APOLOGIES**

Cr Bob Sinclair (Cobar Shire Council), Adrian Milne, Adrian Hudson, Pauline & Barry Oliver, Joanna & Caleb Deadman, Bonnie Vagg, Andrew Bryant, Ian Fraser, Andrew Paul, Justin McClure.

**RECOMMENDATION:** That the apologies received be accepted.

*Peter Maxwell/Julie Payne*

**CARRIED**

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**ITEM 1 – CONFIRMATION OF MINUTES**

**FILE:** R5-36

**Author:** *Director of Infrastructure Services, Scott Casey*

**Business Arising from Previous Minutes**

- Stock truck wash needs funding to proceed.

**RECOMMENDATION:** That the Committee adopt the Minutes of the Rural Roads Advisory Committee Meeting held on 26 November 2020 as a true and accurate reflection of the proceedings of that Meeting.

*Peter Maxwell/Julie Payne*

**CARRIED**

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**ITEM 2 – RURAL ROADS ADVISORY COMMITTEE – STATUS REPORT**

**FILE:** R5-36

**AUTHOR:** *Director of Infrastructure Services, Scott Casey*

**Item 78**

- Tipping Way bend realignment remove grid and test audible alarms on bend.
- Peter Maxwell follow up with Smalls property owner regarding grid removal
- Need to select 2 test sites and commence trials of audible alarms.
- Potential to invest funds to culverts if audible alarms prove successful and grids can be replaced.
- Run trial then replace grids that require, move slowly don't rush to remove all single grids.
- Technology is constantly improving avoid installing new steel grids.
- Weld solar panel to sensor and create one unit.

**RECOMMENDATION:** That the Committee receive and note the information contained in the Status Report.

*Peter Abott/George Millear*

**CARRIED**

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### **ITEM 3 – EXPENDITURE REPORT**

**FILE: R5-36**

**AUTHOR: *Director of Infrastructure Services, Scott Casey***

- R2R unallocated funds freshen up Euabalong & Nymagee town streets
- MR407 work has commenced
- Pullpulla work will commence next week, possible deferred due to REF, bring in contractor to assist.
- Funds transferred from SR31 Moolah Rd to SR13 Bedooba Rd due to road condition
- Lachlan Shire council considering sealing lower section of road, seeking support from Cobar Shire council. Would assist with load limit on Booberoi creek bridge.
- No funding available for Booberoi Creek bridge due to not being a timber structure.
- Cart gravel to Louth Rd, 52 Mile road, Wool track, SR31 and expend funds by April Regional roads
- Crater in SR 32, Andrew Paul reported needs remediation works.
- Shire roads possible reseals to spend funds
- SR20 Grain road ramps removed, and refill sections are savage in trucks with raised bumps.
- Flood damage money all expended.

**RECOMMENDATION:** That the Committee receive and note the information contained in the Expenditure Report.

*Julie Payne/George Milllear*

**CARRIED**

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### **ITEM 4 – GENERAL BUSINESS**

**Email from George Milllear –**

- Signage for Acres Billabong to warn of dip for non-regular users of road. Chris Starr has ordered signs and awaiting installation.
- Chris Starr commenced with Roads department during light duties.
- Cobar signs need replacing on Bourke Rd into Cobar.
- FVMS installed on highways to warn of unsealed roads in network, investigate funding options
- Closing of roads during wet weather events, new automated system using text messages from land holders advising of rainfall.

<b>THERE BEING NO FURTHER BUSINESS THE MEETING CLOSED AT 12.35PM</b>
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**ITEM 2 – RURAL ROADS ADVISORY COMMITTEE – STATUS REPORT**

**FILE: R5-36**

**Author: Director of Infrastructure Services, Scott Casey**

<b>COMMITTEE RESOLUTIONS AUGUST 2015</b>		
75	<p>Julie McClure has requested that Council investigate any funding opportunities for the upgrade of the Tilpa Weir campgrounds.</p>	<p><b>GM/SPO</b></p> <p>Julie McClure to provide Economic Development Manager with written plan and community ideas for upgrading of Tilpa Weir. Once Council receives this potential funding can be sought. No information received from Julie McClure to date.</p> <p style="text-align: right;"><b>Ongoing – August 2020</b></p>
<b>COMMITTEE RESOLUTIONS 26 NOVEMBER 2015</b>		
78	<p>Councillor Bob Sinclair has requested that Council approach the State Government to obtain funding for the upgrade or removal of grids due to dangerous conditions that they cause road users.</p>	<p><b>GM/DES</b></p> <p>Grid audit is complete. Council will seek support from FNWJO to chase funds for grids. Grid Audit will not be publicly released as it is not Councils asset. Landholders are encouraged to contact Council regarding grids. Grids maintenance is the responsibility of the landholder however if a grid is seemed to be unsafe Council will take action to repair or remove.</p>

Council to borrow \$1.25 million in both 2020/2021 and 2021/2022 financial years to invest in grids/culverts.

Grids/culverts will be reassessed, and works will be scheduled and prioritised using a risk assessment-based approach.

Council will have to amend current policy, to be decided at Council Meeting.

Justin McClure requested that there is engagement and consultation with landowners.

Council is trialing use of nonphysical stock barriers, have purchased eight. If trial successful, liability from landowner will cease and will tidy up grid program.

Nonphysical stock barriers are \$800 each with Council to decide who is responsible for payment. Eight barriers will cover two grids. Total of \$3,200 per grid. Barriers to arrive in approximately 3 weeks for trial to commence.

			<p>Currently landowners are responsible for maintaining grids; Council to take responsibility of these.</p> <p><b>Ongoing – November 2020</b></p>
<p><b>COMMITTEE RESOLUTIONS 2 AUGUST 2017</b></p>			
84	<p>Council, in conjunction with landholders, seal the approaches of grids on regional roads on a program basis.</p>	DES	<p>Recommendation made to Council. Council is waiting on final audit of our grids in order to formulate a works program. No further action required. Item placed on Council status report. Committee has requested item remain on Rural Roads status report.</p> <p><b>Noted – February 2020</b></p>
<p><b>COMMITTEE RESOLUTIONS 7 FEBRUARY 2018</b></p>			
90	<p>That it be recommended to Council that it make RR7518 from Acres Billabong to Sand Hills a priority when allocating future funding;</p>	DES	<p>Application has been made to RMS for REPAIR program funding to seal this section of road. 2018-19 application was not successful. Application for 2019-20 was successful. Project schedule to be delivered by end of financial year pending on resources.</p>

			Works programmed for this year. Justin McClure requested that culverts be checked. <b>Ongoing – August 2020</b>
91	An inspection of all culverts to be carried out and a register created to enable Council to determine priorities and budget for the whole Shire.	RWM/RDM	Current workload has restricted resources available to be allocated to this project. Culverts being completed this financial year. <b>Ongoing – August 2020</b>
<b>COMMITTEE RESOLUTIONS 22 NOVEMBER 2018</b>			
96	Chris Lehmann raised that it has been around twelve months since the additive trial had been undertaken on SR27. He requested that a follow up, inspection and comparison of costs be undertaken to complete the trial.	DES	Council to follow up and email Rural Roads Advisory Committee. <b>Ongoing – 5 August 2020</b> <b>Update – 24 August 2020</b> The additive trial as a concept, proved very successful; but Council are still coming to terms with the financial impact.
<b>COMMITTEE RESOLUTIONS 28 NOVEMBER 2019</b>			
99	That Council investigate the use of nonphysical stock barriers for grids.	DES	A trial of the non-physical barrier units to be carried out. Location of the trial to be

			negotiated with landholder by the committee. To consider incorporating into review of grids. <b>Ongoing – August 2020</b>
<b>COMMITTEE RESOLUTIONS 5 AUGUST 2020</b>			
100	That Council investigate and action raising sections of the Fifty Two Mile Road that isolated the Tilpa from the end of February through to July after rain event.	RWM	Council to consider undertaking extra works of raising road as part of the current sealing program. <b>Noted – August 2020</b>
101	That Council strongly consider securing funding to strategically sink bores to be utilised for road works as soon as possible.	GM/RWM	Council to consider and follow up if funding opportunity becomes available. <b>Noted – August 2020</b>

\* GM = General Manager

\* DES = Director of Engineering Services

\* RDM = Roads Development Manager

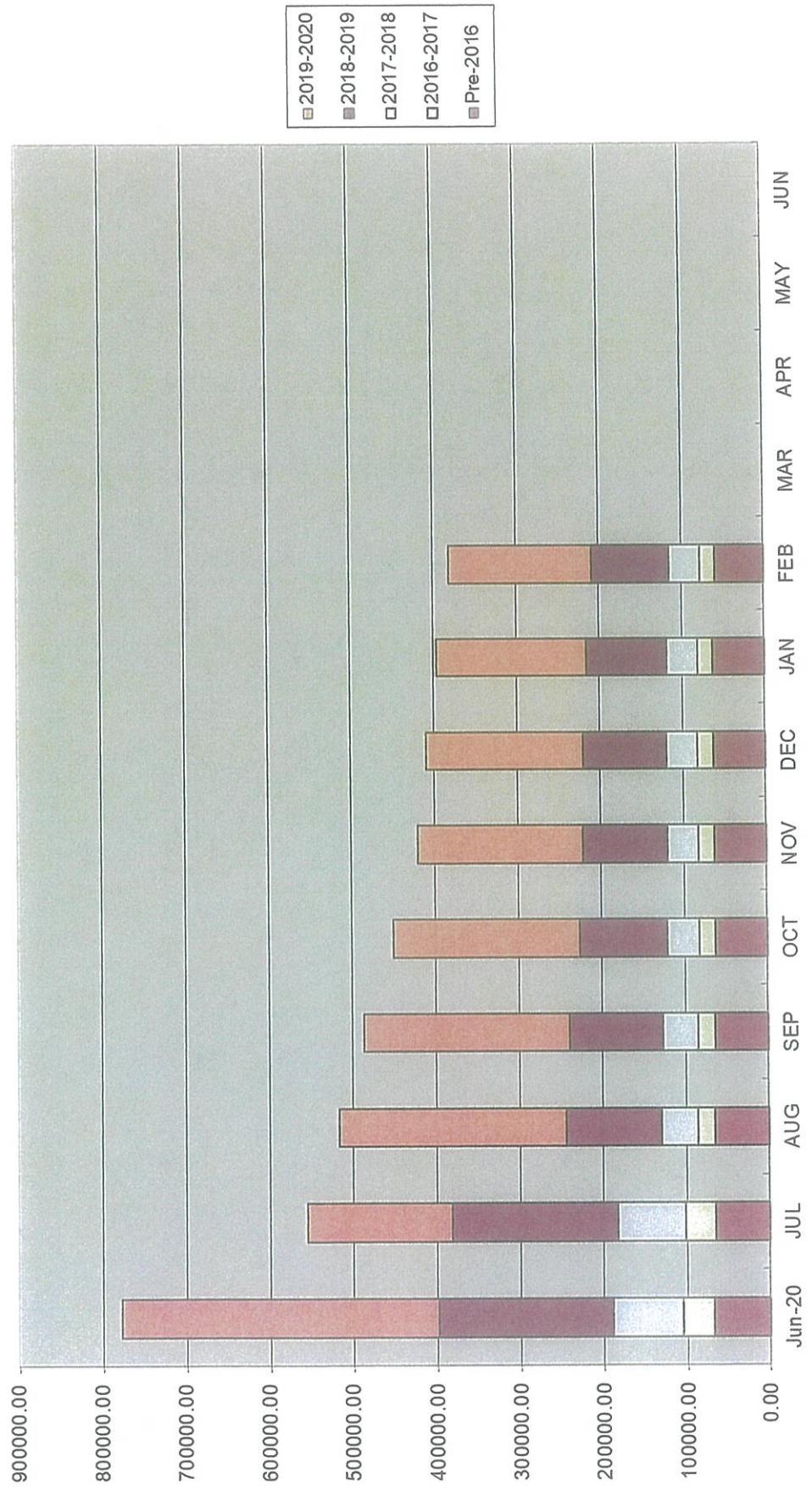
\* RWM = Roads Works Manager

\* RMS = Roads and Maritime Service

\* EDM = Economic Development Manager

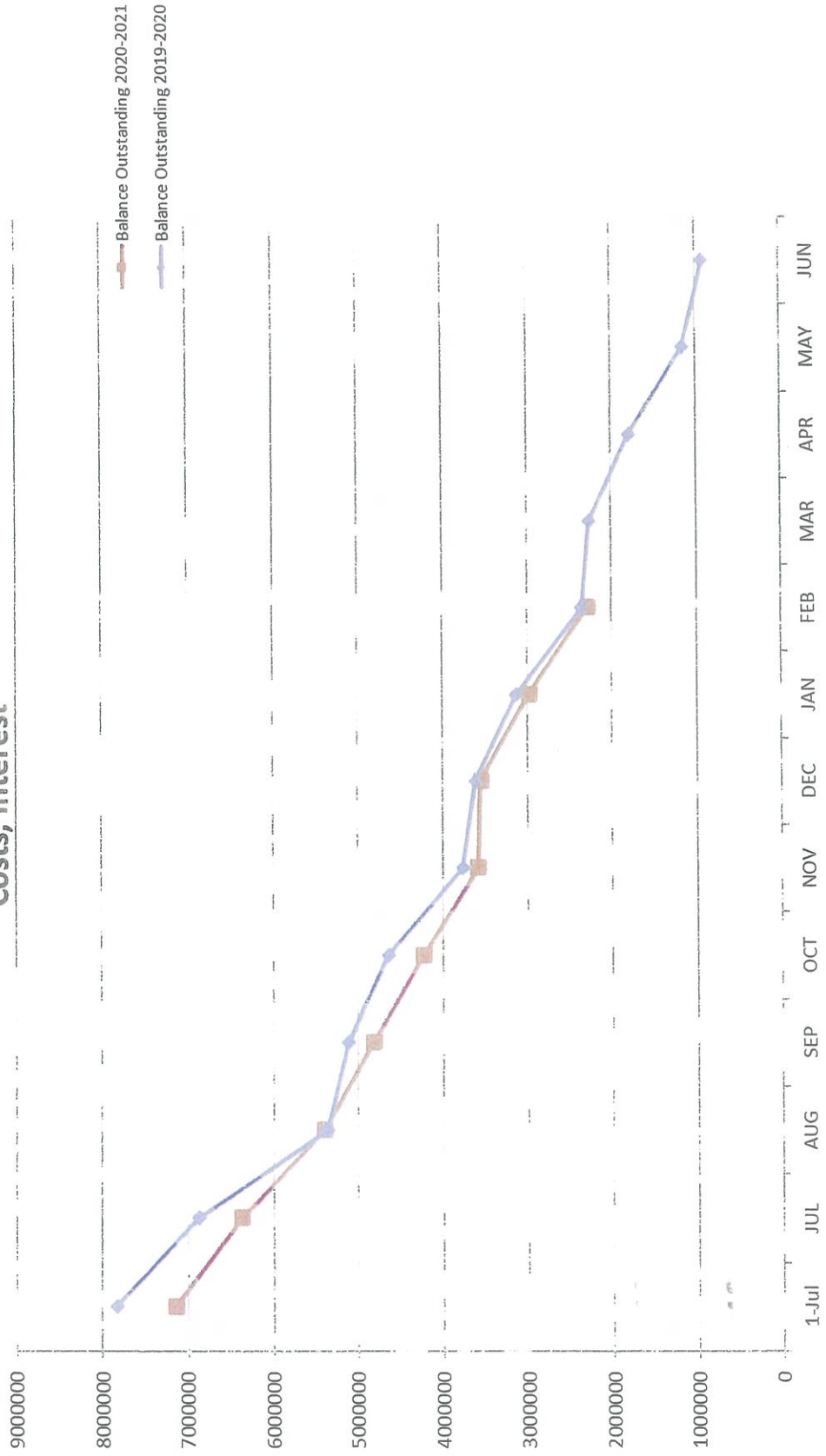


**Rate Arrears 2020 - 2021**  
**General Rates, Water Access, Sewer, Domestic Waste, Interest & Legal Costs**



ATTACHMENTS

Total Rates Outstanding  
General Rates, Water Access, Sewer Access, Domestic Waste, Legal  
Costs, Interest





Shire Roads Maintenance as at 28 February 2021						Actual	Actual YTD	Commitment	Comments	Total Road Length (km)	
						2019/2020	Actual MTD	Actual YTD	Commitment	Comments	
Road Inspections Shire Roads:						\$ 62,921.27	\$ 1,708.49	\$ 49,933.59	-	-	24.607
SR1 Buckanbe Road/Budda Road - Graveling						\$ 173.60	-	-	-	-	60.896
SR1 Buckanbe Road/Budda Road - Maintenance Grading						\$ 15,045.21	-	-	-	-	63.014
SR1 - Vegetation Maintenance						-	-	4,072.17	-	-	32.366
SR2 Seventy Eight Mile Road - Graveling						-	-	-	-	-	8.509
SR2 Seventy Eight Mile Road - Maintenance Grading						167,641.23	-	-	-	-	43.436
SR2 - Vegetation Maintenance						-	-	-	-	-	
SR3 Nelyambo Bridge Road - General Maintenance						-	-	-	-	-	
SR3 Nelyambo Bridge Road - Maintenance Grading						-	-	-	-	-	
SR3 - Vegetation Maintenance						-	-	-	-	-	
SR4 - Graveling						-	-	2,445.07	-	-	
SR4 Gidgee Road - Maintenance Grading						32,208.34	-	-	-	-	
SR4 - Vegetation Maintenance						-	-	-	-	-	
SR5 - General Maintenance						-	-	-	-	-	
SR5 - Maintenance Grading						-	-	-	-	-	
SR5 - Vegetation Maintenance						-	-	-	-	-	
SR6 - Graveling						-	-	-	-	-	
SR6 Pulpulla Road - Maintenance Grading						67,240.78	3,017.50	3,171.04	-	-	
SR6 - Vegetation Maintenance						-	-	-	-	-	
SR6 - Pulpulla Road - General Maintenance						-	-	-	-	-	
SR7 Mount Gap Road - Graveling						-	-	-	-	-	
SR7 Mount Gap Road - Maintenance Grading						29,912.41	-	29,489.42	-	Contractor hire	49.758
SR7 - Vegetation Maintenance						-	-	-	-	-	
SR7 - Mount Gap Road - General Maintenance						-	-	675.88	-	-	28.674
SR8 - General Maintenance						-	-	-	-	-	
SR8 Coomeratta Road - Maintenance Grading						8,495.90	-	-	-	-	
SR8 - Vegetation Maintenance						-	-	-	-	-	
SR9 - Graveling						-	-	-	-	-	
SR9 Neekarbo Road - Maintenance Grading						53,759.86	2,117.46	2,117.46	-	-	70.833
SR9 - Vegetation Maintenance						-	-	-	-	-	
SR10 - Graveling						3,272.73	-	-	-	-	
SR10 Belarabon Road - Maintenance Grading						118,239.34	-	6,771.74	45,455.00	Contractor hire	58.102
SR10 - Vegetation Maintenance						1,676.92	-	-	-	-	
SR10 - General Maintenance						-	-	-	-	-	
SR10 - General Maintenance						-	-	-	-	-	
SR11 Bloomfield Road - Maintenance Grading						6,496.30	-	-	-	-	31.280
SR11 - Vegetation Maintenance						-	-	-	-	-	
SR12 Yathong Road - Graveling						-	-	-	-	-	
SR12 Yathong Road - Maintenance Grading						32,698.41	1,499.84	49,922.14	4,019.00	Scraper hire	102.712
SR12 - Vegetation Maintenance						-	-	1,704.55	-	-	

