



AGENDA

Ordinary Council Meeting

Date: Monday, 28 August 2023

Time: 5pm

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

**Paul Devery
General Manager**

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I INTRODUCTION

I.1 Recording & Publishing

In accordance with the Local Government Act (1993), Cowra Council is recording this meeting and will upload the recording to Council's website. By speaking at this meeting, you agree to being recorded and having that recording published in the public domain. Please ensure that when you speak at Council meetings you are respectful to others and use appropriate language at all times. Cowra Council accepts no liability for any defamatory or offensive remarks or gestures made during the course of this meeting.

I.2 Acknowledgement of Country

We acknowledge the traditional custodians of the land on which we gather, the Wiradjuri people, and pay our respects to elders both past and present.

I.3 Apologies and Applications for Leave of Absence by Councillors

List of apologies for the meeting.

I.4 Disclosures of Interest

Councillors and staff please indicate in relation to any interests you need to declare:

- a. What report/item you are declaring an interest in?
- b. Whether the interest is pecuniary or non-pecuniary?
- c. What is the nature of the interest?

I.5 Presentations

I.6 Public Forum

I invite any member of the public wishing to speak on an item in the agenda to please come to the lectern, introduce yourself, state the item you wish to speak on and allow time for any councillor or member of staff if they have declared an interest in the item to manage that conflict which may include them leaving the chamber during your presentation.

2 CONFIRMATION OF MINUTES

Confirmation of Minutes of Ordinary Council Meeting held on 24 July 2023



MINUTES

Ordinary Council Meeting Monday, 24 July 2023

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**MINUTES OF COWRA COUNCIL
ORDINARY COUNCIL MEETING
HELD AT THE COWRA COUNCIL CHAMBERS, 116 KENDAL STREET, COWRA
ON MONDAY, 24 JULY 2023 AT 5PM**

PRESENT: Cr Bill West (Mayor), Cr Judi Smith (Deputy Mayor), Cr Sharon D'Elboux, Cr Cheryl Downing, Cr Nikki Kiss, Cr Paul Smith, Cr Erin Watt

IN ATTENDANCE: Mr Paul Devery (General Manager), Mr Michael Jones (Director - Corporate Services), Mrs Larissa Hackett (Director-Environmental Services), Ms Phillipa Childs (Manager-Cowra Services)

I INTRODUCTION

1.1 Recording & publishing

The Mayor advised that the meeting was being recorded.

1.2 Acknowledgement of Country

The Mayor delivered the Acknowledgment of Country.

1.3 Apologies and Applications for Leave of Absence by Councillors

RESOLUTION 117/23

Moved: Cr Judi Smith

Seconded: Cr Cheryl Downing

That apologies from Cr Ruth Fagan, Cr Peter Wright and Dirk Wymer (Director-Infrastructure & Operations) be received and accepted.

CARRIED

1.4 Disclosures of Interest

Nil

1.5 Presentations

Nil

1.6 Public Forum

Nil

2 CONFIRMATION OF MINUTES**RESOLUTION 118/23**

Moved: Cr Sharon D'Elboux

Seconded: Cr Nikki Kiss

That the minutes of Ordinary Council Meeting held on 26 June 2023 be confirmed.

CARRIED

3 GENERAL COMMITTEE RECOMMENDATIONS - MONDAY, 10 JULY 2023**DIRECTOR-CORPORATE SERVICES REPORT****3.1 Investments****RESOLUTION 119/23**

Moved: Cr Judi Smith

Seconded: Cr Nikki Kiss

That Council note the Investments and Financial Report for June 2023.

CARRIED

DIRECTOR-ENVIRONMENTAL SERVICES REPORT**3.2 Review of Draft Access Incentive Scheme Grant Funding Policy****RESOLUTION 120/23**

Moved: Cr Erin Watt

Seconded: Cr Nikki Kiss

- 1. That Council endorses the Draft Access Incentive Scheme Grant Funding Policy for the purpose of public exhibition for a minimum of 28 days in accordance with the Community Engagement Strategy.**
- 2. That following the public exhibition the Director – Environmental Services provide a further report to Council for the formal adoption of the draft Access Incentive Scheme Grant Funding Policy considering any submissions made.**

CARRIED

3.3 Review of Draft Naming and Renaming Bridges, Roads, Streets and Places Policy**RESOLUTION 121/23**

Moved: Cr Sharon D'Elboux

Seconded: Cr Judi Smith

- 1. That Council endorses the Draft Naming and Renaming Bridges, Roads, Streets and Places Policy for the purpose of public exhibition for a**

minimum of 28 days in accordance with the Community Engagement Strategy.

2. That following the public exhibition the Director – Environmental Services provide a further report to Council for the formal adoption of the Draft Naming and Renaming Bridges, Roads, Streets and Places Policy considering any submissions made.

CARRIED

4 DIRECTOR-CORPORATE SERVICES

4.1 Financial Assistance Grants (FAG)

RESOLUTION 122/23

Moved: Cr Paul Smith

Seconded: Cr Erin Watt

That Council note the report from Local Government Grants Commission regarding information of the calculation and payment of the Financial Assistance Grants.

CARRIED

4.2 Release of Closed Decisions

RESOLUTION 123/23

Moved: Cr Paul Smith

Seconded: Cr Sharon D'Elboux

That Council note the release of the resolutions made in Closed Council at the Ordinary Council Meeting on 26 June 2023:

Sale of Lot 6 Cowra Airport to Datavoice Electrical Pty Ltd

RESOLUTION 110/23

1. ***That Council accept the offer from Datavoice Electrical Pty Ltd to purchase lot 6 in the Cowra Airport subdivision for an amount of \$78,125.00 excluding GST.***
2. ***That the General Manager be authorised to complete any documentation required to give effect to this sale.***

Request for Water Account Adjustment - Assessment Number 34484

RESOLUTION 111/23

That Council approve a credit adjustment to the value of \$5,813.94 to the water account (Assessment Number 34484) on the grounds of extenuating circumstances.

Request for Tender 7/2023 - Traffic Control Services Within Cowra Shire 2023-2026

RESOLUTION 112/23

That Council accept the following tenders for traffic control services to establish a panel contract from 1 July 2023 to 30 June 2026:

- **D & D Traffic Management Pty Ltd**
- **East Coast Traffic Controllers P/L**
- **Mid West Traffic Management (Orange) Pty Ltd**
- **Platinum Traffic Services Pty Ltd**
- **Work Control Pty Ltd**

Request for Tender 5/2023 - Dry Plant Hire Panel in the Cowra Shire 2023 – 2026

RESOLUTION 113/23

That Council accept the following tenders for dry plant hire in the Cowra Shire to establish a panel contract from 1 July 2023 to 30 June 2026:

- **A-Plant Equipment Pty Ltd**
- **Brooks Hire Service Pty Ltd**
- **Coates Hire Operations Pty Limited**
- **Conplant Pty Ltd**
- **Roadworx Surfacing Pty Ltd**
- **Rollers Australia Pty Limited**
- **The Stabilising Pty Ltd**

Request for Tender 6/2023 - Wet Plant Hire Panel in the Cowra Shire 2023 – 2026

RESOLUTION 114/23

That Council accept the following tenders for wet plant hire in the Cowra Shire to establish a panel contract from 1 July 2023 to 30 June 2026:

- **Aqua Assets Pty Limited**
- **Cooper Civil and Crushing Pty Ltd**
- **D & C Earthmoving**
- **Hibbo Hire Pty Ltd**
- **Roadworx Surfacing Pty Ltd**
- **Rollers Australia Pty Ltd**
- **Stabilco Pty Ltd**
- **Stabilised Pavements of Australia Pty Ltd**
- **The Stablising Pty Ltd**

Request for Tender 8/2023 - Cowra Drought Water Security - Supply and Install Bore Pumps and Manifolds

RESOLUTION 115/23

- 1. That Council accept the tender from Chiverton Estate Pty Ltd T/A Thompsons**

Irrifab for Request For Tender 8/2023 (Cowra Drought Water Security – Supply and Install Bore Pumps and Manifolds) for the lump sum of \$186,765.70 (including GST).

2. *That Council authorise the General Manager to execute any documentation required to award Contract RFT 8/2023 (Cowra Drought Water Security – Supply and Install Bore Pumps and Manifolds).*

Request for Tender 4/2023 - Cabin Renovations - Cowra Caravan Park

RESOLUTION 116/23

That Council award the contract for Tender 4/2023 – Cabin Renovations – Cowra Van Park to OMNI Building Group for the lump sum of \$308,200.00 including GST.

CARRIED

- 4.3 Section 355 Committee Draft Minutes - Australian Chapter of The World Peace Bell Association

RESOLUTION 124/23

Moved: Cr Cheryl Downing

Seconded: Cr Erin Watt

That the draft minutes of the Australian Chapter of The World Peace Bell Association meeting held on 6 July 2023 be noted.

CARRIED

- 4.4 Donation – Erambie Allblacks Rugby League Football Team

RESOLUTION 125/23

Moved: Cr Erin Watt

Seconded: Cr Cheryl Downing

That Council provide a donation of \$5,000.00 to Erambie Allblacks Rugby League Football Club to assist with the cost to compete in the 2023 Annual NSW Aboriginal Rugby League Knockout to be held on the central coast from Friday 29 Sept to Monday 2 Oct 2023.

AMENDMENT

Moved: Cr Paul Smith

1. That Council provide a donation of \$5,000.00 to Erambie Allblacks Rugby League Football Club to assist with the cost to compete in the 2023 Annual NSW Aboriginal Rugby League Knockout to be held on the central coast from Friday 29 Sept to Monday 2 Oct 2023.
2. That the Erambie Allblacks Rugby League Football Club provide Council with a report of the teams that participated at the Carnival.

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THE ORIGINAL MOTION WAS PUT AND CARRIED

4.5 Donation – Ky Garratt**RESOLUTION 126/23**

Moved: Cr Nikki Kiss

Seconded: Cr Judi Smith

That Council provide a donation of \$400 from the Section 356 expenses budget to assist Ky Garratt in attending the Hockey Australia National Championships on 1-9 July 2023 at Hobart

CARRIED

4.6 Donation – Cowra Driver Reviver**RESOLUTION 127/23**

Moved: Cr Sharon D'Elboux

Seconded: Cr Cheryl Downing

That Council provide a donation of \$799.00 from the Section 356 expenses budget to assist Cowra Driver Reviver with the replacement of the hot water system damaged during the 2022 floods.

CARRIED

Mr Paul Devery declared a pecuniary interest in relation to item 7.1 Mayoral Minute - General Manager Renewal of Contract, due to the matter relating to Mr Devery's employment.

5 LATE REPORTS**6 CONFIDENTIAL MATTERS****RESOLUTION 128/23**

Moved: Cr Sharon D'Elboux

Seconded: Cr Nikki Kiss

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 10A(2) of the Local Government Act 1993:

7 CONFIDENTIAL MAYORAL MINUTE**7.1 Mayoral Minute - General Manager Renewal of Contract**

This matter is considered to be confidential under Section 10A(2)(a) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with personnel matters concerning particular individuals (other than councillors).

