



AGENDA

Late Reports

Ordinary Council Meeting

Date: Monday, 27 November 2023

Time: 5 pm

**Location: Cowra Council Chambers
116 Kendal Street, Cowra**

**Paul Devery
General Manager**

Order Of Business

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8 LATE REPORTS

8.1 Annual Report

File Number: D23/I978

Author: Michael Jones, Director - Corporate Services

RECOMMENDATION

That Council adopt the Annual Report for the year ended 30 June 2023 for publication.

INTRODUCTION

Council is required to publish an Annual Report within 5 months of the end of the year and a recommendation is now presented to Council for formal Adoption of the Annual Report.

BACKGROUND

Councillors were provided with a draft copy of the report at the Information meeting held on 20 November 2023 for comment and any necessary changes are reflected in the final document which is tabled at this meeting excluding the Annual Financial Statements, which are contained in the report from the Director – Corporate Services to this Council Meeting.

Following formal adoption at this meeting the Annual Report will be forwarded to the Department and made available to the public.

BUDGETARY IMPLICATIONS

Nil

ATTACHMENTS

I. Annual Report 2022-2023 [↓](#)



2022-2023 ANNUAL REPORT

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DRAFT

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Cowra - Your Council

Council's Direction

Our Vision for Cowra

In 2036, we will be...

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

Our Values

In all our dealings, we will...

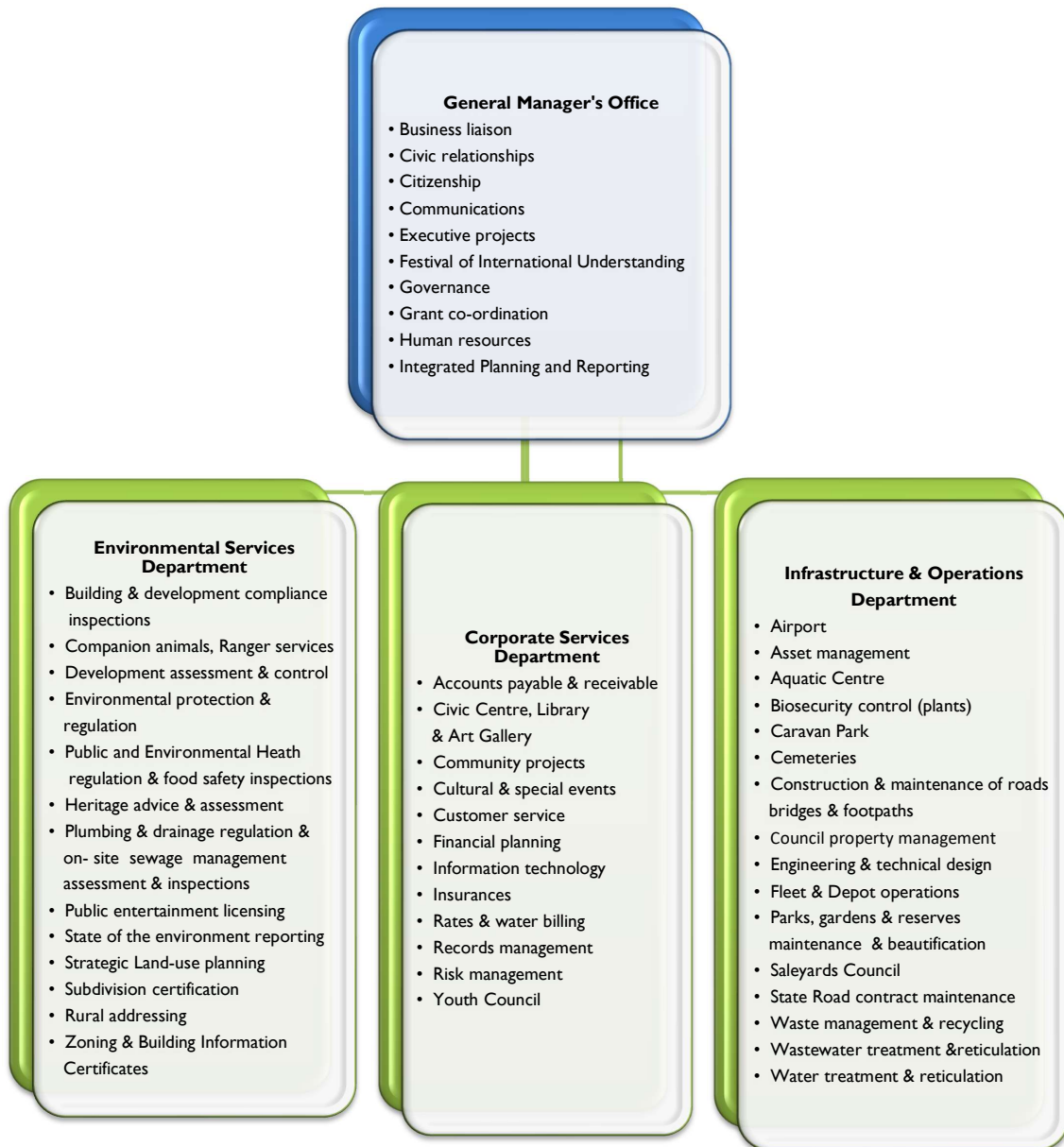
Show and grow leadership;
Be positive and work together;
Value each other and what we have;
Create opportunities for our next generations.

Our Goals

Our Goals for the future are...

Sustainability;
Financially-viable and environmentally-sustainable outcomes;
Local solutions to local problems;
A long-term vision;
Honest, open, objective, and accountable decision-making;
Community involvement in decision-making;
Continuous improvement;
Cost-effective and commercially-competitive service delivery.

Organisation Structure



Contacting Your Council

Address:	Cowra Shire Council Administration Centre		General Enquiries:		
	116 Kendal Street, Cowra		Central contact number	6340	2000
	(Corner Darling & Kendal Streets)		After-hours 24-hgour emergency service	0419 219 231	
Postal:	Private Bag 342, Cowra NSW 2794		Departmental Enquiries:		
Email:	council@cowra.nsw.gov.au		Corporate Services Department		
Web:	www.cowracouncil.com.au		Street Stalls/Administration/Finance	6340	2006
Office Hours:	Monday to Friday 8.30am–4.30pm		Art Gallery	6340	2190
			Library	6340	2180
			Civic Centre	6340	2130
			Rates	6340	2028
			Water Billing	6340	2029
			Accounts Payable	6340	2034
			Accounts Receivable	6340	2089
			Infrastructure & Operations Department		
			Water/Sewerage/Roads/Parks	6340	2070
			Depot Operations	6340	2120
			Garbage/recycling services	6340	2140
			Aquatic Centre	6340	2150
			Airport Reporting Officer	0429987615	
			Environmental Services Department		
			Health/Building/Planning	6340	2040
			Council's Ranger services	6340	2052
			General Manager's Office		
			Executive Personal Assistant	6340	2013
			Communications Officer	6340	2087
			Cowra Business Officer	6340	2038

Cowra - Your Representatives

Elected Representatives: Councillors

NSW Local government elections were held on 4 December 2021 and Councillors Bill West, Judi Smith, Sharon D'Elboux, Cheryl Downing, Ruth Fagan, Nikki Kiss, Paul Smith, Erin Watt and Peter Wright were elected.

Every two years, in accordance with Section 230 of the NSW Local Government Act 1993, these elected members elect a Mayor and Deputy Mayor for a two year term. During the term of this report, 1 June 2021 to 30 June 2022, Councillors held these positions as follows:

- Mayor — Councillor Bill West
- Deputy Mayor — Councillor Judi Smith

Councillors are residents and ratepayers and share the community's concerns about the quality of life in the Shire. They determine Council policy and are responsible for planning its future directions. Should you wish to raise an issue with all elected members, Council conducts a public forum at 5pm prior to each General Committee and Council meeting. Items listed on the agenda for these meetings may be presented by members of the public at those meetings at the public forum prior to the commencement of the Council meeting.



From left to right - Front: Cr Ruth Fagan, Cr Cheryl Downing, Cr Nikki Kiss, Cr Erin Watt;

Back: Cr Sharon D'Elboux, Cr Peter Wright, Cr Bill West (Mayor), Cr Paul Smith, Cr Judi Smith (Deputy Mayor)

A Word from the Mayor & General Manager

We are proud to present Cowra Shire Council's 2022/23 Annual Report and showcase the key projects and achievements Council has delivered in the past 12 months to June 2023

No doubt the greatest challenge faced by our community in 2022/2023 was the November floods that struck as we were just coming out of two years of dealing with the COVID pandemic. Whilst the flooding caused devastation to infrastructure and a number of business and residences, what shone through was the extraordinary strength of our community and the desire to help out and do whatever was required to manage the event and then start to clean up and rebuild. It was truly inspiring.

Council itself had resources stretched to the limit in supporting emergency services as well as trying to maintain roads and keep water supplies running. We thank the dedicated staff of council for their untiring efforts during this time.

The additional \$40 million announced for the Cowra Hospital was a major achievement for our community and we look on closely as the NSW Government proceeds with this project.

Council has delivered an impressive amount across all of its strategic areas over the past 12 months and the Annual Report is evidence of Council's continued strong financial performance. A snapshot of the outcomes achieved under the key strategic themes of the community Strategic Plan is detailed below:

Health and Well-being

- Conducted successful Seniors Week in February with a number of well attended events held
- Continued successful companion animal re-homing program
- Youth Week activities held with a range of events conducted, led by Cowra Youth Council including an open day at the newly-established Country Universities Centre
- Council's advocacy contributed to announcement of a further \$40 million in funding for the Cowra hospital redevelopment to deliver the clinical services plan in full for the Cowra region community
- Cowra Community Grants Scheme provided funding to 42 worthwhile community projects totalling approximately \$41,000 including a newly established "New Events" category

Innovation and Education

- With support from Council NSW Government funding of \$1.27 million secured to enable establishment of a Country Universities Centre in Cowra
- Council participated in Cowra High “Try A Trade Day”, hosted weeds education event and information stands at Cowra Show
- Council hosted numerous local work experience students across a range of Council functions.

Liveability

- Conducted successful Australia Day activities
- A successful Festival of International Understanding was held with the Republic of Indonesia the guest nation
- Awarded tender for the construction of the upgrade to the Col Stinson Park netball courts and amenities
- Continued to maintain parks, gardens and reserves to high standard including major efforts to return to that high standard following the November floods.
- Completed public art murals, a component of the NSW Public Spaces Legacy funding program.
- Adopted concept plan for Civic Square
- Hosted World Peace Day events in September
- Council participated in the commemoration of the Cowra POW Breakout
- A number of high-quality exhibitions held at the Cowra Regional Art Gallery
- Continued to deliver a range of diverse events at the Cowra Civic Centre
- Continued planning for renewal of the Cowra Aquatic Centre
- Conducted Sport and Recreation networking event to launch the recently adopted Sport and Recreation Plan and formed new committee
- Memorandum of Understanding with Cowra Tourism Corporation finalised and signed

Community Leadership and Engagement

- Council reviewed and adopted an Asset Management Strategy
- Active participation by councillors and staff in a range of events, policy making forums and professional development opportunities offered by the Joint Organisation, LGNSW, ALGA, Country Mayors and other bodies and forums
- Delivered grant writing workshops for community groups
- 2021/2022 Annual Financial statements showed Council to be in a stable financial position
- Council continues to regularly apply for grants. Successful funding announced for 14 community events as part of the Reconnecting Regional NSW program

Business and Industry

- Continued to maintain and operate the Cowra saleyards and actively promote its use by local growers
- Ongoing funding provided to Cowra Tourism
- Council adopted the updated Regional Economic Development Strategy
- Council resolved to establish a CBD Committee
- Council provided significant support to Cowra Tourism and the Cowra Business Chamber in the delivery of the 2022 Cowra Christmas Festival with a focus on encouraging the community to shop locally

Transport and Infrastructure

- Council continues to advocate for the inclusion in NSW Government strategic planning documents the need for a second crossing of the river in Cowra township
- Continued to undertake flood repair work on roads across the shire
- Completed replacement of George Campbell Bridge
- Commenced construction of the rural section of the Billimari bore pipeline
- Upgraded water mains in Wyangala village in anticipation of commissioning new water treatment plant
- Completed upgrades to visitor information centre and Cowra library.

Environmental Sustainability and Stewardship

- Released new MRF app to develop community education on waste and recycling
- Council signed a contract with Cleanaway that enables Cowra to continue being a regional processing facility for products collected under the NSW Container Deposit Scheme
- Conducted successful annual Recycled Art for Cowra Awards (RAFCA) event

Reconciliation and Inclusion

- Council signed up with Reconciliation Australia to develop a Reconciliation Action Plan.
- Supported and promoted NAIDOC Week activities

There is much work still to be done and projects on the board to be progressed. Councillors and staff look forward to working together to continue to deliver the quality services and infrastructure that our community deserves over 2023/2024 and the years ahead.

Bill West
Mayor

Paul Devery
General Manager

Activities of council

Local Government Act 1993 (Act) Section 428(1) - Within 5 months after the end of (financial) year, prepare a report as to council's achievements in implementing its delivery program and the effectiveness of the principal activities undertaken in achieving the objectives at which those principal activities are directed.

These items are addressed below.

Overview

Council's operational objectives for the previous 12 months are detailed as follows and reflects the major operational areas for the Council for the past one (1) year period and measures progress and is categorised in seven distinct future directions:

- ◆ Health & Well-Being
- ◆ Education Training & Research
- ◆ Lifestyle
- ◆ Governance
- ◆ Business & Industry
- ◆ Transport & Infrastructure
- ◆ Natural Resource Management.

Council has varying degrees of responsibility in implementing these objectives and limited funds with which to operate. The major operational areas of Council for 2022-2023 and its achievements are set out in the following pages following the Annual Review of the Delivery Program 2022-2023 to 2025-2026 and Operational Plan 2022-2023.

Executive Summary

The integrated Delivery Program 2022-2023 to 2025-2026 and Operational Plan 2022-2023, is based on the Community Strategic Plan and outlines how Cowra Council will undertake to work towards meeting the goals of the community over the four-year term of elected members and on an annual basis.

The Delivery Program objectives have been set at the beginning of this Council term and will remain substantially unchanged over the four-year period. The Operational Plan actions show how from year to year Council will work towards the Delivery Program objective. The Operational Plan also includes Council's detailed annual budget and revenue policy including fees and charges.

The integrated planning and reporting provisions of the Local Government Act require a progress report on the Delivery Program be provided to the community each six months with a comprehensive final report to be published at the conclusion of each four-year term of office.

This review is for the period 1 July 2022 – 30 June 2023. Whilst the body of the review presents a detailed assessment of performance against objectives, the following summary of significant items is provided with achievements grouped under the seven Key Directions of the Cowra Community Strategic Plan. Significant achievements for the year are as set out on the following pages.