Shire Roads Maintenance as at 28 February 2021										Total Road Length (km)
	Actual 2019/2020	Actual MTD	Actual YTD	Commitment	Comments					
SR12 - Graveling	\$ 399.25	-	\$ -	\$ -	-					129.926
SR13 Bedooba Road - Maintenance Grading	\$ 7,230.88	-	\$ 49,832.25	\$ 58,690.00	Contractor hire					
SR13 Lerida Road - Vegetation Maintenance	\$ 1,114.01	-	\$ 1,944.55	\$ -						
SR13 Lerida Road - Maintenance Sealed Length	\$ 12,313.91	-	\$ 12,874.23	\$ -						
SR14 Manuka Road - General Maintenance	\$ -	-	\$ -	\$ -						25.258
SR14 Manuka Road - Maintenance Grading	\$ -	-	\$ 3,259.44	\$ -						
SR14 Manuka Road - Vegetation Maintenance	\$ -	-	\$ -	\$ -						13.510
SR15 Shuttleton Road - General Maintenance	\$ -	-	\$ -	\$ -						
SR15 Shuttleton Road - Maintenance Grading	\$ 25,765.08	-	\$ -	\$ -						
SR15 Shuttleton Road - Vegetation Maintenance	\$ -	-	\$ -	\$ -						
SR16 - General Maintenance	\$ -	-	\$ -	\$ -						9.662
SR16 Sandy Creek Road - Maintenance Grading	\$ -	-	\$ -	\$ -						
SR16 - Vegetation Maintenance	\$ -	-	\$ -	\$ -						
SR17 - Graveling	\$ -	-	\$ -	\$ -						47.868
SR17 Merri Road - Maintenance Grading	\$ 100,280.48	-	\$ 57,676.73	\$ 1,200.00	Carting gravel					
SR17 - Vegetation Maintenance	\$ -	-	\$ 2,152.24	\$ -						27.850
SR18 - Graveling	\$ -	-	\$ 128.75	\$ -						
SR18 Bruce Cullenward Road - Maintenance Grading	\$ 14,393.89	35.45	\$ 160,858.44	\$ 22,827.00	Contractor hire - Graded entire length of road and gravel patching across approximately 2km					53.986
SR18 - Vegetation Maintenance	\$ -	-	\$ -	\$ -						
SR19 Burthong Road - Graveling	\$ 300.00	-	\$ -	\$ -						
SR19 Burthong Road - Maintenance Grading	\$ 41,184.06	306.28	\$ 3,566.92	\$ -						
SR19 - Vegetation Maintenance	\$ -	-	\$ 1,704.55	\$ -						91.602
SR20 - Graveling	\$ -	-	\$ -	\$ -						
SR20 Grain Road - Maintenance Grading	\$ 48,700.74	9,128.86	\$ 79,266.01	\$ 12,727.00						
SR20 Grain Road - Vegetation Maintenance	\$ 1,199.07	-	\$ 1,704.55	\$ -						
SR20 Grain Road - Maintenance Sealed Length	\$ 645.50	-	\$ 15,975.23	\$ -	Labour hire for grader operations					45.257
SR21 - General Maintenance	\$ -	-	\$ -	\$ -						
SR21 Tallebung Road - Maintenance Grading	\$ 67,236.58	57,401.10	\$ 87,735.58	\$ -						
SR21 - Vegetation Maintenance	\$ -	-	\$ 1,704.55	\$ -						36.717
SR22 - Graveling	\$ -	-	\$ 312.00	\$ -						
SR22 Round Hill Road - Maintenance Grading	\$ 8,344.03	658.55	\$ 3,607.15	\$ -						
SR22 - Vegetation Maintenance	\$ -	-	\$ -	\$ -						
SR22 - General Maintenance	\$ -	-	\$ -	\$ -						24.713
SR23 Booberoi Road - General Maintenance	\$ 2,740.15	-	\$ 23,139.82	\$ 1,675.00						
SR23 Booberoi Road - Maintenance Grading	\$ 52,468.98	952.80	\$ 8,673.41	\$ -						
SR23 - Vegetation Maintenance	\$ 549.28	-	\$ -	\$ -						
SR24 Mount Grace Road - Graveling	\$ -	-	\$ -	\$ -						
SR24 Mount Grace Road - Maintenance Grading	\$ 58,889.40	174.21	\$ 7,046.87	\$ -						35.220
SR24 - Vegetation Maintenance	\$ -	-	\$ -	\$ -						

Shire Roads Maintenance as at 28 February 2021									
	Actual 2019/2020		Actual MTD	Actual YTD	Commitment	Comments	Total Road Length (km)		
SR24 - General Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -		44.477		
SR25 Wilgarron Road - General Maintenance	814.84	\$ -	\$ -	\$ -	\$ -				
SR25 Wilgarron Road - Maintenance Grading	52,065.94	\$ -	\$ -	\$ -	\$ -				
SR25 - Vegetation Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -				
SR26 - Graveling	\$ -	\$ -	\$ -	\$ -	\$ -		42.493		
SR26 Wilga Downs Road - Maintenance Grading	53,104.86	\$ -	\$ -	\$ -	\$ -				
SR26 - Vegetation Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -				
SR27 Cooneybar Road - Graveling	\$ -	\$ -	\$ -	\$ -	\$ -		49.352		
SR27 Cooneybar Road - Maintenance Grading	85,240.34	\$ -	204.72	\$ -	\$ -				
SR27 - Vegetation Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -				
SR28 - General Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -		16.723		
SR28 Yimkin Road - Maintenance Grading	314.55	\$ -	\$ -	\$ -	\$ -				
SR28 - Vegetation Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -				
SR29 - Graveling	\$ -	\$ -	\$ -	\$ -	\$ -		42.597		
SR29 Booroomugga Road - Maintenance Grading	54,627.76	\$ -	38,595.00	\$ -	\$ -	Maintenance grading			
SR29 Booroomugga Road - Vegetation Maintenance	8,122.67	\$ -	\$ -	\$ -	\$ -				
SR30 - Graveling	\$ -	\$ -	\$ -	\$ -	\$ -		2.900		
SR30 Canbelego Road - Maintenance Grading	8,244.11	\$ -	\$ -	\$ -	\$ -				
SR30 - Vegetation Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -				
SR30 - General Maintenance	\$ -	\$ -	\$ -	251.32	\$ -				
SR31 - Graveling	\$ -	\$ -	\$ -	\$ -	\$ -		74.153		
SR31 Moolah Road - Maintenance Grading	10,247.73	\$ -	194.52	\$ -	54,545.00	Contractor hire			
SR31 - Vegetation Maintenance	48,684.97	\$ -	\$ -	\$ -	\$ -				
SR32 - Graveling	\$ -	\$ -	\$ -	\$ -	\$ -		60.359		
SR32 Developmental Road - Maintenance Grading	16,314.41	\$ -	\$ -	\$ -	\$ -				
SR32 - Vegetation Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -				
SR33 - General Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -		16.500		
SR33 Nymagee Station Road - Maintenance Grading	39,824.99	\$ -	38.68	\$ -	20,455.00				
SR33 - Vegetation Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -				
SR34 Wallacevale Road - Maintenance Grading	\$ -	\$ -	\$ -	\$ -	\$ -		11.608		
SR34 - Vegetation Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -				
SR35 - General Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -		16.814		
SR35 Osterly Downs Road - Maintenance Grading	\$ -	\$ -	\$ -	\$ -	\$ -				
SR35 - Vegetation Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -				
SR36 - General Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -		34.080		
SR36 Palesthan Road - Maintenance Grading	60,421.83	\$ -	305.16	233,673.14	14,987.00	Maintenance grading and contractor hire			
SR36 - Vegetation Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -				
SR37 - General Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -		2.719		
SR37 Bimbella Road - Maintenance Grading	391.09	\$ -	1,722.70	\$ -	\$ -				
	2,844.70	\$ -	482.65	4,001.69	\$ -				



Shire Roads Maintenance as at 28 February 2021							Total Road Length (km)
	Actual 2019/2020	Actual MTD	Actual YTD	Commitment	Comments		
SR37 - Vegetation Maintenance	\$ -	\$ -	\$ -	\$ -		4.152	
SR38 - General Maintenance	\$ -	\$ -	\$ -	\$ -			
SR38 CSA Access Road - Grader Maintenance	\$ -	\$ -	\$ -	\$ -			
SR38 - Vegetation Maintenance	\$ -	\$ -	\$ -	\$ -			
SR38 - Sealed Maintenance	\$ -	\$ -	\$ -	\$ -			
SR39 - General Maintenance	\$ -	\$ -	\$ -	\$ -		7.775	
SR39 Coombie Road - Maintenance Grading	4,332.89	\$ -	\$ -	\$ -			
SR39 - Vegetation Maintenance	\$ -	\$ -	\$ -	\$ -			
SR40 Filtration Plant Road - General Maintenance	\$ -	\$ -	\$ -	\$ -		60.359	
SR40 Filtration Plant Road - Grader Maintenance	\$ -	\$ -	\$ -	\$ -			
SR40 - Vegetation Maintenance	\$ -	\$ -	\$ -	\$ -			
SR40 - Sealed Maintenance	\$ -	\$ -	\$ -	\$ -			
SR41 - General Maintenance	\$ -	\$ -	\$ -	\$ -		1.000	
SR41 Tilpa Weir Road - Maintenance Grading	\$ -	\$ -	\$ -	\$ -			
SR41 - Vegetation Maintenance	\$ -	\$ -	\$ -	\$ -			
SR42 Endeavor Mine Road - General Maintenance	\$ -	\$ -	186.93	\$ -		13.588	
SR42 Endeavor Mine Road - Grader Maintenance	289.75	\$ -	\$ -	\$ -			
SR42 Endeavor Mine Road - Vegetation Maintenance	\$ -	\$ -	\$ -	\$ -			
SR42 Endeavor Mine Road - Sealed Maintenance	2,105.25	\$ -	\$ -	\$ -			
SR43 - General Maintenance	\$ -	\$ -	\$ -	\$ -		1.400	
SR43 Sewerage Works Road - Maintenance Grading	\$ -	\$ -	\$ -	\$ -			
SR43 - Vegetation Maintenance	\$ -	\$ -	\$ -	\$ -			
SR44 - General Maintenance	\$ -	\$ -	\$ -	\$ -		2.100	
SR44 Old Reservoir Road - Maintenance Grading	\$ -	\$ -	2,424.79	\$ -			
SR44 - Vegetation Maintenance	\$ -	\$ -	\$ -	\$ -			
SR45 - General Maintenance	\$ -	\$ -	\$ -	\$ -		0.300	
SR45 - Grader Maintenance	\$ -	\$ -	\$ -	\$ -			
SR45 - Vegetation Maintenance	\$ -	\$ -	\$ -	\$ -			
SR45 - Sealed Maintenance	\$ -	\$ -	475.16	\$ -			
SR46 - Gravel and Seal	\$ -	\$ -	924.63	\$ -			
SR46 Rosevale Road - Maintenance Grading	35,535.53	\$ -	54,238.76	13,636.00	Contractor hire	65.980	
SR46 - Vegetation Maintenance	\$ -	\$ -	\$ -	\$ -			
SR48 Euabalong Tip Road - Maintenance Grading	109.12	\$ -	545.95	\$ -			
<b>TOTALS</b>	<b>\$ 1,547,174.95</b>	<b>\$ 78,388.92</b>	<b>\$ 1,010,944.32</b>	<b>\$ 250,216.00</b>			

Total Including Commitments \$ 1,261,160.32  
Budget for 2020/2021 \$ 1,650,000.00  
Balance \$ 388,839.68

Regional Roads Maintenance as at 28 February 2021							Actual	Actual YTD	Commitment	Comments	Total Road Length (km)	
							2019/2020	Actual MTD	Actual YTD	Commitment	Comments	Total Road Length (km)
Road Inspections Regional Roads							\$ 14,524.00	\$ -	\$ 8,044.55	\$ -		
Survey Equipment for Regional Roads (CAP EX)							\$ 129,559.00	\$ -	\$ -	\$ -		
Traffic Facilities							\$ 8,366.10	\$ -	\$ 1,793.33	\$ -		
MR 228 - General Maintenance							\$ -	\$ -	\$ -	\$ -		11.078
MR 228 Whitbarrow Way - Pavement Mntnce							\$ 11,799.75	\$ -	\$ 2,658.76	\$ -		
MR 228 Whitbarrow Way - Vegetation Maintenance							\$ -	\$ -	\$ -	\$ -		
MR 228 Whitbarrow Way - Maintenance Grading							\$ -	\$ -	\$ -	\$ -		
Regional Road Signage							\$ -	\$ -	\$ -	\$ -		
MR 407 Mulya Road - General Maintenance							\$ 64,376.18	\$ 3,239.69	\$ 21,519.49	\$ -		102.464
MR 407 Mulya Road - Pavement Maintenance							\$ 9,884.45	\$ -	\$ 1,028.10	\$ -		
MR 407 Mulya Road - Gravel Resheeting							\$ 3,272.73	\$ -	\$ -	\$ -		
MR 407 Mulya Road - Vegetation Maintenance							\$ 6,307.36	\$ -	\$ -	\$ -		
MR 407 Mulya Road - Maintenance Grading							\$ 127,899.13	\$ 39,810.89	\$ 132,040.50	\$ -	Grading complete	
MR 407 Mulya Road - Sealing							\$ 2,281.99	\$ -	\$ -	\$ -		
MR 411 Tipping Way - General Maintenance							\$ 12,338.91	\$ -	\$ -	\$ -		66.475
MR 411 Tipping Way - Pavement Maintenance							\$ 18,333.31	\$ 1,348.48	\$ 23,141.04	\$ -		
MR 411 Tipping Way - Gravel Resheeting							\$ -	\$ -	\$ -	\$ -		
MR 411 Tipping Way - Vegetation Maintenance							\$ 605.75	\$ -	\$ -	\$ -		
MR 411 Tipping Way - Maintenance Grading							\$ 534.74	\$ -	\$ 1,057.66	\$ -		
MR 411 Tipping Way - Sealing							\$ -	\$ -	\$ -	\$ -		
MR 416 The Wool Track - General Maintenance							\$ 3,946.04	\$ -	\$ 10,139.64	\$ -		92.170
MR 416 The Wool Track - Pavement Maintenance							\$ 17,409.52	\$ 30.81	\$ 1,884.37	\$ -		
MR 416 The Wool Track - Gravel Resheeting							\$ 1,513.29	\$ -	\$ 169,115.02	\$ -		
MR 416 The Wool Track - Vegetation Maintenance							\$ 6,524.74	\$ -	\$ -	\$ -		
MR 416 The Wool Track - Maintenance Grading							\$ 163,157.81	\$ 742.68	\$ 46,166.20	\$ -		
MR 416 The Wool Track - Sealing							\$ -	\$ -	\$ -	\$ -		
MR 419 Glenwood Road - General Maintenance							\$ -	\$ -	\$ -	\$ -		46.980
MR 419 Glenwood Road - Gravel Resheeting							\$ -	\$ -	\$ -	\$ -		
MR 419 Glenwood Road - Vegetation Maintenance							\$ -	\$ -	\$ -	\$ -		
MR 419 Glenwood Road - Maintenance Grading							\$ 61,321.17	\$ -	\$ -	\$ -		
MR 423 Lachlan Valley Way - General Maintenance							\$ 4,293.28	\$ -	\$ 11,185.46	\$ -	Pothole repairs	15.190
MR 423 Lachlan Valley Way - Pavement Maintenance							\$ 5,978.31	\$ 981.75	\$ 10,608.76	\$ -		59.150
MR 461 Priory Tank/Balowra Road - General Maintenance							\$ 7,718.47	\$ -	\$ 3,369.95	\$ -		
MR 461 Priory Tank/Balowra Road - Pavement Mntnce							\$ 30,634.16	\$ -	\$ -	\$ -		
MR 461 Priory Tank/Balowra Road - Vegetation Maintenance							\$ 5,263.86	\$ -	\$ -	\$ -		
MR 461 Priory Tank/Balowra Road - General Maintenance							\$ 57,905.28	\$ -	\$ 232.14	\$ -		95.800
MR 7518 Fifty Two Mile Road - General Maintenance							\$ 6,047.04	\$ -	\$ 6,983.23	\$ -		
MR 7518 Fifty Two Mile Road - Pavement Maintenance							\$ 5,845.15	\$ -	\$ 2,320.75	\$ 1,675.00		
MR 7518 Fifty Two Mile Road - Gravel Resheeting							\$ 3,272.73	\$ -	\$ 8,800.00	\$ 21,444.00	Stabiliser hire	
MR 7518 Fifty Two Mile Road - Vegetation Maintenance							\$ 6,016.26	\$ -	\$ -	\$ -		
MR 7518 Fifty Two Mile Road - Maintenance Grading							\$ 239,457.54	\$ -	\$ 147,486.73	\$ 7,506.00	Scraper works	
MR 7518 Fifty Two Mile Road - Sealing							\$ -	\$ -	\$ 179,741.55	\$ -		32.830
MR 7521 Kiacatoo Road - General Maintenance							\$ 9,026.10	\$ 242.78	\$ 738.86	\$ -		

Regional Roads Maintenance as at 28 February 2021										Total Road Length (km)
	Actual 2019/2020	Actual MTD	Actual YTD	Commitment	Comments					
MR7521 Kiacatoo Road - Pavement Maintenance	\$ 7,175.14	\$ 1,496.63	\$ 11,622.06	\$ -	Pothole repairs					
MR7521 Kiacatoo Road - Gravel Resheeting	\$ -	\$ -	\$ -	\$ -						
MR7521 Kiacatoo Road - Vegetation Maintenance	\$ 2,134.12	\$ -	\$ -	\$ -						
MR7521 Kiacatoo Road - Maintenance Grading	\$ -	\$ -	\$ -	\$ -						
MR7522 The Wool Track - General Maintenance	\$ 554.56	\$ 40,637.40	\$ 40,637.40	\$ -	Contractor hire					64.450
MR7522 The Wool Track - Gravel Resheeting	\$ -	\$ 676.00	\$ 102,843.49	\$ -						
MR7522 The Wool Track - Vegetation Maintenance	\$ -	\$ -	\$ -	\$ -						
MR7522 The Wool Track - Maintenance Grading	\$ 34,610.80	\$ -	\$ -	\$ -						58.268
MR 61 - Vegetation Maintenance	\$ -	\$ -	\$ -	\$ -						
MR 61 - Resealing	\$ -	\$ -	\$ -	\$ -						
MR 68 Curranvalpa Road - General Maintenance	\$ -	\$ -	\$ 8,799.98	\$ -						30.394
MR 68 - Gravel Resheeting	\$ -	\$ -	\$ -	\$ -						
MR 68 - Vegetation Maintenance	\$ -	\$ -	\$ -	\$ -						
MR 68 Curranvalpa Road - Maintenance Grading	\$ -	\$ -	\$ -	\$ -						
MR 7524 Frederick St - Highway to Louth Rd	\$ -	\$ -	\$ -	\$ -						0.400
<b>TOTALS</b>	<b>\$ 1,089,888.77</b>	<b>\$ 89,207.11</b>	<b>\$ 953,959.02</b>	<b>\$ 30,625.00</b>						

Total Including Commitments \$ 984,584.02  
 Budget for 2020/2021 \$ 1,412,540.00  
 Balance \$ 427,955.98