8 CONFIDENTIAL DIRECTOR-INFRASTRUCTURE & OPERATIONS**8.1 Request for Tender 10/2023 - Cowra Aquatic Centre Management**

This matter is considered to be confidential under Section 10A(2)(d(i)) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

CARRIED

3 GENERAL COMMITTEE RECOMMENDATIONS - MONDAY, 14 AUGUST 2023

File Number: D23/1181

Author: Michael Jones, Director - Corporate Services

The Committee refers the following recommendations to Council:

DIRECTOR-INFRASTRUCTURE & OPERATIONS REPORT

3.1 Section 355 Committee Minutes - Tidy Towns Committee

RECOMMENDATION

That the minutes of the Tidy Towns & Urban Landcare Committee meeting held on 28 June 2023 be noted.

3.2 Committee Minutes - Traffic Committee

RECOMMENDATION

1. That the minutes of the Traffic Committee meeting held on 24 July 2023 be noted.
2. That a “No Parking” zone be installed for the full length of Liverpool Lane.
3. That speed humps be placed:
 - 40m southwest of the intersection of Sixth & First Avenues, Wyangala and
 - 20m south of the Wyangala Country Club Clubhouse, and
 - That early warning signage (W3-4A) be erected 40m before each speed hump.
4. That Council approves the Class 3 special event to be held as ‘The Central West Charity Tractor Trek – 2023’, subject to compliance with the requirements of Transport for New South Wales (TfNSW) and NSW Police, subject to submission of a Traffic Guidance Scheme (TGS) for escort vehicle use.
5. That:
 - Traffic Classifiers be placed in Comerford Street at Carinya Day Care and a Speed Analysis Report be prepared for the October Meeting of the Local Traffic Committee.
 - The unrestricted parking zone between Newcombe Street and the

Comerford Street access to 131 Lachlan Street remain unchanged.

- The request for the change in parking conditions in Comerford Street be noted.
6. That Council receives and notes the report and information regarding:
- Design of the Mulyan Primary School Stage 2 “Kiss & Drop” zone, and
 - The potential funding from Transport for New South Wales (TfNSW) for Stage 2 as part of their Minor Works Program.

DIRECTOR-ENVIRONMENTAL SERVICES REPORT

3.3 Access Committee meeting minutes - 24 April 2023 and 26 June 2023

RECOMMENDATION

1. That the minutes of the Cowra Access Committee meeting held 24 April 2023 be noted.
2. That the minutes of the Cowra Access Committee meeting held 26 June 2023 be noted.

3.4 Cowra Natural Resource Management Advisory Committee minutes - Wednesday 21 June 2023.

RECOMMENDATION

That the minutes of the Cowra Natural Resource Management Advisory meeting held 21 June 2023 be noted.

3.5 Development Application No. 56/2023, Lot B DP 937264, 7 Waugoola Street Cowra, 2 lot subdivision and construction of 2 dwellings, lodged by Currajong Pty Ltd

RECOMMENDATION

1. That Council notes that the reason for the decision is that the proposal largely complies with Section 4.15 of the *Environmental Planning and Assessment Act 1979*. The variations to E.2.7 and E.2.15 of Part E of Council’s Development Control Plan 2021 are sufficiently justified and the application was publicly notified and no submissions were received; and
2. That Council approves a variation to E.2.7 of Part E of Council’s Development Control Plan 2021 for this development to allow a site

frontage of 15.35 metres; and

3. That Council approves a variation to E.2.15 of Part E of Council's Development Control Plan 2021 for this development to allow a private open space area of 32.7m² with a minimum width of 3.32 metres; and
4. That Development Application No. 56/2023, for the construction of a 2 lot subdivision and construction of 2 dwellings on Lot: B DP: 937264, 7 Waugoola Street Cowra be approved subject to the following conditions:

GENERAL CONDITIONS

- I. Development is to be in accordance with approved plans.

The development is to be implemented in accordance with the plans and supporting documents stamped and approved and set out in the following table except where modified by any conditions of this consent.

| Plan No./ Supporting Document | Prepared by/Reference Details | Cowra Shire Council Reference |
|--------------------------------------------------|----------------------------------------|--------------------------------------------------------|
| Site Survey | Karl Lupis 04/04/2023 Ref 23-038 | Received 9 June 2023 Stamped No. DA 56/2023 |
| Proposed Subdivision Plan Sheet S.01 of 1 | Currajong 23/05/23 Rev B | Received 9 June 2023 Stamped No. DA 56/2023 |
| Site Plan Sheet 01 | K. Ostini-Donnelly 25/07/2023 | Received 26 July 2023 Stamped No. DA 2023.56 (A) |
| Dwelling 1 Proposed Floor Plan Sheet 02 | K. Ostini-Donnelly 25/07/2023 | Received 26 July 2023 Stamped No. DA 2023.56 (A) |
| Dwelling 1 Elevations Sheet 03 | K. Ostini-Donnelly 25/07/2023 | Received 26 July 2023 Stamped No. DA 2023.56 (A) |
| Dwelling 2 Proposed Floor Plan Sheet 05 | K. Ostini-Donnelly 25/07/2023 | Received 26 July 2023 Stamped No. DA 2023.56 (A) |
| Dwelling 2 Elevations Sheet 06 | K. Ostini-Donnelly 25/07/2023 | Received 26 July 2023 Stamped No. DA 2023.56 (A) |
| Proposed Landscape Plan Sheet L.01 of 1 | Currajong 23/05/23 Rev A | Received 9 June 2023 Stamped No. DA 56/2023 |

| | | |
|--------------------------------------------------------|--------------------------------------------------------------------|-----------------------------------------------------------------|
| Sewer Design | Calare Civil 27/04/23 Job No. 2023.0485 Issue B | Received 9 June 2023 Stamped No. DA 56/2023 |
| Statement of Environmental Effects | Currajong 25.07.2023 Rev B | Received 26 July 2023 Stamped No. DA 2023.56 (A) |
| BASIX Certificate No. 1393177S | Kellie Ostini 19 May 2023 | Received 9 June 2023 Stamped No. DA 56/2023 |
| BASIX Certificate No. 1393199S | Kellie Ostini 19 May 2023 | Received 9 June 2023 Stamped No. DA 56/2023 |
| Private Open Space Plan Sheet P.01 of 1 | Currajong 25.07.2023 Rev A | Received 26 July 2023 Stamped No. DA 2023.56 |

In the event of any inconsistency between conditions of this development consent and the plans/supporting documents referred to above, the conditions of this development consent prevail.

2. The applicant shall comply with all relevant prescribed conditions of development consent under Part 4, Division 2 of the Environmental Planning and Assessment Regulation 2021 (see attached Advisory Note).
3. Where the proposed building works necessitate the cutting-in of new stormwater outlets into the existing street kerb, the Applicant and plumbing/drainage contractor shall ensure that the following procedures are carried out:
 - (i) A kerb adaptor suitable for the particular kerb profile and capable of withstanding vehicle loadings is to be utilised;
 - (ii) The opening in the kerb is created by either a saw cut or bored hole only. Breaking out the kerb by impact methods is not permitted;
 - (iii) The kerb adaptor is to be kept flush with the top and outside face of the kerb; and
 - (iv) The fixing of the kerb adapter and filling in of side gaps is to be undertaken by the use of an epoxy resin. Mortar or concrete is not to be used.

CONDITIONS TO BE COMPLIED WITH PRIOR TO THE ISSUE OF A CONSTRUCTION CERTIFICATE

4. Prior to the issue of a Construction Certificate, a separate application is to be made to Council, with the appropriate fee being paid, for the provision of suitably sized metered water services to the development.
5. Pursuant to Section 7.12 (formerly Section 94A) of the Environmental

Planning & Assessment Act 1979, the monetary contribution set out in the following table is to be paid to Council prior to the issue of a Construction Certificate. The contribution is current as at the date of this consent and is levied in accordance with the Cowra Section 94A Contributions Plan 2016 adopted on 26 April 2016. The contribution payable will be calculated in accordance with the contributions plan current at the time of payment, and will be adjusted at the time of payment in accordance with the Consumer Price Index (CPI) (All Groups Index for Sydney) published by the Australian Bureau of Statistic (ABS). Contribution amounts will be adjusted by Council each financial year.

| Contribution Type | Proposed Cost of Development ¹ | Levy Percentage | Total Contribution | Contribution Rate Remains Current Until |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|-----------------|--------------------|-----------------------------------------|
| Section 94A Contribution ² | \$750,000.00 | 1% | \$7,500.00 | 30 June 2024 |
| Notes ¹ As shown on the Development Application/Construction Certificate Application/Complying Development Certificate Application ² Council's Section 94A Contributions Plan 2016 may be viewed during office hours at Council's Customer Service Centre, 116 Kendal Street Cowra, or on Council's website www.cowracouncil.com.au | | | | |

6. Prior to the issue of the Construction Certificate, the Applicant must obtain consent from Council pursuant to Section 138 of the Roads Act 1993 for the construction of driveway crossings to the development site from Waugoola Street & Martins Lane in accordance with Cowra Shire Council's Engineering Standards.
7. Prior to the issue of the Construction Certificate, the Applicant is to obtain all relevant approvals pursuant to Section 68 of the *Local Government Act 1993* to carry out sewerage work, to carry out stormwater drainage work, and to carry out water supply work from Cowra Shire Council.
8. The Applicant is required to obtain a Certificate of Compliance pursuant to Section 64 of the *Local Government Act 1993* certifying that all works, fees and charges required in connection with the provision of sewerage to the development have been undertaken and complied with in full. The certificate shall include all relevant works verified by appropriate inspections, fees and charges that are currently being applied at the time of the issue of the Subdivision Certificate.

Separate reticulated sewer mains and services must be physically provided to the development in accordance with Cowra Infrastructure and Operations Engineering Standards. Council will not issue the Subdivision Certificate until the Compliance Certificate has been issued, verifying that all works have been satisfactorily completed. All monetary contributions in relation to the augmentation of reticulated sewerage must be paid in full to Cowra Shire Council before the Subdivision Certificate will be issued. Necessary inspections must be arranged at least 48 hours in advance. Contact Cowra Infrastructure and Operations on (02)

6340 2070.

9. The Applicant is required to obtain a Certificate of Compliance pursuant to Section 64 of the Local Government Act 1993 certifying that all works, fees and charges required in connection with the provision of water supply to the development have been undertaken and complied with in full. The certificate shall include all relevant works verified by appropriate inspections, fees and charges that are currently being applied at the time of the issue of the Subdivision Certificate.

Water reticulation mains and metered services must be physically provided to the development in accordance with Cowra Infrastructure and Operations Engineering Standards. Council will not issue the Subdivision Certificate until a Compliance Certificate has been issued, verifying that all works have been satisfactorily completed. All monetary contributions in relation to the augmentation of reticulated water supply must be paid in full to Cowra Shire Council before the Subdivision Certificate will be issued. Necessary inspections must be arranged at least 48 hours in advance. Contact Cowra Infrastructure and Operations on (02) 6340 2070.

CONDITIONS TO BE COMPLIED WITH PRIOR TO THE COMMENCEMENT OF WORKS

10. The Applicant is to obtain a Construction Certificate from either Council or an Accredited Certifier, certifying that the proposed works are in accordance with the Building Code of Australia and applicable Council Engineering Standards prior to any building and or subdivision works commencing. No building, engineering or excavation work is to be carried out in relation to this development until the necessary construction certificates have been obtained. It is the responsibility of the Applicant to ensure that the development complies with the Building Code of Australia and applicable engineering standards in the case of building work and the applicable Council Engineering Standards in the case of subdivision works. This may entail alterations to the proposal so that it complies with these standards.
11. It is the responsibility of the Applicant to ensure that the development complies with the Building Code of Australia and applicable engineering standards in the case of building work.
12. The Applicant is to submit to Cowra Shire Council, at least two days prior to the commencement of any works, a 'Notice of Commencement of Building or Subdivision Works' and 'Appointment of Principal Certifier'.
13. Prior to the commencement of work on the site, all erosion and sediment control measures shall be implemented and maintained prior to, during and after the construction phase of the development. The erosion and sediment control measures are to comply with Part B of Cowra Shire Council Development Control Plan 2021 at all times.