Delivery program 2022-2023 to 2025-2026, Operational Plan 2022-2023, Six Month Review to 30 June 2023

Health & Well-Being (Strategic Theme 1)

Community strategic plan 2022-2036	4 years delivery program 2022-2023 to 2025-2026	1 year	Operational	Plan 2022-2023			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2022	Six Month Review to 30 June 2023
H1. Construct a new hospital facility in Cowra	H1.1 Ensure the new Cowra hospital meets the needs of the community now and into the future	H1.1.a	Liaise with Health Infrastructure and relevant stakeholders and lobby the NSW Government to ensure the final master plan includes the full range of clinical services required and is not constrained by budget.	Commitment received from NSW Government that the new hospital will include the full range of clinical services required.	General Manager	Council has been active in advocating to NSW Health the importance of delivering the clinical services plan in full. As a result of this advocacy additional funding has been announced by the NSW Government to deliver on that objective.	Council has continued advocacy to NSW Minister for Health and Health Infrastructure.
		H1.1.b	Mayor represents Council on the Cowra Health Council.	Mayor attends meetings and provides reporting back to Council as required.	General Manager	Meetings attended by Mayor.	Meetings attended by Mayor.
H2. Provide facilities, infrastructure and programs for health and well-being needs, including disability, mental health and family support services	H2.1 Support Cowra Information and Neighbourhood Centre (CINC), Headspace and other providers in the Cowra Shire community	H2.1.a	Provide rental subsidy to CINC.	Subsidy paid.	Director – Corporate Services	Ongoing.	Ongoing and in need.
		H2.1.b	Attend interagency meetings and provide support within available resources.	Meetings attended and assistance provided where requested and able to be resourced.	Director – Corporate Services	On mail list for Interagency. Monitor meeting minutes.	Interagency meetings continue to be hosted every quarter with strong attendance.
	H2.2 Support and contribute to partnerships in community health and well-being initiatives.	H2.2.a	Support community-based initiatives for well-being programs and events including Families Week, International Women's Day, Men's Health Week, Carers Week and Mental Health Month.	Support provided within available resources and relevant to Council's role	Director – Corporate Services	Supported Ability Network Family Fun Day.	Seniors Festival was hosted in Cowra from the 1 st Feb to the 26 th Feb 2023 with a number of successful events held.
	H2.3 Develop and maintain facilities to provide health and well-being benefits in Cowra Shire.	H2.3.a	Promote the benefits of walking communities and cycling to residents and visitors and seek funding for projects identified in the Pedestrian and Cycling Plan.	Promotion undertaken, Funding applications submitted.	Director – Infrastructure & Operations	Review of the Pedestrian and Cycling Plan currently underway.	Review of the Pedestrian and Cycling Plan currently underway.

Community strategic plan 2022-2036	4 years delivery program 2022-2023 to 2025-2026	1 year	Operational	Plan 2022-2023			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2022	Six Month Review to 30 June 2023
	H2.4 Provide companion animal services across the shire.	H2.4.a	Consider a subsidised companion animal incentive scheme for de-sexing, microchipping, registration and vaccination.	Investigation undertaken and report provided to Council for consideration.	Director – Environmental Services	Cowra Veterinary Centre have joined the National Desexing Scheme which affords reduced rates for the desexing of Companion Animals. As such Council will be advising pet owners of the option to have desexing undertaken at a reduced rate at this practice.	Council continues to liaise with Cowra Veterinary Centre to promote and encourage the desexing of Companion Animals across the Cowra Local Government Area.
		H2.4.b	Maintain, develop and promote leash-free areas.	Maintenance and promotion undertaken.	Director – Environmental Services	The maintenance and promotion of off leash areas has continued.	The maintenance and promotion of off leash areas has continued.
		H2.4.c	Provide a companion animal rehoming program.	Program continues.	Director – Environmental Services	This program is continuing and utilising services throughout the state to facilitate rehoming of companion animals.	Council is actively working with rehoming agencies across the state and nationally to facilitate the safe rehoming of companion animals which are under Council's care.
	H2.5 Provide opportunities for Council staff to participate in a range of health and well-being programs.	H2.5.a	Administer health programs for employees and adequately resource appropriate health and well-being initiatives.	Maintain Employee Assistance Program. Deliver annual skin clinics and annual flu vaccinations. Deliver other identified programs within available resources.	General Manager	Employee Assistance Program expanded to include monthly onsite visit and personal Counselling services and team sessions for staff. July through to December staff attended various programs: Health Checks with Capital Health Care, Skin Checks, Audiometric Testing and participated in health & wellbeing activities.	Employee Assistance Program expanded to include monthly onsite visit and personal Counselling services and team sessions for staff. Continued the Onsite Counselling for staff which has proven to be successfully utilised by staff once a month. Flu vaccinations provided to staff in May, other health programs to be run second half of the year.
	H2.6 Ensure work, health and safety of both Council staff and others in the workplace.	H2.6.a	Review and monitor work, health and safety issues in the workplace on an ongoing basis.	Maintain an effective relationship with StateCover Mutual Workers Compensation insurers to ensure all cases are managed	Director – Corporate Services	This first section is an ongoing function and is a shared responsibility between the Risk Management Officer (RMO) and HR team RMO maintains an overview of all legislative and	HR continues to work closely with Statecover in managing Worker's Compensation claims, regular reviews are carried out with

Community strategic plan 2022-2036	4 years delivery program 2022-2023 to 2025-2026	1 year	Operational	Plan 2022-2023			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2022	Six Month Review to 30 June 2023
				effectively thus minimising Council's liability. Comply with all relevant legislation and subsidiary codes to provide a safe working environment and protection of the public and within reasonable budget limits provide resources necessary to meet requirements. Ensure WHS provisions are considered for the purchase of goods and services for Council operations. Support Council's Work Health & Safety Committee.		regulatory needs to ensure a safe work environment for all staff, and all the general public as and when required. RMO is the management representative on the HSC. HR continues to work closely with Statecover in managing Worker's Compensation claims, regular reviews are carried out with Statecover on individual claims to ensure cases are managed in a timely manner with positive outcomes.	Statecover on individual claims to ensure cases are managed in a timely manner with positive outcomes. HR maintains a high level of service and works closely with Statecover in managing Worker's compensation enabling a reduction in Council's liability
	H2.7 Inspect and enforce health standards through a regular food shop inspection program.	H2.7.a	Maintain a food shop inspection program that is proactive and educational and also responds appropriately to breaches of health standards.	All high-risk food premises in the shire inspected in accordance with regulatory requirements and necessary compliance action taken.	Director – Environmental Services	Council has undertaken the inspection of all high risk food shops to meet the regulatory requirements of the NSW Food Authority.	Council has undertaken the inspection of all food shops to meet the regulatory requirements of the NSW Food Authority.
H3. Collaborate with education and health providers to attract and retain health professionals in the Shire.	H3.1 Support initiatives to attract and retain health professionals.	H3.1.a	Provide support to the Cowra Medical Centre Associates ANU program and other providers as requested.	Mayor and councillors attend meetings as requested.	General Manager	No meetings requested.	While there has been no visit over the past year, Council has provided promotional material at the request of ANU to distribute to students.
		H3.1.b	Liaise with Central NSW Joint Organisation and participate in regional initiatives to attract health professionals to the region.	Active participation in any initiatives undertaken.	General Manager	Mayor and Cowra Business Officer remain active members of the Cowra Health Council and attend regular meetings that facilitate/advocate for better health outcomes for the Cowra Community With the commencement of a \$110 million Hospital redevelopment just weeks away, the	Mayor and Cowra Business Officer remain active members of the Cowra Health Council and attend regular meetings that facilitate/advocate for better health outcomes for the Cowra Community The developer has taken control of the building envelope at the hospital. Existing

Community strategic plan 2022-2036	4 years delivery program 2022-2023 to 2025-2026	1 year	Operational	Plan 2022-2023			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2022	Six Month Review to 30 June 2023
						new facility will provide much needed scope for both improved jobs & health outcomes for our region. Evidence of this can be found in media release, Mayoral columns, Mayor's radio interviews and Cowra Quarterly articles written to encourage community participation in Cowra Health Service consultations.	structures have been demolished at the rear of the hospital and the site has been cleared. Evidence of this can be found in media release, Mayoral columns, Mayor's radio interviews.
H4. Support and encourage volunteering within the community.	H4.1 Increase awareness of volunteering activity, needs and opportunities in the community.	H4.1.a	Publicise links to State government volunteering websites.	Publicity undertaken.	General Manager	Section 355 Committees, such as the Cowra Youth Council and Tidy Towns Committee and their events were promoted in Council's weekly Noticeboard news, the Quarterly newsletter and via Council's social media pages. NSW Government Volunteering Taskforce information shared on social media.	Section 355 Committees, such as the Cowra Youth Council and Tidy Towns Committee and their events were promoted in Council's weekly Noticeboard news, the Quarterly newsletter and via Council's social media pages. NSW Government Volunteering Taskforce information shared on social media.
	H4.2 Continue to support the community through provision of Community Strategic Plan funding	H4.2.a	Provide funding for projects that meet Community Strategic Plan objectives through the Community Grants Scheme.	Funding delivered and projects implemented.	General Manager	Cowra Community Grants Scheme Round 1 – 2022/2023 successfully completed. 21 applications received totalling \$20,302.04. All applications approved. This round of Community Grant funding saw the first application approved under the newly established category of 'New Community Events'.	Cowra Community Grants Scheme Round 2 – 2022/23 successfully completed. 26 applications received. 21 applications approved totalling \$20,646.56. Promotion of the Cowra Community Grants Program was undertaken via social media and the website. A presentation morning tea for successful recipients was held in the

Community strategic plan 2022-2036	4 years delivery program 2022-2023 to 2025-2026	Plan 2022-2023					
		1 year	Operational				
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2022	Six Month Review to 30 June 2023
						Promotion of the Cowra Community Grants Program was undertaken via social media and the website. A presentation morning tea for successful recipients was held in Council Chambers on 6 Oct 2022. Promotional pictures of successful applicants were used in further media opportunities.	upstairs foyer at Cowra Council on 6 April 2023. Promotional pictures of successful applicants were used in further media opportunities.
H5. Partner with and seek advice from the local Indigenous community and Indigenous health-care services to improve health outcomes.	H5.1 Liaise with local health and Indigenous groups to increase awareness of health challenges.	H5.1.a	Meet with Cowra Local Aboriginal Land Council, Weigelli, Western NSW Health and local schools.	Meetings held and desired actions supported within resources.	General Manager	No action has been taken on this objective. It has been discussed at Reconciliation Working Party meetings with consideration of whether to integrate in that process.	No further action has been taken on this objective.
H6. Provide for future aged care needs and support services. Promote an active retirement.	H6.1 Coordinate and support programs for seniors.	H6.1.a	Organise events for Seniors Week.	Events conducted with good participation.	Director – Corporate Services	Coordination of 2023 Seniors Festival Committee with community partners. Draft program of events prepared for Festival to run from 1-26 Feb 2023.	Successful Seniors Festival 2023 in Cowra was held in partnership with 16 community organisations. Opening Day was held at the Cowra Aquatic Centre on the 1 st Feb 2023.
	H6.2 Advocate for aged care needs.	H6.2.a	Liaise with aged care providers, other relevant providers and advocate for their needs and services.	Meetings held and advocacy undertaken if required.	General Manager	No action during the review period.	No action during the review period.

Innovation and Education (Strategic Theme 2)

Community Strategic Plan 2022-2036	4 Year Delivery Program 2022-2023 to 2025-2026	1 Year	Operational	Plan 2022-2023			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2022	Six Month Review to 30 June 2023
I1. Make Cowra Shire a learning community	I1.1 Support establishment of Country Universities Centre	I1.1.a	Provide support within resources to facilitate establishment of a Cowra- based Country Universities Centre.	Centre established.	Director – Corporate Services	NSW Government funding secured for Country Universities Centre - \$1.27m. Lease finalised for Centre facility to be located at 175 Kendal Street (former Waugoola Motors Showroom) Centre Manager recruitment completed. Facilitated monthly Board meetings and preparation of CUC Establishment Plans and fit-out requirements. Media event for the official announcement of the Country University Centre held 30 November 2022.	A CUC open day was held during Cowra Youth Week Events on 27 th April 2023. This event gained 1 new sign up for the Centre. Council's Community Development team created and managed the Official CUC Opening on 23 rd June 2023.
	I1.2 Support initiatives that seek to educate the community.,	I1.2.a	Encourage and support expos eg Cowra Show exhibit, weeds expo, careers days	Support provided within available resources.	General Manager	Council attended the Agribusiness Today Forum @ Forbes and facilitated various engagements with Biz HQ and the Dept of Regional NSW in relation to flood resilience and recovery given recent weather events. Council information stands delivered at the Cowra Spring Show. MRF won Champion Pavilion Display 2022. Successful participation across Council functions in Cowra High School's Try A Trade Day in August 2022. Promoted via Council's social media pages. Hosted a successful Chilean Needle Grass Information Day at Woodstock with Central Tablelands Local Land Services in August 2022.	Council attended the Strengthening Business Program – Rebuilding Business after the Flood initiative of Business Australia, providing follow-up post-flood program rollouts. Council also attends CNSWJO regional energy group meetings to keep informed on potential community initiatives in this space. Council participated in the Regional Migration Seminar hosted by CWRDA to obtain clarity on how said programs could address current skills shortages in our region. Council engaged Essential Energy to obtain a better understanding of grid & network capacity in and around Cowra against the backdrop of challenges with current & future developments /expansion in our region. Council has been

Community Strategic Plan 2022-2036	4 Year Delivery Program 2022-2023 to 2025-2026	1 Year	Operational	Plan 2022-2023			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2022	Six Month Review to 30 June 2023
							working with the High School over the past few months and will provide support to the Try-a-Trade day at Cowra High School in August.
	I1.3 Support the local school education sector	I1.3.a	Meet with local school reps and advocate for needs as appropriate.	Meetings held and advocacy undertaken.	General Manager	No action during the review period.	No action during the review period.
	I1.4 Advocate for increased activity at Cowra TAFE and from other service providers.	I1.4.a	Advocate for an appropriate range of courses at Cowra TAFE and from other service providers to meet community demands.	Liaise with local businesses, schools and TAFE to determine needs and lobby TAFE and relevant MPs to seek delivery of those courses through Cowra TAFE or other service providers.	General Manager	Work placement continues to be undertaken by Council with placements in the Depot Workshop, Engineering and Cowra Services Section. Council continues to advocate for the delivery of "skills in need" training to be done at Cowra TAFE, focusing on the development of opportunities for school leavers within the Cowra catchment. Local business in particular experience shortages in Boiler- making & Welders, Fabricators & Mechanics and Building Trades. TAFE's on-line training portals continues improving with extra "Connected virtual Classrooms" made available at Cowra. Council remains a key contributor to the Cowra Business Chamber's (CBC) Business Hub endeavour and continues advocating for use of the facility for course delivery with various providers.	Council continues to advocate for the delivery of "skills in need" training to be done at Cowra TAFE, focusing on the development of opportunities for school leavers within the Cowra catchment. Welders, Fabricators & Mechanics and Building Trades remain in high demand as local manufacturing businesses expand & grow. The launch of a Country Universities Centre (CUC) earlier this year creates a dedicated learning and study space/hub for our region. It provides students with free access to high-speed Internet, modern technology, and general learning support. A number of students carried out work placement during the review period at the Depot Workshop and Parks & Gardens.
I2.Support initiatives to increase education and training outcomes for local Indigenous people.	I2.1 Investigate opportunities for Council to support Indigenous education and skills training.	I2.1.a	Investigate feasibility of Council offering Indigenous traineeship(s).	Investigation undertaken and report provided to Council.	General Manager	Identifying suitable indigenous traineeship opportunities within Council and liaising with local high schools to promote these opportunities to attract suitable candidates.	Indigenous trainees in Business Administration and Parks & Gardens commenced in February.
I3.Support innovation and research.	I3.1 Support the Cowra Agricultural Research Station.	I3.1.a	Liaise with the Research Station and support efforts to increase activity at the station.	Meet with research station representatives and provide support as required.	General Manager	The Cowra Ag-Station provides a testing ground for Ag- innovation and the development of knowledge & skills for current & future farming practices. Council supports and advocates for the use & expansion of the facility at every opportunity.	Council continues its support and advocacy for the use & expansion of the facility at every opportunity.

