



# **COWRA 2036**

## **COMMUNITY STRATEGIC PLAN**

# ACKNOWLEDGEMENT OF COUNTRY

Cowra Shire Council acknowledges the Wiradjuri People the traditional owners and custodians of the lands in our region and we pay respect to the Elders past, present and emerging.



# COWRA 2036

Cowra 2036 is Council's Community Strategic Plan (CSP). The CSP is a legislative requirement as part of the NSW Government's Integrated Planning and Reporting Framework for Local Government, designed to guide the direction of Council's projects and programs. The purpose of the CSP is to create a whole of community vision so that Council, other agencies and the community are working in the same direction. Council's four-year annual planning and budget then flows from the CSP. The Plan also provides a way for Council to be accountable to the community and the State Government through an annual report on how implementation is progressing and an end-of-term report for the community.





Our vision for the Cowra Shire community for the years ahead...

## OUR VISION

In 2036 we will be...

*"A leading, innovative and creative community, proud of our place in history and offering opportunity with the best of country living."*

## OUR VALUES

In all our dealings we will...

- Show and grow leadership
- Be positive and work together
- Value each other and what we have
- Create opportunities for our next generations.

## KEY DIRECTIONS

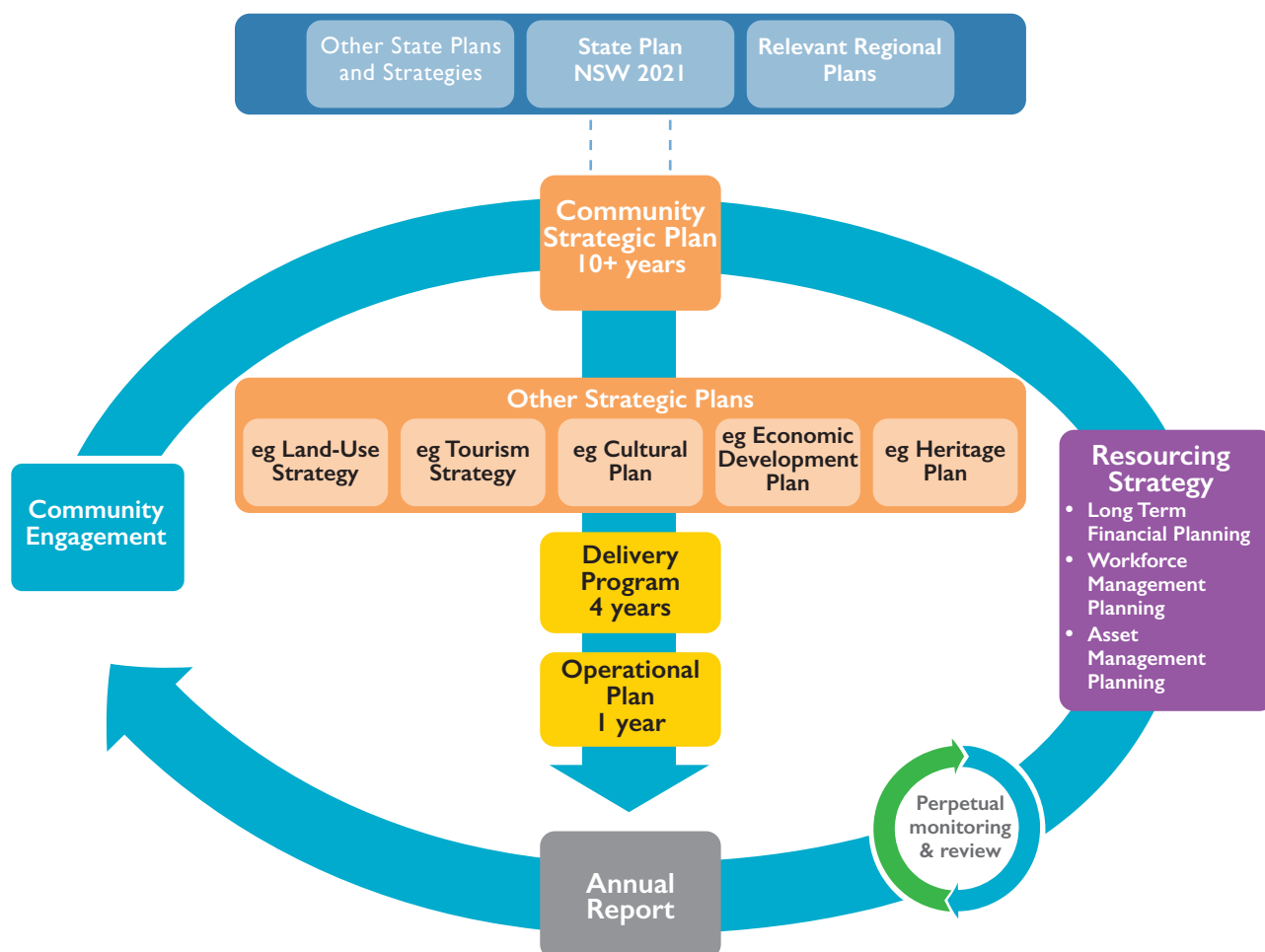
- Health and Wellbeing
- Innovation and Education
- Liveability
- Community Leadership and Engagement
- Business and Industry
- Transport and Infrastructure
- Environmental Sustainability and Stewardship
- Reconciliation and Inclusion