CONDITIONS TO BE COMPLIED WITH DURING CONSTRUCTION

14. While building work is being carried out, any such work must not continue after each critical stage inspection unless the principal certifier is satisfied the work may proceed in accordance with this consent and the relevant construction certificate.
15. Any damage caused to footpaths, roadways, utility installations and the like by reason of construction operations shall be made good and repaired to a standard equivalent to that existing prior to commencement of construction. The full cost of restoration/repairs of property or services damaged during the works shall be met by the Applicant.
16. All storage of goods and building materials and the carrying out of building operations related to the development proposal shall be carried out within the confines of the property. All vehicles must be parked legally and no vehicles are permitted to be parked over the public footpath. The unloading of building materials over any part of a public road by means of a lift, hoist or tackle projecting over the footway will require separate approval under Section 68 of the Local Government Act 1993.
17. Building activities and excavation work involving the use of electric or pneumatic tools or other noisy operations shall be carried out only between 7.00 am and 6.00 pm on weekdays and 8.00 am and 1.00 pm on Saturdays. No work on Sundays or Public Holidays is permitted.
18. All building rubbish and debris, including that which can be windblown, shall be contained on site in a suitable container for disposal at an approved Waste Landfill Depot. The container shall be erected on the building site prior to work commencing and shall be maintained for the term of the construction to the completion of the project. No building rubbish or debris shall be placed or permitted to be placed on any adjoining public reserve, footway or road. The waste container shall be regularly cleaned to ensure proper containment of the building wastes generated on the construction site.
19. All roofed and paved areas are to be properly drained in accordance with the Plumbing Code of Australia and discharged to Council's stormwater management system on Waugoola Street.
20. As soon as is practical, and within a maximum of 7 days following the placement of any roofing material, all guttering and downpipes must be installed and connected to Council's drainage system. If no Council drainage system is available, the guttering and downpipes must be discharged away from the building site onto a stable vegetated area in a manner that does not discharge concentrated storm water flow and cause nuisance or erosion to adjoining properties.
21. The Applicant is to obtain all relevant approvals to carry out sewerage work, to carry out stormwater drainage work and to carry out water supply work from Cowra Shire Council prior to commencing works to and comply with any conditions of that permit. All work shall be carried out by a licensed plumber and drainer and to the requirements of the Plumbing Code of Australia. The licensed plumber or drainer must submit a Notice

of Works form to Council prior to the commencement of any plumbing and drainage works and a Certificate of Compliance at the completion of the works. The plumbing and drainage works must be inspected by Council at the time specified below:

- (a) **Internal Drainage:** When all internal drainage work is installed and prior to concealment. Pipes should be under water test.
- (b) **External Drainage:** When all external drainage work is installed and prior to concealment. Pipes should be under water test.
- (c) **Water Supply:** Hot and cold water supply pipework, when the pipework is installed and prior to concealment. Pipes should be under pressure test.
- (d) **Stormwater:** When the stormwater and roof water drainage system has been completed.

CONDITIONS TO BE COMPLIED WITH PRIOR TO OCCUPATION OR COMMENCEMENT OF USE

- 22. The Applicant must not commence occupation or use of the dwellings until a **Whole or Partial Occupation Certificate** has been issued from the Principal Certifier appointed for the subject development.
- 23. Prior to the issue of a **Whole Occupation Certificate**, the Applicant shall construct an access crossing to the development site from **Waugoola Street & Martins Lane** in accordance with consent from the road's authority pursuant to Section 138 of the Roads Act 1993 for the carrying out of works in a road reserve. The driveway is to be constructed in accordance with the Section 138 Permit. All costs associated with the construction of the access driveway(s) shall be borne by the Applicant.

CONDITIONS TO BE COMPLIED WITH PRIOR TO THE ISSUE OF A SUBDIVISION CERTIFICATE

- 24. The Applicant is to lodge with Cowra Shire Council a **Subdivision Certificate Application**. All necessary information to support the certificate release and the necessary fee is required to be included with the Subdivision Certificate Application.
- 25. Prior to the issue of a **Subdivision Certificate**, the applicant must provide to Council a **Notification of Arrangement from Essential Energy** confirming that satisfactory arrangements have been made for the provision of power with respect to all lots in the subdivision.
- 26. Prior to the issue of the **Subdivision Certificate**, the applicant is to provide evidence to Council that arrangements have been made for:
 - (a) The installation of fibre-ready facilities (or equivalent) to all individual lots and/or premises in a real estate development project so as to enable fibre to be readily connected to any premises that is being or may be constructed on those lots. Demonstrate that the carrier has confirmed in writing that they are satisfied that the fibre ready facilities are fit for purpose, and

- (b) The provision of fixed-line telecommunications infrastructure in the fibre-ready facilities to all individual lots and/or premises in a real estate development project demonstrated through an agreement with a carrier.
- 27. Prior to issue of the Subdivision Certificate, the applicant shall connect all new lots in the plan of subdivision to Council's Reticulated Water Supply System and to the satisfaction of the relevant service provider, being Cowra Shire Council
- 28. Prior to issue of the Subdivision Certificate, the applicant shall connect all new lots in the plan of subdivision to Council's Reticulated Sewer Supply System and to the satisfaction of the relevant service provider, being Cowra Shire Council
- 29. Prior to issue of the Subdivision Certificate, the Applicant shall include on the final plan of subdivision all necessary easements required for water, sewer, stormwater, and access.
- 30. Prior to issue of the Subdivision Certificate, the Applicant shall detail an easement centrally located over all sewerage connections for purposes of providing access to the mains system and for maintenance purposes.

ADVICE

If, during work, an Aboriginal object is uncovered then **WORK IS TO CEASE IMMEDIATELY** and the Office of Environment & Heritage is to be contacted urgently on (02) 6883 5300. Under the National Parks and Wildlife Act 1974 it is an offence to harm an Aboriginal object or place without an 'Aboriginal heritage impact permit' (AHIP). Before making an application for an AHIP, the applicant must undertake Aboriginal community consultation in accordance with clause 80C of the NPW Regulation.

4 GENERAL MANAGER

4.1 CBD Committee

File Number: D23/1196

Author: Paul Devery, General Manager

RECOMMENDATION

1. That the following persons be appointed to the CBD Committee:
 - **Business Representatives: Phil Beer, Ashlea Field, Zachary Jones, Marc McLeish and Christine Muddle**
 - **Community Representatives: Stassi Austin, Martina Lindsay and Jesse Murphy**
 - **Tourism Representative: Kurt Overzet**
 - **BizHQ Representative: Amy Gormly**
 - **Business Cowra Representative: Ian Docker**
2. That Councillor <insert name> be appointed chair of the committee
3. That councillor <insert name> be appointed deputy chair of the committee

INTRODUCTION

Council resolved at the June 2023 council meeting to establish a CBD Committee. A copy of the report to the meeting is included at Attachment I for reference.

BACKGROUND

Following that decision an Expression of Interest (EOI) process was conducted to seek nominations for the Business and Community representatives.

The EOIs opened on 13 July 2023 and closed on 27 July 2023. At the close of nominations there were 25 EOIs received. Copies of the EOIs are available to councillors on LG Hub under the 2023 Section 355 Meetings>CBD Working Party folder.

The five councillors on the committee independently rated each of the EOIs and then met to discuss those results and discuss the merits of the EOIs, their knowledge of the respondents and the balance sought for membership.

For instances where there was a conflict of interest the relevant councillor did not rate the EOI and instead the average of the other four councillors' scores was included to ensure a fair and consistent approach.

As a result of the above deliberations councillors D'Elboux, Downing, West, Watt and P Smith agreed to recommend the following people for appointment to the committee:

Business:
Phil Beer
Ashlea Field
Zachary Jones

Marc McLeish
Christine Muddle

Community:
Stassi Austin
Martina Lindsay
Jesse Murphy

In relation to the other organisations invited to nominate a representative to sit on the committee the nominations received are:

- Cowra Tourism Kurt Overzet (Tourism Manager)
- BizHQ Amy Gormly (General Manager)
- Business Cowra Ian Docker (President)

The above nominations are recommended for appointment.

Councillors at the August Information meeting reached agreement that the chair and deputy chair should be drawn from the councillor members of the committee. The recommendations above reflect that request.

BUDGETARY IMPLICATIONS

Nil

ATTACHMENTS

- I. Report to June Council meeting - CBD Committee [↓](#)

ORDINARY COUNCIL MEETING AGENDA

26 JUNE 2023

5.2 CBD Committee

File Number: D23/868

Author: Paul Devery, General Manager

RECOMMENDATION

1. That Council establish a **Section 355 CBD Committee**
2. That the committee be delegated the following functions:
 - a) Review relevant economic datasets to inform advice in relation to the **CBD**
 - b) Advise Council on the development and oversight of a strategy to activate the **CBD**
 - c) Consult with the business and wider community to inform advice to Council
 - d) Work with partners including
 - i) Other levels of government
 - ii) Business Cowra
 - iii) Central West Business Chamber
 - iv) Biz HQ or similar organisations to inform advice to Council
 - e) Present findings and recommendations to Council as required
3. That, for the purposes of the committee's operation, the **CBD** refers to
 - a) Kendal St from the eastern end of the main traffic bridge to Somerset St intersection and one block either side ie Liverpool and Vaux Streets
 - b) Redfern Street from Lachlan Street intersection to intersection with Bourke Street. This area corresponds with the E3 – Productivity Support land-use zoning
4. That committee membership be comprised of:
 - a) 5 councillors
 - b) 5 business representatives
 - c) 1 Business Cowra representative
 - d) 1 Cowra Tourism representative
 - e) 3 community members (encouraging young people and Indigenous people to apply)
 - f) 1 Biz HQ representative
5. That councillors <insert names> be appointed to the committee
6. That Council advertise an expression of interest for business and community members interested in becoming a member of the committee

BACKGROUND

Council's recently adopted strategic plans have articulated the desire of councillors to give a greater focus to the CBD of Cowra.

- Cowra Community Strategic Plan
B4 – Support the development of an energetic CBD
- Delivery Program 2022-2023 to 2025-2026
B4.3 - Undertake planning for the future of the CBD

ORDINARY COUNCIL MEETING AGENDA

26 JUNE 2023

- Operational Plan 2022-2023
B4.3.a - Establish a committee to oversee liaison with local business and future planning for the CBD
- Regional Economic Development Strategy – 2023 update
Develop a commercial strategy to activate the CBD as a commercial and community hub for the region

Working Party

At the February 2023 council meeting the following resolution was passed:

4.3 Formation of CBD Working Party**Resolution 18/23**

Moved: Cr Sharon D'Elboux

Seconded: Cr Cheryl Downing

1. That Council establish a CBD Working Party to consider options for the establishment of a CBD Committee and report its findings and recommendations back to Council.