Liveability (Strategic Theme 3)

Community Strategic Plan 2022-2036	4 Year Delivery Program 2022-2023 to 2025-2026	1 Year	Operational	Plan 2022-2023			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2021	Six Month Review to 30 June 2023
L1. Build understanding and communication of Cowra Shire's rich history, vibrant future and leadership in international understanding and cultural diversity.	L1.1 Conduct annual Festival of International Understanding	L1.1.a	Plan and deliver 2023 Festival with Indonesia as Guest Nation.	Festival conducted with good community support and involvement.	General Manager	Promotion of the 2023 Festival commenced with media releases re key entertainment headliners and official launch with Ambassador issued. Posters and flyers distributed at the Council stand at the Cowra Spring Show, Sakura Matsuri Festival and Christmas Street Festival. Advertising bookings commenced with Jan edition of Discovery magazine and a feature in the December Cowra Quarterly newsletter.	Festival conducted with good community support and involvement.
	L1.2 Conduct annual Australia Day celebrations.	L1.2.a	Work with Australia Day committee to deliver Australia Day activities.	Events conducted with good community support and involvement.	Director – Corporate Services	Regular meetings of the Australia Day Committee in recent months has planning well advanced for the delivery of 2023 Australia Day Activities. Australia Day Awards and School Story Competition completed and Judged. Australia Day Ambassador engaged.	Australia Day Events and Awards Presentation, Citizenship Ceremony & Australia Day Ambassador address held on 26 th January 2023.
	L1.3 Support the Cowra Historical Society and Cowra Family History Group.	L1.3.a	Liaise with groups and provide support within available resources.	Liaison undertaken and support provided as required.	Director – Corporate Services	Limited engagement YTD. Support provided in need.	Limited engagement YTD. Most support is provided through the library. A recent example being that of the purchase of a microfiche reader.
	L1.4 Support annual commemoration of POW Breakout.	L1.4.a	Support POW Breakout Association in staging of annual commemorations.	Support provided within resources and feedback from event participants is positive.	General Manager	Updates and two reprints of the Cowra POW Camp brochure undertaken by Council. Council participated in and supported the August 2022 commemoration activities.	Gallery assisting with a touring exhibition to take place during the 80th anniversary. Liaising with Committee in planning for the 80 th anniversary to be held in 2024.
	L1.5 Continue to foster and develop the Cowra/Japan relationship.	L1.5.a	Liaise with Japanese stakeholders and support initiatives to further the relationship.	Initiatives and proposals reported to Council as required and supported within available resources.	General Manager	Liaison undertaken with Joetsu City and Nagakura Foundation in relation to potential visit in 2024. Mayor held an online exchange with the Mayor of Joetsu City and Cowra and Joetsu staff participated in an online cultural exchange meeting.	Liaison held with Japanese Embassy and Japanese Consul- General's Office regarding participation in Cowra POW Breakout 79 th anniversary commemorations on 5 August 2023.

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Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2021	Six Month Review to 30 June 2023
		L1.5.b	Support the Japanese Garden & Cultural Centre within available resources.	Support provided within available resources.	General Manager	Support provided when requested.	Support provided when requested.
		L1.5.c	Mayor represents the Council on the Japanese Garden & Cultural Centre Board and reports to Council as required.	Meetings attended and reports provided as appropriate.	General Manager	Meetings attended by Mayor. Garden Manager included in visit to Bathurst Collections Facility.	Meetings attended by Mayor.
L2. Continue to develop our leisure and cultural facilities and infrastructure and protect and enhance our natural environment.	L2.1 Undertake asset renewal of Cowra Aquatic Centre.	L2.1.a	Work with consultants to finalise construction and tender specification.	Project scope and costing completed ready for delivery.	Director – Infrastructure & Operations	Plans ready for community consultation prior to tender.	Initial community consultation complete. Currently making more adjustments based on community feedback before progressing to tender for detailed design.
	L2.2 Deliver projects identified in adopted Sport and Recreation Plan.	L2.2.a	Undertake the redevelopment of Col Stinson Park netball facility.	Project scope and costing completed and construction commenced.	Director – Infrastructure & Operations	Currently refining structural foundation design prior to advertising tender.	Tender for building construction awarded; implementation underway.
	L2.3 Work with the Sport and Recreation Committee to support and promote sporting and recreation groups across the Shire.	L2.3.a	Re-establish committee, review delegation and commence regular meetings.	Committee re-established, delegation reviewed and meetings re-commenced with reporting back to Council.	Director – Corporate Services	Sport & Recreation Network evening held in August to launch 2021-2030 Sport & Rec Plan. Cowra Sport & Recreation Committee re-established with broad sector participation. Meetings held in August and November.	Meetings recommenced from May 2023. Meetings have increased to Bi-Monthly at request of the committee. 2023 Cowra Sport & Recreation Network Night booked for 27 th July 2023. Live streaming license secured for FIFA Women's World Cup matches. Free community events coordinated for the live streaming of matches on 20 th July, 27 th July & 31 st July 2023 at Sid Kallas Oval, with local sporting group involvement. Promotion and support of Cowra local, Ellie Carpenter, playing for the national Australian team.
	L2.4 Develop the Peace Precinct in accordance with the adopted masterplan.	L2.4.a	Seek funding and implement identified projects within the masterplan.	Grant applications submitted where appropriate.	General Manager	Regional Tourism Activation Fund – Round 2 application submitted for a suite of works in the area surrounding the	Ongoing Public Spaces Legacy works undertaken within the Peace Precinct. Water Reservoir murals

Community Strategic Plan 2022-2036	4 Year Delivery Program 2022-2023 to 2025-2026	1 Year	Operational	Plan 2022-2023			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2021	Six Month Review to 30 June 2023
						Japanese Garden, Sculpture Park and Nature Based Adventure Playground. Application unsuccessful.	completed 27 February 2023. Construction of new pathways within the site underway.
		L2.4.b	Maintain and grow the existing features of the Peace Precinct including: Sculpture Park Nature-Based Adventure Playground POW campsite.	Maintenance undertaken to maintain current high standard of presentation.	Director – Infrastructure & Operations	Maintenance currently focused on weed control. Completed concreting a segment of gravel path at POW camp. Carried out earthworks path reshaping and drainage works in other areas of the POW campsite.	Completed initial slashing of POW vegetable gardens, Completed weed control, mulching at Bellevue Hill lookout and moving to revegetation. Various maintenance works at Adventure playground. Sculpture Park paths have been edged as requested by Corporate Services.
	L2.5 Develop the Lachlan River Precinct as a major focal point for passive recreation.	L2.5.a	Pursue funding and implement when adequate resources are available the following initiatives from the Lachlan River Precinct Masterplan: Investigations into providing better pedestrian access across the Lachlan River	Works completed as funds become available	Director – Infrastructure & Operations	Pedestrian pathway linkages along Carobean Avenue are funded; works on hold until Billimari Bores delivery pipeline installed.	Planning of pedestrian pathway linkages along Carobean Avenue is complete. Pedestrian pathway linkages along Carobean Avenue are funded; works on hold until Billimari Bores delivery pipeline installed.
	L2.6 Provide recreation opportunities through the provision of attractive parks and gardens.	L2.6.a	Maintain parks and gardens to a high standard for all recreation users.	Parks maintained to current high standard.	Director – Infrastructure & Operations	General maintenance has been impacted by priority to repair flood damaged parks including River Park, Olympic Park and Europa Park.	Flood repairs complete at all affected parks. Maintenance is under control including new edging at the Cowra Rose Garden.
		L2.6.b	Prepare a plan to review levels of service, renew and upgrade of Brougham Park.	Review undertaken and renewal plan adopted.	Director – Infrastructure & Operations	No action to date.	Field study completed of existing trees and associated plaques. Next step is to removal unhealthy or unsafe trees and to develop replacement plan and overall masterplan.
	L2.7 Support and provide good quality facilities to meet the needs of sporting and recreational clubs and users.	L2.7.a	Maintain Council sporting fields for all sporting associations in Cowra.	Sports fields maintained to current high standard.	Director – Infrastructure & Operations	Works completed to repair fields adjacent to the river impacted by the flood.	Works completed to repair fields adjacent to the river impacted by the flood. Athletics additional long jump pit currently under construction.

Community Strategic Plan 2022-2036	4 Year Delivery Program 2022-2023 to 2025-2026	1 Year	Operational	Plan 2022-2023			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2021	Six Month Review to 30 June 2023
		L2.7.b	Support Cowra Showground Trust in their efforts to maintain and improve the facility.	Provide annual contribution to Showground Trust. Lobby relevant Members of Parliament for funding to maintain and improve facility.	General Manager	Funding provided in accordance with Council budget allocation.	Council provided letters of support for grant applications.
	L2.8 Maintain and operate the Cowra Caravan Park to its current high standard.	L2.8.a	Prepare for implementation by engaging suitably qualified designer to complete detailed design for Stage 2 upgrade works.	Design works and scope of project finalised, including final cost estimate.	Director – Infrastructure & Operations	The proposed Caravan Park Stage 2 works require review after flood impacts of November 2022. Report being prepared for Council.	The proposed Caravan Park Stage 2 works require review after flood impacts of November 2022. Report being prepared for Council.
		L2.8.b	Maintain and operate the Cowra Caravan Park to its current high standard.	Park maintained and positive feedback received.	Director – Infrastructure & Operations	Flooding has had a short-term negative impact on presentation; contract operators have worked tirelessly to restore service levels.	Flooding has had a short-term negative impact on presentation; contract operators have worked tirelessly to restore service levels.
	L2.9 Investigate options for the remodelling of the public amenities at Olympic Park.	L2.9.a	Liaise with relevant groups and businesses to develop scope for asset renewal.	Liaison undertaken and project scope for project adopted.	Director – Infrastructure & Operations	Access Committee inspection/audit of facilities has been completed.	Access Committee inspection/audit of facilities has been completed.
	L2.10 Continue to maintain and develop the Cowra Regional Art Gallery	L2.10.a	Develop, present and promote a diverse program of high-quality exhibitions, public events and workshop activities at the Cowra	Two-year forward exhibition program developed and implemented.	Director – Corporate Services	The regional gallery has conducted a fully program of exhibitions and events over the past	The regional gallery has conducted a full program of exhibitions and events over the past
			Regional Art Gallery. Implement a Gallery Foundation/Arts Trust to support the ongoing development of the Art Gallery and Collection (including the Sculpture Park).	Use established Council publications and media to promote.		6 months. Highlights include; Dobell Drawing Prize - Prue Venables (Living Treasures: Masters of Australian Craft) Calleen Art Award 2022 upstART22 Connections: The Artist/Master Printer - Basil Hall, Michael Kempson and Ron McBurnie	6 months. Highlights include; Summer Art Workshops for Children Operation Art (NSW Dept of Ed) SIXTY: The Journal of Australian Ceramics 60th Anniversary 1962 - 2022 (Aust Design Centre) Red Heart of Australia (National Museum of Aust) Utopia Batiks: Textile Artworks from the Utopia Collection Bequest The Lachlan Valley Biennial While the World Waits (Arts OutWest) Little Nothings: Shani Nottingham (in-house)

Community Strategic Plan 2022-2036	4 Year Delivery Program 2022-2023 to 2025-2026	1 Year	Operational	Plan 2022-2023			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2021	Six Month Review to 30 June 2023
		L2.10.b	Prepare plans for the redevelopment of the Cowra Regional Gallery.	Plans finalised and adopted by Council.	Director – Corporate Services	Plans have been drafted along with a business case. It is expected to be presented to Council in early 2023.	No further action during this period.
	L2.11 Develop the Civic Square Cultural Precinct	L2.11.a	Finalise development of a masterplan for the Civic Square.	Plan finalised and adopted by Council.	Director – Environmental Services	A modified proposal has been prepared based upon submissions received and Council feedback. This will be presented to Council in the forthcoming months.	The draft concept plan has been adopted by Council and will be revisited when funding, including possible grant funding, is available.
	L2.12 Maintain and improve the Cowra Civic Centre.	L2.12.a	Develop, present and promote a diverse program of high-quality events, workshops, activities and entertainment at the Cowra Civic Centre.	Performance measured by growth in utilisation and attendance. Operations are within budget.	Director – Corporate Services	From July to December 206 events were held in the centre with 9,526 people attending. Average utilisation rate of 64%.	From January to May 134 events were held in the centre with 7,439 people attending. Average utilisation rate of 59%. This period also saw a change in manager.
	L2.13 Maintain and improve facilities at the Cowra Library.	L2.13.a	Continue liaison with Central West Libraries (CWL) to maintain and operate the facility.	Funding pursued for identified improvements. Attend and participate in CWL meetings.	Director – Corporate Services	Ongoing. Cross-promotion of library events undertaken via Council's social media pages, website, Noticeboard and newsletters.	Ongoing. Cross-promotion of library events undertaken via Council's social media pages, website, Noticeboard and newsletters.
	L2.14 Develop the Cowra Sculpture Park as a major attraction within Cowra.	L2.14.a	Subject to funding, undertake works and develop the collection of sculptures in accordance with the masterplan.	Ongoing promotion of the sculpture park and the development of a program to increase the collection.	Director – Corporate Services	Ongoing - exploring an additional donation from Macquarie University.	Ongoing. Limited resources have meant that further development of the sculpture park hasn't occurred as originally planned. Other options are currently being investigated.
	L2.15 Lobby the NSW Government to develop and invest in the Wyangala State Recreation Park.	L2.15.a	In conjunction with Cowra Tourism, lobby the relevant Ministers and local members to fund improvements for the Park.	Advocacy undertaken.	General Manager	Letters of support and media releases/editorials to be sent supporting/facilitating potential funding applications, once meeting has taken place with Tourism and Wyangala reps.	Matter remains ongoing.
	L2.16 Update and adopt a new Cultural Plan	L2.16a	Develop four-year Cultural Plan to 2026.	Plan finalised and adopted by Council.	Director – Corporate Services	A Cultural Plan committee has been established by Council with the first meeting expected to take place in early 2023.	Although the Cultural Plan committee has been established, no meetings have yet taken place. It is expected that work will commence in Qtr 1 of FY2024.