# INTEGRATED PLANNING

The Integrated Planning and Reporting framework recognises that most communities share similar aspirations: a safe, healthy and pleasant place to live, a sustainable environment, opportunities for social interaction, opportunities for employment and reliable infrastructure. The difference lies in how each community responds to these needs. It also recognises that council plans and policies should not exist in isolation and that they in fact are connected.

This framework allows NSW councils to draw their various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically for the future.

All councils in NSW work within the Integrated Planning and Reporting framework (shown below).



# THE INTEGRATED PLANS

## THE COMMUNITY STRATEGIC PLAN

The Community Strategic Plan represents the highest level of strategic planning undertaken by a local council. All other plans developed by the council as part of the Integrated Planning and Reporting framework must reflect and support the implementation of the Community Strategic Plan.

The Community Strategic Plan essentially addresses four key questions for the community:

- Where are we now?
- Where do we want to be in 2036?
- How will we get there?
- How will we know when we have arrived?

## THE DELIVERY PROGRAM

The Delivery Program details the principal activities Council will undertake to achieve the objectives of the Community Strategic Plan. The Delivery Program covers a four-year period commencing on 1 July following each ordinary election.

## THE OPERATIONAL PLAN

The Operational Plan is a sub-set of the Delivery Program – not a separate entity. The Delivery Program spells out the strategies and the Operational Plan spells out the individual actions that will be undertaken in a financial year to achieve those strategies. The Operational Plan must include the council's detailed annual budget and include the Statement of Council's Revenue Policy which includes the proposed rates, fees and charges.

A council must have a long term Resourcing Strategy for the provision of resources required to implement the strategies established by the Community Strategic Plan that the council is responsible for. The strategy must include provision for long term financial planning, workforce management planning and asset management planning.

The Resourcing strategy includes:

- **The Long-Term Financial Plan**, which is used to inform decision making during the finalisation of the Community Strategic plan and the development of the Delivery Program. The plan must be for a minimum of 10 years.
- **The Workforce Management Plan**, developed to address the human resourcing requirements of Council's Delivery Program.
- **The Asset Management Plan/s**, designed to encompass all the assets under a council's control. The Asset Management Plan/s must contain long term projections of asset maintenance, rehabilitation and replacement costs.



# GUIDING PRINCIPLES

The Cowra Shire Community Strategic Plan has been prepared with reference to existing plans, strategies and sources of information that are relevant to the ratepayers and residents of Cowra Shire. These sources of information include:

## **THE COUNCIL CHARTER LOCAL GOVERNMENT ACT 1993 – SECTION 8C**

(AS AT 6 JANUARY 2017)

The following principles for strategic planning apply to the development of the integrated planning and reporting framework by councils:

- a. Councils should identify and prioritise key local community needs and aspirations and consider regional priorities.
- b. Councils should identify strategic goals to meet those needs and aspirations.
- c. Councils should develop activities, and prioritise actions, to work towards the strategic goals.
- d. Councils should ensure that the strategic goals and activities to work towards them may be achieved within council resources.
- e. Councils should regularly review and evaluate progress towards achieving strategic goals.
- f. Councils should maintain an integrated approach to planning, delivering, monitoring and reporting on strategic goals.
- g. Councils should collaborate with others to maximise achievement of strategic goals.
- h. Councils should manage risks to the local community or area or to the council effectively and proactively.
- i. Councils should make appropriate evidence-based adaptations to meet changing needs and circumstances.