2. That councillors Bill West, Sharon D'Elboux, Cheryl Downing, Erin Watt, and Paul Smith be appointed to the CBD Working Party.

Carried

The consensus of the meeting was that a small Working Party of councillors be established to further explore options and report back to Council with recommendations on:

- The need for a committee
- The delegation to a committee
- The scope of a committee
- The membership of a committee
- The resourcing and operation of a committee
- Any other relevant matters

The Working Party has met on a number of occasions where the above points were discussed at length and detailed below are the working party's response to the matters raised.

Need for Committee

- The CBD is a key strategy in the Community Strategic Plan
- The CBD is a key strategy in the Regional Economic Development Strategy
- There is a belief there may be a general level of dissatisfaction from residents over the lack of vibrancy in the CBD

Define CBD

- Kendal St from the eastern end of the main traffic bridge to Somerset St intersection and one block either side ie Liverpool and Vaux Streets
- Redfern Street from Lachlan Street intersection to intersection with Bourke Street. This area corresponds with the E3 – Productivity Support land-use zoning

Delegation to Committee

ORDINARY COUNCIL MEETING AGENDA26 JUNE 2023

- Review relevant economic datasets to inform advice in relation to the CBD
- Advise Council on the development and oversight of a strategy to activate the CBD
- Consult with the business and wider community to inform advice to Council
- Work with partners including
 - Other levels of government
 - Business Cowra
 - Central West Business Chamber
 - Biz HQ or similar organisationsto inform advice to Council

Membership

- 5 councillors
- 5 business representatives
- 1 Business Cowra representative
- 1 Cowra Tourism representative
- 1 Biz HQ representative
- 3 community members (encouraging young people and Indigenous people to apply)

Biz HQ is a NSW Government funded service providing support, training and advice to local business. They have offices in Bathurst and Orange. Biz HQ has a specialist retail unit that has already formed relationships with, and provided advice and support to, Cowra CBD operators.

Resourcing

- Annual funding of approximately \$40,000 within the 10-year financial plan earmarked specifically for the business chamber and business hub is proposed to be re-directed to provide financial resources for the work of the committee and other business assistance initiatives of Council.
- In addition to the above Council subscribes to Profile.id and Spendmapp, providing valuable data that will assist the committee in its deliberations
- Staff to attend will be the General Manager and Business Officer as regular attendees providing administrative support with other staff as required by the committee.

Next Steps

If the recommendation in the report is adopted it is planned to roll out the implementation in accordance with the following timeline:

- June – Resolution passed
- July – Advertise EOI for business and community representatives
- August – councillor members of committee review applications and recommend appointments to council
- August – business and community members appointed
- September – inaugural meeting of CDB Committee

Conclusion

Council's strategic planning document demonstrate a clear objective for Council to provide a greater focus to activity within the CBD of Cowra. This report details the consensus of the working party charged with developing a path to achieving that objective and is recommended for adoption.

BUDGETARY IMPLICATIONS

Nil

ORDINARY COUNCIL MEETING AGENDA

26 JUNE 2023

ATTACHMENTS

Nil

4.2 Acting General Manager - October 2023

File Number: D23/985

Author: Paul Devery, General Manager

RECOMMENDATION

That the Director – Environmental Services, Mrs Larissa Hackett, be appointed Acting General Manager for the period 5 October 2023 to 23 October 2023 inclusive due to the General Manager’s absence on leave.

INTRODUCTION

I will be on leave from 5 – 23 October 2023 inclusive. I recommend that the Director – Environmental Services, Mrs Larissa Hackett, be appointed Acting General Manager for the period 5 October 2023 to 23 October 2023 inclusive due to my absence.

BUDGETARY IMPLICATIONS

Nil

ATTACHMENTS

Nil

4.3 Delivery Program 2022-2023 to 2025-2026; Operational Plan 2022-2023; Six-Month Review to 30 June 2023

File Number: D23/1225

Author: Paul Devery, General Manager

RECOMMENDATION

That Council note the Six-Month Review to 30 June 2023 of the Delivery Program 2022-2023 to 2025-2026; Operational Plan 2022-2023.

INTRODUCTION

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.

I have detailed below some of the highlights from the period.

Health and Well-being

- Conducted successful Seniors Week in February with a number of well attended events held
- Maintained regular food shop inspection program to meet the regulatory requirements of the NSW Food Authority.
- Continued successful companion animal re-homing program
- Council continues to advocate around the planning for a new Cowra hospital to ensure the clinical services plan is delivered in the final build
- Cowra Community Grants Scheme provided funding to 21 worthwhile community projects totalling just under \$21,000
- 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
- Delivered flu clinics to approximately 100 members of staff

Innovation and Education

- Ongoing work placement provided in conjunction with local schools
- Council supported TAFE with a significant number of staff attending courses offered at or by TAFE most notably Certificate III in Civil Construction/Plant Operation
- Council continues to advocate for the retention and where possible expansion of activities at the Cowra Agricultural Research Station

Liveability

- A number of high-quality exhibitions held at the Cowra Regional Art Gallery
- 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 deliver a range of quality events and performances at Cowra Civic Centre
- Continued to maintain parks, gardens and reserves to high standard including major efforts to return to that high standard following the November floods.
- Mayor and senior staff advocating for improvements to Reflections Holiday Park as part of early works associated with potential raising of Wyangala Dam wall
- Completed public art murals, a component of the NSW Public Spaces Legacy finding program.
- Adopted concept plan for Civic Square

Community Leadership and Engagement

- 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.
- Council continued to apply for grants for projects relating to flood recovery and others that are contained within the strategic planning framework
- Regular communications issued over a range of platforms advising of Council projects, events and policy decisions.
- Planning in place to conduct Community Survey in first quarter of FY 2024. Cowra has joined with Orange, Weddin and Cabonne Councils for this project.
- Council reviewed and adopted an Asset Management Strategy

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
- Continued to lobby for increased mobile phone and NBN coverage in the shire
- Council adopted the updated Regional Economic Development Strategy
- Council resolved to establish a CBD Committee

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 LGA
- Continue delivery of Roads to Recovery program works
- Completed replacement of George Campbell Bridge
- Continued working with NSW Government to facilitate appropriate transition of the Wyangala Sewer scheme to Cowra Council
- Commenced construction of the rural section of the Billimari bore pipeline

- Planning continued for the following major infrastructure projects:
 - West Cowra sewer
 - West Cowra drainage
 - Aquatic Centre renewal
- Continued delivery of work on State-owned road network under contract with Transport for NSW
- Upgrading water mains in Wyangala village in anticipation of commissioning new water treatment plant

Environmental Sustainability and Stewardship

- Funding for renewable energy works at water and sewer treatment plants included in adopted 2023/2024 budget
- 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

Reconciliation and Inclusion

- Council signed up with Reconciliation Australia to development a Reconciliation Action Plan.

BUDGETARY IMPLICATIONS

Nil

ATTACHMENTS

- I. Delivery Program 2022-2023 to 2025-2026 and Operational Plan 2022-2023 - Six Month Review to 30 June 2023 [↓](#)



DELIVERY PROGRAM 2022-2023 to 2025-2026
OPERATIONAL PLAN 2022-2023
SIX-MONTH REVIEW TO 30 JUNE 2023

Executive Summary

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Paul Devery
August 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, | H2.1 Support Cowra Information and Neighbourhood Centre (CINC), Headspace and | H2.1.a | Provide rental subsidy to CINC. | Subsidy paid. | Director – Corporate Services | Ongoing. | Ongoing and in need. |

| 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 |
| including disability, mental health and family support services | other providers in the Cowra Shire community | 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. |
| | 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 | Council continues to liaise with Cowra Veterinary Centre to promote and encourage the desexing of Companion Animals across the Cowra |

| 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 |
| | | | | | | be advising pet owners of the option to have desexing undertaken at a reduced rate at this practice. | 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 re-homing 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 | Employee Assistance Program expanded to include monthly onsite visit and personal Counselling services and team sessions for staff. |

| 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 |
| | | | | | | programs: Health Checks with Capital Health Care, Skin Checks, Audiometric Testing and participated in health & wellbeing activities. | 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. | <p>Maintain an effective relationship with StateCover Mutual Workers Compensation insurers to ensure all cases are managed effectively thus minimising Council's liability.</p> <p>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.</p> <p>Ensure WHS provisions are considered for the purchase of goods and services for Council operations.</p> | 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 regulatory needs to ensure a safe work environment for all staff, and all the general public as and when required. RMO is the management | <p>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.</p> <p>HR maintains a high level of service and works closely with Statecover in managing Worker's</p> |

| Health & Well-Being (Strategic Theme 1) | | | | | | | |
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| 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 |
| | | | | Support Council's Work Health & Safety Committee. | | 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. | 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.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. |

| Health & Well-Being (Strategic Theme 1) | | | | | | | |
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| 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 |
| | | 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 | <p>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</p> <p>With the commencement of a \$110 million Hospital redevelopment just weeks away, the new facility will provide much needed scope for both improved jobs & health outcomes for our region.</p> <p>Evidence of this can be found in media release, Mayoral columns, Mayor's radio interviews and Cowra Quarterly articles written to encourage</p> | <p>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</p> <p>The developer has taken control of the building envelope at the hospital. Existing structures have been demolished at the rear of the hospital and the site has been cleared.</p> <p>Evidence of this can be found in media release, Mayoral columns, Mayor's radio interviews.</p> |

| Health & Well-Being (Strategic Theme 1) | | | | | | | |
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| Strategic Direction | Program | Link | Action | Performance Measure | Responsibility | Six Month Review to 31 December 2022 | Six Month Review to 30 June 2023 |
| | | | | | | community participation in Cowra Health Service consultations. | |
| 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 | Cowra Community Grants Scheme Round 2 – 2022/23 successfully completed. |

| Health & Well-Being (Strategic Theme 1) | | | | | | | |
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| | | | | | | <p>completed. 21 applications received totaling \$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'.</p> <p>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.</p> | <p>26 applications received. 21 applications approved totaling \$20,646.56.</p> <p>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 upstairs foyer at Cowra Council on 6 April 2023. Promotional pictures of successful applicants were used in further media opportunities.</p> |

| Health & Well-Being (Strategic Theme 1) | | | | | | | |
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| 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. |
| | H.6.2 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) | | | | | | | |
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| 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 | Council attended the Strengthening Business Program – |

| Innovation and Education (Strategic Theme 2) | | | | | | | |
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| | | | | | | <p>facilitated various engagements with Biz HQ and the Dept of Regional NSW in relation to flood resilience and recovery given recent weather events.</p> <p>Council information stands delivered at the Cowra Spring Show. MRF won Champion Pavilion Display 2022.</p> <p>Successful participation across Council functions in Cowra High School's Try A Trade Day in August 2022. Promoted via Council's social media pages.</p> <p>Hosted a successful Chilean Needle Grass Information Day at Woodstock with Central Tablelands</p> | <p>Rebuilding Business after the Flood initiative of Business Australia, providing follow-up post-flood program rollouts.</p> <p>Council also attends CNSWJO regional energy group meetings to keep informed on potential community initiatives in this space.</p> <p>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.</p> <p>Council engaged Essential Energy to obtain a better understanding of grid & network capacity in and around Cowra</p> |

| Innovation and Education (Strategic Theme 2) | | | | | | | |
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| | | | | | | Local Land Services in August 2022. | against the backdrop of challenges with current & future developments /expansion in our region. Council has been 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 | 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. |