Roads Capital as at 28 February 2021							Total Road Length (km)
	Actual 2019/2020	Budget 2020/2021	Actual MTD	Actual YTD	Commitment	Commitments	
MR7518 - Bamato-Tilpa Rd Acres Billabong - Stg 1	\$ 266,556.76	\$ -	\$ -	\$ 71,632.05	\$ -	Project finalised - Expenses from guard rail and retention payment	95,800
MR407 - Mulya Rd - Gravel Resheeting	\$ -	\$ 246,830.00	\$ -	\$ 161,749.46	\$ -		102,464
SR7 - Mt Gap - Causeway Stabilisation - Design only	\$ -	\$ 50,000.00	\$ -	\$ 3,148.50	\$ -	Design complete - No further expenditure	49,758
MR407 - Mulya Road - Reseal	\$ 194,580.44	\$ -	\$ -	\$ -	\$ -		102,464
SR6 - Pulpulla Rd - Construction and Initial Seal (30km)	\$ -	\$ 5,568,000.00	\$ 55,051.13	\$ 106,508.11	\$ 863,164.00		43,436
MR411 - Tipping Way - Bend Alignment - Design only	\$ -	\$ 50,000.00	\$ -	\$ 3,148.50	\$ -	Design complete - No further expenditure	66,475
MR411 - Tipping Way - Reseal	\$ 208,077.78	\$ -	\$ -	\$ -	\$ -		92,170
MR416 - The Wool Track - Reseal	\$ 210,467.73	\$ -	\$ -	\$ -	\$ -		92,170
MR416 - The Wool Track - Seal Extension	\$ -	\$ 800,000.00	\$ -	\$ 698,524.54	\$ 33,743.00	Seal extension complete - Line marking to still be completed	92,170
MR461 - Priority Tank Rd - Reseal	\$ 155,382.32	\$ -	\$ -	\$ -	\$ -		59,150
MR7518 - Fifty Two Mile Road - Seal Extension	\$ 392,150.36	\$ 407,850.00	\$ -	\$ 428,112.94	\$ -	Project finalised	95,800
SR10 - Belarabon Rd - Reseal	\$ 93,673.89	\$ -	\$ -	\$ -	\$ -	Project finalised	58,102
SR10 - Belarabon Rd - Gravel Resheeting	\$ -	\$ 150,000.00	\$ -	\$ 149,627.46	\$ -		58,102
SR31 - Moolah Rd - Resheet	\$ -	\$ -	\$ -	\$ -	\$ -		74,153
SR19 - Burthong Road	\$ 141,606.18	\$ -	\$ -	\$ 3,142.12	\$ -	Project finalised 2020/2021 - Majority of works completed 2019/2020	53,986
SR20 - Grain Rd - R2R - Gravel Resheeting	\$ 241.63	\$ -	\$ -	\$ -	\$ -		91,602
SR20 - Grain Road - 12km Seal Extension Project	\$ 2,393,786.91	\$ -	\$ -	\$ -	\$ -		91,602
SR24 - Mt Grace Rd - Sealing Bridge Approaches	\$ 39,640.94	\$ -	\$ -	\$ -	\$ -		35,220
SR36 - Palesthan Road - Gravel Resheeting	\$ 133,500.22	\$ 66,500.00	\$ -	\$ 63,497.95	\$ -	Project finalised	34,080
SR45 - Garbage Tip Road - Reseal	\$ 11,564.45	\$ -	\$ -	\$ -	\$ -		0,300
SR13 - Bedooba Road - Gravel Resheeting/Road Build Up Town and Rural Reseals (R2R)	\$ 114,062.49	\$ 327,000.00	\$ -	\$ 220,713.12	\$ -	Project finalised	129,926
Rural Roads Capital Works - SR31 Graveling	\$ -	\$ 460,000.00	\$ -	\$ -	\$ -		
Shire Roads Gravel Resheeting - SR37 Road Build Up	\$ -	\$ 300,000.00	\$ -	\$ -	\$ -		
Resealing of other locations on a priority basis	\$ -	\$ 100,000.00	\$ -	\$ -	\$ -		
Industrial Area - Design and Construct	\$ 44,992.50	\$ 100,000.00	\$ -	\$ 65,677.00	\$ 59,825.00	Service location to be completed	
Eubalong/E. West Reseals	\$ 416.58	\$ -	\$ -	\$ -	\$ -		
Girds and Culverts - Various locations	\$ -	\$ 1,250,000.00	\$ -	\$ -	\$ -	Investigations for preparation of tender documents underway	
<b>TOTALS</b>	<b>\$ 4,400,701.18</b>	<b>\$ 9,976,180.00</b>	<b>\$ 55,051.13</b>	<b>\$ 1,975,481.75</b>	<b>\$ 956,732.00</b>		

2,932,213.75  
9,976,180.00  
7,043,966.25

Total Including Commitments \$  
Budget for 2020/2021 \$  
Balance \$

# Preliminary Regional Issues Assessment

## Bancannia, Pondie Range, Neckarboo, and Yathong-Ivanhoe Troughs, Western NSW

The NSW Department of Planning, Industry and Environment is continuing to seek feedback from the community to help inform its Preliminary Regional Issues Assessment for potential gas exploration.

The purpose of this assessment is to identify any social, environmental and economic matters associated with releasing the Bancannia, Pondie Range, Neckarboo, and Yathong-Ivanhoe Troughs for exploration of conventional and unconventional gas resources.

The assessment is a standard part of the NSW Government's process when considering whether to release areas for exploration.

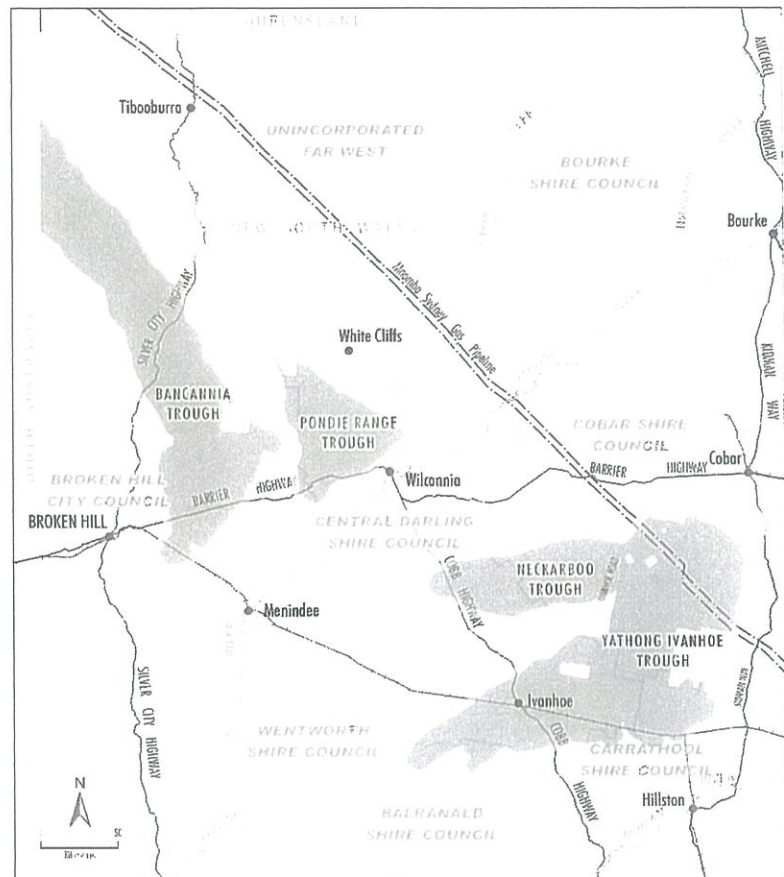
The Preliminary Regional Issues Assessment will be considered by the Advisory Body for Strategic Release, which will make recommendations to the Minister for Regional NSW as to whether the areas should or should not be released for gas exploration.

The Preliminary Regional Issues Assessment does not pre-empt the assessment of any potential future gas production projects and does not guarantee that any future approvals will be granted by the NSW Government.

Community consultation is a vital part of the process, and the Department is welcoming feedback from the community and other stakeholders until **Friday 9 April 2021**.

To provide your feedback visit [www.planning.nsw.gov.au/pria-consult](http://www.planning.nsw.gov.au/pria-consult) where you can complete an online form or request a call from the Department.

If you cannot access the forms online, you can provide feedback by calling 02 9274 6164.





## Overview

The NSW Government's Strategic Release Framework for Coal and Petroleum Exploration allows for controlled strategic release and competitive allocation of resource exploration titles in NSW. The Strategic Release Framework is designed to provide greater clarity and transparency in decisions about where resource exploration activities may take place. The Strategic Release Framework also introduces a competitive process for determining who may undertake the exploration activities.

An initial assessment of resource potential undertaken by the Geological Survey of NSW in the Department of Regional NSW has identified four areas in Western NSW which have moderate to high potential for gas resources. Based on this information, the NSW Government's Advisory Body for Strategic Release has asked for a Preliminary Regional Issues Assessment to be prepared by the NSW Department of Planning, Industry and Environment to consider the risks and whether there are constraints to the release of the areas for resource exploration.

## Potential Release Areas

### Bancannia Trough

Location: 75 km east of Broken Hill

Area: 40 km by 230 km

Access: Relatively close to the Moomba to Sydney gas pipeline, the Barrier and Silver City Highways, and the Orange-Broken Hill railway.

Resource findings: Potential gas resources. No potential for coal seam gas.

### Neckarboo Trough

Location: 80 km north of Ivanhoe and 150 km south-west of Cobar

Area: 30 km by 125 km

Access: Relatively close to the Moomba to Sydney gas pipeline, the Barrier and Cobb Highways, and the Orange-Broken Hill railway.

Resource findings: Potential gas resources. No potential for coal seam gas.

### Pondie Range Trough

Location: 5 km north-west of Wilcannia

Area: 80 km by 40 km

Access: Relatively close to the Moomba to Sydney gas pipeline, the Barrier Highway, and the Orange-Broken Hill railway.

Resource findings: Potential gas resources. No potential for coal seam gas.

### Yathong-Ivanhoe Trough

Location: 50 km south of Cobar to Ivanhoe

Area: 170 km by 210 km

Access: The Moomba to Sydney gas pipeline, Cobb Highway, and Orange-Broken Hill railway run through parts of the trough.

Resource findings: Potential gas resources. No potential for coal seam gas.

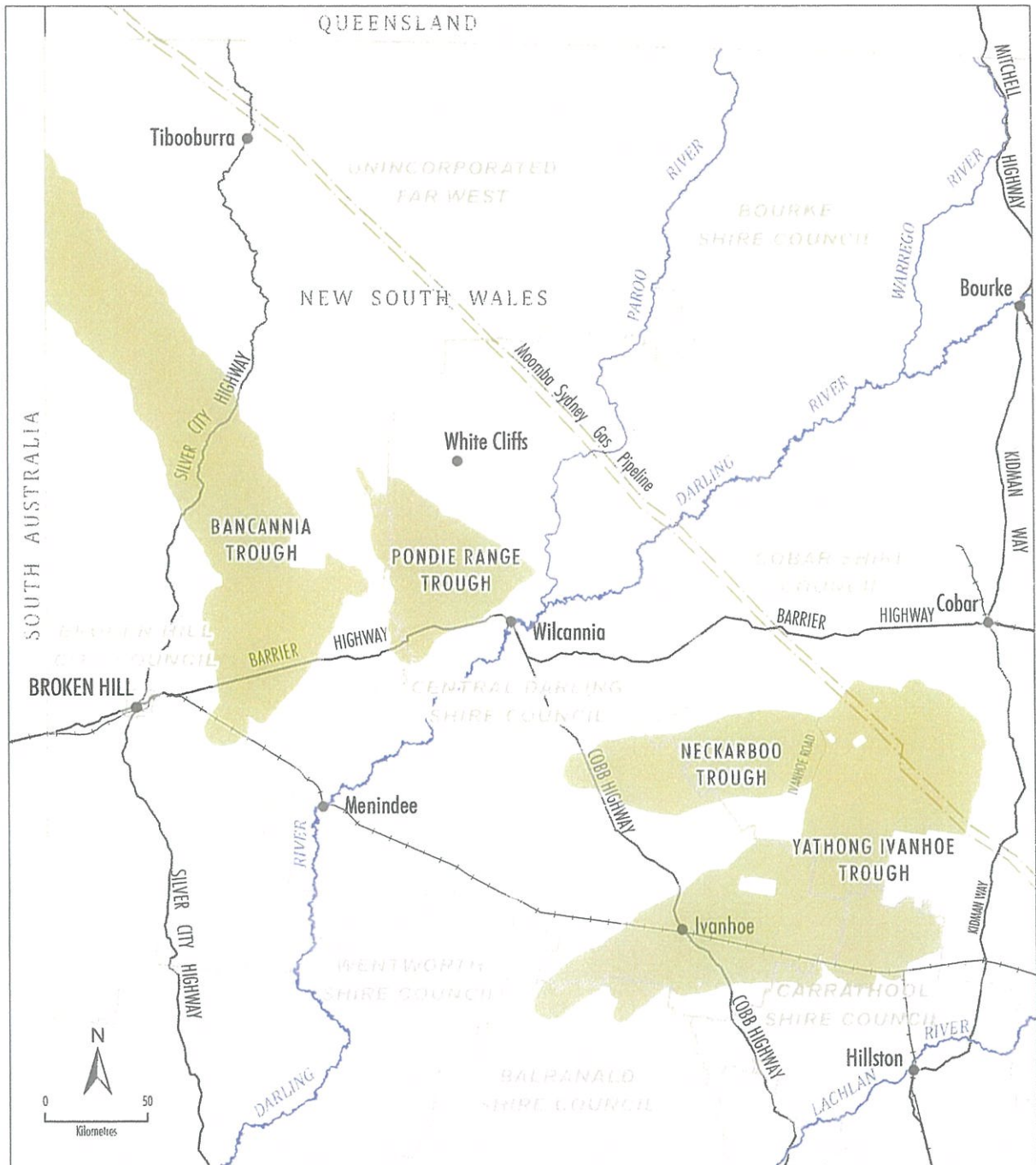


Figure 1: Potential Release Areas



# Preliminary Regional Issues Assessment

The Preliminary Regional Issues Assessment involves engaging with interested and potentially impacted stakeholders and consideration of social, environmental and economic matters relating to the potential release areas.

The NSW Department of Planning, Industry and Environment is responsible for undertaking the Preliminary Regional Issues Assessment, which will summarise the key issues, opportunities and constraints associated with releasing the areas for resource exploration. The assessment will focus on:

- collecting relevant data to identify key social, economic and environmental considerations in the areas;
- engaging with the community to gain knowledge on local matters of interest and concern;
- examining potential risks and constraints to the release of the areas for gas exploration (e.g. significant environmental concerns, potential land use conflicts, impacts on existing infrastructure and services); and
- examining the issues to inform the decision makers on whether or not to release the areas for exploration and the terms of any release.

The Advisory Body for Strategic Release will consider the Preliminary Regional Issues Assessment in recommending to the Minister for Regional NSW whether the areas should be released (either wholly or in part) for resource exploration.

The assessment is an issues identification process, and will not pre-empt the assessment or determination of any potential future development applications to develop the resources.

## Previous Assessment of Bancannia and Pondie Range Troughs

In 2018, the Department commenced preparation of a Preliminary Regional Issues Assessment for the potential release of conventional gas resources within the Bancannia and Pondie Range troughs, which was placed on hold prior to finalisation.

As part of this Preliminary Regional Issues Assessment, the Department is updating the 2018 assessment and expanding its scope to identify any new issues associated with the consideration of both conventional gas and tight-gas exploration of the Bancannia and Pondie Range troughs, as well as the Neckarboo trough and Yathong-Ivanhoe trough.

## Landholder Rights

Landholders in NSW own the surface land of their properties. Resources that exist below the earth's surface (such as gas) belong to the State. If these resources are extracted, the royalties which are paid to the State are used to benefit the local community and State, in addition to the economic benefits of jobs and economic growth.

The NSW Government wants farmers and landholders to be partners in the resource development process. Government legislation mandates that landholders are entitled to receive compensation for resource exploration and production.

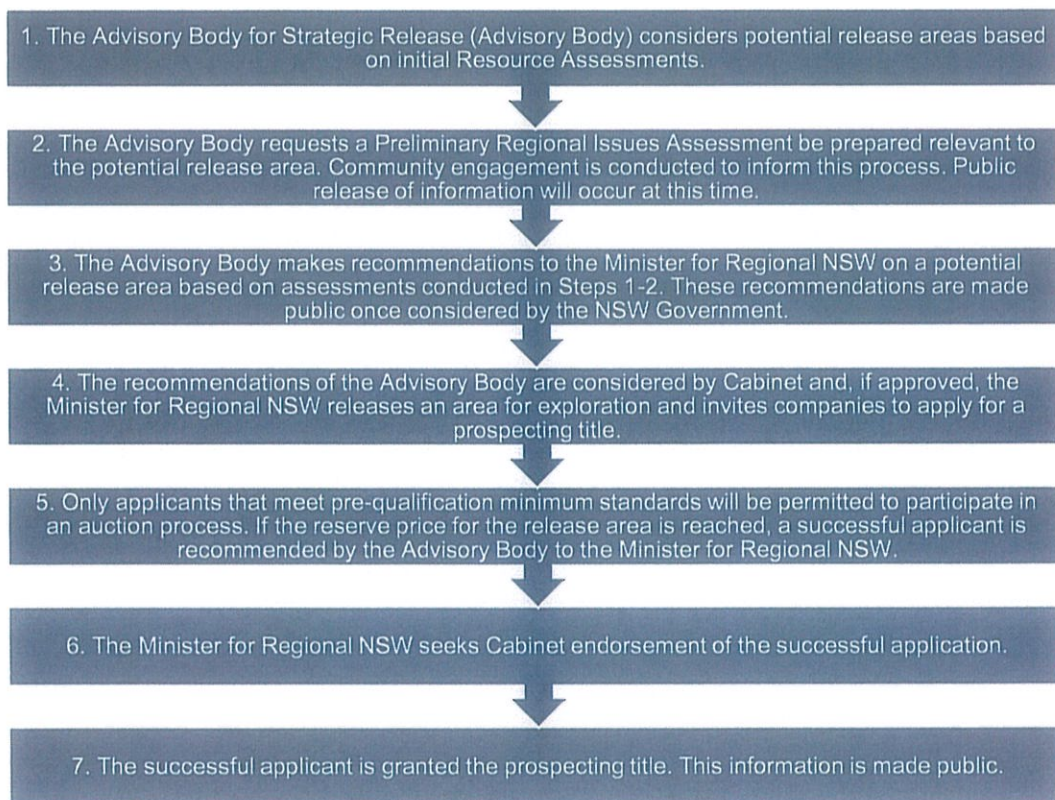
A company that holds an exploration licence must have a written access arrangement with a landholder before any activities may commence on that land. The licence holder must talk to the landholder about the location of exploration drilling, must provide a map and description of the land it wishes to access and describe the exploration methods it intends to use.

In NSW, thousands of access arrangements have been successfully negotiated between titleholders and landholders for their mutual benefit. There are instances where parties can't reach agreement through private negotiations, and in this situation the NSW legislative framework sets out the pathway to help landholders and titleholders agree on the terms and conditions for access to land.

## Strategic Release Framework

The Strategic Release Framework provides a transparent and strengthened selection process for issuing exploration licences through the consideration of geological, social, environmental and economic factors, and operator suitability and capability. More information about the Strategic Release Framework is available at: [www.planning.nsw.gov.au/regionalissuesassessment](http://www.planning.nsw.gov.au/regionalissuesassessment).

The key steps and responsible authorities in the Strategic Release Framework process are shown in Figure 2 and Table 1.



**Figure 2: Steps in the Strategic Release Framework**



**Table 1: Strategic Release Framework Authorities**

Authority	Role
<b>Advisory Body for Strategic Release</b>	Reviews reports and recommends assessment of the release of an area for resource exploration.
<b>Department of Planning, Industry and Environment – Planning and Assessment</b>	Undertakes the Preliminary Regional Issues Assessment to inform the Advisory Body about environmental, economic and social issues.
<b>Department of Regional NSW – Mining, Exploration and Geoscience</b>	Oversees the granting of exploration licences and the Strategic Release Framework consideration for resource exploration.
<b>Minister for Regional NSW</b>	Determines areas for consideration based on the advice of the Advisory Body for Strategic Release.
<b>Cabinet</b>	Endorses Ministerial recommendations for granting of exploration licences.

## Register Your Interest

The Preliminary Regional Issues Assessment is a key step in the Strategic Release Framework process. There will be further opportunities for landholder and community input if the areas are released for exploration and if exploration indicates that a viable, economic resource is present.