Community Strategic Plan 2022-2036	4 Year Delivery Program 2022-2023 to 2025-2026	1 Year	Operational	Plan 2022-2023			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2021	Six Month Review to 30 June 2023
L.3. Recognise and grow the talent in our community.	L3.1 Continue to support the Cowra Youth Council.	L3.1.a	Coordinate Youth Week activities. Undertake leadership development activities.	Youth Week events delivered. Leadership activities undertaken	Director – Corporate Services	Regular Youth Council meetings held. Strong Youth Council participation in community initiatives, including NAIDOC Week Family Fun Day, World Peace Day, Pool Movie Night and Christmas Street Festival. Mayor reception held in December. Recruitment of 2023 Youth Council completed.	Continued with monthly meetings for the Cowra Youth Council. Chair, Vice Chair x 2 & Secretary of Minutes elected at our May 2023 meeting. Public Speaking Workshop was held on 5 th June 2023 with 8 participants. Successful program of Youth Week Events held April 2023. Youth Council are investigating the presentation of a community body awareness campaign & disability awareness event.
	L3.2 Maintain donations policy to support community development.	L3.2.a	Respond to requests for donations in accordance with the Policy. Promote the Policy with relevant community organisations.	Requests are processed in accordance with Policy and submitted to Council as received.	Director – Corporate Services	Ongoing – presented to Council in need.	Ongoing – presented to Council in need.
L4. Develop and provide programs to meet the needs of Cowra Shire's young people.	L4.1 Build capacity of Cowra's young people to participate in community life.	L4.1.a	Host annual youth leadership training workshop.	One training workshop conducted with minimum of 20 attendees.	Director – Corporate Services	World Peace Day Youth Forum held in September with participation by 35 primary and high school student leaders.	Planning underway for the 2023 World Peace Day Youth Forum on 19 September 2023.
	L.4.2 Support the principles of Justice Reinvestment.	L4.2.b	Advocate for a trial of a Justice Reinvestment program in Cowra Shire.	Advocacy undertaken.	General Manager	No action during the review period.	No action during the review period.
L5. Maintain a planning framework that responds to community needs.	L5.1 Regularly review planning controls.	L5.1.a	Monitor changes in planning legislation and provide appropriate advice to Council.	Reports provided to Council as required.	Director – Environmental Services	There have been extensive changes to the state planning system and associated legislation. Reports have and will continue to be presented to Council.	Staff have been working extensively to meet the required integration of Council's systems with the NSW Planning Portal. Legislative changes have been communicated as required.

Community Strategic Plan 2022-2036	4 Year Delivery Program 2022-2023 to 2025-2026	1 Year	Operational	Plan 2022-2023			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2021	Six Month Review to 30 June 2023
L6. Develop a community where people are welcomed from all walks of life and feel safe and secure.	L6.1 Support activities of local Police and relevant community organisations to improve community safety.	L6.1.a	Advocate for adequate police resources to meet community demands.	Conduct regular meetings with Chifley Local Area Command (LAC), local community organisations and other relevant groups.	General Manager	The Mayor and General Manager meet regularly with local police and seek six-monthly meetings with Chifley command. Council consistently advocates for adequate policing resources including consideration of a 24-hour station.	The Mayor and General Manager meet regularly with local police and seek six-monthly meetings with Chifley command. Council consistently advocates for adequate policing resources including consideration of a 24-hour station.
		L6.1.b	Investigate improved CCTV and lighting options in areas of identified high risk.	Investigation undertaken and report provided to Council.	General Manager	A short survey was compiled and dispatched to Regional Councils to obtain their views/input on use, cost, implementation, effectiveness etc. of CCTV cameras in their precincts. A total of 7 surveys were returned with varying responses. Replies are currently being reviewed and compiled for reporting purposes. The matter is ongoing.	No further action during review period.
	L6.2 Improve how we welcome new residents to our community.	L6.2.a	Update New Residents Kit.	Update existing New Residents Kit. Work with community, tourism and business to identify regular events and activities to provide information to new residents.	General Manager	Planned for completion in second half of the year.	Planned for completion in 2023/2024 now that resources are available.
		L6.2.b	Implement welcome events for new residents.	Conduct a minimum of two events.	General Manager	Inaugural New Residents Welcome event (morning tea) held at the Cowra Civic Centre on 10 November. Approximately fifteen residents in attendance, along with Councillors and senior staff. Cowra information bags distributed to all guests.	No action during the review period due to vacancy/resources.

Community Leadership and Engagement (Strategic Theme 4)

Community Strategic Plan 2022-2036	4 Year Delivery Program 2022-2023 to 2025-2062	1 Year Operational Plan 2022-2023					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2022	Six Month Review to 30 June 2023
C1 Develop and model leadership skills across the community.	C1.1 Continue to develop Council's relationship with other government bodies.	C1.1.a	Maintain relationship with key local government bodies such as Central NSW Joint Organisation (CNSWJO), Local Government NSW (LGNSW) and Australian Local Government Association (ALGA).	Attend and participate in relevant meetings, seminars and conferences.	General Manager	Councillors and staff have been actively attending and participating in a range of professional development, policy making and networking events conducted by CNSWJO, LGNSW, ALGA, Country Mayors and other industry bodies.	Councillors and staff have been actively attending and participating in a range of professional development, policy making and networking events conducted by CNSWJO, LGNSW, ALGA, Country Mayors and other industry bodies.
	C1.2 Ensure Council's Section 355 Committees (s355), focus groups and advisory bodies are relevant and provide appropriate community involvement.	C1.2.a	Conduct a review of the Section 355 committees in line with the adopted Community Strategic Plan.	Review completed and report presented to council.	General Manager	Discussion paper to be presented to January 2023 Information meeting.	All committees asked to provide feedback which was then presented to June 2023 Information Meeting.
	C1.3 Work with Council s355 committees.	C1.3.a	Provide administrative support and respond to recommendations in a timely manner.	Administrative support provided within available resources. Minutes provided to Council for consideration.	General Manager	Support provided. Minutes provided.	Support provided. Minutes provided.
		C1.3.b	Provide Councillor Delegates to council Sections 355 committees.	Regular attendance by Councillor representatives.	General Manager	Councillors attend relevant meetings.	Councillors attend relevant meetings.
	C1.4 Provide support for the continued professional development of councillors.	C1.4.a	Provide details of training/skill/professional development opportunities to Councillors.	Performance development plans completed in line with regulatory requirements. Council takes adequate measures to ensure objectives identified here are met.	General Manager	Council achieves this objective primarily by providing regular workshops and information sessions to councillors on matters relevant to their role in the Cowra Council context. In addition, councillors are regularly advised of and encouraged to attend a wide range of industry seminars and	Council achieves this objective primarily by providing regular workshops and information sessions to councillors on matters relevant to their role in the Cowra Council context. In addition, councillors are regularly advised of and encouraged to attend a wide range of industry seminars and conferences both online and in-person.

Community Strategic Plan 2022-2036	4 Year Delivery Program 2022-2023 to 2025-2026	1 Year Operational Plan 2022-2023					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2022	Six Month Review to 30 June 2023
						conferences both online and in-person.	
	C1.5 Build capacity in the local volunteer sector.	C1.5.a	Undertake workshops on grant writing and meeting procedure and provide information on available grant opportunities.	Workshops conducted.	General Manager	Daytime and evening grant workshops conducted August 2022. Grant workshop promoted on Council's website, social media channels and weekly Noticeboard news.	No further action during the review period.
	C1.6 Support and contribute to the development of Village organisations.	C1.6.a	Appoint 1-2 Councillor delegates to liaise with each village community.	Councillor delegates appointed, attend meetings as appropriate and report back to Council.	General Manager	Delegates appointed.	Update to Village Action Plan provided to all villages.
C2. Engage with our community, in a variety of ways, to increase awareness of key issues and ensure better project and service delivery outcomes.	C2.1 Maintain and improve appropriate mechanisms to consult with the community and other stakeholders and provide information on Council decisions, services and initiatives.	C2.1.a	Issue regular communication informing the community of Council decisions, activities and programs in line with the adopted Community Engagement Strategy.	Community survey indicates improved satisfaction with Council's information dissemination. Website and social media analytics. Increase email subscribers.	General Manager	Media releases issued covering key outcomes of Council meetings. A summary of decisions from each Council meeting was distributed via social media and website, and sent to Central West media contacts. Council Noticeboard published each week in both the Cowra Guardian and the Cowra Phoenix. Also published to Council's website and social media pages, sent to Central West media, as well as being sent to all council staff. Summer edition of the Cowra Quarterly produced and distributed to all Shire residents. Regular updates and posts made to Council's Facebook, Twitter and LinkedIn pages. Promotions	Media releases issued covering key outcomes of Council meetings. A summary of decisions from each Council meeting was distributed via social media and website, and sent to Central West media contacts. Council Noticeboard published each week in both the Cowra Guardian and the Cowra Phoenix. Also published to Council's website and social media pages, sent to Central West media, as well as being sent to all council staff. Regular updates and posts made to Council's Facebook. Cross-promotion across the Cowra Aquatic Centre, Cowra Civic Centre, Cowra Art Gallery, Cowra Saleyards and Central West Libraries Facebook pages.

Community Strategic Plan 2022-2036	4 Year Delivery Program 2022-2023 to 2025-2026	1 Year Operational Plan 2022-2023					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2022	Six Month Review to 30 June 2023
						<p>on Council's social media pages. Promotions on Council's social media pages include current road closures due to floods, roadworks, water main repair works, Council's current positions vacant, a summary of Council decisions, media releases, pound information and community focused events and activities. Cross-promotion across the Cowra Aquatic Centre, Cowra Civic Centre, Cowra Art Gallery, Cowra Saleyards and Central West Libraries Facebook pages. Council's meetings continue to be recorded and uploaded to Council's website. Approximately 50,000 sessions were recorded on Council's website. Facebook followers grew by 32% during the period.</p>	<p>Council's meetings continue to be recorded and uploaded to website. Approximately 25,000 sessions were recorded on Council's website. Facebook followers grew by 6% during the period. Consultation has occurred by a range of measures including: Councillors attending village progress association meetings Events such as the Sport and Recreation networking evening Organisation and delivery of events such as Weeds Information Days and National Tree Day Adhering to the Community Participation Plan in relation to development proposals Implementing the Aboriginal Consultation Policy in relation to development proposals and councils works Seeking community input on a range of policies</p>
		C2.1.b	Conduct biennial Community Satisfaction Survey.	Survey conducted and report provided to Council.	General Manager	Planned for second half of the year.	Cowra is joining with Weddin, Oberon and Orange Councils to conduct the survey in July/August 2023.

Community Strategic Plan 2022-2036	4 Year Delivery Program 2022-2023 to 2025-2062	1 Year Operational Plan 2022-2023					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2022	Six Month Review to 30 June 2023
	C2.2 Improve customer service experience and processes.	C2.2.a	Inform community of methods to lodge customer requests and monitor service levels.	Promotion of customer request options and reporting on performance against service level guarantee. Community survey indicates satisfaction with customer service.	Director – Corporate Services	Work continues on improving data quality and reporting functionality on Council's CRM system. Until this is completed, promotion to the community is unable to take place.	Quarterly CRM reports are now being presented to Council's Information meeting. Work continues to refine the report and processes.
	C2.3 Develop and monitor relevant Integrated Planning and Reporting (IP&R) strategies.	C2.3.a	Report to Council in accordance with statutory requirements.	Reports provided to Council.	General Manager	Reports provided as required.	Reports provided as required.
C3. Strengthen partnerships with government and other agencies.	C3.1 Work closely with relevant agencies charged with planning for the Cowra Shire community.	C3.1.a	At least annual meetings with Council and key figures from NSW Government departments and other relevant agencies.	Meetings held and Cowra's concerns and priorities conveyed.	General Manager	Meetings held as required.	Meetings held as required.
	C3.2 Work closely with local members and other members of parliament to advance the objectives of Council.	C3.2.a	Meet regularly with local members and other members of parliament to advocate for the needs of the Cowra Shire community.	Meetings held and advocacy undertaken.	General Manager	Meetings held with both State and Federal Members. Meetings held with Federal Senate rep. and with State opposition members.	Meetings held with both State and Federal Members. Meetings held with Federal Senate rep. and with State opposition members.
	C3.3 Collaborate with other Councils to form strategic alliances on areas of common interest.	C3.3.a	Meetings with other Councils to discuss matters of common interest and report proposals to Council for consideration.	Meetings held and proposals reported to Council.	General Manager.	Initial meeting held with Hilltops and Weddin councils.	Participating in a range of programs with other Councils in the Joint Organisation.
C4. Ensure Council remains financially sustainable and maximises external funding opportunities.	C4.1 Seek funding for projects and infrastructure included in Council's strategic plans.	C4.1.a	Seek funding to progress projects including in adopted strategic plans including: Village Improvement Plan Energy Efficient and Renewable Energy Plan Sport and Recreation Plan Peace Precinct Masterplan Pedestrian and Cycling Plan Caravan Park Improvement Plan Lachlan River Precinct Masterplan	Applications submitted for all relevant programs.	General Manager	Grant applications submitted totalling \$2,187,416. This included an application for \$239,651 under the Reconnecting Regional NSW – Community Events Program that comprised 14 individual component projects submitted on behalf of council and community	Grant applications submitted totalling \$11,257,132. This included applications under the Regional and Local Road Repair Program, Local Roads and Community Infrastructure – Phase 3, NSW Severe Weather and Flood Grant – June 2022 Local Government Recovery Grant. All

Community Strategic Plan 2022-2036	4 Year Delivery Program 2022-2023 to 2025-2026	1 Year Operational Plan 2022-2023					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2022	Six Month Review to 30 June 2023
						organisations. This application has been approved, Two applications unsuccessful. Two applications pending - \$986,152.	of these applications comprise multiple individual projects. One application from May 2022 and pending as at 31 December 2022 was announced as successful for \$7,000 for NAIDOC Week family concert.
	C4.2 Undertake asset management planning to ensure that Council's infrastructure is maintained and reviewed to meet Council's adopted levels of service.	C4.2.a	Update Asset Management Plans for all asset classes.	Updates adopted.	Director – Infrastructure and Operations	AMPs for all asset classes being reviewed for presentation to Council.	Reviewed AMP Strategic Plan adopted by Council.
		C4.2.b	Implement improvement plans for all asset classes, transport, water and wastewater, buildings etc	Improvement plans delivered within available resources.	Director – Infrastructure & Operations	Capital renewal program for all asset classes is in progress.	Capital renewal program for all asset classes is in progress.
	C4.3 Investigate opportunities for increased income streams.	C4.3.a	Investigate opportunities that arise and submit reports to Council as required.	Opportunities investigated and reports presented.	Director – Corporate Services	Preliminary work has been conducted with only limited discussions at a Manex level. Further investigation is required to progress.	Limited resourcing has meant that progress in this space has been extremely limited and ad hoc in nature.
	C4.4 Ensure ongoing integration of risk management principles into Council operations.	C4.4.a	Develop a Council-wide Enterprise Risk Management Plan and develop and implement supporting processes.	Planning undertaken and appropriate plans and supporting processes adopted.	Director – Corporate Services	Not yet commenced.	Not yet commenced.