## **NSW GOVERNMENT PRIORITIES**

Council recognises that the NSW Government is working to grow the economy, deliver infrastructure, protect the vulnerable and improve health, education and public services across NSW.

Council recognises the value and objectives of the relevant regional draft plans that are available when preparing this Community Strategic Plan.

## SOCIAL JUSTICE AND SOCIAL COMMUNITY PLANNING

The NSW Government's social justice strategy is based on the following interrelated principles:

- **Equity** – there should be fairness in decision making, and prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances
- **Access** – all people should have fair access to services, resources and opportunities to improve their quality of life
- **Participation** – everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives
- **Rights** – equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

Cowra Shire Council must ensure that the Community Strategic Plan reflects these four social justice principles, and that social considerations are adequately addressed in the planning process.



# STRATEGIC OBJECTIVES

The Strategic Objectives for each of these Key Directions are set out in detail in the following tables.

Also described are the roles of Cowra Shire Council as well as community organisations and groups that need to be involved to achieve the objectives of the plan.

As far as roles are concerned, Council can be ...

- A provider where the strategic objective falls within its area of responsibility.
- A facilitator where help can be given to others.
- An advocate by speaking up on behalf of the community.



# HEALTH AND WELLBEING

Our community needs local access to ‘state of the art’ health care services, including mental health services and facilities and we will advocate for these. We will also facilitate community access to recreational, social and sporting services and facilities that meet the needs of the community and support health, well-being and an active lifestyle.

	STRATEGIC OBJECTIVES	COUNCIL'S ROLE	STAKEHOLDERS
H1	Construct a new hospital facility at Cowra.	Facilitator Advocate	<ul style="list-style-type: none"> <li>Relevant State Government departments</li> <li>NSW Health</li> <li>Cowra Health Council</li> <li>Health providers</li> </ul>
H2	Provide facilities, infrastructure and programs for health and well-being needs, including disability, mental health and family support services.	Advocate	<ul style="list-style-type: none"> <li>Health Council</li> <li>Health providers</li> <li>Relevant government departments/ community service providers</li> <li>Mental Health providers</li> <li>Council Access Committee</li> <li>NDIS providers</li> </ul>
H3	Collaborate with education and health providers to attract and retain health professionals to the Shire.	Facilitator Advocate	<ul style="list-style-type: none"> <li>NSW Health</li> <li>Cowra Health Council</li> <li>Health providers</li> <li>Central West Division of General Practice</li> <li>Central NSW Joint Organisation</li> <li>Training Universities and education providers</li> </ul>
H4	Support and encourage volunteering within the community.	Advocate Provider	<ul style="list-style-type: none"> <li>Not-for-profit organisations</li> </ul>
H5	Partner with and seek advice from the local Indigenous community and Indigenous health care services to improve health outcomes.	Advocate Facilitator	<ul style="list-style-type: none"> <li>Cowra Local Aboriginal Land Council</li> <li>Local schools</li> <li>NSW Health</li> <li>Cowra Information and Neighbourhood Centre</li> <li>Yalbillinga Boori Day Care</li> <li>Weigelli Centre</li> <li>Aboriginal Education Consultative Group</li> <li>Indigenous Health Support Services</li> </ul>
H6	Provide for future aged care needs and support services. Promote an active retirement.	Facilitator Advocate	<ul style="list-style-type: none"> <li>Health Council</li> <li>Health providers</li> <li>Aged care service providers – Bilyara, Weroona</li> <li>Government departments/agencies</li> <li>NSW Health</li> </ul>

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### WE WILL ASSESS OUR PROGRESS BY:

- ☐ Number and diversity of health care professionals
  - ☐ Number of aged care beds available
  - ☐ NSW Government Health statistics
  - ☐ Level of volunteering participation
  - ☐ Indigenous health statistics.
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# INNOVATION AND EDUCATION

Supporting lifelong learning is critical to individual and societal health.