If this assessment is of interest please register by emailing [pria@planning.nsw.gov.au](mailto:pria@planning.nsw.gov.au) or by calling 02 9274 6164 prior to Wednesday 17<sup>th</sup> February 2021.

The Department will communicate directly with stakeholders who have registered to obtain their feedback on potential opportunities and constraints relevant to the Preliminary Regional Issues Assessment.

To find out more

- Visit: [www.planning.nsw.gov.au/regionalissuesassessment](http://www.planning.nsw.gov.au/regionalissuesassessment)
- Email: [pria@planning.nsw.gov.au](mailto:pria@planning.nsw.gov.au)
- Call: 02 9274 6164
- Strategic Release Framework: [www.resourcesandgeoscience.nsw.gov.au/miners-and-explorers/programs-and-initiatives/strategic-release-framework-for-coal-and-petroleum-exploration](http://www.resourcesandgeoscience.nsw.gov.au/miners-and-explorers/programs-and-initiatives/strategic-release-framework-for-coal-and-petroleum-exploration)
- Mining and Energy in NSW for Landholders and Community: [commonground.nsw.gov.au](http://commonground.nsw.gov.au)

If English isn't your first language, please call 131 450. Ask for an interpreter in your language and then request to be connected to the NSW Department of Planning, Industry and Environment on 02 9274 6164.

# Cobar Shire Council



## Cobar Waste Facility Long Term Plan of Management

Robert Bailey Consulting  
Unit 408 12-24 William Street  
Port Macquarie, NSW 2444  
Phone 0448737383



September 2020

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## 1.0 Overview

The Cobar Waste Facility is located about 9 kilometres to the west of the town of Cobar on Mulya Road. It is currently not a supervised site however electronic entrance gates restrict entry to the facility only during nominated times, thus affording a measure of control. The facility is operated by staff of Cobar Shire Council however there is only limited site presence and this when waste materials are being pushed up, usually of an afternoon and for a duration of about 2 hours. A recent major fire at the landfill has highlighted the need for the site to be supervised during opening hours and it is proposed for Council staff to undertake this role as part of the implementation of this long term plan of management. Council will undertake community engagement and seek submissions on the intention to introduce tipping fees and to review the current spread of opening hours. It is proposed that tipping fees will be introduced and it will be part of the role of staff to assess loads, to collect fees and to provide instructions for the placement of waste materials to all facility users

The facility occupies a site area in excess of 200 hectares and has been operating since about 1995, receiving municipal solid waste from Cobar and the surrounding district, including the mining industry. The current landfill footprint is extensive and includes multiple activity areas. Consulting geotechnical (landfill) engineer Bob Amaral has provided concept designs whereby the landfill footprint can be regularised and landfilling undertaken progressively in accordance with his design concepts (Appendix 4)

The Cobar Waste Facility is operated under a number of legislative controls, including the Environment Protection Licence (EPL number 21084) as issued by the Environment Protection Authority (EPA under Section 55 of the Protection of the Environment Operations Act 1997), a Landfill Environmental Management Plan that was based on the EPA Environmental Guidelines: Solid Waste Landfills (1996) and the Pollution Incident Response Management Plan (PIRMP). All of these measures fall broadly under the Protection of the Environment Operations Act 1997 and Regulations made there under

The Facility is currently open to the public seven days a week between the hours of 7.00 and 8.00pm for the acceptance of municipal solid waste including commercial and bulk wastes and limited regulated wastes such as asbestos. Basic signage is provided in giving direction as to where materials should be deposited and relies on cooperation from facility users for waste to be placed in the correct locations. This is not always the outcome.

The Facility provides for local residents to dispose of self haul wastes and is the main receipt point for all commercial and industrial wastes, all construction and demolition wastes and domestic kerbside collected general waste. The local mining industry is a major contributor to the waste stream and delivers materials to the waste facility that often require special treatment to ensure its effective disposal. Fees are not applied to domestic waste materials delivered to the site however all commercial and industrial wastes are subject to a fee structure which is applied through a contractor self regulating and reporting system. The effectiveness of this self regulating approach is questionable given the small amount of funds currently being received. Other materials to be accepted include green waste, concrete, tyres, deceased animals, clean fill, waste oil, asbestos and scrap steel. The quantity of waste received annually is approximately 3,770 tonnes with all non recoverable material being confined to the disposal areas and pushed up using a Caterpillar 928G Front



End Loader (FEL) with a removable trash rack. This item of plant cannot compact the waste materials and it is intended for a dedicated landfill compactor to be purchased for this purpose. The FEL can be used for stockpile management, placement of daily/intermediate cover and for pushing waste off the tipping platform to where the compactor will operate on the tipping face.

The landfill does not have a leachate management system and therefore relies on good practices to minimise the production of leachate. Such practices include keeping the active tipping face to minimum size, regular covering of waste, diverting surface water away from the tipping face, maintaining gradients on the covered areas to shed water, compacting waste and applying cover regularly. It is incumbent on Council to ensure these practices are undertaken effectively and it is the application of these practices where improvements can be made.

The facility has a number of waste disposal operational areas where the waste materials have not been compacted and where a proportion of these activity areas remain uncovered. The recent major fire and the use of soil to smother the fire has reduced the amount of exposed waste on the site. Reducing the number of these waste disposal sites and confining the size of the drop of areas should be a priority. However, it will also be important to have separate tipping areas for domestic waste and for commercial/industrial waste to reduce the risks of trucks interfacing with small vehicles and the Amaral concepts (see Appendix 4) provide for this separation. The notes accompanying the Amaral concepts highlight the opportunity to win soil from previously covered waste when implementing his filling/staging plans. This presents a significant saving opportunity for Council

Separate areas are provided for the stockpiling of green waste, used tyres and scrap metal. A site master plan has been developed as part of this long term plan of management (LTPoM) and proposes that such activities are concentrated near to the proposed gatehouse to afford a degree of supervision. The location of these stockpiles also sits outside of the final landform design footprint.

## 2.0 Background

Cobar Shire Council has determined to undertake a review of the operations of the Cobar Waste Facility in order to identify where improvements to current practices could be introduced and risks mitigated. The importance of undertaking such a review became evident when a major fire occurred at the facility in July 2020 that proved difficult and costly to extinguish. Officers from the NSW Environment Protection Authority attended the site during the fire and directed Council to implement measures to reduce the likelihood of a re-occurrence of a major fire within the facility.

Council has prepared a scope of works and engaged Robert Bailey Consulting and Robert Amaral Geotechnical (Landfill) Engineer to prepare a long term plan of management for the Cobar Waste Facility that will provide a final landform design, filling/staging plans, site master plan and procedures to improve operational performance and to mitigate risks.

### 3.0 Purpose

The purpose of this long term plan of management is to provide a process with the highest probability of achieving the defined aims that would address long term planning and future design of the Cobar Waste Facility. The Plan considers the final landform, activity area interrelationships, existing and future infrastructure, the application of fees and charges, complying with the Environment Protection Licence, valuing responsible environmental performance, improving existing landfill management practices and recognising resource recovery opportunities.

The primary aims of the project are:

- To put measures in place that will maximise the residual life of the landfill
- To identify improvements to existing practices that will translate into cost efficiencies and provide for the implementation of these opportunities.
- To develop plans for the coordinated development of the Facility over the longer term.
- To engage practices that will ensure responsible environmental performance is maintained
- To comply with the site Environment Protection Licence, relevant legislation, regulations and codes
- To adequately address risk
- To develop a financial model that will predict future incomes and expenditures and will provide for the managed development of the Facility over the longer term.

### 4.0 Operations

A site master plan has been prepared that shows the location of the proposed activity areas together with existing infrastructure. The master plan is included as Appendix 8 and it should be noted that the location of a future weighbridge has been added although this is unlikely to be constructed in the near term. When positioning the gatehouse it will be important to keep in mind the potential for a weighbridge to be constructed in the future. There are some general principles that should be observed for a weighbridge/gatehouse location and these are -

- Approaches to the weighbridge should be direct, have good line of sight and provide sufficient space for vehicles to wait without interfering with passing traffic
- There should be a clear line of sight to observe approaching vehicles from the gatehouse
- Have an un-tarped area at the ingress approach to the weighbridge so that loads can be inspected at the weighbridge
- The gatehouse should be located to allow the operator clear line of sight for approaching vehicles, to enable loads to be inspected (elevated CCTV and manually), to allow the operator to communicate effectively with customers and to enable the exchange of payments/receipts

- 4.1 **Current operations of the domestic waste active tipping area – domestic waste**, including self haul and kerbside collected waste, is deposited on a dedicated tipping platform and is generally pushed up daily using a Caterpillar 928G Front End Loader (FEL). The tipping platform is expansive and the deposited waste material is not compacted and remains uncovered for an extended period of time. This poses a number of environmental risks including windblown litter, pests/vermin, leachate and odour.
- 4.2 **Proposed improvements to the operation of the domestic waste tipping area – Geotechnical engineer Robert Amaral (Amaral)** has prepared concept designs for the future operation of the domestic waste tipping area. The tipping platform is to be confined to about 30 metres wide for the acceptance of waste materials. Figure 2 (Appendix 1) demonstrates how the waste material is to be placed and compacted in 1 metre lifts and covered progressively as the tipping face advances. The FEL will push the deposited wastes to the tipping face where a landfill compactor will compact the waste. The FEL will be used to apply the cover material progressively.
- 4.3 **Current operations at the active tipping area for mining and bulky waste.-** mining and bulky wastes are deposited in a dedicated area separate from the domestic waste disposal area. Some of these waste types are bulky, irregular in shape and can be difficult to manage at the tipping area. Before the fire in July, much of the deposited mining and bulky waste material remained dispersed unevenly throughout the tipping area and was uncovered. This type of operation is an inefficient use of landfill space.
- 4.4 **Proposed improvements to the operation of the active tipping area for mining and bulky waste – Amaral** concept design figures 8 and 9 (Appendix 1) show the proposed location of the mining and bulky waste disposal area as stage 1. Soil containment bunds would be prepared with shallow waste lifts of about 1 metre to be undertaken. Figure 2 (Appendix 1) provides guidance as to how these lifts would be developed. Waste types considered difficult to handle and to compact will have fees applied reflective of the cost of disposal. Existing areas of exposed mining and bulky wastes should be flattened using an excavator or other suitable plant. A risk assessment should be completed before any work is undertaken on these exposed bulky waste areas
- 4.5 **Existing landfill plant -** a Caterpillar 928G Front End Loader (FEL) is the only item of plant dedicated for use at the landfill. A FEL is not an ideal piece of equipment for use at a landfill as it cannot work effectively on slopes, cannot compact waste and is ineffective in wet conditions. However, a FEL can construct berms, load trucks, place daily cover, spread shredded green waste and push waste onto an active tipping face. Historically, the FEL has been the choice of plant at the Cobar landfill which has resulted in an accelerated consumption of void space because little or no compaction of the deposited waste material has taken place
- 4.6 **Proposed improvement to landfill plant –** a landfill compactor will be purchased and will operate in conjunction with the existing FEL. The FEL will establish the starter berms as shown in Amaral figure 2 (Appendix 1) and push the deposited waste material from the tipping platform to the tipping face

where the compactor with shape and compact the wastes. The FEL will place daily cover over the compacted waste as the tip face progresses.

- 4.7 **Current site control and supervision** – the site is not a supervised however electronic entrance gates restrict entry to the facility only during nominates times, thus affording a measure of control. The facility is operated by staff of Cobar Shire Council however there is only limited site presence and this when waste materials are being pushed up, usually of an afternoon and for a duration of about 2 hours
- 4.8 **Proposed improvement to site control and supervision** – it is proposed to have a depot attendant present on site during opening times to assess all incoming loads, apply fees, provide instructions and to supervise the various activity areas. The depot attendant will be stationed at a new gatehouse to be installed as part of the implementation of the long term plan of management. Community engagement will be undertaken in accordance with the community engagement plan that appears as Appendix 5 in order to determine suitable opening hours and a fee structure for the various waste types
- 4.9 **Current Green Waste Management** - self haul green waste is stockpiled, pushed up regularly and shredded routinely as part of a region wide service contract. The shredded green waste is retained on site in windrows.
- 4.10 **Proposed improvements to green waste management** – although no change is proposed to the manner in which green waste is stockpiled and shredded, it is intended that the existing windrows of seasoned shredded green waste and future shredded green waste be incorporated into on-site beneficial re-use. Such uses include placement over existing disturbed or covered surfaces to reduce dust and erosion, for sedimentation control, for the formation of internal berms and as a re-vegetation medium above intermediate cover and final capping
- 4.11 **Current scrap metal management** – self haul scrap metal is stockpiled and on sold to a service contractor whereby the material is taken off site on a routine basis. The scrap metal stockpile is pushed up regularly using the Council FEL
- 4.12 **Proposed scrap metal management** – it is proposed to have two scrap metal stockpile areas, one for self haul domestic scrap metal and the second for commercial/industrial brought to the site by contractors and businesses. The intention is to prevent interaction between the heavy vehicles and the domestic vehicles thereby mitigating risks to the facility users. Council may give consideration to separating lead acid batteries (LABs) to keep these out of landfill and to receive some income. It should be noted that LABs must be stored under cover and on bunded pallets or within bunds
- 4.13 **Waste concrete** – waste concrete will continue to be landfilled within the mining and bulky waste disposal area however it may be utilised to form internal berms where suitable
- 4.14 **Deceased animals and asbestos disposal**- asbestos is currently disposed of it in a dug out shallow hollow in advance of the waste leading face, covered it with soil to a depth of about 300mm and then buried with waste. This

practice is suitable however the depth of soil should be 1 metre as prescribed in the Waste Regulations (2014) (see Appendix 7) before overtopping with general waste. A key feature of the long term plan of management is to rationalise the number of waste disposal activity areas and to concentrate the operations of the waste facility rather than have them spread throughout the facility. Both deceased animals and asbestos can be placed at the toe of the advancing face of the general waste disposal area and covered with excavated natural material (ENM) then overtopped with general waste. The depth of soil cover for deceased animals is not prescribed in the Waste Regulations (2014) and therefore can be at a depth determined by the on-site plant operator or supervisor

## 5.0 Landform Concept Design

Final landform design and filling/staging plans have been prepared for the future development of the Cobar landfill and these appear as –

- Notes to Accompany Design Drawings in Appendix 1,
- Guide to Site Capacity in Appendix 2,
- Site Contour Plan in Appendix 3 and
- Design Principles and Design Concepts in Appendix 4.

This suite of documents provides information on the development of the landfill for future decades and offers guidance for the orderly progression of the landfilling operations. Each sub stage is essentially a building block that in total combination will deliver the final landform. It will be most important that the design is followed in order to deliver the desired outcomes. This may require periodical examination by an external party (surveyor, geotechnical engineer) to confirm the landfilling works are progressing in keeping with the adopted designs.

Council should also be aware that overtopping is construction work that requires skilled plant operators, correct plant, an understanding of grades, reduced levels, waste placement, surface water management, covering and compaction. Site personal and supervisors should be trained accordingly and be familiar with the designs and the principles supporting those designs

Given very little compaction of waste has occurred since the waste facility commenced operations in about 1995, the geotechnical engineer (Robert Amaral) has recommended that a landfill compactor be used to re-work the majority of the site to achieve a degree of compaction and this be extended to the mining waste area where an excavator be used to shape and compact the exposed mining wastes. The cost of such work has been included into the financial model assumptions appearing in Part 7.0 of this document

## 6.0 Acts and Policies Associated with the Project

- Protection of the Environment Operations Act 1997
- Protection of the Environment Operations (Waste) Regulation 2014
- EPA Environmental Guidelines: Solid Waste Landfills (2<sup>nd</sup> edition 2016)
- Environmental Planning and Assessment Act 1979
- Environmental Planning and Assessment Regulation 2000
- Infrastructure SEPP 2007
- EPA Licences (licence number 21084)
- Part 5.7A of the Protection of the Environment Operations Act 1997 (POEO Act) to prepare, keep, test and implement a pollution incident response management plan.

## 7.0 Delivery

### Desired Outcomes -

- The Cobar Waste facility will be developed in a planned and co-ordinated manner.
- The project will deliver the stated aims
- Risk will be managed
- Stakeholder consultation results in broad support for the project.
- Regulatory agencies gain confidence in Council's management processes
- Succession planning is achieved
- Landfill void space will be maximised
- Residual life of the landfill will be optimised
- Long term planning prevents re-work
- Budgets can be developed for the capital works and programmed for delivery in a measured way and for optimum benefit

### Key Actions to deliver the desired outcomes

1. Community Engagement on the introduction of gate fees and in rationalising the opening hours at the Cobar Waste Facility

#### Tasks

- Prepare a community engagement plan

- Brief the Mayor, Councillors and Executive Group on the proposed engagement
- Develop the “tools” for the delivery of the Plan
- Undertake community engagement in keeping with the Community Engagement Plan (Appendix 6)
- Consider submissions received
- Provide a report to Council/Executive Group
- Make a determination of the application of gate fees and hours of operation

## 2. Procure Landfill Compactor

### Tasks

- Undertake investigations as to the most suitable item of plant for use at the landfill
- Prepare a tender specification
- Seek approval to go to tender
- Prepare a tender evaluation plan
- Appoint a tender evaluation panel
- Call tenders
- Undertake tender evaluation
- Prepare a report to Council
- Implement Council resolution

## 3. Procure and install/operate gatehouse

### Tasks

- Enquire through Council's Planner if a DA/CC is required for the establishment of a gatehouse. (if required, prepare documentation, submit DA/CC, obtain consents)
- Undertake investigations as to the most appropriate building for use as a gatehouse
- Prepare RFQ (request for quotation) and seek prices
- Consider quotations and appoint a supplier
- Inspect the site and determine the best position to locate the gatehouse building
- Engage contractors/Council staff to provide services to the gatehouse (power, water, effluent disposal, communications, security)
- Arrange for electronic payment system (EFTPOS) for the acceptance of gate fees
- Arrange computer service for interface with Council system
- Arrange for CCTV and audio to monitor transactions with customers
- Develop schedule of gate fees and load measurement assessment guidance
- Develop cash handling procedures and cash collection system (safe, float, daily removal of takings, receipting)
- Provide a diary and complaints register
- Copy of EPL and PIRMP held on site
- Develop safety systems, including evacuation plan
- Establish an emergency assembly point and sign post
- Establish signage showing fees and charges, acceptable/prohibited wastes

- Supply first aid kit and have staff trained as first aid officers
- Write position description for depot attendants and develop work roster
- Undertake employment processes for depot attendants
- Train staff in all procedures required to undertake the position description, including the PIRMP

#### 4. Undertake landfilling in accordance with concept designs

##### Tasks

- Undertake risk assessments for all landfill operations and prepare SWMS (safe work method statements)
- Train the plant operator in the use of the landfill compactor
- Prepare pre-start checklist for use of the landfill compactor
- Train/familiarise the plant operator in the application of the concept design filling/staging plans. Commence works
- Undertake initial works where the landfill compactor and/or a contract excavator is used to compact and shape all previously filled areas of the site
- Determine how cover material will be won from the "borrow" area
- Determine how cover material can be recovered from previously covered areas before overtopping is commenced
- Commence the winning/stockpiling of cover material
- Develop procedures for the use of the FEL and landfill compactor
- Develop a traffic control plan, including signage
- Review and update the fire control plan

#### 5. Determine the cost implications for the introduction of changed landfill practices

##### Tasks

- Undertake an assessment of the likely quantity of waste materials, the waste types and sources to be received at the waste facility
- Prepare a draft schedule of fees and charges that may be applied to waste receivals
- Determine the likely cost of a new landfill compactor and the hourly plant hire rate that would be applied
- Determine the cost of a gatehouse, including fit out and with all inclusions
- Determine labour costs based on a four day on, four day off rolling roster where the waste facility is open 7 days a week for 8 hours
- From information provided by Council, prepare a baseline financial model from future budgets and past year actual costs for the Waste Section. Input data to reflect the proposed changes to the landfill operations (adjusted financial model)