| Innovation and Education (Strategic Theme 2) | | | | | | | |
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| | | | | | | <p>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.</p> <p>TAFE's on-line training portals continues improving with extra "Connected virtual Classrooms" made available at Cowra.</p> <p>Council remains a key contributor to the Cowra Business Chamber's (CBC) Business Hub endeavor and</p> | <p>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.</p> <p>A number of students carried out work placement during the review period at the Depot Workshop and Parks & Gardens.</p> |

| Innovation and Education (Strategic Theme 2) | | | | | | | |
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| COMMUNITY STRATEGIC PLAN 2022-2036 | 4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026 | 1 YEAR OPERATIONAL PLAN 2022-2023 | | | | | |
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| | | | | | | continues advocating for use of the facility for course delivery with various providers. | |
| 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. |

| Innovation and Education (Strategic Theme 2) | | | | | | | |
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| Liveability (Strategic Theme 3) | | | | | | | |
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| 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 | Australia Day Events and Awards Presentation, Citizenship Ceremony & Australia Day Ambassador address |

| Liveability (Strategic Theme 3) | | | | | | | |
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| | | | | | | Activities. Australia Day Awards and School Story Competition completed and Judged. Australia Day Ambassador engaged. | 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. |

| Liveability (Strategic Theme 3) | | | | | | | |
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| | 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. |
| | | 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 | 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 | Initial community consultation complete. Currently |

| Liveability (Strategic Theme 3) | | | | | | | |
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| infrastructure and protect and enhance our natural environment. | | | | | | consultation prior to tender. | 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 |

| Liveability (Strategic Theme 3) | | | | | | | |
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| | | | | | | | 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 Japanese Garden, Sculpture Park and Nature Based Adventure Playground. Application unsuccessful. | Ongoing Public Spaces Legacy works undertaken within the Peace Precinct. Water Reservoir murals completed 27 February 2023. Construction of new pathways within the site underway. |

| Liveability (Strategic Theme 3) | | | | | | | |
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| | | L2.4.b | Maintain and grow the existing features of the Peace Precinct including: <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> 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. |

| Liveability (Strategic Theme 3) | | | | | | | |
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| | 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. | Sportsfields 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. |
| | | L2.7.b | Support Cowra Showground Trust in their efforts to maintain and improve the facility. | Provide annual contribution to Showground Trust. | General Manager | Funding provided in accordance with Council budget allocation. | Council provided letters of support for grant applications. |

| Liveability (Strategic Theme 3) | | | | | | | |
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| | | | | Lobby relevant Members of Parliament for funding to maintain and improve facility. | | | |
| | 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 remodeling 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 |

| Liveability (Strategic Theme 3) | | | | | | | |
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| | | | 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; 1) Dobell Drawing Prize - Prue Venables (Living Treasures: Masters of Australian Craft) 2) Calleen Art Award 2022 3) upstART22 4) Connections: The Artist/Master Printer - Basil Hall, Michael Kempson and Ron McBurnie | 6 months. Highlights include; 1) <i>Summer Art Workshops for Children</i> 2) <i>Operation Art (NSW Dept of Ed)</i> 3) <i>SIXTY: The Journal of Australian Ceramics 60th Anniversary 1962 - 2022 (Aust Design Centre)</i> 4) <i>Red Heart of Australia (National Museum of Aust)</i> 5) <i>Utopia Batiks: Textile Artworks from the Utopia Collection Bequest</i> 6) <i>The Lachlan Valley Biennial</i> 7) <i>While the World Waits (Arts OutWest)</i> 8) <i>Little Nothings: Shani Nottingham (in - house).</i> |
| | | 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 | No further action during this period. |

| Liveability (Strategic Theme 3) | | | | | | | |
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| | | | | | | presented to Council in early 2023. | |
| | 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 2026 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. |

| Liveability (Strategic Theme 3) | | | | | | | |
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| 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 |
| | L2.14 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. |

| Liveability (Strategic Theme 3) | | | | | | | |
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| COMMUNITY STRATEGIC PLAN 2022-2036 | 4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026 | 1 YEAR OPERATIONAL PLAN 2022-2023 | | | | | |
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| 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. | 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. |

| Liveability (Strategic Theme 3) | | | | | | | |
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| COMMUNITY STRATEGIC PLAN 2022-2036 | 4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026 | 1 YEAR OPERATIONAL PLAN 2022-2023 | | | | | |
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| | | | Promote the Policy with relevant community organisations. | | | | |
| 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. |
| | L4.2 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. |
| L6. Develop a community where people are welcomed from all walks of life | 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 | The Mayor and General Manager meet regularly with local police and seek six-monthly meetings |

| Liveability (Strategic Theme 3) | | | | | | | |
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| 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 |
| and feel safe and secure. | | | | | | with Chifley command. Council consistently advocates for adequate policing resources including consideration of a 24-hour station. | 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. | General Manager | Planned for completion in second half of the year. | Planned for completion in 2023/2024 now that |

| Liveability (Strategic Theme 3) | | | | | | | |
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| COMMUNITY STRATEGIC PLAN 2022-2036 | 4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026 | 1 YEAR OPERATIONAL PLAN 2022-2023 | | | | | |
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| | | | | Work with community, tourism and business to identify regular events and activities to provide information to new residents. | | | 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) | | | | | | | |
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| 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. |

| Community Leadership and Engagement (Strategic Theme 4) | | | | | | | |
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| COMMUNITY STRATEGIC PLAN 2022-2036 | 4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026 | 1 YEAR OPERATIONAL PLAN 2022-2023 | | | | | |
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| | | 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 conferences both online and in-person. | 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. |
| | 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 | No further action during the review period. |

| Community Leadership and Engagement (Strategic Theme 4) | | | | | | | |
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| 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 |
| | | | | | | Council's website, social media channels and weekly Noticeboard news. | |
| | 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 | 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 |

| Community Leadership and Engagement (Strategic Theme 4) | | | | | | | |
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| Strategic Direction | Program | Link | Action | Performance Measure | Responsibility | Six Month Review to 31 December 2022 | Six Month Review to 30 June 2023 |
| | | | | | | <p>and social media pages, sent to Central West media, as well as being sent to all council staff.</p> <p>Summer edition of the Cowra Quarterly produced and distributed to all Shire residents.</p> <p>Regular updates and posts made to Council's Facebook, Twitter and LinkedIn pages Promotions on Council's social media pages.</p> <p>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</p> | <p>and social media pages, sent to Central West media, as well as being sent to all council staff.</p> <p>Regular updates and posts made to Council's Facebook.</p> <p>Cross-promotion across the Cowra Aquatic Centre, Cowra Civic Centre, Cowra Art Gallery, Cowra Saleyards and Central West Libraries Facebook pages.</p> <p>Council's meetings continue to be recorded and uploaded to website.</p> <p>Approximately 25,000 sessions were recorded on Council's website.</p> |

| Community Leadership and Engagement (Strategic Theme 4) | | | | | | | |
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| Strategic Direction | Program | Link | Action | Performance Measure | Responsibility | Six Month Review to 31 December 2022 | Six Month Review to 30 June 2023 |
| | | | | | | <p>releases, pound information and community focused events and activities.</p> <p>Cross-promotion across the Cowra Aquatic Centre, Cowra Civic Centre, Cowra Art Gallery, Cowra Saleyards and Central West Libraries Facebook pages.</p> <p>Council's meetings continue to be recorded and uploaded to Council's website.</p> <p>Approximately 50,000 session were recorded on Council's website. Facebook followers grew by 32% during the period.</p> | <p>Facebook followers grew by 6% during the period.</p> <p>Consultation has occurred by a range of measures including:</p> <ul style="list-style-type: none"> - 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 |

| Community Leadership and Engagement (Strategic Theme 4) | | | | | | | |
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| | | | | | | | <ul style="list-style-type: none"> - Implementing the Aboriginal Consultation Policy in relation to development proposals and councils works - Seeking community input on a range of policies |
| | | 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. |
| | 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. |

| Community Leadership and Engagement (Strategic Theme 4) | | | | | | | |
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| COMMUNITY STRATEGIC PLAN 2022-2036 | 4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2062 | 1 YEAR OPERATIONAL PLAN 2022-2023 | | | | | |
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| | 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. |

| Community Leadership and Engagement (Strategic Theme 4) | | | | | | | |
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| 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: <ul style="list-style-type: none"> 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 totaling \$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 organisations. This application has been approved, Two applications unsuccessful. Two applications pending - \$986,152. | Grant applications submitted totaling \$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 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 | 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 | Reviewed AMP Strategic Plan adopted by Council. |

| Community Leadership and Engagement (Strategic Theme 4) | | | | | | | |
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| | infrastructure is maintained and reviewed to meet Council's adopted levels of service. | | | | | presentation to 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 adhoc 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) | | | | | | | |
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| 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 | 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 |

| Business & Industry (Strategic Theme 5) | | | | | | | |
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| Strategic Direction | Program | Link | Action | Performance Measure | Responsibility | Six Month Review to 31 December 2022 | Six Month Review to 30 June 2023 |
| | | | | | | unbiased current/relevant data/statistics on our Shire that can be used to support business & economic development decision-making. | 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. |
| 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. |

| Business & Industry (Strategic Theme 5) | | | | | | | |
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| Strategic Direction | Program | Link | Action | Performance Measure | Responsibility | Six Month Review to 31 December 2022 | Six Month Review to 30 June 2023 |
| | 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 | B3.1 Support Cowra Business Chamber | B3.1.a | Review and adopt an updated Memorandum of Understanding between | MOU reviewed, updated and adopted. | General Manager | The MOU is currently under review with a final version | With the Business Chamber to be re-established, the |

| Business & Industry (Strategic Theme 5) | | | | | | | |
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| Strategic Direction | Program | Link | Action | Performance Measure | Responsibility | Six Month Review to 31 December 2022 | Six Month Review to 30 June 2023 |
| businesses and industries. | | | Council and the Business Chamber. | | | expected to be adopted in the next reporting period. | existing MOU has lapsed. A new MOU may be drafted should the Business Chamber re-establish. |
| 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. |

| Business & Industry (Strategic Theme 5) | | | | | | | |
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| 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 |
| 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 that this is part of | Villages continue to enjoy fixed wireless internet connectivity as a standard with advocacy from council for improved speeds and a broader footprint being undertaken. NBN has indicated that upgrades are underway to address both speed |

| Business & Industry (Strategic Theme 5) | | | | | | | |
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| 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 |
| | | | | | | their future scope and the rollout is ongoing. | 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 | 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. |

| Business & Industry (Strategic Theme 5) | | | | | | | |
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| 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 |
| | Cowra Tourism Corporation (CTC). | | | | | | |
| | 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) | | | | | | | |
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| 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. |

| Transport & Infrastructure (Strategic Theme 6) | | | | | | | |
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| 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 |
| 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 | T5.1 Maintain, improve and develop footpaths and walkways to ensure | T5.1.a | Review and update the Pedestrian and Cycling plan. | Plan reviewed, updated and adopted. | Director – Infrastructure & Operations | Review of the Pedestrian and | Review of the Pedestrian and |

| Transport & Infrastructure (Strategic Theme 6) | | | | | | | |
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| 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 |
| system that addresses local and regional needs in relation to cycleways and footpaths, road and rail. | the safe and efficient movement of users, including persons living with disabilities, and develop pedestrian and cycling linkages in the shire. | | | | | Cycling Plan currently underway. | 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. |
| | 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 RtR 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. |