We must work to make Cowra a centre of excellence for education, training and research.

	STRATEGIC OBJECTIVES	COUNCIL'S ROLE	STAKEHOLDERS
I1	Make Cowra Shire a learning community.	Advocate Facilitator Provider	<ul style="list-style-type: none"> <li>Schools</li> <li>Cowra Community Development Trust</li> <li>Country University Centre</li> <li>TAFE</li> <li>Federal/state Departments of Education</li> <li>Registered Training Organisations</li> <li>Not-for-profit organisations</li> <li>Cowra Business Chamber</li> <li>Cowra Agricultural Research Station</li> </ul>
I2	Support initiatives to increase education and training outcomes for local Indigenous people.	Facilitator Advocate Provider	<ul style="list-style-type: none"> <li>All schools</li> <li>Country University Centre</li> <li>TAFE</li> <li>Registered Training Organisations</li> <li>Cowra Local Aboriginal Land Council</li> <li>Early Childhood Education Providers</li> <li>Aboriginal Education Consultative Group</li> </ul>
I3	Support local training and education providers to build local skills capacity, infrastructure and knowledge.	Advocate Facilitator	<ul style="list-style-type: none"> <li>Schools</li> <li>Country University Centre</li> <li>TAFE</li> <li>Federal/State Departments of Education</li> <li>Registered Training Organisations</li> <li>Relevant community stakeholders</li> <li>Early Childhood Education Providers</li> <li>Aboriginal Education Consultative Group</li> </ul>
I4	Support innovation and research.	Advocate Facilitator	<ul style="list-style-type: none"> <li>Cowra Community Development Trust</li> <li>Country University Centre</li> <li>Cowra Agricultural Research Station</li> <li>Early Childhood Education Providers</li> </ul>



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#### **WE WILL ASSESS OUR PROGRESS BY:**

- ☐ Number of educational facilities
  - ☐ School enrolment numbers
  - ☐ Equitable access for all members of the community to our local places and spaces
  - ☐ Level of education and training attained.
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# LIVEABILITY

We need to nurture and protect our sense of community spirit and ensure it is vibrant, resilient and embraces diversity and our unique culture. Our community must feel safe in our neighbourhoods and have clean, welcoming and attractive public places to enjoy our sporting, recreational and cultural facilities.

	STRATEGIC OBJECTIVES	COUNCIL'S ROLE	STAKEHOLDERS
L1	Build understanding and communication of Cowra Shire's rich history, vibrant future and leadership in international understanding and cultural diversity.	Advocate Facilitator Provider	<ul style="list-style-type: none"> <li>Cowra Tourism</li> <li>Cowra Japanese Garden</li> <li>Indigenous community</li> <li>Cowra Historical Society</li> <li>Family History Group and interested public members</li> <li>Arts Out West</li> <li>Consultant marketing and promotion groups</li> <li>Cowra Local Aboriginal Land Council</li> </ul>
L2	Continue to develop our leisure and cultural facilities and infrastructure and protect and enhance our natural environment.	Provider Facilitator Advocate	<ul style="list-style-type: none"> <li>Cowra sporting, recreational and cultural groups</li> </ul>
L3	Recognise and grow the talent in our community.	Advocate Facilitator	<ul style="list-style-type: none"> <li>Cowra Youth Council</li> <li>Education sector</li> <li>Cowra Business Chamber</li> <li>Service Clubs</li> <li>Recreation, cultural and sporting groups</li> </ul>
L4	Develop and provide programs to meet the needs of Cowra Shire's young people.	Facilitator Advocate Provider	<ul style="list-style-type: none"> <li>Cowra Youth Council</li> <li>PCYC</li> <li>Cowra Local Aboriginal Land Council</li> <li>Cowra Information and Neighbourhood Centre</li> <li>Early Childhood Education Providers</li> </ul>
L5	Maintain a planning framework that responds to community needs.	Provider Facilitator Advocate	<ul style="list-style-type: none"> <li>NSW Government</li> <li>Business Chamber</li> <li>Housing development organisation</li> <li>Cowra Local Aboriginal Land Council</li> </ul>
L6	Develop a community where people are welcomed from all walks of life and feel safe and secure.	Provider Facilitator Advocate	<ul style="list-style-type: none"> <li>Cowra Information and Neighbourhood Centre</li> <li>Cowra Police</li> <li>Cowra Neighbourhood Watch</li> <li>Relevant community stakeholders</li> <li>NSW Government</li> </ul>