Business & Industry (Strategic Theme 5)

Community Strategic Plan 2022-2036	4 Year Delivery Program 2022-2023 to 2025-2026	1 Year Operational Plan 2022-2023					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2022	Six Month Review to 30 June 2023
B1. Plan for and support business and industry growth, research and innovation.	B1.1 Ensure strategic planning for business and industry growth is current.	B1.1.a	Review and update the Cowra Regional Economic Development Strategy (REDS) ensuring sufficient investigation of the local economic factors.	Strategy reviewed, updated and adopted to the satisfaction of Council. Six-monthly reporting on initiatives and projects undertaken.	General Manager	DRNSW have engaged council and business for a review and update of the current REDS document. Subsequent feedback by stakeholders on a 1 st draft has been provided and submitted to DRNSW. A final draft should be submitted for adoption by council in the next reporting period.	A final draft of the updated REDS document has been submitted and adopted by Council. DRNSW has subsequently consulted with Council on a Regional Housing Delivery Plan which could be added as an addendum to the REDS Review, subsequent to Council resolution.
		B1.1.b	Research and report key economic data to support Council and business decision-making.	Information provided six-monthly to Council.	General Manager	Council subscribes to Profile.id that provides an independent demographic & economic data dashboard which can be accessed via any computer and/or mobile browser. The portal provides unbiased current/relevant data/statistics on our Shire that can be used to support business & economic development decision-making.	Council remains subscribed to Profile.id and offers it as a free demographic /economic resource to business and the community. Council is also exploring the acquisition of SpendMapp data and its software as a service offering. The product uses real, continuous and comprehensive bank transaction data to create a moving picture of an economy.

Community Strategic Plan 2022-2036	4 Year Delivery Program 2022-2023 to 2025-2026	1 Year Operational Plan 2022-2023					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2022	Six Month Review to 30 June 2023
B2. Tell the world about the opportunities and benefits of living, working and playing in Cowra Shire.	B2.1 Support Cowra Tourism marketing initiatives.	B2.1.a	Support initiatives within available resources.	Support provided.	General Manager	Council supports tourism initiatives in collaboration with the business chamber and State & Federal Government funding initiatives. Council's role is to enhance & amplify tourism initiatives and provides the majority of funding to the Cowra Tourism Corporation.	Council remains supportive of tourism initiatives in collaboration with the community and State & Federal Government funding initiatives.
		B2.1.b	Provide financial support to Cowra Tourism Corporation.	Annual contribution provided.	General Manager	MOU with Cowra Tourism signed. Funding provided in accordance with budget allocation.	Quarterly funding provided.
	B2.2 Support Cowra Business Chamber marketing initiatives.	B2.2.a	Support initiatives within available resources.	Support provided.	General Manager	Council provides annual funding for the Business Hub and chamber secretarial services. Council also supports other chamber initiatives like the Cowra Ca\$h Card as and when needed/ requested. Council also replicates and boosts chamber media initiatives via its own media channels as and when informed.	Cowra Business Chamber is currently in reformation. Should a new executive be elected, Council will continue to support the collective and its initiatives where possible.
	B2.3 Support village organisations in their efforts to raise the profile of their community.	B2.3.a	Support initiatives within available resources.	Support provided.	General Manager	Council considers requests and provides support where appropriate eg Woodstock village newsletter upon request. Plans underway to replace village entry signs.	Council considers requests and provides support where appropriate.
B3. Add value and support to our existing businesses and industries.	B3.1 Support Cowra Business Chamber	B3.1.a	Review and adopt an updated Memorandum of Understanding between Council and the Business Chamber.	MOU reviewed, updated and adopted.	General Manager	The MOU is currently under review with a final version expected to be adopted in the next reporting period.	With the Business Chamber to be re-established, the existing MOU has lapsed. A new MOU may be drafted should the Business Chamber re-establish.

Community Strategic Plan 2022-2036	4 Year Delivery Program 2022-2023 to 2025-2026	1 Year Operational Plan 2022-2023					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2022	Six Month Review to 30 June 2023
B4. Support the development of an energetic CBD.	B4.1 Upgrade Macquarie Street.	B4.1.a	Review plans for Macquarie Street precinct redevelopment.	Plans reviewed, project scope, design and cost estimates adopted for future delivery.	Director – Infrastructure & Operations	Reported to Council through Traffic Committee; budget consideration for landscape consultancy required in the next review of the Financial Plan.	Reported to Council through Traffic Committee; budget consideration for landscape consultancy required in the next review of the Financial Plan.
	B4.2 Review Squire Park café and amenities.	B4.2.a	Investigate options for the redevelopment and possible expansion of the Squire Park café/amenities.	Options investigated and if required project scoped. Design and cost estimates adopted for future delivery.	Director – Infrastructure & Operations	Reported to Council in November 2022; further report required after site inspection December 2022.	Site inspection completed December 2022.
	B4.3 Undertake planning for the future of the Cowra CBD.	B4.3.a	Establish a committee to oversee liaison with local business and future planning for the CBD.	Committee established and terms of reference adopted.	General Manager	Expected to be reported to Council for discussion at the February 2023 Information meeting.	Council resolved to establish a CBD Working Committee at the June Council meeting with membership from business and community.
B5. Advocate for improved digital connectivity for Cowra Shire to the rest of the world.	B5.1 Facilitate the provision of information to the community on the range of technologies available.	B5.1.a	In conjunction with Business Chamber convene relevant forums to present current technology options to the business community.	Forums conducted with good participation.	General Manager	In collaboration with council and the business chamber, Biz HQ delivered a seminar on social media marketing and online selling of product & services.	The Business Chamber was inactive during this period. Council did however facilitate a Strengthening Business Program - Rebuilding Business after the Flood in conjunction with Business Australia.
	B5.2 Advocate for and support initiatives to improve digital connectivity.	B5.2.a	Consider funding NBN Business Fibre Zone in the Cowra township.	Investigation and liaison undertaken and report provided to Council.	General Manager	A review of the NBN Business Fiber Zone offering is currently underway. A report is expected to be presented to council in the next reporting period.	The matter is ongoing and remains dependent on grant funding becoming available to enable a rollout within the proposed footprint.
		B5.2.b	Work with village communities and advocate for improved connectivity.	Liaison and advocacy undertaken.	General Manager	Villages currently enjoy fixed wireless internet connectivity as a standard with advocacy from council for improved speeds and a broader footprint being undertaken. NBN has indicated	Villages continue to enjoy fixed wireless internet connectivity as a standard with advocacy from council for improved

Community Strategic Plan 2022-2036	4 Year Delivery Program 2022-2023 to 2025-2026	1 Year Operational Plan 2022-2023					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2022	Six Month Review to 30 June 2023
						that this is part of their future scope and the rollout is ongoing.	speeds and a broader footprint being undertaken. NBN has indicated that upgrades are underway to address both speed and coverage matters in the regions.
		B5.2.c	Lobby mobile phone providers to extend coverage in the Shire.	Advocacy undertaken.	General Manager	Mobile Service Providers are no longer investing in additional infrastructure in marginally populated areas without sizable co-investment from the Federal Government. Council is consistently lobbying the Federal Government via the Mobile Black Spot program to provide infrastructure funding in identified low & no reception areas.	Council continues to lobby Federal Government for infrastructure funding in identified low & no reception areas. Council also advocates with mobile service providers directly to monitor and improve their service delivery at shire villages.
B6 Identify and develop profitable and sustainable tourism opportunities for Cowra.	B6.1 Review and monitor the Memorandum of Understanding (MOU) between Council and the Cowra Tourism Corporation (CTC).	B6.1.a	Review MOU.	MOU reviewed, updated and endorsed by Council.	General Manager	Final MOU endorsed by Council at December 2022 Council meeting. Completed.	Completed.
	B6.2 Support Cowra Tourism in identifying new events and supporting existing events.	B6.2.a	Provide funding to Cowra Tourism for Events Officer.	Funding provided and a satisfactory number of events conducted.	General Manager	Funding provided.	Funding provided.
	B6.3 Provide resources and financial assistance to Cowra Tourism Corporation to effectively support and grow the Shire's tourism sector	B3.3.a	Provide two representatives on Cowra Tourism Board. Provide annual contribution to Cowra Tourism.	Council representatives attend board meetings and report back to Council.	General Manager	Representatives provided.	Representatives provided.

Transport & Infrastructure (Strategic Theme 6)

Community Strategic Plan 2023-2036	4 Year Delivery Program 2022-2023 to 2025-2026	1 Year	Operational	Plan 2022-2023			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2022	Six Month Review to 30 June 2023
T1. Develop a Heavy Vehicle Bypass for Cowra's CBD.	T1.1 Project is adopted by Transport for NSW as a medium-term priority.	T1.1.a	Lobby Transport for NSW, local members and NSW Government to include the project in Transport for NSW planning documents.	Project endorsed for inclusion in Transport for NSW planning for the region.	General Manager	Council advocates for this project, most recently in the submission period for the review of the Central West Regional Transport Plan that has not yet been released by the NSW Government. Lobbying collateral to be developed during the second half of the year.	Council advocates for this project, most recently in the submission period for the review of the Central West Regional Transport Plan that has not yet been released by the NSW Government. Lobbying collateral to be developed when resources allow.
T2. Construct a new mid-level bridge over the Lachlan River within the Cowra township.	T2.1 Project is adopted by Transport for NSW as a medium-term priority.	T2.1.a	Lobby Transport for NSW, local members and NSW Government to include the project in Transport for NSW planning documents.	Project endorsed for inclusion in Transport for NSW planning for the region.	General Manager	Council advocates for this project, most recently in the submission period for the review of the Central West Regional Transport Plan that has not yet been released by the NSW Government. Lobbying collateral to be developed during the second half of the year.	Council advocates for this project, most recently in the submission period for the review of the Central West Regional Transport Plan that has not yet been released by the NSW Government. Lobbying collateral to be developed when resources allow.
T3. Construct a swift and safe link connecting Central NSW to Metropolitan Sydney via the Blue Mountains.	T3.1 Project is adopted by Transport for NSW as a medium-term priority.	T3.1.a	Lobby Transport for NSW, local members and NSW Government to include the project in Transport for NSW planning documents.	Project endorsed for inclusion in Transport for NSW planning for the region.	General Manager	Council advocates for this project, most recently in the submission period for the review of the Central West Regional Transport Plan that has not yet been released by the NSW Government. Lobbying collateral to be developed during the second half of the year.	Council advocates for this project, most recently in the submission period for the review of the Central West Regional Transport Plan that has not yet been released by the NSW Government. Lobbying collateral to be developed during the second half of the year.
T4. Re-open the Blayney to Demondrille trail line to facilitate freight movement within and beyond the region.	T4.1 Project is adopted by Transport for NSW as a medium-term priority.	T4.1.a	Lobby Transport for NSW, local members and NSW Government to include the project in Transport for NSW planning documents.	Project endorsed for inclusion in Transport for NSW planning for the region.	General Manager	Council advocates for this project, most recently in the submission period for the review of the Central West Regional Transport Plan that has not yet been released by the NSW Government. Lobbying collateral to be developed during the second half of the year.	Council advocates for this project, most recently in the submission period for the review of the Central West Regional Transport Plan that has not yet been released by the NSW Government. Lobbying collateral to be developed during the second half of the year.
T5. Develop an integrated transport system that addresses local and regional needs in relation to cycleways and footpaths, road and rail.	T5.1 Maintain, improve and develop footpaths and walkways to ensure the safe and efficient movement of users, including persons living with disabilities, and develop pedestrian and cycling linkages in the shire.	T5.1.a	Review and update the Pedestrian and Cycling plan.	Plan reviewed, updated and adopted.	Director – Infrastructure & Operations	Review of the Pedestrian and Cycling Plan currently underway.	Review of the Pedestrian and Cycling Plan currently underway.
		T5.1.b	Seek funding for projects identified in the Pedestrian and Cycling plan.	Funding applications submitted for appropriate programs.	General Manager	No applications submitted during period, however there are a number of projects in the delivery pipeline from previously announced funding.	No applications submitted during period, however there are a number of projects in the delivery pipeline from previously announced funding.

Community Strategic Plan 2023-2036	4 Year Delivery Program 2022-2023 to 2025-2026	1 Year	Operational	Plan 2022-2023			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2022	Six Month Review to 30 June 2023
	T5.2 Maintain local and regional road networks to enable the safe and efficient movement of traffic at the lowest life-cycle cost.	T5.2.a	Complete the Roads to Recovery projects scheduled for 2022/2023.	Projects completed on time and on budget.	Director – Infrastructure & Operations	Planned RfR works program has been adopted by Council.	Resumed work on: FLR2 Mt McDonald Rd FLR3 Camp Rd
	T5.3 Work with Transport for NSW to enable the safe and efficient movement of traffic on the state-owned road network within Cowra Shire.	T5.3.a	Work with Transport for NSW to agree on improvements required to State-owned road network.	Projects agreed to and delivered.	Director – Infrastructure & Operations	Meeting with TfNSW 2023 to discuss long term planning for the network post the Natural Disaster.	Discussions were had with TfNSW regarding extensions to grants due to unrealistic timelines. Waiting for response
	T5.4 Improve awareness of and range of local and regional transport options.	T5.4.a	Liaise with Transport for NSW and local operator to improve the "Hail and Ride" service within Cowra.	Liaison undertaken, service improvement agreed to and implemented.	Director – Infrastructure & Operations	No action to date.	No action to date.
		T5.4.b	Liaise with Transport for NSW to improve public transport connectivity within and beyond the region.	Service gaps identified and advocacy undertaken.	General Manager	Transport for NSW will extend trials for its bus service between Wyangala and Canberra until June 2023. "This service was introduced as part of a vision to make public transport the first-choice option for people living in regional communities, providing better access to larger centres. The bus trial, operated by LiveBetter Services, runs a return service every Friday travelling via Darby Falls, Cowra, Koorawatha, Bendick Murrell, Murringo and Boorowa, with connections at Canberra for NSW TrainLink train services to Sydney. Council's advocacy in this space remains ongoing.	Council advocacy with TfNSW remains ongoing.
	T5.5 Improve local traffic conditions within the Cowra CBD.	T5.5.a	Monitor local traffic conditions and refer proposed changes to the Traffic Committee for consideration.	Regular reports provided to Traffic Committee and decisions implemented.	Director – Infrastructure & Operations	Traffic Committee reports and actions provided in accordance with planned meeting schedules.	Traffic Committee reports and actions provided in accordance with planned meeting schedules.
T6. Develop the Cowra Airport as a regional aviation precinct.	T6.1 Continue to develop the Cowra Airport.	T6.1.a	Finalise plans for the next stage of development.	Project scope, costing and funding finalised for delivery.	General Manager	Initial planning discussions have commenced for next stage of the airport sub-division however	It is anticipated resources will allow progress in the next reporting period.