| Transport & Infrastructure (Strategic Theme 6) | | | | | | | |
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| 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 |
| | | T5.4.b | Liaise with Transport for NSW to improve public transport connectivity within and beyond the region. | Service gaps identified and advocacy undertaken. | General Manager | <p>Transport for NSW will extend trials for its bus service between Wyangala and Canberra until June 2023.</p> <p>"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.</p> <p>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</p> | Council advocacy with TfNSW remains ongoing. |

| Transport & Infrastructure (Strategic Theme 6) | | | | | | | |
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| Strategic Direction | Program | Link | Action | Performance Measure | Responsibility | Six Month Review to 31 December 2022 | Six Month Review to 30 June 2023 |
| T6. Develop the Cowra Airport as a regional aviation precinct. | | | | | | in this space 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. |
| | T6.1 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 resourcing constraints have hindered progress. The approved Cowra Airport Masterplan will provide guidance for the project moving forward. | It is anticipated resources will allow progress in the next reporting period. |
| | | 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 |

| Transport & Infrastructure (Strategic Theme 6) | | | | | | | |
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| 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 |
| | | | | | | | 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 (IWCN) strategy including review of Water and Sewer Strategic Business Plans. | IWCN finalised and adopted. Strategic Business Plans finalised and adopted. | Director Infrastructure & Operations | IWCN issues paper has been completed and is currently with DPIE Water for review. | IWCN 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. |

| Transport & Infrastructure (Strategic Theme 6) | | | | | | | |
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| 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 |
| | 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. |
| | 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 | Cables raised. Roadworks completed. |

| Transport & Infrastructure (Strategic Theme 6) | | | | | | | |
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| 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 |
| public infrastructure including roads, bridges and public buildings are well-maintained. | | | | | | damage and Essential Energy cable relocation. | |
| | 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 | Council advocates for this project, most recently in the submission period for the review of the Central West |

| Transport & Infrastructure (Strategic Theme 6) | | | | | | | |
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| 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 |
| | | | | | | 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. | Regional Transport Plan that has not yet been released by the NSW Government. |

| Environmental Sustainability & Stewardship (Strategic Theme 7) | | | | | | | |
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| 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 | 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 | Nothing further to report. Matters |

| Environmental Sustainability & Stewardship (Strategic Theme 7) | | | | | | | |
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| 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 |
| | participate in the rollout of electric vehicles. | | | | | 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. | 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 Organics (FOGO) in line with State government strategies. | E4.2.a | Investigate requirements to implement FOGO system. | Investigations undertaken and reported to Council. | Director Infrastructure & Operations | Included in Waste Management Strategy. | Included in Waste Management Strategy. |

| Environmental Sustainability & Stewardship (Strategic Theme 7) | | | | | | | |
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| 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 |
| | 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 RAFCA 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 | Completed for 2022. Will engage in the initiative later this year. |

| Environmental Sustainability & Stewardship (Strategic Theme 7) | | | | | | | |
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| 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 |
| | | | | | | events were hosted locally over the two weekends. Completed. | |
| | | 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. |

| Environmental Sustainability & Stewardship (Strategic Theme 7) | | | | | | | |
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| COMMUNITY STRATEGIC PLAN 2022-2036 | 4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026 | 1 YEAR OPERATIONAL PLAN 2022-2023 | | | | | |
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| Reconciliation and Inclusion (Strategic Theme 8) | | | | | | | |
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| 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 | Liaison undertaken and if approved changes implemented. | General Manager | Has been discussed by Reconciliation | Ongoing. |

| 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 |
| | | | discuss inclusion of Wiradjuri language in the Acknowledgement of Country at Council events. | | | Working Party with no action taken to date. | |
| | 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 received to assist the Cowra Magpies to mark the 100 th anniversary of the Erambie 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. | 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 Indigenous elders to take photos for social media posts during NAIDOC Week. |

| 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 |
| | | R1.3.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 endeavors to seek opportunities and Government incentives to assist with employment opportunities for identified groups from our EEO Management Plan. | Council pro-actively endeavors 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 |

| 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 |
| | | | | | | | placed on exhibition. |
| | | 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. |

4.4 LGNSW Annual Conference - Motions

File Number: D23/1229

Author: Paul Devery, General Manager

RECOMMENDATION

That Council submit the following proposed motions for the 2023 LGNSW Annual Conference:

- (a) **Livable Housing Standards:** That LGNSW call upon the NSW Government to adopt in full the Livable Housing Design standards as an integral component of the National Construction Code 2022.
- (b) **NSW Mobility Parking Scheme:** That Local Government NSW write to the NSW Government requesting consideration of changing the language within the published material associated with the NSW Mobility Parking Scheme to remove the word “disability”.

INTRODUCTION

The attached motions are proposed for endorsement by Council for formal submissions to the 2023 LGNSW Annual Conference to be held in November 2023.

BUDGETARY IMPLICATIONS

Nil

ATTACHMENTS

- 1. 2023 Motions Submissions Guide [↓](#)
- 2. Proposed Motion - Livable Housing Standards [↓](#)
- 3. Proposed Motion - NSW Mobility Parking Scheme [↓](#)



LGNSW 2023 Annual Conference Motion Submission Guide

**ONE VOICE
FOR COUNCILS**

[LGNSW.ORG.AU](https://www.lgnsw.org.au)

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MOTION SUBMISSION GUIDE

1. Introduction

Each year, LGNSW members submit a range of motions to the Annual Conference conducted by Local Government NSW (LGNSW). These motions relate to strategic local government issues which affect members state-wide and introduce new or emerging policy issues. They are debated and resolved by Conference delegates, with successful resolutions guiding LGNSW's advocacy priorities for the year ahead.

All LGNSW member councils are invited to submit motions to the Annual Conference, with the following guide outlining the motion development and submission process.

2. Deadlines

- Motion submission will open on **Monday 24 July 2023**.
- Members are encouraged to submit motions [online](#) as early as possible before **15 September 2023**, to allow assessment of the motions and distribution of the Business Paper before the Conference.
- Under LGNSW Rules, the latest date motions can be accepted for inclusion in the Business Paper is **12 midnight (AEDT) on Sunday 15 October 2023** (28 days prior to Conference).

3. Criteria for motion submission

The LGNSW Board has resolved that motions will be included in the Business Paper for the Conference only where they:

1. are consistent with the objects of LGNSW (see Rule 4 of the Association's [rules](#)),
2. relate to or concern local government as a sector in NSW and/or across Australia,
3. seek to establish or change policy positions of LGNSW and/or improve governance of the Association (noting that the LGNSW Board is responsible for decisions around resourcing any campaigns or operational activities, and any necessary resource allocations will be subject to the LGNSW budgetary process),
4. have a lawful purpose (a motion does not have a lawful purpose if its implementation would require or encourage non-compliance with prevailing laws),
5. are clearly worded and unambiguous in nature, and
6. do not express preference for one or several members over one or several other members.

Before submitting motions for this year's Annual Conference, members are encouraged to review [Action Reports](#) (on the member only pages of the LGNSW website) from previous Conferences and the [LGNSW Policy Platform](#) to ensure the proposed motion wording reflects any recent developments and does not duplicate existing policy positions.

4. How to write a motion

Motions adopted at Conferences inform LGNSW's advocacy actions on behalf of the local government sector. LGNSW includes the exact wording of motions when writing to ministers, departments and agencies post-conference, so it is important that the wording of motions clearly outlines your council's policy intent or objective.

The format of motions, as much as possible, should call on a specific body (e.g. LGNSW, state government, federal government, a specific department or minister) and have a specific outcome that the motion is aiming to achieve. The wording should be unambiguous.

Examples of clearly-worded Annual Conference motions:

Local government representation on National Cabinet

That Local Government NSW lobbies the Australian Government for permanent local government representation on the National Cabinet.

Natural Disaster Funding, Day Labour

That LGNSW requests the Australian and NSW governments reinstate the claimable expense for the use of council staff during their normal working hours to attend to natural disaster relief and recovery funded works and reverse the present policy that effectively requires the mandatory use of contractors for recovery works.

Companion Animal Act matters

That LGNSW advocates that the NSW Government takes the following steps to improve the management of companion animals:

- establish an integrated on-line statewide registration process as an improved service to companion animal owners;
- resolve difficulties with the *Companion Animals Act 1998* definition of an "Authorised Officer", by using the definition contained in the *Impounding Act 1993* as the definition in both Acts, allowing councils choice in the business model for its area; and
- review the dismissal of charges under section 10 of the *Crimes (Sentencing Procedure) Act 1999* in relation to offences under the *Companion Animals Act 1998*.

For more examples see Business Papers from past Conferences on the [LGNSW website](https://www.lgnsw.org.au).

5. Demonstrating evidence of council support for motion

The member submitting the motion must provide accompanying evidence of support for the motion. Such evidence takes the form of an attachment note or extract from the minutes of the council meeting, at which the member council resolved to submit the motion for consideration by the Conference. In the absence of a council meeting, the evidence should be a letter signed by both the Mayor and General Manager.

6. How to submit a motion

LGNSW members are invited to submit motions through an [online portal](#) from **24 July 2023**.

Attachment A provides detailed instructions on how to submit motions via the online portal.

7. How LGNSW manages incoming motions

The LGNSW Board has established a committee and delegated the function of managing incoming motions for the Conference to this committee. The Chief Executive will refer motions to the committee and the committee will assess whether the motion meets or does not meet the Board-endorsed criteria. This assessment forms the final decision on which motions are included in the Conference Business Paper.

Prior to the committee making a final decision, LGNSW may contact the council that submitted the motion to seek clarity on its intent or wording.

Incoming motions which seek to change any long-held [Fundamental Principles](#) (Part A of the Policy Platform), will be highlighted in the Business Paper for members' information at time of voting.

Motions which are consistent with existing LGNSW positions or current LGNSW actions, or that are operational and can be actioned without a Conference resolution, may still be printed in the Business Paper but will not be debated at the Conference.

8. Late motions

Late items are only to be included in the Business paper addendum if, in addition to the above criteria, the late items relate to highly urgent matters that have arisen after the deadline for the motion submission has passed.

In considering whether a late item relates to a highly urgent matter, the Policy Review Working Committee is to have regard to:

- (a) whether the late item has arisen after the deadline for motions has passed, and
- (b) whether the urgency of the matter justifies it being presented to voting delegates with short notice and limited opportunity to review and consider before they are required to vote on the motion.

9. What happens to motions at the LGNSW Annual Conference

Standing orders are outlined at the front of the Business Paper and adopted at the commencement of each Conference. They outline the manner in which the Conference deals with motions. The standing orders adopted at past conferences can be found on our [website](#).

During debate on motions at Conference, the standing orders generally permit councillor delegates to speak in support of or against each motion. Following a vote on a motion, the motion is either carried and becomes a resolution of the Conference, or it is defeated.

10. Post-conference: Updates to the LGNSW Policy Platform

LGNSW's [Policy Platform](#) consolidates the voices of councils across NSW, reflecting the collective positions of local government on issues of importance to the sector. Importantly, the Policy Platform guides LGNSW in its advocacy on behalf of the local government sector.

The Policy Platform consists of two parts: LGNSW's Fundamental Principles, and the more targeted Position Statements.