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### WE WILL ASSESS OUR PROGRESS BY:

- ☐ Increasing levels of community satisfaction with recreational and cultural facilities
  - ☐ Crime statistics
  - ☐ Diversity of dwelling types
  - ☐ Housing availability.
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# COMMUNITY LEADERSHIP AND ENGAGEMENT

Securing our long-term future and achieving our vision is about good governance, leadership and planning. Our community will be at the heart of our decision making and service delivery, and will enjoy a strong sense of connection with their Council.

	STRATEGIC OBJECTIVES	COUNCIL'S ROLE	STAKEHOLDERS
<b>C1</b>	Develop and model leadership skills across the community.	Provider Facilitator Advocate	<ul style="list-style-type: none"> <li>• Training groups</li> <li>• Schools</li> <li>• Village organisations</li> <li>• Not-for-profit organisations</li> <li>• Council s355 committees</li> <li>• Service clubs</li> <li>• Sporting and cultural organisations</li> </ul>
<b>C2</b>	Engage with our community in a variety of ways to increase awareness of key issues and ensure better project and service delivery outcomes.	Provider Facilitator	<ul style="list-style-type: none"> <li>• Local and regional media outlets</li> <li>• Businesses</li> <li>• Community groups and individuals</li> <li>• Village organisations</li> </ul>
<b>C3</b>	Strengthen partnerships with government and other agencies.	Provider Facilitator Advocate	<ul style="list-style-type: none"> <li>• All Government departments and agencies that operate and interact with the Cowra community</li> <li>• Local government bodies eg Joint Organisation, LGNSW and Country Mayors.</li> </ul>
<b>C4</b>	Ensure Council remains financially sustainable and maximises external funding opportunities.	Provider Facilitator Advocate	<ul style="list-style-type: none"> <li>• NSW Government</li> <li>• Commonwealth Government</li> <li>• Other funding bodies</li> </ul>

## WE WILL ASSESS OUR PROGRESS BY:

- ☐ Increasing level of community satisfaction with informing residents about Council activities
- ☐ Meeting NSW Government financial benchmarks.

# BUSINESS AND INDUSTRY

We will work to strengthen and develop our economy, support tourism and adopt new technology to ensure the community and the Shire's long-term growth. We will acknowledge and foster agriculture and related businesses as the primary contributors to the local economy. We will respond to the needs of new and existing businesses, encourage innovation and high standards and develop ways to help businesses prosper.

	STRATEGIC OBJECTIVES	COUNCIL'S ROLE	STAKEHOLDERS
B1	Plan for and support business and industry growth, research and innovation.	Facilitator Advocate Provider	<ul style="list-style-type: none"> <li>Cowra Business Chamber</li> <li>Cowra Tourism</li> <li>Business groups</li> <li>Federal/state government agencies</li> <li>Cowra Agricultural Research Station</li> </ul>
B2	Tell the world about the opportunities and benefits of living, working and playing in Cowra Shire.	Facilitator Advocate Provider	<ul style="list-style-type: none"> <li>Cowra Business Chamber</li> <li>Cowra Tourism</li> <li>Federal/state government agencies</li> </ul>
B3	Add value and support to our existing businesses and industries.	Advocate Facilitator	<ul style="list-style-type: none"> <li>Cowra Business Chamber</li> <li>Cowra Tourism</li> </ul>
B4	Support the development of an energetic CBD.	Advocate Facilitator	<ul style="list-style-type: none"> <li>Cowra Business Chamber</li> <li>Cowra Tourism</li> <li>Business groups</li> </ul>
B5	Advocate for improved digital connectivity for Cowra Shire to the rest of world.	Advocate Facilitator	<ul style="list-style-type: none"> <li>Federal/state government agencies</li> <li>Service providers</li> </ul>
B6	Identify and develop profitable and sustainable tourism opportunities for Cowra Shire.	Advocate Facilitator	<ul style="list-style-type: none"> <li>Cowra Tourism</li> <li>Relevant tourism operators</li> <li>International links and connections</li> </ul>