Community Strategic Plan 2023-2036	4 Year Delivery Program 2022-2023 to 2025-2026	1 Year	Operational	Plan 2022-2023			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2022	Six Month Review to 30 June 2023
						constraints have hindered progress. The approved Cowra Airport Masterplan will provide guidance for the project moving forward.	
		T6.1.b	Continue to maintain Cowra Airport as a certified aerodrome.	Certification maintained.	Director – Infrastructure & Operations	Ongoing.	Currently working to carry out significant maintenance work of the NBD site including possibility of sealing or spreading gravel. Also undertaking airport user consultation regarding moving a fence line on taxiway bravo.
T7. Provide water, Sewerage and stormwater infrastructure and services to meet community needs.	T7.1 Maintain and improve the Shire's water supply network to meet consumer demand and meet health requirements.	T7.1.a	Accept handover of completed Wyangala water treatment plant.	Plant handed over from NSW Government and operating satisfactorily.	Director Infrastructure & Operations	Works underway and Council has resolved to enter into Interface Agreement for plant handover.	Works continuing on WWTP. Village mains being upgraded.
		T7.1.b	Undertake Integrated Water Cycle Management (IWCM) strategy including review of Water and Sewer Strategic Business Plans.	IWCM finalised and adopted. Strategic Business Plans finalised and adopted.	Director Infrastructure & Operations	IWCM issues paper has been completed and is currently with DPIE Water for review.	IWCM options study is underway.
		T7.1.c	Drinking Water Management System (DWMS) implemented in accordance with Australian Drinking Water Guidelines (ADWG).	DWMS Annual Report provided to Council.	Director Infrastructure & Operations	DWMS Annual Report for 2021/22 currently being prepared for Council report.	DWMS Annual Report for 2021/22 and 2022/23 currently being prepared for Council report.
	T7.2 Continue planning for the completion of the West Cowra Sewer project.	T7.2.a	Finalise design, consultation and tender specifications.	Consultation completed. Project scope and costing adopted ready for delivery.	Director Infrastructure & Operations	Progress report provided to December 2022 Council meeting.	Public Works Advisory working on review of project scope.
	T7.3 Discharge from wastewater treatment plants to meet Environmental Protection Agency (EPA) licence conditions.	T7.3.a	Plant is operated to comply with EPA requirements at all times.	Nil compliance breaches.	Director Infrastructure & Operations	EPA license compliance reported quarterly to Council.	Operating in accordance with Licence.
	T7.4 Undertake improvement works to West Cowra Drainage.	T7.4.a	Complete study of drainage options downstream of Lyall Street and commence stage one works.	Study completed and work commenced subject to available funding.	Director Infrastructure & Operations	Engineering survey and design of adopted option is underway.	Consultant to complete final adjustments to study.
T8. Ensure long-term security of Cowra's water supply.	T8.1 Undertake projects that strengthen Cowra's water security.	T8.1.a	Finalise the Billimari Bore project.	Work completed within budget and operating as required.	Director Infrastructure & Operations	The project is underway; bores completed, pump station 95% complete and pipeline to commence in March 2023.	Rural pipeline completed. Urban pipeline tender awarded. Bores fitout tender awarded. UGL rail crossings application made.

Community Strategic Plan 2023-2036	4 Year Delivery Program 2022-2023 to 2025-2026	Plan 2022-2023					
		1 Year	Operational	Performance Measure	Responsibility	Six Month Review to 31 December 2022	Six Month Review to 30 June 2023
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2022	Six Month Review to 30 June 2023
	T8.2 Advocate for water security measures including the raising of Wyangala wall.	T8.2.a	Advocate for water security measures including the raising of Wyangala wall subject to all appropriate assessments being undertaken.	Advocacy undertaken.	General Manager	Regular advocacy undertaken by the Mayor. Mayor and General Manager have monthly meetings with project team.	Regular advocacy undertaken by the Mayor.
T9. Ensure that community assets and	T9.1 Maintain local, regional and state roads and bridges.,	T9.1.a	Complete replacement of George Campbell bridge.	Project completed on time and on budget.	Director Infrastructure & Operations	The bridge is open to traffic as one lane; delays due to flood damage and Essential Energy cable relocation.	Cables raised. Roadworks completed.
public infrastructure including roads, bridges and public buildings are well-maintained.	T9.2 Efficiently manage and maintain Council's buildings and special purpose facilities.	T9.2.a	Investigate and deliver upgrades to Cowra Visitors Centre subject to budgetary constraints.	Scope of works finalised and delivered.	Director Infrastructure & Operations	Project completed.	Project completed.
	T9.3 Maintain and manage Cowra Cemetery.	T9.3.a	Cemetery maintained to current high standard.	Maintenance undertaken.	Director Infrastructure & Operations	Ongoing.	Ongoing. Cemetery office technology upgrade including wifi and computer facility for use by all staff. This will dramatically improve security of cemetery record keeping.
	T9.4 Ensure public places are clean and well-maintained.	T9.4.a	Establish a regular cleaning schedule for public places.	Schedule implemented.	Director Infrastructure & Operations	Cleaning schedule implemented.	The recruitment of a second amenities attendant has led to significant improvements in this area.
T10. Improve the transport corridor connecting the Hume, Mid-Western, Newell, Olympic and Mitchell Highways.	T10.1 Advocate for improvements to the corridor.	T10.1.a	Liaise with local members of parliament, Transport for NSW and other stakeholders to seek recognition of and improvements to the corridor.	Advocacy and liaison undertaken.	General Manager	Council advocates for this project, most recently in the submission period for the review of the Central West Regional Transport Plan that has not yet been released by the NSW Government. Lobbying collateral to be developed during the second half of the year.	Council advocates for this project, most recently in the submission period for the review of the Central West Regional Transport Plan that has not yet been released by the NSW Government.

Environmental Sustainability & Stewardship (Strategic Theme 7)

Community Strategic Plan 2022-2036	4 Year Delivery Program 2022-2023 to 2025-2026	1 Year	Operational	Plan 2022-2023			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2022	Six Month Review to 30 June 2023
E1. Aim to position Cowra Shire as a centre of environmental excellence.	E1.1 Maximise opportunities for the Cowra Material Recycling facility to participate in the circular economy.	E1.1.a	Continue partnership with Cleanaway as a regional processing facility for the Container Deposit Scheme.	CDS tonnages maintained or increasing.	Director – Infrastructure & Operations	Impacts of current "toll pricing" proposal from Cleanaway to be reported to Council.	New contract in place with Cleanaway supporting CDS processing. Goal to improve kerbside recycling processing.
	E1.2 Build an environmentally active community to promote Cowra as a centre of environmental excellence.	E1.2.a	Investigate forming an environmental sustainability Section 355 committee.	Investigation undertaken and reported to Council.	Director Infrastructure & Operations	No action to date.	No action to date. Awaiting finalisation of Waste Strategy.
E2. Reduce the emissions of Council operations in line with NSW Government targets for the local government sector.	E2.1 Implement Energy Efficiency projects included in the adopted Energy Efficiency and Renewable Energy Plan.	E2.1.a	Install solar panels at Water Treatment Plant and Wastewater Treatment Plant.	Panels installed and operating.	Director Infrastructure & Operations	Project delivery to be tendered in 2022/23.	To be carried over to 2023/2024
	E2.2 Investigate opportunities for the use of renewable/alternative energy sources for Council infrastructure.	E2.2.a	Seek funding to implement strategies from the adopted Energy Efficiency and Renewable Energy Plan.	Funding submissions lodged.	General Manager	No programs identified; continually under review.	A funding submission has been lodged in conjunction with CNSWJO for a battery at the STP. Funding has been received to develop a fleet transaction plan.
	E2.3 Investigate opportunities to participate in the rollout of electric vehicles.	E2.3.a	Advocate for establishment of EV charging stations in the Shire.	Advocacy undertaken and where required funding submissions lodged.	General Manager	Council advocates in this space via the Joint Organisation of Councils for funding. To date no funding has been secured for additional EV infrastructure rollout to progress as per Cowra's adopted Net Zero/ERP.	Nothing further to report. Matters remain ongoing in this space.
E3. Take advantage of and support opportunities to grow new sustainable industries.	E3.1 Position Cowra Shire as a location for circular economy industries.	E3.1.a	Advocate for and support industries participating in the circular economy.	Investigate opportunities and advocate for Cowra Shire as a desirable location for such industries.	General Manager	Council is advocating via the REDS review to be considered for a potential waste recycling location in NSW, with a clear focus on waste to energy as a circular initiative.	Being considered in Waste Strategy.
E4. Show leadership by taking action and promoting practices to encourage Cowra Shire to be an environmentally responsible community.	E4.1 Develop a Waste Management Strategy to meet the objectives of the "NSW EPA Waste and Sustainable Materials Strategy 2041".	E4.1.a	Undertake consultation and investigation to develop a Waste Management Strategy.	Strategy adopted by Council.	Director Infrastructure & Operations	In progress; draft to be finalised January 2023.	In progress; final draft to be finalised July 2023.
	E4.2 Implement Food Organic and Garden	E4.2.a	Investigate requirements to	Investigations undertaken and	Director Infrastructure & Operations	Included in Waste Management	Included in Waste Management

Community Strategic Plan 2022-2036	4 Year Delivery Program 2022-2023 to 2025-2026	1 Year	Operational	Plan 2022-2023			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2022	Six Month Review to 30 June 2023
	Organics (FOGO) in line with State government strategies.		implement FOGO system.	reported to Council.	Operations	Strategy.	Strategy.
	E4.3 Work with the community to maximise recycling.	E4.3.a	Promote recycling education program.	Promotion and education initiatives undertaken.	Director Infrastructure & Operations	Release of new MRF app to develop community education. National Recycling Week and Kendal Laneway event promoted across Council website, social media and Noticeboard news.	Release of new MRF app to develop community education.
		E4.3.b	Conduct annual Recycled Art for Cowra Awards	Event conducted with good community participation.	Director Infrastructure & Operations	Completed.	Completed.
		E4.3.c	Support initiatives of the Tidy Towns committee within available resources.	Support provided where required, subject to available resources.	Director Infrastructure & Operations	Support provided.	Plans in place for Tidy Towns Committee to host RAFA 2023 and the July school holiday workshops.
		E4.3.d	Participate in Garage Sale Trail.	Event conducted with good participation from the community.	Director Infrastructure & Operations	Council participated in the Garage Sale Trail Sept-Nov 2022. Despite the flood disaster during this time, 301 residents participated locally as a seller or shopper and 12 garage sale events were hosted locally over the two weekends. Completed.	Completed for 2022. Will engage in the initiative later this year.
		E4.3.e	Consider options for and feasibility of bulk rubbish collection.	Investigations undertaken and report provided to Council.	Director Infrastructure & Operations	Included in Waste Management Strategy.	Included in Waste Management Strategy.
	E4.4 Source road making materials in an environmentally responsible manner.	E4.4.a	Operate Council quarries in accordance with all regulatory and legislative requirements.	Quarries operated with nil compliance breaches.	Director Infrastructure & Operations	EPA Compliance report to Council quarterly.	Nil breaches.
E5. Build partnerships with people who work and care for the land to secure a healthier environment.	E5.1 Consider and where appropriate support proposals to establish wetlands in the Shire.	E5.1.a	Investigate option for establishing a wetland as part of the West Cowra stormwater works.	Investigation undertaken and report provided to Council for consideration.	Director Infrastructure & Operations	Report provided to Council; funding for additional hydrological and hydraulic modelling and design will be required.	No progress pending completion of flood study
E6. Build and promote Council's and the community's preparedness for, adaptability to and resilience to climate change and natural disaster impacts.	E6.1 Adopt and/or review plans to improve Council and community preparedness and response to climate change and natural disaster impacts.	E6.1.a	Review the Cowra Local Emergency Management Plan.	Review undertaken by Local Emergency Management Committee.	General Manager	Emplan updated and adopted by LEMC.	Completed.

Reconciliation and Inclusion (Strategic Theme 8)

Community Strategic Plan 2022-2036	4 Year Delivery Program 2022-2023 to 2025-2026	1 Year	Operational	Plan 2022-2023			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2022	Six Month Review to 30 June 2023
R1. Foster recognition and connection with the local Indigenous population. Respect, promote and protect Wiradjuri culture.	R1.1 Develop a Reconciliation Action Plan (RAP).	R1.1.a	Form a working group to commence development of a RAP.	Group formed and terms of reference adopted.	General Manager	Working group formed and meetings commenced.	Decision made by Council to sign up to Reconciliation Action Plan program through Reconciliation Australia.
	R1.2 Respect and Protect local culture.	R1.2.a	Consult with the local Indigenous community on all Council works and projects that have the potential to impact on Wiradjuri cultural heritage.	Undertake consultation in accordance with adopted Aboriginal Consultation Policy.	Director – Infrastructure & Operations	Consultation undertaken in accordance with policy.	Consultation undertaken in accordance with policy
		R1.2.b	Consult with local Indigenous community on all development applications that have the potential to impact on Wiradjuri cultural heritage.	Undertake consultation in accordance with adopted Aboriginal Consultation Policy and Community Participation Plan.	Director – Environmental Services	Where appropriate consultation has and will to continue to be undertaken.	Where appropriate consultation has and will to continue to be undertaken.
		R1.2.c	Liaise with the local Indigenous community and Cowra Local Aboriginal Land Council to discuss inclusion of Wiradjuri language in the singing of the National Anthem at Council events.	Liaison undertaken and if approved changes implemented.	General Manager	Has been discussed by Reconciliation Working Party with no action taken to date.	Ongoing.
		R1.2.d	Liaise with local Indigenous community and Cowra Local Aboriginal Land Council to discuss inclusion of Wiradjuri language in the Acknowledgement of Country at Council events.	Liaison undertaken and if approved changes implemented.	General Manager	Has been discussed by Reconciliation Working Party with no action taken to date.	Ongoing.
	R1.3 Celebrate local culture.	R1.3.a	Support and participate in NAIDOC Week and other days of significance to the local Indigenous community.	Support provided.	Director – Corporate Services	Grant received from NSW Government to present a NAIDOC Week Family Concert at the Civic Centre featuring Roger Knox. Regional Sports Event Fund grant	Cowra Youth Council are assisting with the NAIDOC Week Family Fun Day on 3 rd July 2023. Running a tattoo, hair spray & face painting stall. Lunch held with

Community Strategic Plan 2022-2036	4 Year Delivery Program 2022-2023 to 2025-2026	1 Year	Operational	Plan 2022-2023			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2022	Six Month Review to 30 June 2023
						received to assist the Cowra Magpies to mark the 100 th anniversary of the Erasmie All Blacks. Social media posts issued daily throughout NAIDOC Week. Indigenous Cultural Burn and Ceremony held as part of National Tree Day events in July 2022.	Indigenous elders to take photos for social media posts during NAIDOC Week.
		R1.3.b	Work with the local Indigenous community and the Cowra Local Aboriginal Land Council on the Interpretation Centre in line with the Peace Precinct Masterplan.	Liaison undertaken and project progresses with approval from the local Land Council.	General Manager	No action taken during the review period.	Chair of the Reconciliation Working Party has made contact with Acting CEO of Cowra Local Aboriginal Land Council.
R2. Show leadership and promote actions that ensure all members of the community have an equal opportunity to participate fully within the community.	R2.1 Be a responsible employer committed to the principles of equal employment opportunity.	R2.1.a	Consider options to increase employment opportunities for those groups identified in the EEO Management Plan.	Investigations undertaken and where required reports presented to Council.	General Manager	Council pro-actively endeavours to seek opportunities and Government incentives to assist with employment opportunities for identified groups from our EEO Management Plan.	Council pro-actively endeavours to seek opportunities and Government incentives to assist with employment opportunities for identified groups from our EEO Management Plan.
R3. Continue to deliver and ensure all high movement areas, public buildings and appropriate Council resources and services are accessible for all the community.	R3.1 Review the Disability Inclusion Action Plan (DIAP).	R3.1.a	DIAP reviewed, adopted and commence implementation of recommendations.	Extensive consultation undertaken and updated plan adopted by Council.	Director – Environmental Services	The DIAP is currently under review with further consultation proposed.	The DIAP has been referred to the Access Committee and comments received. The review will be finalised and presented to Council for endorsement to be placed on exhibition.