- **Fundamental Principles** are the enduring and overarching principles that direct LGNSW's response to broad matters of importance to the local government sector. These Fundamental Principles are endorsed (or amended) by LGNSW members at Annual Conferences.
- **Position Statements** contain LGNSW's more detailed positions on specific issues and guide LGNSW's work on, and response to, policy issues of the day. Position Statements are subordinate to LGNSW's Fundamental Principles but are more agile and are targeted at specific policy issues as they arise.

Changing Fundamental Principles

Where a motion conflicts or may conflict with a Fundamental Principle, this will be clearly highlighted for delegates in the Conference Business Paper. If the motion is adopted as a resolution at Conference, then the relevant Fundamental Principle will be changed.

It is expected that changes to the Fundamental Principles will be uncommon, given their broad focus and general acceptance among the local government sector.

Changing Position Statements

Following each Conference, LGNSW will review resolutions of that Conference to determine whether the intent of each resolution is adequately covered by existing Position Statements. Where the Position Statements do not adequately include the intent of a resolution, LGNSW will update an existing Position Statement or draft a new Position Statement for inclusion in the LGNSW Policy Platform.

LGNSW members will be informed of updates to the LGNSW Policy Platform.

11. Post-conference: Determining LGNSW Advocacy Priorities

Following the LGNSW Annual Conference, LGNSW will review the resolutions and identify key areas of focus to guide LGNSW's advocacy for the coming year. These areas of focus are also informed by member feedback, the LGNSW strategic plan, position statements, emerging issues, and Board input.

LGNSW's Advocacy Priorities for the following year are then submitted for endorsement by the LGNSW Board, and communication to members via email.

As LGNSW undertakes advocacy actions on each of the Conference resolutions throughout the year, these actions and their outcomes will be published in LGNSW's Action Report. ([Past Action reports](#) are available on the member only pages of the LGNSW website).

12. Further information

For further information on the motion submission process, please contact Jo Harney, LGNSW Policy Officer at policy@lgnsw.org.au.

13. Frequently Asked Questions

How do I know if my proposed motion is consistent with existing LGNSW policy positions?

The subject matter expert within council is best placed to identify this (for example, if the motion relates to a planning matter, this question should be answered by the Planning Manager). Subject matter experts are encouraged to review LGNSW's [Policy Platform](#) to gain an understanding of LGNSW's position on a particular matter to help identify whether your proposed motion is consistent.

What is the deadline for submitting motions?

Members are encouraged to submit motions [online](#) as soon as possible to allow assessment of the motions and distribution of the Business Paper before the Conference. However, in line with the LGNSW Rules, the latest date motions can be accepted for inclusion in the Conference Business Paper is **12 midnight AEST on Sunday 15 October 2023** (28 days prior to Conference).

LGNSW can receive more than 300 motions for an Annual Conference. Submitting motions as early as possible helps LGNSW to manage the large volume of motions received within a short period of time and allows LGNSW to seek clarification on any motions if required.

However, the LGNSW Rules allow councils to submit motions with less than 28 days' notice and the LGNSW Board may, in some circumstances, allow these to be considered at Conference as a **late item** (but not included in the Business Paper).

I'm unsure which motion category or sub-category I should select in the online portal

If you are unsure, just select the category you think best fits. LGNSW can re-categorise the motion if necessary.

Who should be the council contact for motions?

We recommend the council contact is someone who is available during the months that motions are open, and able to respond promptly to communications between your

council and LGNSW. Some councils have identified the General Manager and others have identified a Governance Manager – it is a decision for each council.

How can I amend my council's motion that I've already submitted?

Once a motion has been submitted it cannot be edited without contacting LGNSW so please review the content carefully before submission. If you need to edit a submitted motion, please contact Jo Harney, Policy Officer at policy@lgnsw.org.au. You may need to provide evidence of support for the change (see section 5).

ATTACHMENT A - STEP BY STEP GUIDE TO LODGING MOTIONS IN THE ONLINE PORTAL

This section provides step-by-step instructions to assist council staff in lodging a motion via our online portal Survey Monkey Apply.

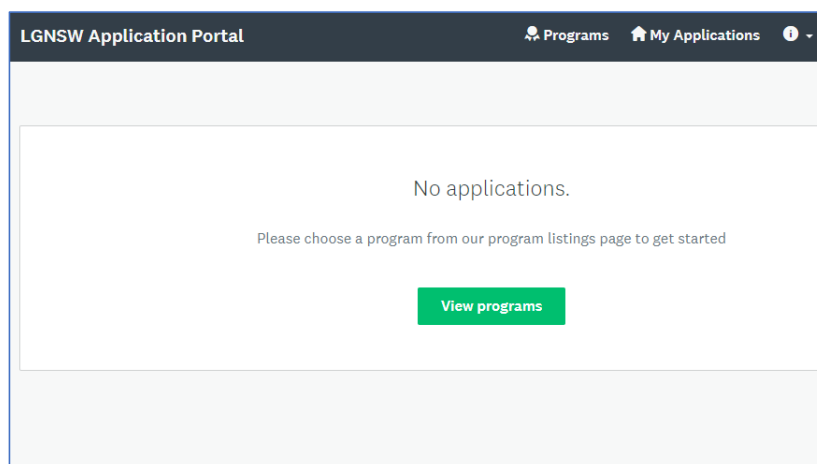
- Member councils are invited to submit motions for the LGNSW Annual Conference via [Survey Monkey Apply](#) from **24 July 2023**.
- Under LGNSW Rules, the latest date motions can be accepted for inclusion in the Business Paper is **12 midnight (AEDT) on Sunday 15 October 2023** (28 days prior to Conference).
- Once a motion has been submitted it cannot be edited without contacting LGNSW, so please review the content carefully before submission.

For further assistance contact Jo Harney, LGNSW Policy Officer at policy@lgnsw.org.au.

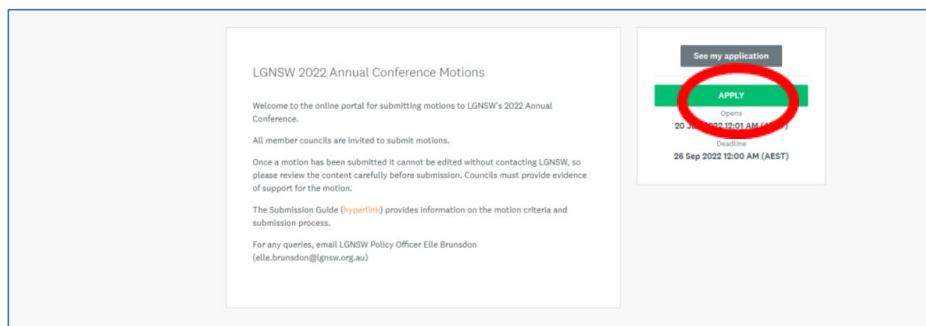
Step 1: Log into [LGNSW's online portal](#) using the same password you use to access the LGNSW member website. If you don't know your password, click "forgot password" to reset your password.

Note: you will need to register if you are logging in for the first time.

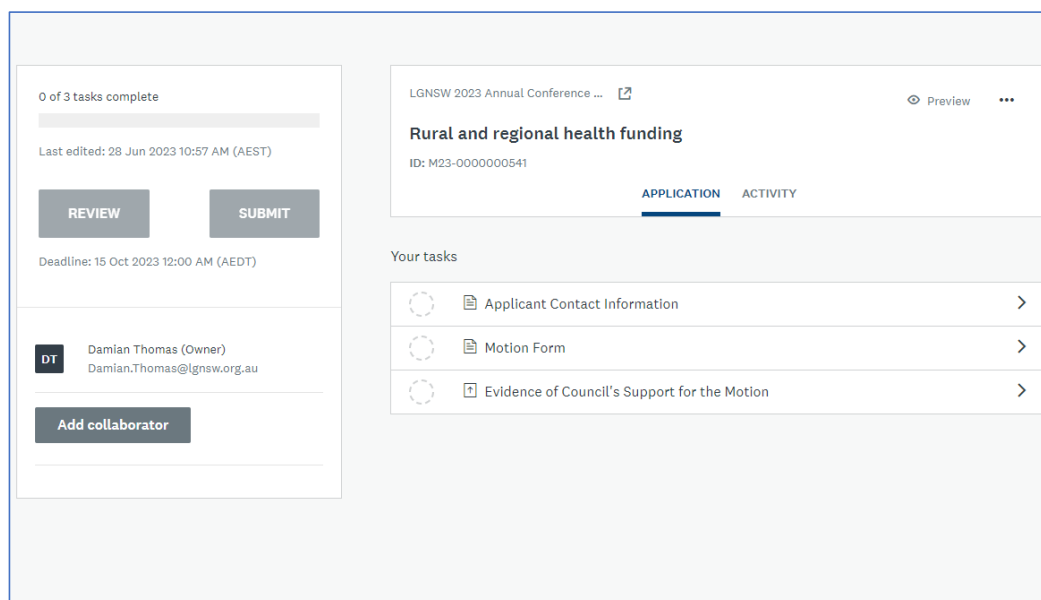
Step 2: Click *View Programs* and then select *LGNSW 2023 Annual Conference Motions*.



Step 3: Click **APPLY**.



Step 4: Add your motion title (a few words). You will then be taken to the landing page which will show three tasks to complete:



Step 5: Click on 'Applicant Contact Information' to add the contact information. This should be the relevant officer within your council who can respond to any questions from LGNSW about the motion promptly. Click **MARK AS COMPLETE** once finished.

The screenshot displays a web interface for managing an application. On the left, a sidebar contains a list of tasks: 'Back to application', 'LGNSW 2023 Annual Conference Motio...', 'Rural and regional health funding' (ID: M23-0000000541), 'Applicant Contact Information' (highlighted with a green arrow), 'Motion Form', and 'Evidence of Council's Support for the Motion'. Below this list, it indicates '0 of 3 tasks complete' and shows the last edit time as '28 Jun 2023 10:57 AM (AEST)'. At the bottom of the sidebar are 'REVIEW' and 'SUBMIT' buttons, along with a deadline of '15 Oct 2023 12:00 AM (AEDT)'. The main content area is titled 'Applicant Contact Information' and contains a 'Contact details' section with four input fields: 'Contact Name', 'Contact Job Title', 'Contact Email', and 'Contact Phone'. At the bottom of the main area, there are two buttons: 'SAVE & CONTINUE EDITING' and 'MARK AS COMPLETE'. The 'MARK AS COMPLETE' button is highlighted with a red circle.

Step 6: Click 'Motion Form' to add the motion details.

Motion category and sub-category assists with categorising motions and grouping related motions in the Conference Business Paper.

Motion wording should include a sentence or two which includes the call to action.

Background note should provide a paragraph or two to explain the context and importance of the issue to the local government sector.
Click **MARK AS COMPLETE** once finished.

← Back to application

LGNSW 2023 Annual Conference Motion Form
Rural and regional health funding
ID: M23-0000000541

✓ Applicant Contact Information

○ Motion Form

○ Evidence of Council's Support for the Motion

1 of 3 tasks complete

Last edited: 28 Jun 2023 11:02 AM (AEST)

REVIEW SUBMIT

Deadline: 15 Oct 2023 12:00 AM (AEDT)

Motion Form

Council/member name

Motion Category

Motion Title

Rural and regional health funding

Motion Wording

Motion Background

Maximum 1 or 2 paragraphs

SAVE & CONTINUE EDITING MARK AS COMPLETE

Step 7: Click 'Evidence of Council's Support for the Motion' and attach the relevant file. This could be an extract of council meeting minutes. Click **MARK AS COMPLETE** once finished.