##### Assumptions

- Hourly rate for depot attendant \$36 plus 58% (\$20.88) on costs
- Two person, rolling 4 day on, 4 day off roster, 8 hours paid work per day



- 4 weeks annual leave
- There are nine public holidays per year
- Overtime rate is time and a half for the first 2 hours after normal time on week days. Overtime rate is time and a half for the first 2 hours on Saturdays and double time thereafter and double time on Sundays. On costs do not apply to overtime
- Meal allowances \$10 per day on week-ends
- New landfill compactor purchase price is **\$680,000**
- Cost of gatehouse and gatehouse fit out **\$120,000**
- Cost of initial landfill footprint re-shaping using contract 30 tonne excavator 35 hours x \$160 /hour plus \$3,000 float to/from site = **\$8,600**
- Cost of initial landfill footprint compaction using Council landfill compactor 35 hours \$126/hr = **\$4,725**
- Landfill compactor plant hire rate is **\$126/hour** and is used 15 hours per week (see Appendix 10)
- The cost to load, place and spread shredded green waste at a thickness of 300 – 400 mm will be \$2.00 per square metre and 2,000 sq m will be applied annually (**\$4,000 pa**)
- Win, transport, place daily (weekly) cover (150 mm ENM) @ \$2.50/m<sup>2</sup> 3,000 sq m will be applied annually = **\$7,500 pa**
- Win, transport, place and compact intermediate cover (300 mm ENM) @ \$2.50/m<sup>2</sup>. 3,000 sq m will be applied annually = **\$7,500 pa**
- Win, transport, place and compact final capping (2 x 300 mm layers ENM) @ \$4.50/m<sup>2</sup> and 3,000 sq m will be applied annually = **\$13,500**
- The shredding of green waste will be included into the site operating budget as is the current procedure
- Kerbside collected waste 1170 tpa
- Commercial receivals 1600 tpa
- Self haul waste 1000 tpa
- Gate fee applied - \$174/tonne
- Potential income from commercial waste and domestic self haul general waste is a combined 2600 tpa. This does not include kerbside collected domestic waste. An accurate assessment of current quantities of waste received at the waste facility is difficult to determine. The industry general guidance of one tonne of waste generated per head of population has been used. Therefore, 2600 tpa x \$174 = **\$452,400**

### **Staff Costs**

Mon – Fri wages 7.5 hours @normal time plus 0.5 hour @ time and a half  
 (7.5 @ \$56,88) + (0.75 @ \$ 36) = \$453.60 per day

\$453.60 per day x 5 days x 52.2 weeks = **\$118,389.60**

Sat – Sun wages (Sat time and a half for the first two hours and double time thereafter – Sun double time – no “on cost” with overtime) \$36 x 31 hrs (Sat 15hrs, Sun 16 hrs equivalent)  
 = \$1085 per week-end x 52.2 weeks = **\$56,637**

**Total annual = \$118,389 + \$56,637) = \$ 175,026**

Meal allowance for week-ends = 104 days @\$10 (**\$1040**)

Public holidays –9 days x 1 staff x 8 hours x \$36 = **\$2,592**

**Total annual = \$178,658**

- There will be indirect costs associated with supervision
- An allowance should be made for call outs, additional overtime, extra weekend requirements and unexpected absenteeisms.

**Plant hire (landfill compactor)** The FEL cost is already included in the current budget \$126 per hour x 15 hours per week x 52.2 weeks = **\$98,658 per annum**

Additional plant operator 2 hours per day for 7 days - Mon to Sat time and a half, double time Sunday – 22 hours equivalent @ \$36 = **\$41,342 pa**

Cobar Council - Waste Management Financial Model - adjusted													
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	Actual	New Items	Amount	Year	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
GL					2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
<b>Operational Income</b>													
97002 Waste Annual Charges	625,456	637,965	650,724	663,739	677,014	690,354	704,365	718,452	732,821	747,478	762,427	777,676	793,229
97003 Pensioner Abandonnments	-17,219	-17,563	-18,273	-18,638	-19,011	-19,391	-19,779	-20,175	-20,578	-20,987	-21,400	-21,817	-22,238
97005 Trade Waste Charges	102,824	104,850	106,978	109,118	111,300	113,526	115,797	118,112	120,474	122,884	125,342	127,849	130,406
97010 Interest Income	0	0	0	0	0	0	0	0	0	0	0	0	0
97011 Disposal Charges Landfill	56,817	57,953	59,112	60,295	61,501	62,731	63,985	65,265	66,570	67,902	69,260	70,645	72,058
97015 Sale of Scrap Metal	19,355	20,000	20,500	20,910	21,330	21,760	22,200	22,650	23,110	23,580	24,060	24,550	25,050
Gate fees	452,400	452,400	452,400	452,400	452,400	452,400	452,400	452,400	452,400	452,400	452,400	452,400	452,400
<b>TOTAL OPERATIONAL INCOME</b>	<b>787,233</b>	<b>808,236</b>	<b>1,276,800</b>	<b>1,302,336</b>	<b>1,328,383</b>	<b>1,354,951</b>	<b>1,382,050</b>	<b>1,409,691</b>	<b>1,437,894</b>	<b>1,466,642</b>	<b>1,495,975</b>	<b>1,525,895</b>	<b>1,556,412</b>
<b>Operational Expenditure</b>													
40006 Disposal Abandoned Vehicles	366	373	381	388	396	404	412	420	429	437	445	455	464
40007 Trade Waste Collections	51,691	52,725	53,779	54,855	55,951	57,071	58,212	59,377	60,564	61,776	63,011	64,271	65,557
40008 Domestic Waste Collections	150,666	153,679	156,753	159,888	163,055	166,347	169,674	173,038	176,529	180,050	183,661	187,334	191,081
40009 Trade Waste Collections	315	321	328	334	341	348	355	362	369	376	384	392	399
40016 Public Health Charge	97,800	99,756	101,751	103,786	105,862	107,979	110,139	112,341	114,588	116,880	119,218	121,602	124,034
40021 Advertising	682	686	710	724	738	753	768	783	799	815	831	848	865
40024 Louth Road Rubbish Removal	78	81	84	88	91	95	99	103	107	111	115	120	124
40010 Cobar Waste Depot	111,005	113,225	115,490	117,799	120,156	122,558	125,010	127,510	130,060	132,661	135,314	138,021	140,781
40012 Village Waste Depot	7,925	8,094	8,245	8,410	8,578	8,750	8,925	9,103	9,286	9,471	9,661	9,854	10,051
Landfill depot attendants	178,658	180,658	182,658	184,658	186,658	188,658	190,658	192,658	194,658	196,658	198,658	200,658	202,658
Plant Hire	98,658	100,658	102,658	104,658	106,658	108,658	110,658	112,658	114,658	116,658	118,658	120,658	122,658
Plant operator O/T	41,342	41,342	41,342	41,342	41,342	41,342	41,342	41,342	41,342	41,342	41,342	41,342	41,342
Apply shredded green waste	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Apply daily cover	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
Apply immediate cover	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
Apply final capping	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500
<b>TOTAL OPERATIONAL EXPENDITURE</b>	<b>420,528</b>	<b>428,939</b>	<b>788,675</b>	<b>804,449</b>	<b>820,538</b>	<b>836,949</b>	<b>853,698</b>	<b>870,761</b>	<b>888,177</b>	<b>921,119</b>	<b>937,541</b>	<b>954,292</b>	<b>971,378</b>
40001 Administration Charges	33,333	34,000	34,650	35,373	36,091	36,802	37,538	38,288	39,065	39,836	40,633	41,445	42,274
40017 Governance Change	55,020	56,120	57,243	58,388	59,555	60,747	61,961	63,200	64,465	65,764	67,099	68,410	69,779
89929 Depreciation - Waste Ops - Waste Depots	6,343	6,470	6,599	6,731	6,866	7,003	7,143	7,286	7,432	7,580	7,732	7,887	8,044
89929 Depreciation - Waste Ops - Domestic Waste Ops	4,913	5,011	5,111	5,214	5,318	5,424	5,533	5,643	5,756	5,871	5,989	6,109	6,231
Total Miscellaneous Expenses	99,609	101,601	103,633	105,705	107,820	109,976	112,176	114,419	116,708	119,042	121,423	123,851	126,328
<b>TOTAL EXPENDITURE</b>	<b>520,137</b>	<b>530,540</b>	<b>892,309</b>	<b>910,155</b>	<b>928,359</b>	<b>946,925</b>	<b>965,863</b>	<b>985,181</b>	<b>1,004,884</b>	<b>1,024,961</b>	<b>1,045,364</b>	<b>1,066,143</b>	<b>1,087,306</b>
<b>OPERATIONAL RESULT</b>	<b>267,095</b>	<b>277,695</b>	<b>384,492</b>	<b>392,182</b>	<b>400,025</b>	<b>408,026</b>	<b>416,185</b>	<b>424,510</b>	<b>433,000</b>	<b>441,681</b>	<b>450,611</b>	<b>459,751</b>	<b>469,106</b>

Cobar Council - Waste Management Financial Model - adjusted													
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	Actual												
New Items	New Items	New Items	New Items	New Items	New Items	New Items	New Items	New Items	New Items	New Items	New Items	New Items	New Items
Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount
Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year
Capital Income	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL CAPITAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Expenses</b>													
Capital contracts:	690,000	2020/21											
Cash for Road Overhaul at cost	120,000	2020/21											
Roadhouse	8,600	2020/21											
Roadhouse landfill footprint using contract plant	4,725	2020/21											
Contract landfill footprint using Council plant													
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>813,325</b>												
<b>CAPITAL RESULT</b>	<b>0</b>	<b>-813,325</b>											
Cash Balance of Reserve 1 July Result	1,528,326												
Add Back for Cash Depreciation	287,008												
Transfer from Reserve - Capital Expenditure	11,288												
Movements in the year	306,322												
Balance of Reserve 30 June	1,824,944												

## Procurement Management

Item to be Procured	Procurement Method
Services of consultants, landfill engineers, surveyors	By negotiation and RFQ – scope of works to be priced by service providers
Gatehouse	By RFQ based on design specification
Gatehouse services and fit out	RFQ and based on scope of works
Landfill compactor	By tender and based on performance specification
Contract plant	By RFQ or existing service agreements
Civil works (internal roads, excavation at borrow area)	By RFQ or existing service agreements



## 8.0 Appendix 1- Notes to Accompany Design Drawings

### NOTES TO ACCOMPANY DESIGN DRAWINGS

#### DESIGN PRINCIPLES

Under most circumstances involving the selection of a " greenfield " site for a landfill , the selected land area is sufficient to develop a landform allowing for the maximisation of the landfill capacity to last at least 50 years and occasionally in excess of 100 years.

The maximisation approach is taken so that it will not be necessary to go through the arduous and time consuming process ( often up to 10 years in recent times ) of site selection , proving up its suitability and going through the necessary approval processes.

In view of this , the perimeter side batters are made as steep as practicable , that is ,3H:1V , which is the steepest slope on which a conventional tractor with a slasher attachment can safely operate to maintain a grassed surface.

These perimeter side batters are progressively raised to a height that will allow an upper landform area not smaller than about 40m wide to be developed to enable ready vehicle access and turning , waste dumping / spreading / compaction and the placement of a final cover.

The upper landform area should be developed / graded so as to slope uniformly towards its perimeter at not less than 7% to allow for inevitable settlement and to meet the NSW EPA Guidelines of maintaining a minimum 5% " post settlement " gradient.

The final cover in the Cobar environment which has a very favourable evaporation to rainfall ratio of at least 5:1 should consist of a 600mm layer of lightly compacted clayey soil topped with 450mm of shredded green waste. The shredded green waste will break down to about a 150mm thick topsoil layer. The shredded green waste should be installed and seeded over all cover areas immediately following its staged placement as it will provide immediate protection against erosion.

No shrubs or trees should be allowed to grow on the final capping as they will interfere with periodic slashing of the grass and prevent ready visual inspection and remediation of any erosion gullies or depressed areas which may require filling over time.

As far as is practicable the perimeter batters and the upper landfill surface should have a convex shape and exclude valley , gully or concave features which encourage concentrated flows of surface water and , hence , erosion of the capping.

A schematic / conceptual plan and sections of a landfill landform which illustrates the above design principles are provided on Figure 1.

The purpose of these design features is to provide a compacted waste mass that is enclosed within a low permeability natural " geological " liner and a sloping , low permeability soil cover " umbrella " to effectively shed rainfall events off the landfill and thus limit leachate production.

Typically , a landfill site is progressively excavated in advance of waste filling to provide a balance of necessary soil cover for the completed landform.

## STAGED FILLING

Another fundamental design principle for landfill developments is to construct the landfill in stages and sub-stages such that the landform is raised to its final height progressively, rather than simultaneously over a wide area.

The obvious advantage of this approach is that as each stage is raised to its final height it can be capped, maintained and, if necessary repaired while the balance of the landfill is being developed.

Thus, an ever increasing percentage of the landform will be protected from rainfall ingress and leachate production.

Additionally, the cost of the final closure / capping will be spread over the life of the landfilling operation, thus negating the need for a large " sunset " fund to cover the cost of this closure. This approach allows the income from waste receipts ( or annual fees ) to be used throughout the life of the landfill.

## WASTE ACCEPTANCE ISSUES

A large number of the smaller Western Plains Councils run a trench disposal landfilling system whereby a trench is dug of a variable size and depth and the excavated soil is stockpiled adjacent, ready for overtopping the trench when it has been filled with waste.

Once the trench is covered, a new trench is dug, filled and covered.

This, often unnamed approach requires the periodic use of an excavator to dig the trenches, the periodic use of a front end loader ( FEL ) , dozer or equivalent to push the waste into the trench and place the soil cover.

Some Councils carry out some form of compaction by conventional tractor / excavator type equipment to increase the capacity of the void space and, less commonly, use a purpose built compactor.

The use of a purpose built waste compactor has the obvious advantages of increasing the life of the landfill, improving trafficability over the waste, reducing litter, vermin and reducing the risk of fires.

Cobar Shire Council however accepts not only household / municipal waste from its residents but also Commercial and Industrial ( C&I ) waste and Construction and Demolition ( C&D ) waste as well as a considerable volume of Mine waste from local mining operations.

The Mine waste in particular includes a significant percentage of large ( often very heavy ) objects which cannot be readily handled ( spread and co-disposed ) with other finer, less bulky waste. The currently available equipment on site is unsuited to handling this waste and hence it has been dumped over a large area and included extensive voids before being recently covered in a fire emergency using very large external earth moving equipment.

Similarly, the more recent disposal of C&D waste from the hospital demolition has created a similar problem in that the currently available equipment cannot properly handle its efficient / safe

disposal. Fortunately, the recent fire smothering exercise has allowed a very large piece of equipment ( D10 dozer ) to be used to dig a deep excavation into which the bulky hospital demolition waste can be pushed. Even this will be a difficult exercise and no effective compaction can be achieved using the available equipment.

The best that can be done is to push soil and finer waste into and over the coarse waste to allow it to be trafficked as it is being pushed out into the pit.

Essentially, it will be necessary to continue with two separate operational filling areas:

- Stage 1A ( D ) - a filling area for domestic ( D ) waste from commercial household compactor trucks, utes and other small vehicles
- Stage 1A ( M/B ) - a filling area for all Mine waste ( M ) and all bulky ( B ) waste from C&I or C&D sources using heavy vehicles

The Stage 1A ( D ) filling area will use the upper, existing flatter areas using shallow waste lifts of 1m or so, 40m or so wide within soil banded containment areas ( refer to Figure 8 )

The Stage 1A ( M/B ) filling area will use the deeper, northern area, use deeper waste lifts ( 2-3m, occasionally deeper ) and no soil containment bunds but possibly bunds made from very large tyres or selected C&D waste. The Mine waste should be restricted to a maximum size of 1m<sup>3</sup> for general disposal. If greater than 1m<sup>3</sup> in size, advance notice should be given so that it may be directed to a suitable deeper area at the base of a deep leading face or alternative.

Because of the very large area already covered with waste ( current landfill footprint ) it will likely take several decades to progressively raise the entire area to final height. It is therefore recommended that the landfill area be raised initially to an " intermediate " height so as to cover the site with an intermediate cover ( 300mm ) before overtopping the entire site, in Stages, to its " final " height or level.

The existing " man proof " fence should be repaired and HAZARD signs attached to help protect Council from potential claims in the event of illegal access.

This site has several oversteep and irregular faces, gullies and the like. Signs advising that children should not be allowed out of delivery vehicles using the site should also be prominently displayed.

#### CHANGES TO LANDFILLING PROCEDURES

The maximisation of the capacity of a landfill by using 3H:1V perimeter batters and raising the landform to its maximum potential height using a 7% gradient is unnecessary for this very large available area and requires a variety of equipment and experienced operators.

The overall size of the site, a commitment to it becoming a managed landfill, the proposed purchase of a purpose built compactor and a restriction on the receipt of large, unwieldy / bulky objects will allow a simpler, less demanding design to be used which will achieve the same technically correct landfilling procedures to be used.

For the 1A ( D ) area, the perimeter batters have been designed at 5H:1V rather than 3H:1V which will allow the waste to be dumped, spread and compacted within low containment soil bunds as shown on Figure 2 and the waste extended to the perimeter at this flatter gradient before being



capped with 600mm of clayey soil and topped with 450mm of green waste mulch above the batter area.

Again the 1A ( D ) filling should start at the perimeter , be pushed into place by an FEL or dozer and compacted ready for incoming waste to be placed / dumped in the cleared area , ready to be pushed up against the previously placed and compacted waste as shown on Figure 2 . The placement of a second lift of waste is illustrated in Figure 3.

The 1A ( D ) filling should occur within the area designated as such on Figures 7 , 8 and 9.

For Mine and bulky ( M/B ) waste a significantly deeper waste layer will be required to allow integration of finer waste and compaction.

To this end the Mine and bulky waste should be placed within the area designated as 1A ( M/B ) ( refer to Figures 7 , 8 and 9 ) where pushing this waste over a higher leading face is feasible.

#### FIGURE 1

This figure illustrates the following design principles / concepts:

- \* 3H:1V perimeter batters to maximise void space ( modified herein to 3H:1V )
- \* 15H:1V ( 7% +/- ) top gradient to provide ready post settlement shedding of rain water ( modified herein to 20H:1V or 5% )
- \* a final capping to minimise rainfall intrusion
- \* an excavation of sufficient depth to provide cover for the completed landfill
- \* an unsaturated attenuation zone ( deeper than 2m ) to allow physical , chemical and biodegradation of leachate ( >> than 2m at this site )
- \* a summary of potential leachate losses from the base of a landfill with 1m , 10m and 100m of clayey soil having a permeability of  $10^{-9}$  ,  $10^{-8}$  and  $10^{-7}$  m/s , respectively , which are equal, that is ,  $10^{-9}$ At m<sup>3</sup> ( landfill base likely >10m at this site )

#### FIGURE 2

Figure 2 illustrates the placement , pushing and compacting of D-waste within low containment soil bunds.

#### FIGURE 3

The placement and pushing of a second lift of D-waste within containment bunds are illustrated on this figure.

#### FIGURE 4

Figure 4 is a simplified site contour plan based on the August 2020 drawing provided by Langford and Rowe which is included in Appendix 1. All known stockpiles of soil or recycling material have been removed on this plan.

**FIGURE 5**

This figure illustrates the landfill landform after having been raised to an "intermediate" level with 5H:1V perimeter batters and an upper surface gradient of 1.5%.

By raising the entire landfill footprint area to this initial lower level enables the existing irregular landfill area to be regularised, its lower perimeter batter to be finalised (capped and maintained) and a reasonable gradient to shed surface water to be realised in a shorter time frame.