Community Strategic Plan 2022-2036	4 Year Delivery Program 2022-2023 to 2025-2026	1 Year Operational Plan 2022-2023					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2022	Six Month Review to 30 June 2023
		R3.1.b	Maintain the Access Incentive Fund.	Fund maintained and opportunities publicized to relevant stakeholders.	Director – Environmental Services	This fund is continuing to maintained and is available for relevant stakeholders to seek utilisation.	This fund is continuing to be maintained and is available for relevant stakeholders to seek utilisation. The current policy has been reviewed and will be referred to Council for endorsement to place on public exhibition in July 2023.

Human Resources

Equal Employment Opportunity

Local Government (General) Regulation 2021 Clause 217(1)(a9)- Statement of the activities undertaken by the council during that year to implement its equal employment opportunity (EEO) management plan.

During 2022-2023, Council continued its commitment to the principles of EEO through its established Delivery Program and Operational Plan.

It is the policy of Cowra Shire Council to ensure that the talents and resources of all employees are utilised fully and that no job applicant, or employee, receive less than favourable treatment on the grounds of sex, marital status, pregnancy, race, religious or political conviction, or disadvantaged by conditions or requirements which cannot be shown to be relevant to performance. In addition, Council is committed to promoting equal employment opportunity for all of its employees.

Council works to achieve the following aims:-

- To monitor and support the application of the above policy, relevant state and federal legislation, and Equal Employment Opportunity principles generally, to all aspects of the work environment at Cowra Shire Council.
- To provide a representative staff forum, able to raise and discuss issues relevant to Equal Employment Opportunity at Cowra Shire Council, and to assist in the formation of policies to resolve such issues.
- To meet the requirements of the Local Government Act 1993.

Carers Recognition

Carers Recognition Act 2010 Section 8(2) - Councils considered to be 'human service agencies' under the Carers Recognition Act 2010 (CR Act) (provide services directed at carers and/or people being cared for by carers) must report on compliance with the CR Act for the reporting period.

Council is not a public sector agency as it does not provide services directed at carers or persons being cared for by Carers.

Employment Practices - Labour Statistics

Local Government (General) Regulation 2021 Clause 217 (1)(d) (i),(ii),(iii),(iv)

Statement of the total number of persons who performed paid work for the council on the relevant day (**Wednesday 23 November 2022**), fixed by the Secretary of the Department of Planning, Industry and Environment (Secretary DPIE) each year including, in separate statements, the total number of the following:

I.	persons employed by the council on a permanent full-time, permanent part-time or casual basis or under a fixed-term contract	221
II.	persons employed by the council as senior staff members,	4
III.	persons engaged by the council, under a contract or other arrangement with the person's employer, wholly or principally for the labour of the person	6
IV.	persons supplied to the council, under a contract or other arrangement with the person's employer, as an apprentice or trainee	0
		231

Environmental Services

State of Environment Report

Local Government Act 1993 and General Regulation Section 428 - The annual report of a council in the year in which an ordinary election of councillors is to be held must include a report as to the state of the environment in the local government area in relation to such environmental issues as may be relevant to the objectives for the environment established by the community strategic plan.

Due to the legislation change the annual State of Environment Report has not proceeded. A decision as to whether to proceed in the future will be determined as a region.

Planning Agreements

Environmental Planning & Assessment Act 1979 Section 7.5(5)- Particulars of compliance with and effect of planning agreements in force during the year. A planning authority that has entered into one or more planning agreements must, while any such planning agreements remain in force, include in its annual report particulars of compliance with and the effect of the planning agreements during the year to which the report relates.

No Environmental Planning Agreements were entered into during 2022-2023.

Environmental Upgrade Agreements

Local Government Act 1993 and General Regulation Section 54P(1) - Particulars of any environmental upgrade agreement entered into by the council:

No Environmental Upgrade Agreements were entered into during 2022-2023.

Fisheries Management

Fisheries Management Act 1994, s220ZT (2) - Recovery and threat abatement plans - Councils identified in a plan as responsible for implementation of measures included in the plan, must report on actions taken to implement those measures as to the state of the environment in its area.

No Recovery plans or Threat Abatement plans 2022-2023

Private Swimming Pools

Swimming Pools Act 1992 (SP Act), s 22F(2) & Swimming Pools Regulation 2018 (SP Reg) Clause 23 - Details of inspections of private swimming pools. Include the number of inspections that:

- were of tourist and visitor accommodation.
- were of premises with more than 2 dwellings.
- resulted in issuance of a certificate of compliance under s22D of the SP Act
- resulted in issuance of a certificate of non-compliance under cl 21 SP Reg.

Action	Number of Inspections
Tourists and visitor accommodation	0
Premises with more than 2 dwellings	Unavailable
Resulted in issuance a certificate of compliance under section 22D of the Act	19
Resulted in issuance a certificate of non-compliance under clause 21 of the Regulation	8

Recovery plans and Threat Abatement plan

Fisheries Management Act 1994 Section 220ZT(2) - Recovery and threat abatement plans - Councils identified in a plan as responsible for implementation of measures included in the plan, must report on actions taken to implement those measures as to the state of the environment in its area.

No recovery plans or Threat Abatement plans 2022-2023

Stormwater Management

Local Government (General) Regulation 2021 Clause 217(1)(e) – A statement detailing the stormwater management services provided (*if levied*).

Council does not charge a stormwater levy. There is no statement required for stormwater management services.

Disability Inclusion Act 2014

Disability Inclusion Act 2014 Section 13(1) -Information on the implementation of council's Disability Inclusion Action Plan and give a copy to the Minister for Disability Services

Section 12(1) provides that each public authority must, from the day prescribed by the regulations, have a plan (a Disability Inclusion Action plan) setting out the measures it intends to put in place (in connection with the exercise of its functions) so that people with disability can access general supports and services available in the community, and can participate fully in the community.

Council's Disability & Inclusion Action Plan was adopted by Council on 26 June 2017 and it is available on Council's website. In accordance with Section 13 (1) Report on implementation of plans, a copy of the Plan has been forwarded to the Minister. With the passing of the Disability Inclusion Amendment Act 2022, DIAPs must now be remade (not just reviewed) every four years • New DIAPs are due 12 months after the review. Council's Disability & Inclusion Action Plan was adopted by Council on 26 June 2017 and will be rewritten in the year 2023/2024.

Ranger Services

Companion Animals

Local Government (General) Regulation 2021 Clause 217(1)(f) & Companion Animals Act/Guidelines

Detailed statement, prepared in accordance with such guidelines as may be issued by the Director-General from time to time, of the council's activities during the year in relation to enforcing, and ensuring compliance with, the provisions of the Companion Animals Act 1988 (CA Act) and the Companion Animal Regulation 2018, including:

Lodgement of pound data collection returns with OLG (Survey of council seizures of cats and dogs)	Pound Data Collection - Council has completed its Survey of Council Seizure of Cats and Dogs 2022/2023 on the NSW Companion Animals Register.
Lost Animals	Unclaimed Animals - All lost animals are advertised on Council's Facebook. Any unclaimed pound animals are re-homed through registered rescue groups and members of the public.
Lodgement of data about dog attacks with OLG	Dog Attacks - Council lodged 13 dog attack notifications during 2022/2023 financial year to the Office of Local Government.
Amount of funding spent on companion animal management and activities	Management and Activities - Council's budgeted expenditure on Companion Animals management and activities for 2022/2023 was \$247,405.00. This included all activities related to Companion Animals including impounding and regulatory control, maintenance and running of the pound, advertising of companion animal related matters and microchipping pound animals suitable for re-homing.
Community education programs carried out and strategies the council has in place to promote and assist the desexing of dogs and cats	desexing - Council makes available information on desexing of Companion Animals periodically in local newspapers and Cowra Council's Website throughout the year and at its Administration Centre. Council takes action to ensure that all dangerous and restricted breed dogs are de-sexed.
Strategies in place for complying with the requirement under s 64 of the CA Act to seek alternatives to euthanasia for unclaimed animals	Community Education Programs - A community education program was run in local newspapers throughout the year. Council developed an information brochure relating to dog control in the shire in 2016 and has made that information available at its Administration Centre.
off leash areas provided in the council area	Off-leash Areas - Council currently has two off-leash dog exercise areas located at Sakura Reserve and Bill Robinson Park, Cowra.
Detailed information on fund money used for managing and controlling companion animals in its area.	Management and Control Funds - The Companion Animals Fund received \$15,202.00 during 2022/2023 from Cowra Council for Companion Animal Registrations. Cowra Council received a reimbursement of \$11,879.20 from the Companion Animals fund during that period.

Public Information

Public Interest Disclosure

Public Interest Disclosure ACT 1994 Section 31 and Public Interest Disclosures Regulation 2011 Clause 4 – Councils must prepare an annual report on the public authority's obligations under the Act for submission to the Minister responsible for the public authority. A copy of the report is to be provided to the ombudsman.

There were no public interest disclosures during 2022-2023. Reports are submitted online for each six month period.

Government Information (Public Access)

Government Information (Public Access) Act 2009 - Sect 125(1) and Government Information (Public Access) Regulation 2018 Clause 8 Schedule 2 - Information included on government information public access activity.

- A report was submitted to the Information & Privacy Commissioner via the online reporting tool on 4 September 2023.

Government Information (Public Access) Regulation 2009 Clause 7 Schedule 2

Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review,

- No internal reviews were carried out during 2022-2023.

Total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications),

- In 2022-2023, Cowra Shire Council received ten GIPA applications.

Clause 7(c) GIPA Regulation — Schedule 2

the total number of access applications received by the agency during the reporting year that the agency refused, either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 of the Act (Information for which there is conclusive presumption of overriding public interest against disclosure)

- In 2022-2023, Cowra Shire Council refused no GIPA applications.

Note. Table D in Schedule 2 also requires information relating to access applications in respect of which there is a conclusive presumption of overriding public interest against disclosure.

Number of Applications Refused	Wholly	Partly	Total
0	0	0	0

No applications were considered to have an overriding public interest against disclosure.

Clause 7(d) GIPA Regulation — Schedule 2

The Act requires under clause (d) information, as set out in the form required by the tables in Schedule 2, relating to the access applications (if any) made to the agency during the reporting year. This information is as set out below:-

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny information is held	Application withdrawn
Media								
Members of Parliament								
Private sector business								
Not for profit organisations or community groups								
Members of the public (application by legal representative)	3							1
Members of the public (other)	6							
TOTAL	9							1
* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.								

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny information is held	Application withdrawn
Personal information applications*								
Access applications (other than personal information applications)	8							1
Access applications that are partly personal information applications and partly other	1							
TOTAL	9							1
<i>* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).</i>								

Table C: Invalid applications

Reason for invalidity	No of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0
TOTAL	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Information ABOUT COMPLAINTS TO Judicial Commission	0
Information about authorised transactions under Electricity Network Assets (Authorised Transactions) Act 2015	0
Information about authorised transaction under Land and Property Information NSW (Authorised Transaction) At 2016	0
TOTAL	0
<i>* More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.</i>	

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0
TOTAL	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 working days plus any extensions)	9
Decided after 35 days (by agreement with applicant)	
Not decided within time (deemed refusal)	
Withdrawn	1
[Invalid]	
TOTAL	10

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld
Internal review	0	0
Review by Information Commissioner*	0	0
Internal review following recommendation under section 93 of Act	0	0
Review by NCAT	0	0

* The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

Table I: Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)

	Number of applications transferred
Agency-initiated transfers	0
Applicant-initiated transfers	0

GIPA Act and Regulation mandatory reporting requirements

Cowra Shire Council is committed to the provision of an open system of Government where every attempt is made to provide members of the public access to the decision making process of the Council. In view of this attitude, and wherever possible, documents are provided to an applicant without charge under Council's normal practices.

Corporate Services - Finance

Legal Proceedings

Local Government (General) Regulation 2021 Clause 217(1)(a3)

Summary of the amounts incurred by the council in relation to legal proceedings including:

- amounts incurred by council in relation to proceedings taken by or against council (including out of court settlements)
- summary of the state of the progress of each legal proceeding and (if finalised) the result.

Proceeding	Status/Result	Amounts, costs, expenses paid or received
Planning & Development	Ongoing	\$ 3,000
General Ledger costs		\$ 49,000
TOTAL 2022-2023		\$ 52,000

No amounts, costs, or expenses were paid or received by way of out of court settlements.

Rate and Charge Write-offs

Local Government (General) Regulation 2021 Clause 132 - Details rates and charges written off during the year.

Council wrote-off the following rates and charges in 2022-2023.

Rates or Charges	Amount
Pensioner rates abandoned — General Fund	\$ 176,000
Pensioner rates abandoned — Domestic Waste	\$ 160,000
Pensioner rates abandoned — Water Fund	\$ 112,000
Pensioner rates abandoned — Sewer Fund	\$ 73,000
TOTAL WRITE-OFFS 2022-2023	\$ 521,000

Special Rate Variations

Special Rate Variation Guidelines* 7.1

Report on activities funded via a special rate variation of general income including:

- reporting requirements set out in the Instrument of Approval
- projects or activities funded from the variation
- outcomes achieved as a result of the project or activities.

Council did not impose special rate variations under this section in the 2022-2023 year.