## WE WILL ASSESS OUR PROGRESS BY:

- ☐ Visitor numbers and length of stay
- ☐ Estimated value of approved developments
- ☐ Employment data
- ☐ Number of registered small businesses
- ☐ Access to digital connectivity.



# TRANSPORT AND INFRASTRUCTURE

To ensure our region is accessible, we need to be well connected not only via our own town and villages, but also to other regions, capital cities and states. It is essential that our community has access to the services and facilities that make our region 'liveable'.

	STRATEGIC OBJECTIVES	COUNCIL'S ROLE	STAKEHOLDERS
T1	Develop a Heavy Vehicle Bypass for Cowra's CBD.	Advocate Facilitator	<ul style="list-style-type: none"> <li>Federal/ state government agencies</li> <li>Central NSW Joint Organisation</li> <li>Transport groups</li> </ul>
T2	Construct a new mid-level bridge over the Lachlan River within the Cowra township.	Advocate Facilitator Provider	<ul style="list-style-type: none"> <li>Federal/state government agencies</li> <li>Central NSW Joint Organisation</li> <li>Transport groups</li> </ul>
T3	Construct a swift and safe link connecting Central NSW to Metropolitan Sydney via the Blue Mountains.	Advocate Facilitator	<ul style="list-style-type: none"> <li>Federal/ state government agencies</li> <li>Central NSW Joint Organisation</li> <li>Transport groups</li> </ul>
T4	Re-open the Blayney to Demondrille rail line to facilitate freight movement within and beyond the region.	Advocate Facilitator	<ul style="list-style-type: none"> <li>Federal/ state government agencies</li> <li>Central NSW Joint Organisation</li> <li>Transport groups</li> </ul>
T5	Develop an integrated transport system that addresses local and regional needs in relation to cycleways, footpaths, road and rail.	Facilitator Advocate Provider	<ul style="list-style-type: none"> <li>Federal/ state government agencies</li> <li>Central NSW Joint Organisation</li> <li>Transport groups</li> </ul>
T6	Develop the Cowra Airport as a regional aviation precinct.	Provider Advocate Facilitator	<ul style="list-style-type: none"> <li>Local aviation operators</li> <li>Aviation industry stakeholder</li> <li>Regulatory authorities</li> </ul>
T7	Provide water, sewerage and storm water infrastructure and services to meet community needs.	Provider Advocate	<ul style="list-style-type: none"> <li>Federal/ state government agencies</li> <li>Central NSW Joint Organisation</li> </ul>
T8	Ensure long term security of Cowra's water supply.	Provider Advocate	<ul style="list-style-type: none"> <li>Federal/ state government agencies</li> <li>Central NSW Joint Organisation</li> </ul>
T9	Ensure that community assets and public infrastructure including roads, bridges and public buildings are well maintained.	Provider Facilitator Advocate	<ul style="list-style-type: none"> <li>State and federal agencies</li> <li>Relevant community stake-holders</li> </ul>
T10	Improve the transport corridor connecting the Hume, Mid-western, Newell, Olympic and Mitchell Highways.	Advocate Facilitator	<ul style="list-style-type: none"> <li>Federal/ state government agencies</li> <li>Central NSW Joint Organisation</li> <li>Transport groups</li> </ul>

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### **WE WILL ASSESS OUR PROGRESS BY:**

- ☐ Heavy Vehicle Bypass for Cowra's CBD adopted as a planned project by NSW Government
  - ☐ Second mid-level bridge crossing within Cowra township adopted as a planned project by NSW Government
  - ☐ Re-opening of the Blayney to Demondrille rail line adopted as a planned project by NSW Government
  - ☐ Increasing levels of community satisfaction with Cowra Shire road conditions
  - ☐ Ability to maintain water supply to consumers at all times
  - ☐ Level of development and growth at Cowra Airport.
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# ENVIRONMENTAL SUSTAINABILITY AND STEWARDSHIP

We will help our community appreciate the importance of the environment, and the importance of sustaining and improving it, so it is healthier, better protected and well managed to be able to respond to a changing climate and population. Improving and caring for our environment is important for the health and well-being of today's community and also for future generations. It is also vital for the viability of our natural resources such as our native flora, fauna, soils and waterways.