Once complete, it also provides an improved gently sloping surface upon which future overtopping can occur within controlled soil banded areas.

**FIGURE 6**

Figure 6 illustrates a potential "final" landfill landform with the perimeter batters extended to RL 255 (from RL 252) and an upper gradient of 5%.

Although this final upper surface gradient is less than the NSW EPA's recommended 5%, post settlement, it takes into account the fact that the "intermediate" level will be built in advance and that the overtopping will be on top of an already largely settled waste mass.

Also, in an extremely favourable climate (low rainfall with an evaporation to rainfall ratio of 5:1) additional infiltration into the 600mm of soil cover and 150mm topsoil layer will be a benefit to maintain a vegetative cover while still restricting rainfall from penetrating the cover.

As discussed below, this "final landform" will be capable of further extension, if required, by filling and amalgamating the area above the recommended soil / rock borrow areas to the North and East.

**FIGURE 7**

This figure shows the two separate 1A (D) and 1A (M/B) waste filling areas as well as the recommended borrow areas and the likely location of product stockpile areas.

The soil / rock borrow areas are designed to capture rainfall runoff so that they can double as emergency fire water holding ponds.

**FIGURE 8**

Figure 8 illustrates the D-waste filling area raised to its "intermediate" level, the M/B-waste filling area raised to a "preparation" level and the northern borrow area excavated to its design level.

Depending on how the operational plans work out, they can be modified to suit the equipment available, the ability to occasionally ship in special equipment, the severity or otherwise of soil / rock cover and the experience of the operators.

**FIGURE 9**

This figure illustrates a suggested first sub-stage filling sequence for both the D-waste and M/B-waste filling areas.

**FIGURE 10**

Figure 10 outlines a possible filling sequence to progressively raise the landfill in Stages to its "Intermediate" level.

Following the completion of the Stage 3 it would likely be the case that Stages 1A, 2 and 3 would then be raised to "Final" level before raising Stage 4 to either "Intermediate" or "Final" level so as to preserve the current entrance area for its present uses.

This could also apply to the possible extension into Stages 5 and 6.

**BORROW SOURCES**

The existing site contains several large stockpiles of suitable soil for use as daily, intermediate and final soil cover.

Prior to the recent landfill fire there were several soil stockpiles and other covered areas of potentially significant depth.

During the smothering of the fire a large volume of soil was dug both within and outside the boundary fence to provide emergency soil cover.

Where excess soil cover has been provided to extinguish the fire, it remains a valuable source of future cover.

As shown on Figures 7 and 8 there is a potential soil cover borrow area at the northeast corner of the site which could provide approximately 60,000m<sup>3</sup> of suitable cover material, sufficient, along with available on site stockpiles to provide cover to the end of the "Intermediate" landfill landform illustrated on Figure 5.

To preserve soil cover reserves as much as is practicable it is recommended that during the preparation of each sub-stage "containment cell" the existing soil cover be pulled back down to the top of the waste and be used to develop the containment soil bunds.

This can best be carried out using an excavator with a gummy bucket (a bucket with no teeth).

Where the soil cover is deep (greater than about 300mm) the FEL or a dozer can be used to blade off soil cover. These pieces of equipment cannot readily raise their buckets or blades to follow irregular waste / soil interfaces however and are best suited to significantly deeper soil profiles.

In any event, the removal of soil cover to expose waste before being overtopped with a new lift of waste is promoted by the NSW EPA in order to allow ready seepage of any leachate vertically into the waste mass and will provide additional valuable soil cover for the landfill's development.

## Appendix 2 – Guide to Site Capacity

### GUIDE TO SITE CAPACITY

Area	Gross Volume ( m <sup>3</sup> )	Net Volume ( m <sup>3</sup> ) *
1A ( M/B ) " Preparation "	1,700	1,360
Sub-stage 1A1 ( M/B )	4,200	3,360
Sub-stage 1A2 ( M/B )	12,000	9,600
Sub-stage 1A3 ( M/B )	19,000	15,200
Sub-stage 1A1 ( D )	2,700	2,160
Sub-stage 1A2 ( D )	2,625	2,100
Sub-stage 1A3 ( D )	1,500	1,200
Existing surface to " Intermediate " level	400,000	320,000
" Intermediate level to " Final " level	465,000	372,000

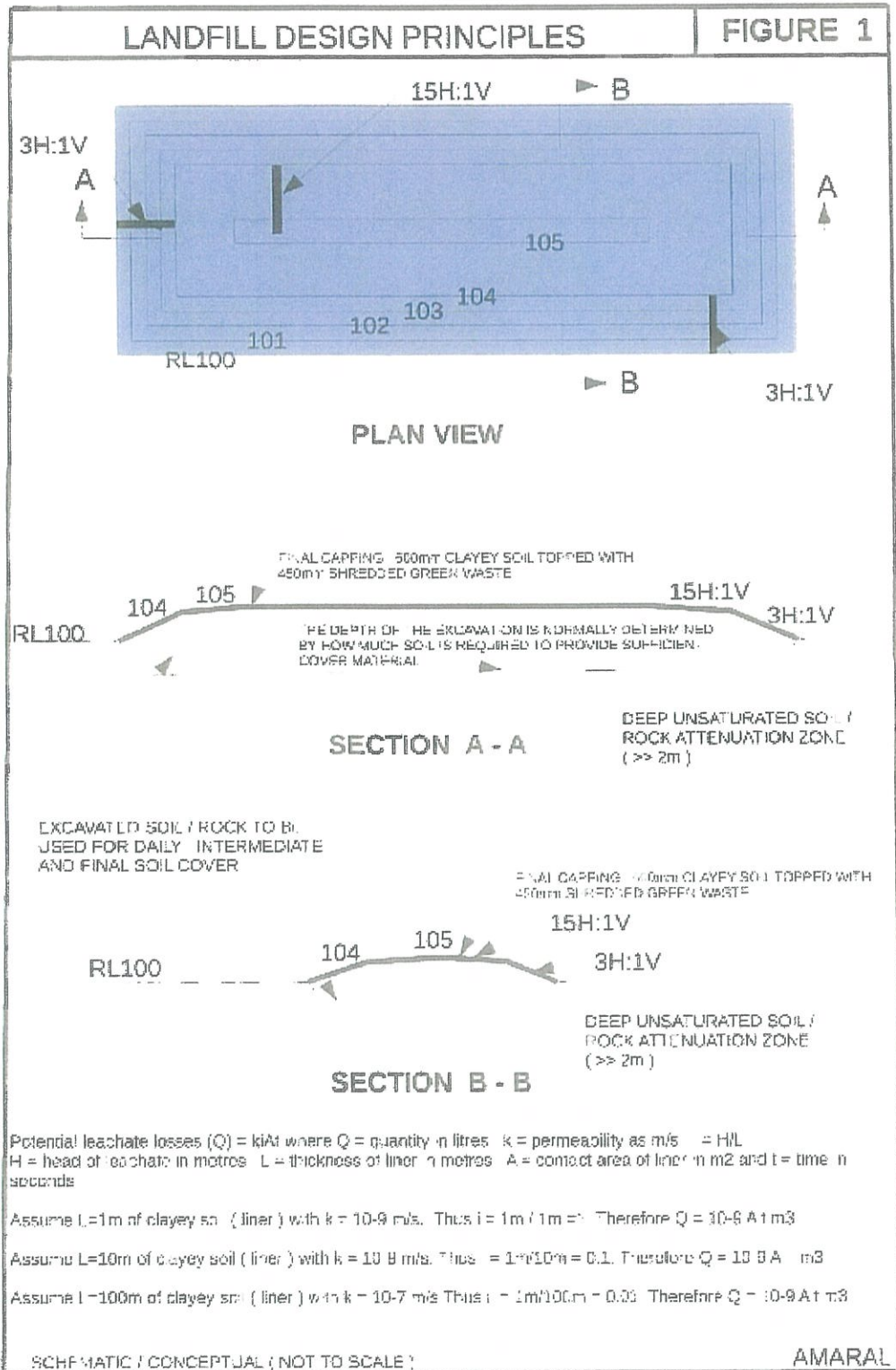
\* (this assumes that the cover usage rate will be 20%)

## Appendix 3 - Site Contour Plan

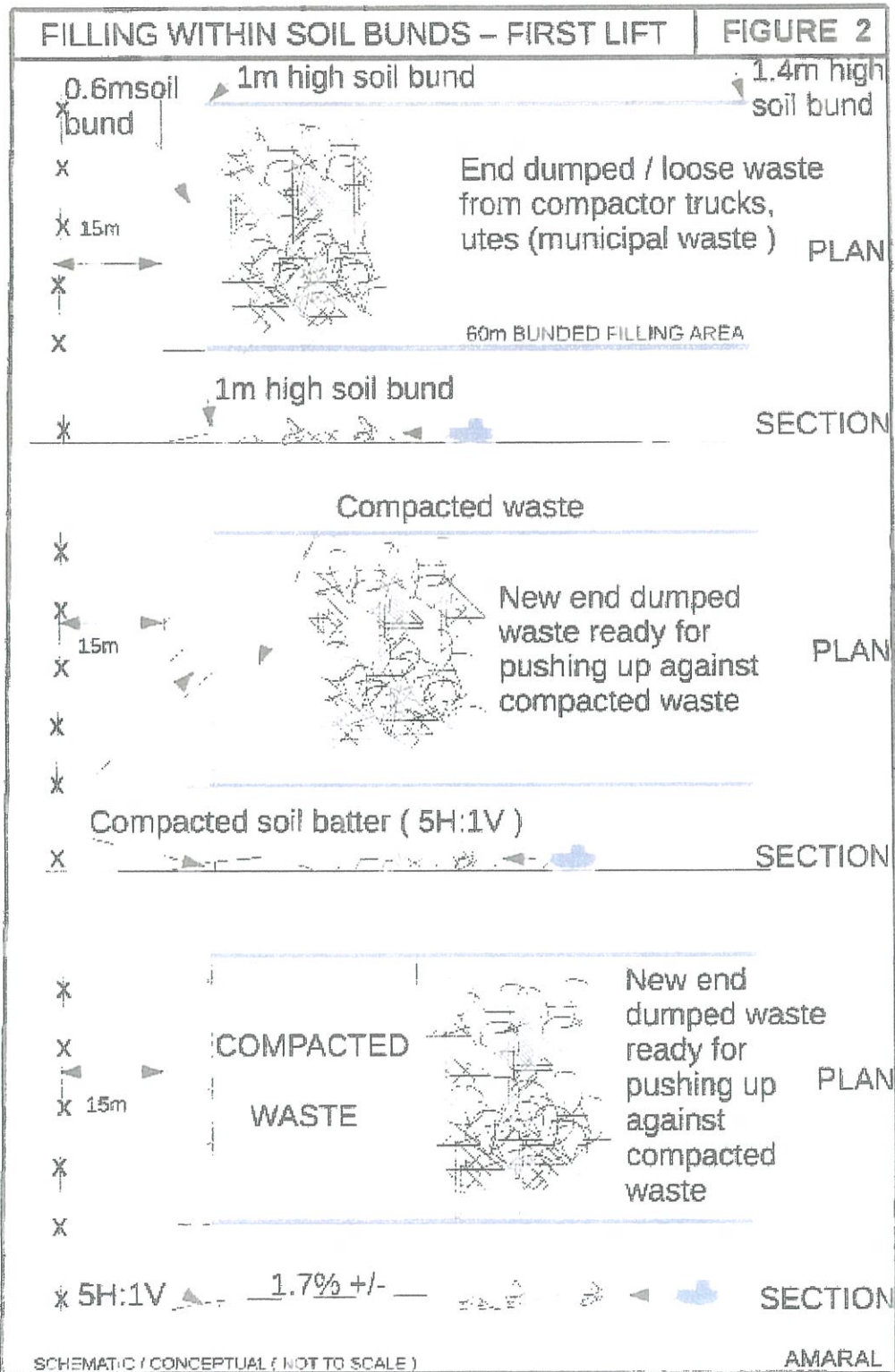
Site Contour Plan ( August 2020 )



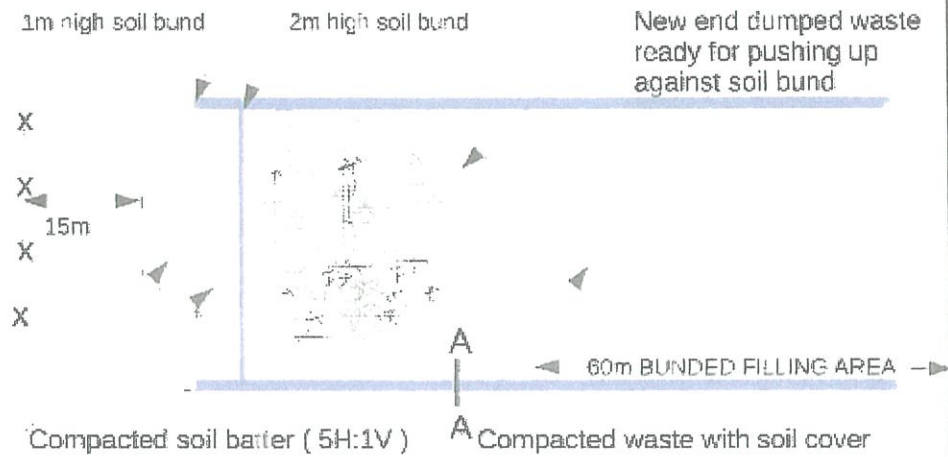
# Appendix 4 – Design Principles and Design Concepts



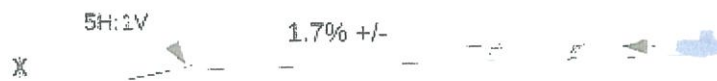






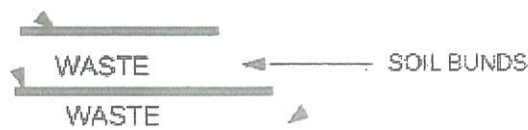


PLAN VIEW



SECTION

SOIL COVER



SECTION A - A

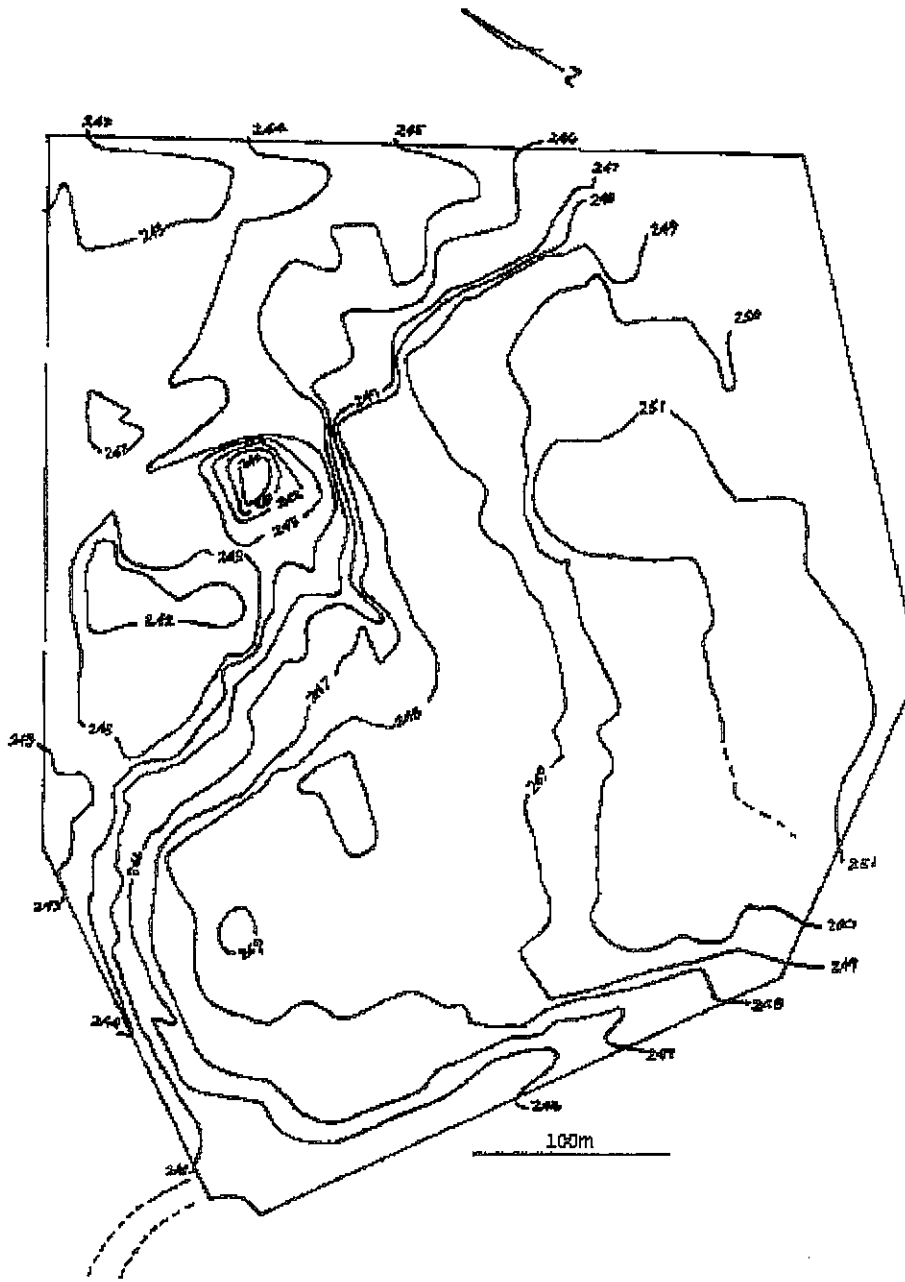
SCHEMATIC / CONCEPTUAL (NOT TO SCALE)