Section 356 Donations

Local Government (General) Regulation 2021 Clause 217(1)(a5) & Local Government Act section 356

Total amount contributed or otherwise granted to financially assist others.

Under Section 356 of the Local Government Act, Council contributed money or in kind to the value of \$55,107

Contracts over \$150,000

Local Government (General) Regulation 2021 Clause 217(1)(a2) (i), (ii)

Details of each contract awarded (other than employment contracts & contracts less than \$150,000) including:

- name of contractor
- nature of goods or services supplied
- total amount payable.

Date	Tender/ Contract No	Nature of Goods & Services	Resolution Number	Council Meeting	Contractor Name	\$ Value of the Contract (Project/goods or services/real property transferred/ lease term rent)
20/6/2022	5/2022	Supply & Erect Steel Structure to house Netball Clubhouse & Public Amenities	70/23	24/04/23	Bernie Wilkinson, Builder Pty Ltd	\$790,000
01/09/2022	6/2022	Supply and Delivery of One 6x4 Bogie Drive Tipping Truck – Plant 73 Replacement	239/22	17/10/22	Volvo Commercial Vehicles Mack Trucks	\$281,105
6/10/2022	7/2022	Plant 91 Replacement – Supply & Delivery of One Rubber Tyred Wheel Loader	295/22	19/12/22	Porter Equipment Australia Pty Ltd	\$350,350
20/12/2022	9/2022	Heavy Patching & Mini Rehabilitation – State, Regional and Local Roads	10/23	23/01/23	Roadworx Surfacing Pty Ltd & Kerway Asphaltting Pty Ltd	Panel Contract
9/01/2023	1/2023	Cowra Drought Water Security: Urban Pipeline Construction	88/23	22/05/2023	Chiverton Estate Pty Ltd t/a Thompson's Irrifab	\$778,158.76
19/01/2022	2/2023	Supply & Delivery of One Prime Mover Truck – Plant 69 Replacement	49/23	27/03/2023	Fuso Truck and Bus Daimler Trucks Albury	\$263,836.66
08/02/2023	3/2023	Supply & Delivery of One Road Maintenance Aggregate Emulsion Sealing Unit – Plant 56 Replacement	91/23	22/05/2023	Tracserv Pty Ltd	\$384,991 with \$50,000 trade-in
16/03/2023	4/2023	Refurbishment of 9 existing cabins at CowraVan Park due to flood damage	116/23	26/06/2023	OMNI Building Group	\$308,200
12/04/2023	5/2023	Dry Plant Hire 2023-25 +1	113/23	26/06/2023	A-Plant Equipment, Brooks Hire Service, Coats Hire Operations, Complaint, Roadworx Surfacing, Rollers Australia, The Stabilising	Panel Contract
12/04/2023	6/2023	Wet Plant Hire 2023-25 +1	114/23	26/06/2023	Aqua Assets, Cooper Civil and Crushing, D & C Earthmoving, Hibbo Hire, Roadworx Surfacing, Rollers Australia, Stabilco, Stabilised Pavements of Australia, The Stabilising	Panel Contract
03/05/2023	7/2023	Traffic Control Services	112/23	26/06/2023	D & D Traffic Management, East Coast Traffic Controllers, Mid West Traffic Management (Orange), Platinum Traffic Services, Work Control	Panel Contract
19/05/2023	8/2023	Billimari Drought Emergency Water Supply. Electrical and Mechanical Fit Out of Bores and Bore Head Manifold Works	115/23	26/06/2023	Chiverton Estate Pty Ltd t/s Thompsons Irrifab	\$186,765.70

Overseas Visits

Local Government (General) Regulation 2021 Clause 217(1)(a)

Details, including purpose of overseas visits by councillors, council staff or other persons representing council (including visits sponsored by other organisations).

During 2022-2023 there were no overseas trips by members representing Council.

Modern Slavery Act 2018

Local Government Act 1993 Section 428(4)(c)

Must contain a statement detailing the action taken by the council in relation to any issue raised by the Anti-slavery Commissioner during the year concerning the operations of the council and identified by the Commissioner as being a significant issue.

Anti-slavery Commission – is that no issues have been raised in 2022-2023 period.

Local Government Act 1993 Section 428(4)(d) –

Must contain a statement of steps taken to ensure that goods and services procured by and for the council during the year were not the product of modern slavery within the meaning of the Modern Slavery Act 2018

Cowra Council has agreed to participate in a Modern Slavery Risk Assessment through a project co-ordinated by Central NSW Joint Organisation. This assessment of all of Council's suppliers will then inform Council where greater attention needs to be focused.

Private Works

Local Government (General) Regulation 2021, Clause 217(1)(a4) & Local Government Act 1993 – Section 67 (2)(b)& (3) –

Include resolutions made concerning work carried out on private land, including:

- details or a summary of any resolutions made under section; and
- details or summary of any work carried out, where the charge is less than the approved fee, the proposed fee to be charged and the total amount subsidised by council.

No resolutions were passed during the 2022-2023 with regards to Section 67 works carried out.

Council applies the following policies with regard to charging for these private works:

- Plant Hire Rates — Reviewed annually. Internal plant hire rates plus 20 per cent
- Labour — Actual costs including 36.9 per cent for on-costs plus 20 per cent
- Materials — Actual costs plus 20 per cent

Capital Works

Local Government Act 1993 and General Regulation & OLG Capital Expenditure Guidelines - Report on all capital works projects is considered best practice

During the period 2022-2023, no capital works were carried out by Council.

Note 9a in the Annual Financial Statements provides details of infrastructure, property, plant and equipment.

Section 7.11 contributions and section 7.12 levies

Environment Planning and Assessment Regulation 2021(EPA Reg) cl 218A(1)- Disclosure of how development contributions and development levies have been used or expended under each contributions plan

Environment Planning and Assessment Regulation 2021(EPA Reg) 218A (2)(a),(b),(c),(d),(e),(f),(g)- Details for projects for which contributions or levies have been used must contain:

- project identification number and description
- the kind of public amenity or public service the project relates
- amount of monetary contributions or levies used or expended on project
- percentage of project cost funded by contributions or levies
- amounts expended that have been temporarily borrowed from money to be expended for another purpose under the same or another contributions plan
- value of the land and material public benefit other than money or land
- whether the project is complete

Project identification number and description	Library recoupment	Art Gallery recoupment	Civic Centre Upgrade recoupment	Urban Roads & Related infrastructure	Rural Roads & Related infrastructure	Village Roads & Related infrastructure	Cemetery extension recoupment	Cowra Aquatic Centre Upgrade recoupment	Open Space/ Recreation/ Sporting Facilities	Aerodrome Tarmac Reseal	Section 64
The kind of public amenity or public service the project relates	Civic & Community Facility	Civic & Community Facility	Civic & Community Facility						Local Park & Playground		Water Infrastructure
Amount of monetary contributions or levies used or expended on project	2,234	2,234	15,393	7,997	23,990	3,998	19,992	12,549	4,416	9,596	7,096
Percentage of project cost funded by contributions or levies	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Amounts expended that have been temporarily borrowed from money to be expended for another purpose under the same or another contributions plan	0	0	0	0	0	0	0	0	0	0	0
Value of the land and material public benefit other than money or land	0	0	0	0	0	0	0	0	0	0	0
Whether the project is complete	Yes	Yes	Yes	Ongoing	Ongoing	Ongoing	Yes	Yes	Ongoing	Yes	Ongoing

Environment Planning and Assessment Regulation 218A(3)(a), (b):

■ Total value of all contributions and levies received during the year	\$ 156,000
■ Total value of all contributions and levies expended during the year	\$ 109,000

Functions Delegated by Council

Local Government (General) Regulation 2021, Reg cl 217(1)(a6) - Statement of all external bodies that exercised functions delegated by council.

During the period 2022-2023, no external bodies exercised functions delegated by the Council.

Controlling Interests

Local Government (General) Regulation 2021 Clause 217(1)(a7) - Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which council held a controlling interest [whether or not incorporated and whether alone or in conjunction with other councils]

During the period 2022-2023, Council held no controlling interest in any companies.

Council Participation

Local Government (General) Regulation 2021, Reg cl 217(1)(a8) - Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or no incorporated) in which the council participated during the year.

During the year, Council participated in a service agreement with Orange City Council for the provision of library services.

General Manager

Local Government (General) Regulation 2021 Clause 217(1)(b)(i), (ii), (iii), (iv), (v) -

Statement of the total remuneration package of the general manager including:

- I. total value of the salary component of the package
- II. total amount of any bonus, performance or other payments that do not form part of the salary component
- III. total amount payable by way of the employer's contribution or salary sacrifice to any superannuation scheme to which the general manager may be a contributor
- IV. total value of any non-cash benefits for which the general manager may elect under the package
- V. way of fringe benefits tax for any such non-cash benefits.

During the year, the total remuneration comprised in the remuneration package for the General Manager for the 2022-2023 period was \$274,016 including (i)-(v)

Senior Staff (Directors)

Local Government (General) Regulation 2021, Reg, cl 217(1)(c) (i), (ii), (iii), (iv), (v)

Statement of the total remuneration packages of all senior staff members (other than GM), expressed as the total (not of the individual members) including:

- I. total value of salary components of their packages
- II. total amount of any bonus, performance or other payments that do not form part of salary components of their packages
- III. total amount payable by the council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of the may be a contributor
- IV. total value of any non-cash benefits for which any of them may elect under the package
- V. total amount payable by way of fringe benefits tax for any such non-cash benefits.

During the year, three senior staff members (Directors) were employed by Council. The Directors reported directly to the General Manager and held the following positions.

- Director – Infrastructure and Operations
- Director – Corporate Services
- Director – Environmental Services

The total remuneration comprised in the remuneration package for the senior staff members for the 2022-2023 period was \$639,329 including (i)-(v) above.

Mayor & Councillor Fees

The total amount of money spent on Mayoral and Councillors Fees is paid in accordance with The Local Government Remuneration Tribunal's report on fees to be paid to Mayors and Councillors.

In accordance with the Remuneration Tribunal and in line with Council's budget the total fees paid was \$141,449 as set out below:-

Item	Money Expended
Councillor Fees	\$ 113,849
Mayoral Allowance	\$ 27,600
TOTAL 2022-2023	\$ 141,449

Expenses & Provision of Facilities to Councillors for Civic Functions

Local Government (General) Regulation 2021 Clause 217 (1)(a1) (i), (ii), (iii), (iiia), (iv), (v), (vi), (vii), (viii)

Total cost during the year of the payment of expenses of, and the provision of facilities to councillors in relation to their civic functions (this amount must equal the reported amount in the financial statements) is as below. In accordance with Council's policy on payment of expenses and the provision of facilities to the Mayor and Councillors, access and use of a room suitably furnished with appropriate office equipment is provided for use by all Councillors.

Item	Total Expended (Exc. GST)
Office equipment - (i) the provision during the year of dedicated office equipment allocated to councillors on a personal basis, such as laptop computers, mobile telephones and landline telephones and facsimile machines installed in councillors' homes (including equipment and line rental costs and internet access costs but not including call costs),	\$ 0
Telephone & Facsimile - (ii) telephone calls made by councillors, including calls made from mobile telephones provided by the council and from landline telephones and facsimile services installed in councillors' homes,	\$ 3,074
Conferences/Seminars - (iii) the attendance of councillors at conferences and seminars,	\$ 25,381
Induction Training & Professional Development - (iiia) the provision of induction training for councillors, supplementary induction training for mayors and professional development programs for mayors and other councillors	\$ 0
Other Training (iv) other training of mayors and councillors and the provision of skill development for mayors and councillors,	\$ 0
Interstate Visits (v) interstate visits undertaken during the year by councillors while representing the council, including the cost of transport, the cost of accommodation and other out-of-pocket travelling expenses,	\$ 0
Overseas Visits (vi) overseas visits undertaken during the year by councillors while representing the council, including the cost of transport, the cost of accommodation and other out-of-pocket travelling expenses,	\$ 0
Spousal/ Partner/ Other Accompanying Person Expenses (vii) the expenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors for Local Councils in NSW prepared by the Secretary from time to time,	\$ 439
Councillor Carers Expenses (viii) expenses involved in the provision of care for a child of, or an immediate family member of, a councillor, to allow the councillor to undertake his or her civic functions,	\$ 0
Civic Function Expenses	\$ 5,947
TOTAL 2022-2023	\$ 34,841

General Manager's Department

Induction Training and Ongoing Professional Development

Local Government (General) Regulation 2021 Clause 186

Information about induction training and ongoing professional development:

- the names of any mayor or councillors who completed any induction training course, induction refresher course or supplementary induction course during the year,
- the names of any mayor or councillors who participated in any ongoing professional development program during the year,
- the number of seminars, circulars and other activities delivered as part of the ongoing professional development program during the year.

Councillor name	Course/seminar/conference	Dates attended
Cr Nikki Kiss OAM	LGNSW - Adaptation in action – Infrastructure	July 2022
Cr Nikki Kiss OAM	LGNSW – Adaptation in action – Community Engagement	July 2022
Cr Nikki Kiss OAM	LGNSW – Adaptation in action – Water Management	August 2022
Cr Nikki Kiss OAM	LGNSW – Energy Revolving Funds: funding net zero emission actions	August 2022
Cr Sharon D'Elboux	LGNSW Annual Conference	October 2022
Cr Cheryl Downing		
Cr Ruth Fagan		
Cr Nikki Kiss OAM		
Cr Bill West		
Cr Peter Wright	Murray Darling Association Conference	September 2022
Cr Nikki Kiss OAM	LGNSW Professional Ethics – Navigating the Grey Zone	October 2022
Cr Cheryl Downing	LGNSW - Chairing Effective Meetings	January 2023
Cr Nikki Kiss OAM		
Cr Ruth Fagan	NSW Crown Lands – Certificate in Land Management	January 2023
Cr Ruth Fagan	Reappointment as Justice of the Peace	January 2023
Cr Sharon D'Elboux	LGNSW Rural and Regional Summit	February 2023
Cr Sharon D'Elboux	Country Mayor's Association – Political Leaders Forum	February 2023
Cr Ruth Fagan	2023 ALGA National General Assembly	June 2023
Cr Nikki Kiss OAM		
Cr Bill West		
Cr Bill West	Australian Council of Local Government Forum	June 2023
Cr Nikki Kiss OAM	LGNSW Water Management Conference 2023	June 2023
Cr Bill West		

Councillors received email notification of all incoming circulars, notifications and alerts from industry bodies regarding training seminars, relevant conferences and training as they were received by Council throughout the year.

Financial Report

Audited Financial Statements

Local Government Act 1993 and General Regulation Section 428(4)(a) - copy of the council's audited financial reports prepared in accordance with the Local Government Code of Accounting Practice and Financial Reporting (may be an attachment).

The Council's audited Financial Statements for the year ended 30 June 2023 are presented on the following pages.

For an overview of the content of the statements, readers are advised to refer to the Auditors Report in the body of the statements which isolates the salient points to be made in respect of the results.