	STRATEGIC OBJECTIVES	COUNCIL'S ROLE	STAKEHOLDERS
E1	Aim to position Cowra Shire as a centre of environmental excellence.	Advocate Facilitator Provider	<ul style="list-style-type: none"> <li>Federal/state government agencies</li> <li>Relevant industry groups</li> <li>NRM Committee</li> <li>Tidy Towns and Urban Landcare Committee</li> </ul>
E2	Reduce the emissions of Council operations in line with NSW Government targets for the local government sector.	Provider	<ul style="list-style-type: none"> <li>Federal/state government agencies</li> <li>NRM Committee</li> </ul>
E3	Take advantage of and support opportunities to grow new sustainable industries.	Advocate Facilitator Provider	<ul style="list-style-type: none"> <li>Cowra Business Chamber</li> </ul>
E4	Show leadership by taking action and promoting practices to encourage Cowra Shire to be an environmentally responsible community.	Advocate Facilitator Provider	<ul style="list-style-type: none"> <li>State and Federal government</li> <li>Cowra Business Chamber</li> <li>Tidy Towns and Urban Landcare Committee</li> </ul>
E5	Build partnerships with people who work with and care for the land to secure a healthier environment.	Advocate Facilitator Provider	<ul style="list-style-type: none"> <li>Federal/state government agencies e.g. Local Land Services</li> <li>Local land care groups</li> <li>Relevant industry groups</li> <li>NRM Committee</li> <li>Local Indigenous community</li> <li>Cowra Local Aboriginal Land Council</li> </ul>
E6	Build and promote Council's and the community's preparedness for, adaptability to and resilience to climate change and natural disaster impacts.	Advocate Facilitator Provider	<ul style="list-style-type: none"> <li>Federal and State government</li> </ul>

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### **WE WILL ASSESS OUR PROGRESS BY:**

- ☐ Emissions from Council operations reduced in line with NSW Government targets
  - ☐ Increasing levels of domestic waste diverted from landfill
  - ☐ Increasing percentage of Council energy needs from renewable sources
  - ☐ Plans in place to prepare for and respond to climate change and natural disaster impacts.
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# RECONCILIATION AND INCLUSION

We value the diversity of our local community and support reconciliation by working consistently in partnership with our Indigenous community to protect, enhance and celebrate Wiradjuri culture, language and heritage.

	STRATEGIC OBJECTIVES	COUNCIL'S ROLE	STAKEHOLDERS
R1	<b>Foster reconciliation and connection with the local Indigenous population. Respect, promote and protect Wiradjuri culture.</b>	Advocate Facilitator Provider	<ul style="list-style-type: none"> <li>Cowra Local Aboriginal Land Council</li> <li>Schools</li> <li>Cowra Information and Neighbourhood Centre</li> <li>Yalbillunga Boori Day Care</li> </ul>
R2	<b>Show leadership and promote actions that ensure all members of the community have an equal opportunity to participate fully within the community.</b>	Advocate Facilitator Provider	<ul style="list-style-type: none"> <li>Cowra Local Aboriginal Land Council</li> <li>Schools</li> <li>Early Childhood Education Providers</li> </ul>
R3	<b>Continue to deliver and ensure all high movement areas, public buildings and appropriate Council resources and services are accessible for all the community.</b>	Advocate Facilitator Provider	<ul style="list-style-type: none"> <li>Community and service groups</li> <li>NDIS/Access providers</li> <li>Access Committee</li> </ul>

## WE WILL ASSESS OUR PROGRESS BY:

- ☐ Development of a Reconciliation Action Plan
- ☐ Access audits indicate increasing participation in community life and removal of barriers to access services and facilities.