AMARAL

SIMPLIFIED SITE CONTOUR PLAN\*

FIGURE 4

\* ALL STOCKPILES REMOVED AND CONTOURS SMOOTHED OUT



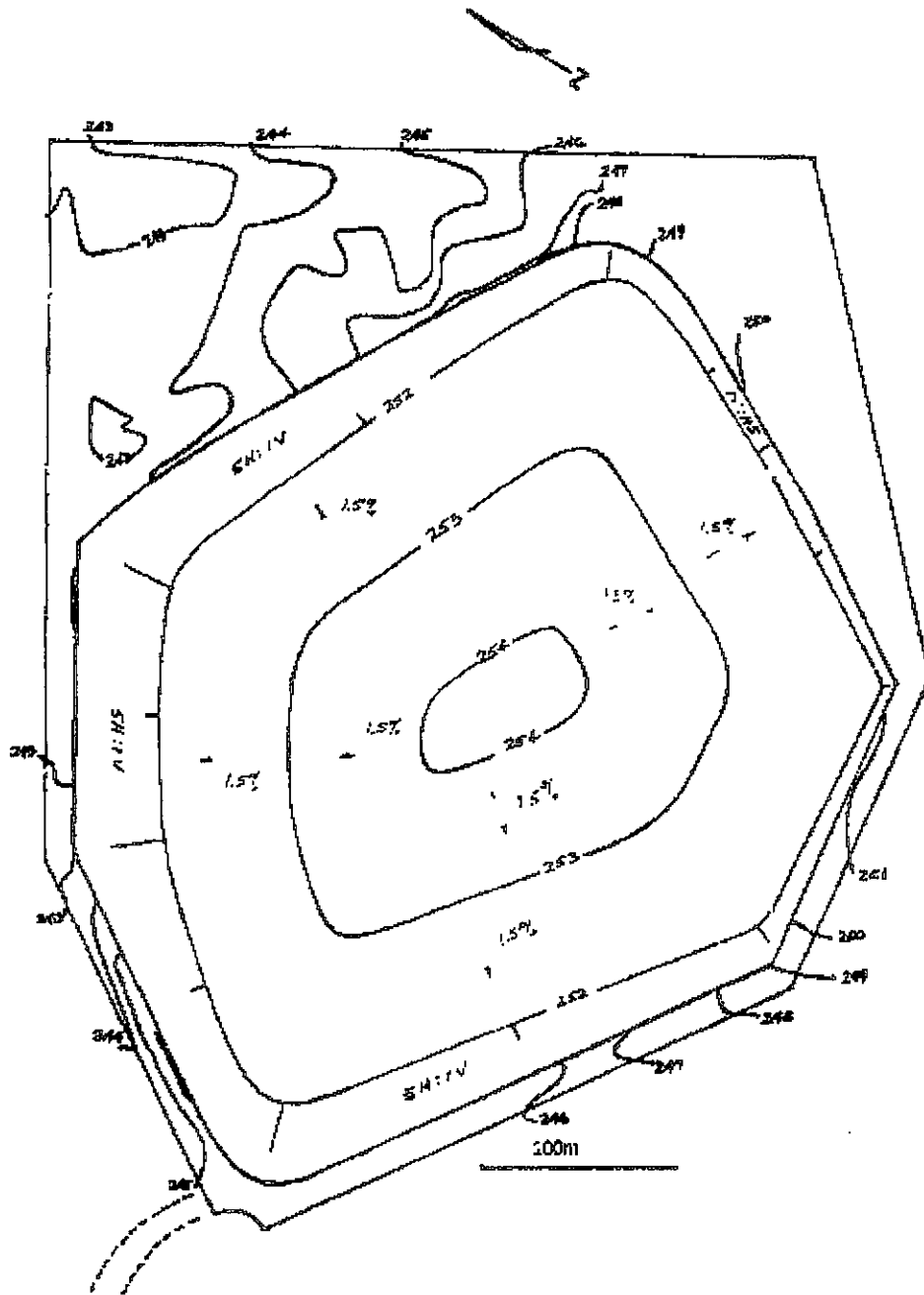
ACCESS

REFERENCE DRAWING PROVIDED IN APPENDIX 1

AMARAL

INTERMEDIATE LANDFILL LANDFORM

FIGURE 5

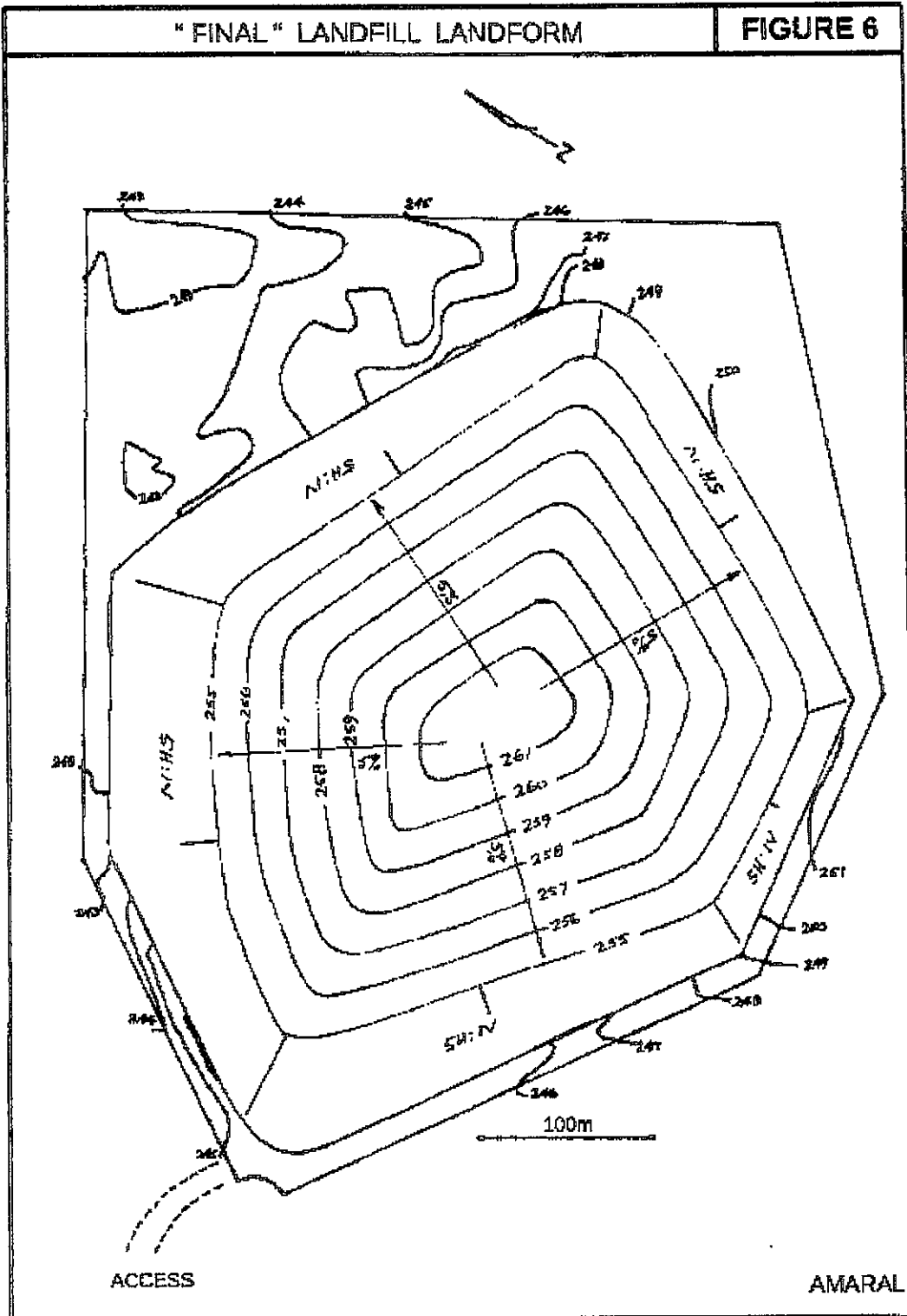


NOTE : ONCE COMPLETE , THIS LANFORM CAN BE RAISED IN STAGES TO A 5% FINAL GRADIENT DURING A SECOND OVERTOPPING PHASE

AMARAL

" FINAL " LANDFILL LANDFORM

FIGURE 6

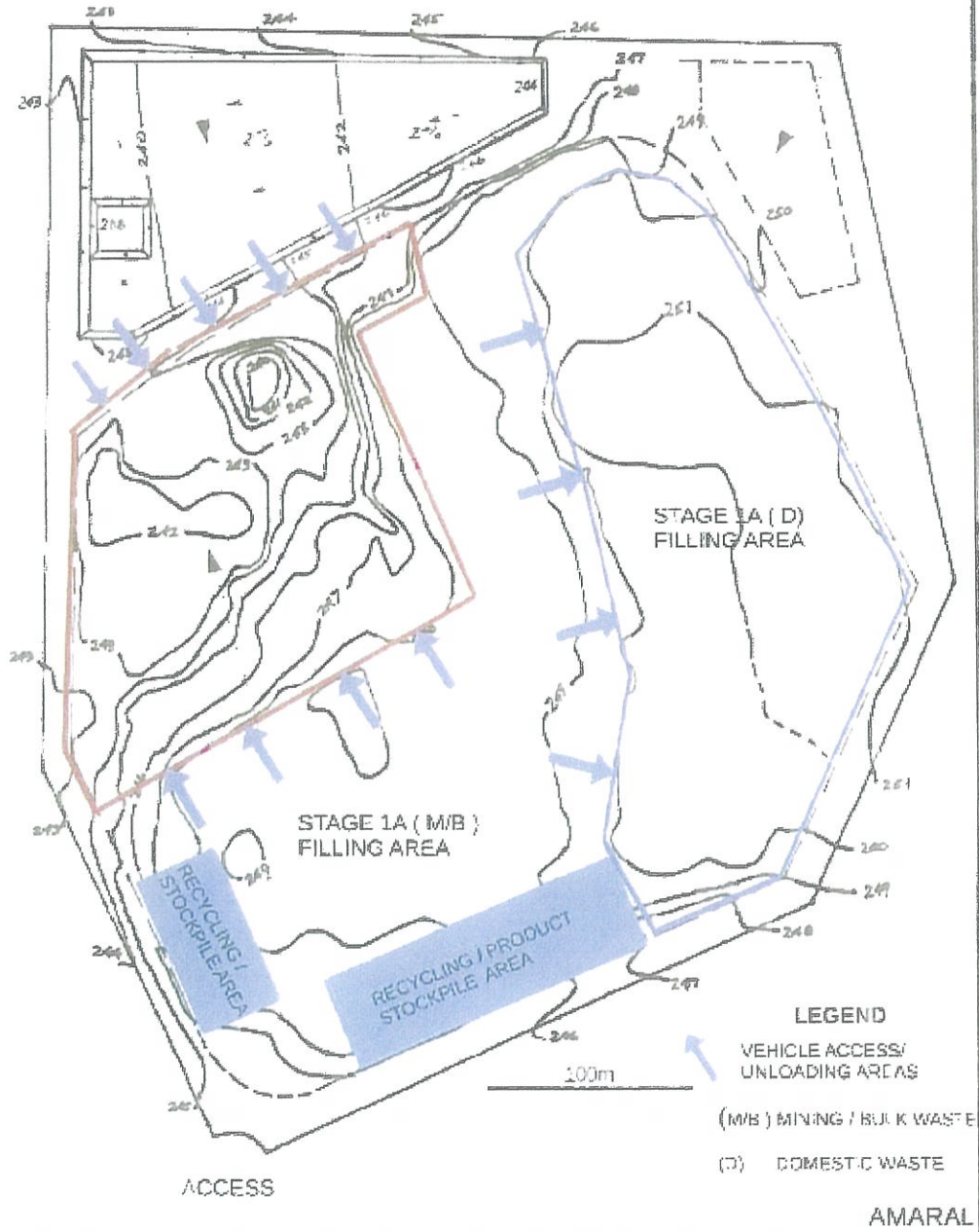


SUB-STAGES 1A (M/B) AND 1A (D)

FIGURE 7

RECOMMENDED SOIL / ROCK COVER BORROW AREA SHAPED TO ACT AS A FIRE WATER HOLDING POND WITH SUMP. A FUTURE POTENTIAL WASTE FILLING AREA

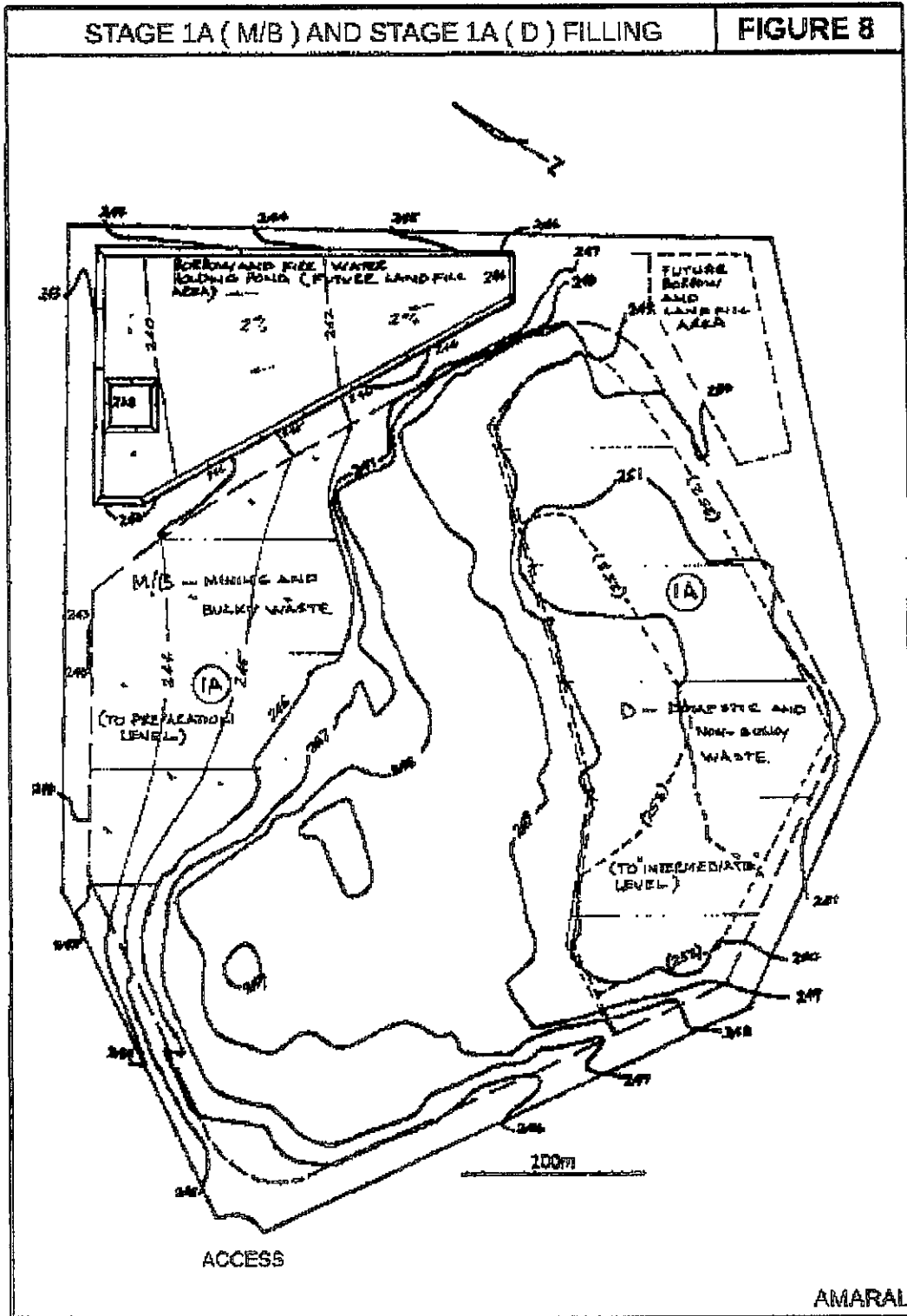
POTENTIAL FUTURE SOIL / ROCK BORROW AND FUTURE FILLING AREA

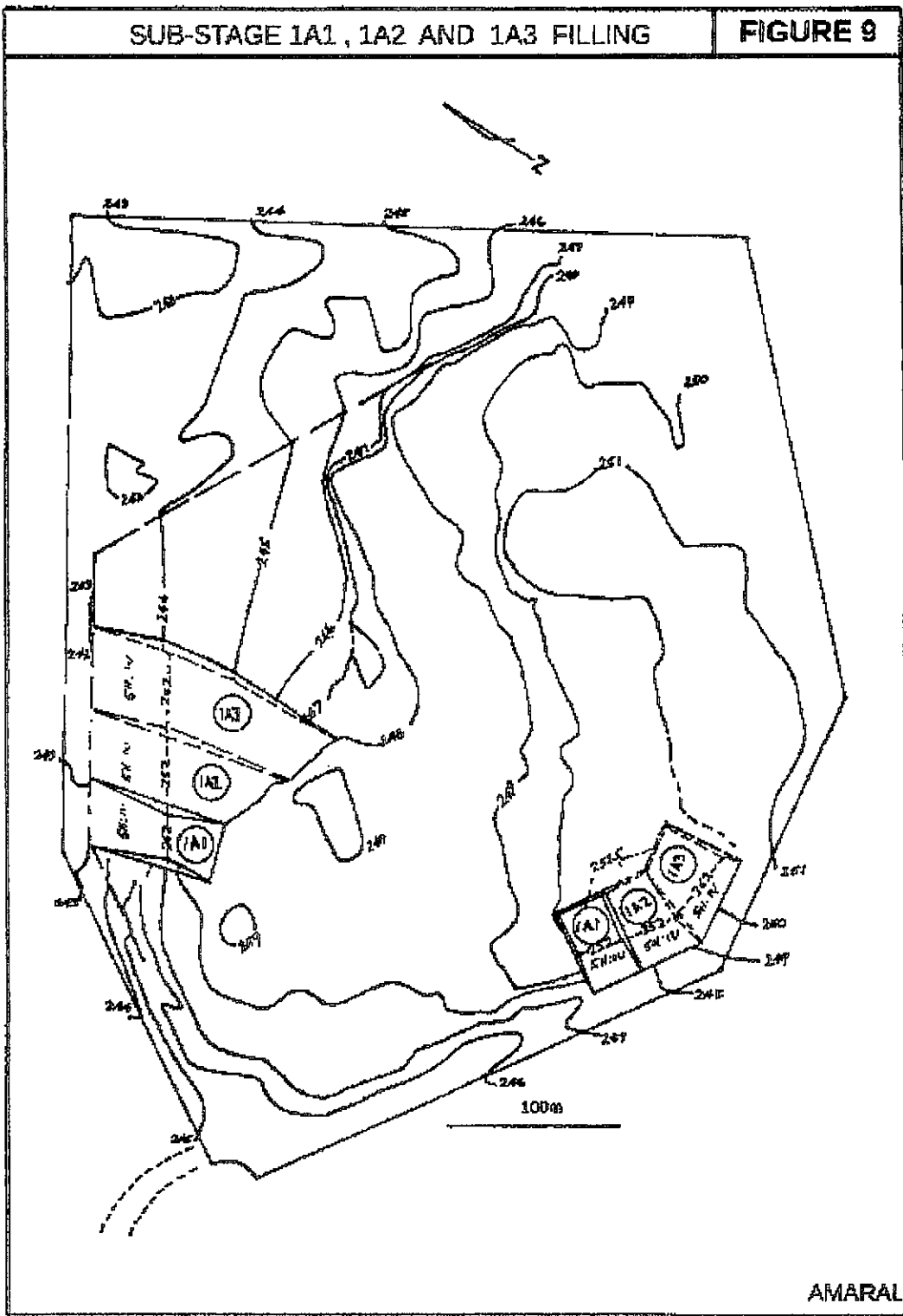


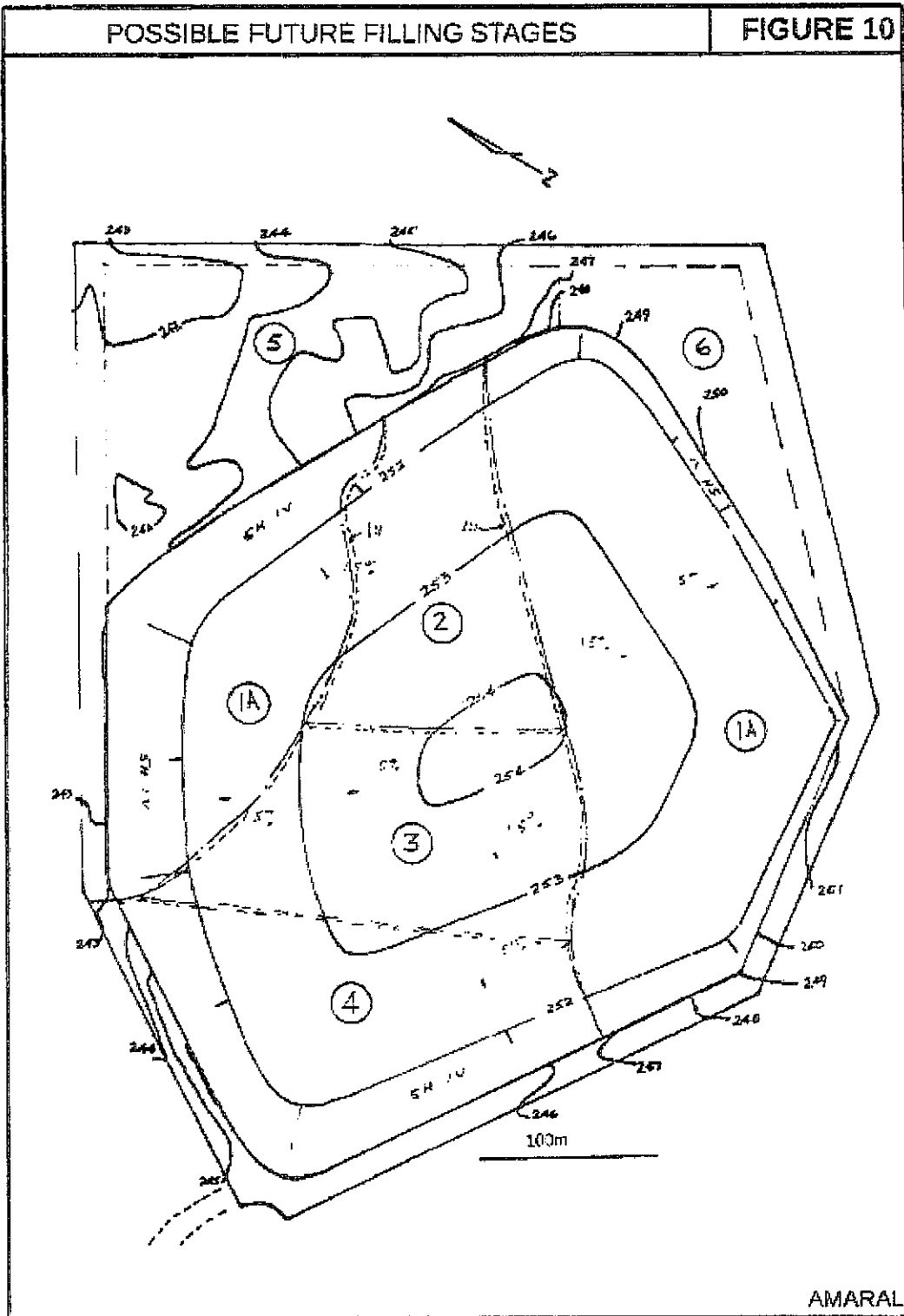


STAGE 1A (M/B) AND STAGE 1A (D) FILLING

FIGURE 8







## Appendix 5 - Risk Management

### *Risk Management Systems and Processes*

The Project Manager will control the Risk Management Plan. The Risk Management Plan and/or risk management matrix will be reviewed on a monthly basis and adjusted accordingly. Some risks may be eliminated and others may appear.

### *Management of Risk*

The risks identified will be examined as to the **likelihood** and the **consequence** of their occurring. Extreme risks will be eliminated by change of scope or schedule. High risks will be managed. Moderate risks will be monitored. Low risks will be accepted.

For **likelihood**, "likely" would be once every year, "possible" would be once every five years, "unlikely" would be once every twenty years and "rare" would be once every fifty years.

For **consequence**, "major" is the potential for a critical event which, with proper management, can be endured. "Moderate" is for a significant event which can be managed under normal circumstances. "Minor" is the potential for an event whose consequences can be absorbed, but management effort is required to minimize the impact. "Insignificant" is the potential for an event in which the impact can be readily absorbed through normal activity.

Risk treatment measures will be integrated into the Risk Management Plan

### *Risks to the Project*

A risk assessment has been carried out as part of the project business case and the major risk categories are listed below.

1. Political
2. Timeframe

3. Scope definition
4. Resources
5. Communications
6. Processes
7. Contractual
8. Environmental
9. Financial

Risks have been identified within the above categories and measures determined to manage these risks. This information is presented in the table below and becomes the Risk Management Plan for the project.



Risk Category	Risk	Outcome	Likelihood/ Consequence	Control Measures	Reference	Likelihood/ Consequence post control
1. Political	Failure to deliver on promise	Council performance seen in poor light by stakeholders	Unlikely/moderate	Implement the LTPoM, including the Community Engagement Plan	LTPoM	Unlikely/minor
	Failure to consider stakeholder views	Discontent within some sectors of industry/the community	Unlikely/major	<ul style="list-style-type: none"> <li>▪ Provide information on LTPoM and undertake stakeholder consultation.</li> <li>▪ Respond to questions and comments</li> <li>▪ Consider stakeholder input in the implementation of the LTPoM</li> </ul>	Council's policy on community participation	Unlikely/minor
2. Timeframe	Failure to deliver the elements of the LTPoM on time	Works not completed within the timeframe promoted EPA notice for failure to meet agreed time frames	Likely/moderate	<ul style="list-style-type: none"> <li>▪ Dedicate sufficient resources to deliver the project (both human and financial).</li> <li>▪ Monitor and review progress</li> </ul>	LTPoM	Unlikely/minor

Risk Category	Risk	Outcome	Likelihood/ Consequence	Control Measures	Reference	Likelihood/ Consequence post control
	Not commencing elements of the project in line with the adopted timeline	Elements of the LTPoM completion delayed beyond the agreed target	Unlikely/moderate	Address key milestones- solicit assistance through council's staff and EPA	LTPoM	Unlikely/minor
	Prolongation as a result of constraints in relation to financial capacity	Completion delayed	Unlikely/moderate	Examine incomes and expenditures where assumptions were made in the development of the 10 year financial model	Financial Model Plant hire rate spreadsheet	Unlikely/minor
3. Resources	Aggregation of projects across the Waste section exceeds capacity to deliver this project	Ineffective project management	Likely/major	<ul style="list-style-type: none"> <li>▪ Develop project priority scheduling within the Waste Section</li> <li>▪ Appoint a project manager.</li> <li>▪ Engage consultant for design and quality control</li> </ul>	Manex to determine priority and appoint a project manager	Unlikely/minor

Risk Category	Risk	Outcome	Likelihood/ Consequence	Control Measures	Reference	Likelihood/ Consequence post control
	Project under funded	Review gate fees and load assessment protocols to ensure income aligns with expectations	Likely/major	<ul style="list-style-type: none"> <li>Consider project funding as part of the Waste section budgets, including fees structures</li> </ul>	Ten Year Financial model	Unlikely/minor
4. Communications	Poor communications with stakeholders	Confusion or wrong assumptions resulting in opposition to fees and rationalisation of hours of operation	Likely/major	Develop and implement a community engagement plan	Community engagement plan	Unlikely/minor
	Community engagement plan not implemented	Ineffective communications and ensuing issues	Likely/moderate	Include the implementation of the Plan into responsible officer's (project manager) role	LTPoM	Unlikely/minor
5. Processes	Correct process not followed	Failure to deliver elements of the LTPoM according to program	Unlikely/moderate	Include project delivery into Manex monthly meetings	LTPoM	Unlikely/minor
	Final landform design and filling/staging plans not followed	Failure to meet the design objectives	Likely/major	Engage a surveyor or geotechnical engineer to monitor landfilling progress	LTPoM	Unlikely/minor

Risk Category	Risk	Outcome	Likelihood/ Consequence	Control Measures	Reference	Likelihood/ Consequence post control	
	Formal approvals not issued or delayed from consent authorities	Timeline not met. Unauthorized development and landfilling	Unlikely/moderate	LTPoM is followed and reported upon in line with Project report to Manex	Monthly major project reports to Manex	Unlikely/minor	
<b>6. Contractual</b>	Poor contract documentation	Variations to contract resulting in cost escalation.	Unlikely/major	Appointment of experienced and competent person for development of specifications and quality control	consultant or staff appointee - scope of works	Unlikely/minor	
	Poor contract management	Ineffective project delivery	Unlikely/moderate	Responsible staff experienced in contract management to oversee respective elements of RFT and RFQ	Staff position descriptions and experience in contract management	Unlikely/minor	
	Poor contract control	Unsatisfactory process delivery	Unlikely/high	Responsible staff experienced in contract management to oversee respective elements of RFT and RFQ	Staff position descriptions and experience in contract management	Unlikely/minor	
	Contractor poor performance		Unsatisfactory project delivery	Unlikely/moderate	Preparation of detailed specifications.	Tender specification	Unlikely/minor
					Implementation of quality control plan	Quality control plan	

Risk Category	Risk	Outcome	Likelihood/ Consequence	Control Measures	Reference	Likelihood/ Consequence post control
7. Environmental	Fire within the waste facility	Environmental damage (air quality) EPA PIN Unplanned major expense Political damage (reputation)	Likely/major	Review and update the facility fire management plan "Borrow" area developed as a water reservoir	LTPoM	Unlikely/major
	Leachate seepage from landfill operations into water table or waterways	Leachate migration and possible contamination of water table or waterways EPA cautionary letter, PIN, prosecution	Possible/major (Significant)	Implement control measures as demonstrated in the LTPoM	LTPoM	Rare/Major
8. Financial	Insufficient budget to complete the works	Works not completed	Likely/major	Preparation of a financial plan and inclusion into the LTPoM	Ten year financial model	Unlikely/minor
	Inadequate gate fees applied by Council	Council suffers financial loss	Unlikely/major	Annual review of gate fees and load assessment protocols	Public exhibition	Unlikely/minor



## Appendix 6 - Community Engagement Plan

### Community Engagement Plan

#### Introduction of Gate Fees and Rationalisation of Opening Hours at the Cobar Waste Facility

<p><b>Statement of Decision to be Made</b>  <i>Introduction of gate fees at the Cobar Waste Facility that will be reflective of the cost of providing waste disposal services</i>  <i>Opening hours are rationalised to achieve cost efficiencies and to meet facility user needs</i></p>	<p><b>Who is the Decision Maker and what will be the impact of the decision</b> (based on the number of residents to be affected and the consequence)  <i>Council will make the decision following a report to the OM</i>  <i>Impact will be major - the local mining companies are currently not paying tipping fees nor are residents with self haul loads</i>  <i>The current spread of opening times is expansive</i></p>	<p><b>Who are the Stakeholders and who has overall management responsibility for stakeholder participation</b>  <i>Residents currently using the Cobar Waste Facility</i>  <i>Local mining companies</i>  <i>Mining contractors transporting waste materials to the landfill</i>  <i>Councillors</i>  <i>Council staff</i>  <i>Broader community</i>  <i>The Acting Manager Planning and Environment is responsible officer</i></p>	<p><b>Risk Factors</b>  <i>Ineffective engagement</i>  <i>Poor messaging</i>  <i>Residents and mining company representatives may be vocal in their opposition to the introduction of gate fees and changed opening hours</i>  <i>Cost of providing the improved landfilling services are underestimated and the fee structure later increased</i>  <i>Councillors may not be supportive of the introduction of gate fees or changed opening times</i></p>
<p><b>Process Statement</b>  <i>In planning for the introduction of</i></p>	<p><b>Communication Objectives</b>  <i>To ensure stakeholders are well</i></p>	<p><b>What will constitute success</b> (success factors)</p>	<p><b>Performance Indicators</b>  <i>Stakeholder feedback is</i></p>

<p>gate fees and changed opening times, how can we (aims)          Improve efficiencies and performance          Achieve best value          Value stakeholder input          Deliver sustainable service standards          Meet accepted environmental standards          Manage risk          Balance ambition with available resources and achieve community support</p>	<p>informed at all stages in the in planning for the          The introduction of gate fees and rationalisation of opening times          To encourage input/comment from affected parties          To disseminate relevant information to stakeholders explaining options and implications of any proposed actions          To use a range of communication methods to connect with all stakeholders          Create a positive image for Council          Build trust with the community</p>	<p>Engagement is completed before a decision is made          A determination is made on the introduction of gate fees and the rationalisation of opening times that considered stakeholder input and has broad stakeholder support          Stakeholders are seen to have engaged in the process</p>	<p>commensurate with the likely impact of the decision to be made          A summary of stakeholder feedback is included as an attachment to the report to Council that recommends a certain course of action and scale of fees          Post decision objections from stakeholders are minimal and can be countered effectively</p>
<p><b>What is important to Stakeholders</b>          The cost to dispose of waste material should be within resident's ability to pay (affordable)          A variety of mining waste will be accepted at the Waste Facility and the disposal fees are commensurate with the nature of the waste materials          Opening times generally align with the needs of most stakeholders</p>	<p><b>What are Stakeholder's Issues</b>          Cost of disposing of waste          The spread of opening hours meets facility user needs          Will most waste types be accepted</p>	<p><b>Key Communication Messages</b>          A recent major fire at the landfill has exposed operational failings and remedial measures need to be introduced          The Environment Protection Authority expects improvements to be introduced          There is an operational cost associated with site supervision and improved practices and these cost need to be offset through gate fees          Council and the community have an obligation to act environmentally responsibly</p>	<p><b>Key means of Communication</b>          Councillor workshops          Stakeholder meetings          Council reports          Media releases          Newsletters/information posted on Council's website          Direct mailing of newsletters to key stakeholders (progress associations, chamber of commerce, mining companies)          Interaction with established focus groups</p> <p><b>Evaluation Criteria</b></p>

<p><b>Level of Engagement</b> (inform, consult, involve, collaborate, empower)</p> <p><i>Inform (provide information to, and obtain feedback from stakeholders on the process, implications, options and decisions)</i></p>	<p><b>Engagement Goal</b></p> <p><i>To identify all affected stakeholders and work with them during the planning for the introduction of gate fees and the rationalisation of opening times and –</i></p> <p><i>To ensure stakeholders concerns and issues are understood by Councils staff and –</i></p> <p><i>To ensure stakeholder's knowledge in the benefits, costs and service standards of any changes in the delivery of services are clearly</i></p>	<p><b>What Council Commits to</b></p> <p><i>Keeping the stakeholders informed, listen to and acknowledge their concerns/needs and provide feedback on how their input influenced the changes to current practices</i></p>	<p><i>What will each key means of communication cost and are there adequate resources</i></p> <p><i>Who has the expertise to undertake the implementation and how will they be assigned</i></p> <p><i>What internal staff will be required and will cooperation from other Sections in the organisation be required</i></p> <p><i>Is there sufficient time for implementation</i></p> <p><i>Is there a history of success in similar implementation for other projects</i></p> <p><i>What resources will the stakeholders need in order to participate</i></p>
		<p><b>Risk Mitigation Measures</b></p> <p><i>Prepare and implement a community engagement plan that is fit for purpose and addresses all of the identified issues</i></p> <p><i>Consider all options</i></p> <p><i>Provide progressive feedback to stakeholders</i></p> <p><i>Engage with Councillors at all phases of the process</i></p>	

	<p>understood Consensus is achieved on the preferred models and – To engage broadly, define the issues, and receive stakeholder input that will support the decisions to be made</p>		
<p><b>Decision Steps</b> <b>Define the issue and scope the decision –</b> Failure to supervise and control the waste facility resulted in a major fire and highlighted the operational shortcomings. The facility requires supervision during opening hours, purchase and utilisation of suitable plant and the introduction of filling plans/final landform design. Gate fees will need to be introduced and opening times rationalised in order to meet the anticipate cost of these changes</p>	<p><b>Objective of each decision step</b> To provide the affected stakeholders with balanced and objective information to help them understand Council's objectives in the delivery of improved operations at the waste facility  To have interested stakeholders provide input and comment</p>	<p><b>Stage Specific Tools</b> Connect directly with Facility users Broad invitation to receive information and to provide feedback Dialogue with mining companies, mining contractors and community groups</p>	<p><b>Ongoing Tools</b> Council reports Media releases Newsletters/information posted on Council's website Direct mailing of newsletters to key stakeholders (mining companies, progress associations, chamber of commerce) “</p>
<p><b>Gather data –</b>  Analyse stakeholder feedback.</p>	<p>To provide the affected stakeholders with information on the planning for the future gate fees and opening hour rationalisation. Advise how they would be affected by the various options.  To seek feedback.</p>	<p>Prepare and distribute information and seek feedback</p>	<p>Invite feedback as part of the various communication tools</p>

<p><b>Establish decision criteria</b> How the identified issues will be addressed in achieving the objectives (including aims in the Process Statement)</p>	<p>To define the sphere of influence of the respective stakeholders and establish what is not negotiable. To ensure stakeholders concerns and needs are understood To achieve the project objectives and aims</p>	<p>Financial modelling on fees and charges, plant amortisation, plant usage, site supervision, remedial works</p>	<p>Stakeholder meetings – if determined to be appropriate (by invitation only). Do not conduct meetings where attendances would be poor</p>
<p><b>Develop options –</b> Consider different spreads of opening hours Develop gate fees as cost plus and cost neutral Adjust the schedule of non accepted wastes</p>	<p>To ensure all feasible options are considered and reduce the risk of opposition to a preferred option</p>	<p>Evaluation matrix that defines the benefits and detractions of each option</p>	
<p><b>Evaluate options and select the preferred option -</b></p>	<p>Explore each option and select a preferred option</p>	<p>Decision based on feedback and supporting evidence</p>	
<p><b>Make recommendation</b> Prepare a schedule of comments/feedback resulting from the stakeholder engagement and provide this schedule to Council as part of the report recommending actions for the future operations of the waste facility</p>	<p>To provide stakeholder feedback on how their input influenced the future provision of waste services.</p>	<p>Connect directly with those who have provided feedback, comment and recommendations</p>	<p>Website Direct correspondence</p>



## Appendix 7 - Protection of the Environment Operations (Waste) Regulation 2014

### 80 Disposal of asbestos waste (cf clause 42(4) of 2005 Reg)

- (1) (Repealed)
- (2) When a person delivers asbestos waste to a landfill site, the person must inform the occupier of the landfill site that the waste contains asbestos.
- (3) The following persons must ensure that when a person unloads or disposes of asbestos waste at a landfill site (regardless of whether the site is subject to an environment protection licence) no dust is generated from the waste—
  - (a) the person unloading or disposing of the asbestos waste,
  - (b) the occupier of the landfill site.
- (4) Subject to any alternative cover conditions provided in an environment protection licence held by the occupier or approved in writing by the EPA, the occupier of a landfill site must ensure that asbestos waste disposed of at the site is covered with virgin excavated natural material—
  - (a) initially (at the time of disposal), to a depth of at least 0.15 metre, and
  - (b) at the end of each day's operation, to a depth of at least 0.5 metre, and
  - (c) finally, to a depth of at least 1 metre (in the case of bonded asbestos material or asbestos-contaminated soils) or 3 metres (in the case of friable asbestos material) beneath the final land surface of the landfill site.
- (5) In this clause, *landfill site* means a landfill site that can lawfully receive asbestos waste.

## Appendix 8 –Site Master Plan



COBAR LANDFILL SITE



## Appendix 9 - Plant Hire Calculations

### Landfill Compactor - Cobar Council

	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
Purchase Price	680,000	693,600	707,472	721,621	736,054	750,775	765,790	781,106	796,728	812,663
Residual Value	100,000	102,000	104,040	106,121	108,243	110,408	112,616	114,869	117,166	119,509
Depreciable Value	580,000	591,600	603,432	615,501	627,811	640,367	653,174	666,238	679,562	693,154
Hours operated per week	15									
Hours operated per year	780									
Servicing & Repairs per hour	7.00									
Diesel per hour	23 Litres									
Fuel Cost	1.20 Per litre									
CPI	1.02									

	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	Total
Depreciation (straight line)	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	580,000
Fuel	21,528	21,959	22,398	22,846	23,303	23,769	24,244	24,729	25,223	25,728	235,726
Servicing & Maintenance	5,460	5,569	5,681	5,794	5,910	6,028	6,149	6,272	6,397	6,525	59,785
Total Costs	84,988	85,528	86,078	86,640	87,213	87,797	88,393	89,001	89,621	90,253	875,511
Cost of New Machine in addition to depreciation	11,315	11,315	11,315	11,315	11,315	11,315	11,315	11,315	11,315	11,315	113,154
Total Costs	96,303	96,843	97,394	97,955	98,528	99,112	99,708	100,316	100,936	101,569	988,665
Hire rate per hour	126.75	126.75	126.75	126.75	126.75	126.75	126.75	126.75	126.75	126.75	
Total Income collected	98,866	98,866	98,866	98,866	98,866	98,866	98,866	98,866	98,866	98,866	988,665
<b>Check</b>											
Total Income	988,665										
Less Total Costs	875,511										
New Machine less Depreciation	113,154										
	<u>0</u>										