Back to application

LGNSW 2023 Annual Conference Moti...
Rural and regional health funding
ID: M23-0000000541

Applicant Contact Information

Motion Form

Evidence of Council's Support for the Motion

2 of 3 tasks complete

Last edited: 28 Jun 2023 11:05 AM (AEST)

REVIEW SUBMIT

Deadline: 15 Oct 2023 12:00 AM (AEDT)

Evidence of Council's Support for the Motion

Task instructions [Hide](#)

Attach evidence of council support for the motion (i.e. extract of the minutes of the meeting at which the member resolved to submit the motion for consideration by the Conference, or in the absence of a council meeting, a letter signed by the Mayor and General Manager)

ATTACH FILE

[Show accepted formats](#)

MARK AS COMPLETE

Step 8: Once you have completed all tasks (a green tick is displayed next to each task), click **SUBMIT**.

Back to application

LGNSW 2023 Annual Conference Moti...
Rural and regional health funding
ID: M23-0000000541

Applicant Contact Information

Motion Form

Evidence of Council's Support for the Motion

3 of 3 tasks complete

Last edited: 28 Jun 2023 11:09 AM (AEST)

REVIEW SUBMIT

Deadline: 15 Oct 2023 12:00 AM (AEDT)

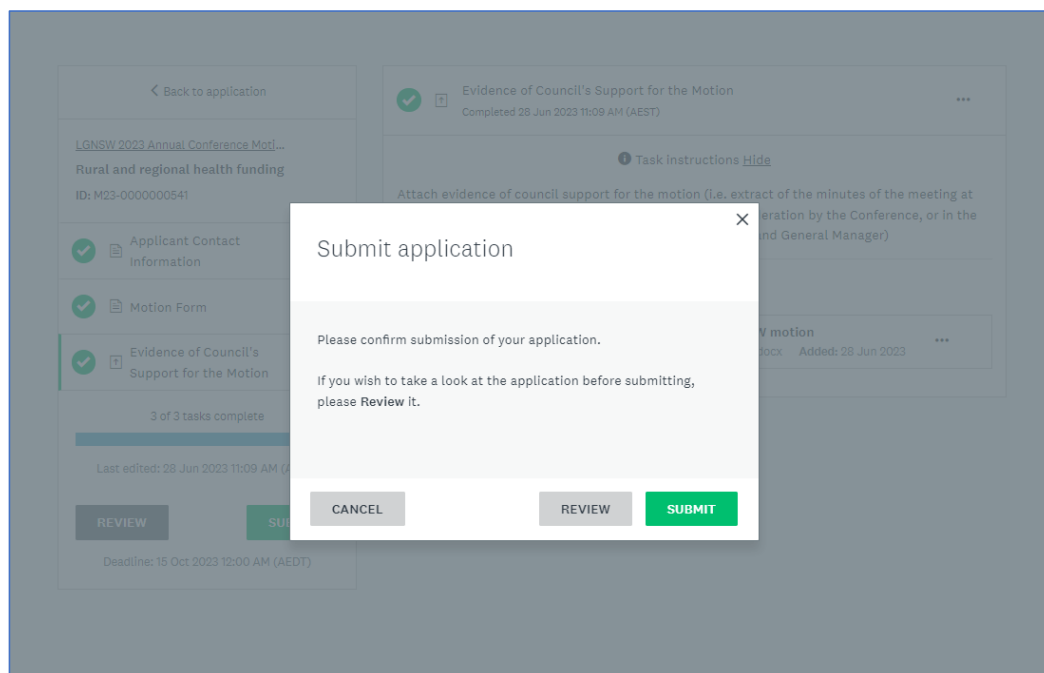
Evidence of Council's Support for the Motion
Completed 28 Jun 2023 11:09 AM (AEST)

Task instructions [Hide](#)

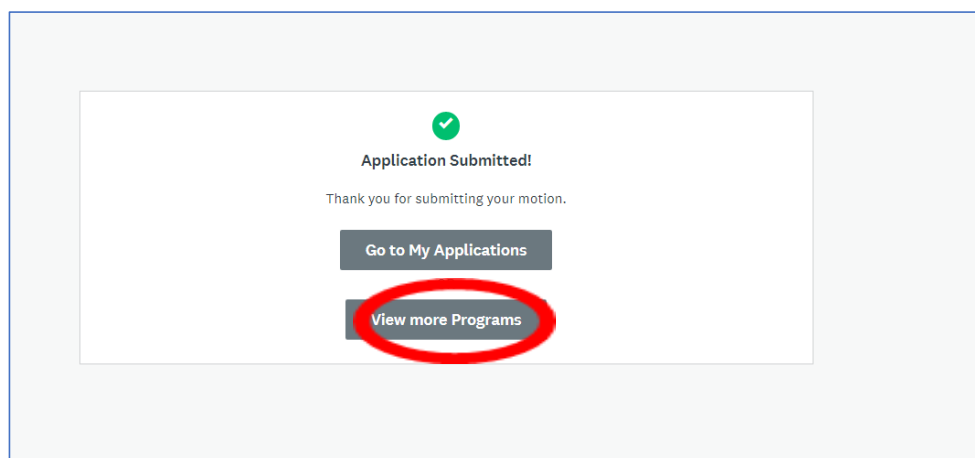
Attach evidence of council support for the motion (i.e. extract of the minutes of the meeting at which the member resolved to submit the motion for consideration by the Conference, or in the absence of a council meeting, a letter signed by the Mayor and General Manager)

Council minutes - Evidence of support for LGNSW motion
Filename: Council_minutes_-_Evidence_of_sup_SZxJApn.docx Added: 28 Jun 2023

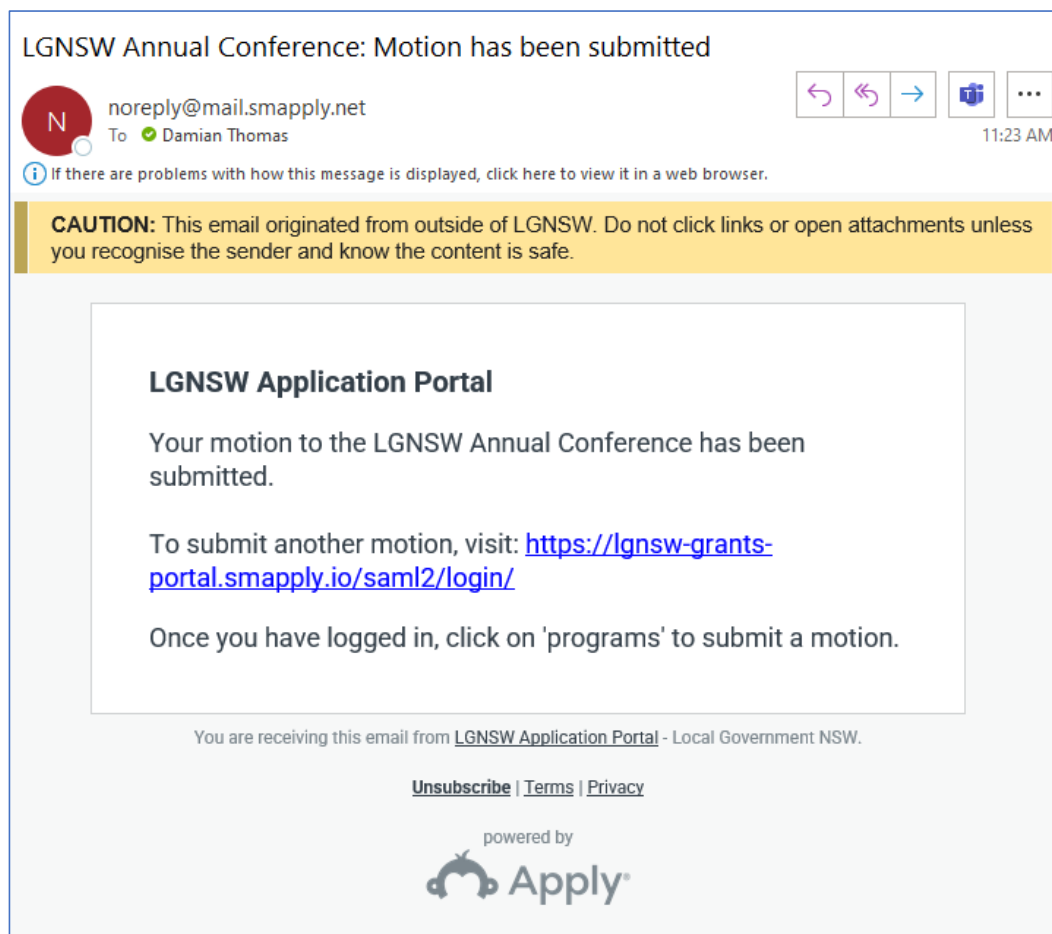
Step 9: You will be asked to confirm submission of the motion. There is an option to review the motion before submitting. When you are ready, click **SUBMIT**.



Step 10: If you are submitting multiple motions, click 'View more Programs'. This will take you back to the landing page to submit more motions.



Step 11: An automated confirmation email will be sent to the email address listed in the 'Applicant Contact Information' section.



MOTION

That LGNSW call upon the NSW Government to adopt in full the Livable Housing Design standards as an integral component of the National Construction Code 2022.

COUNCIL COMMENT

Council is seeking support of delegates to call upon the NSW Government to urgently adopt Livable Housing Design Standards as an integral component of the National Construction Code 2022.

The Livable Housing Design Standards have proven to be a vital measure in ensuring inclusivity, accessibility, and comfort in residential buildings. It is disheartening to note that, in NSW, these standards have not been mandated for sole-occupancy units in Class 2 buildings (multi-unit residential) and Class 1a buildings (residential dwellings), despite their widespread acceptance across the majority of states, scheduled for implementation in October 2023.

The Design Standards include components such as:

- Step-free dwelling Access
- Dwelling access to include a clear opening width, accessible threshold and landing area and cover over the doorway for weatherproofing
- Internal accessible doorway widths, thresholds and corridor widths
- A toilet on the ground floor with sufficient circulation space
- Hobless entry to shower
- Bathroom on the ground floor with reinforced walls that will allow for future support railing

We firmly believe that the adoption of Livable Housing Design Standards in the NSW Building Codes is paramount for several compelling reasons:

- **Enhanced Accessibility:** Incorporating these standards will guarantee better accessibility for people with disabilities, seniors, and those with mobility challenges, enabling them to live independently and participate fully in their communities.
- **Long-term Cost Savings:** By implementing these standards during the construction phase, the need for costly retrofits and modifications in the future can be significantly reduced, benefiting both residents and the government.
- **Improved Well-being:** Livable Housing Design Standards promote safer and healthier living environments, fostering the well-being of residents and their families. It also allows senior citizens to remain in their primary residence for longer timeframes negating the need to enter aged care.
- **Sustainable Communities:** Embracing these standards aligns with our collective commitment to building sustainable and inclusive communities, fostering social cohesion and a sense of belonging.

- National Consistency: Aligning with the national standards ensures a unified approach to construction, simplifying the building process for developers and builders operating across state borders.

Council would also note the NSW Land and Housing Corporation has adopted the standards yet the NSW Government continues to resist.

Council notes LGNSW's Policy Platform contains elements supporting accessibility (see Part 8.5) and this motion is considered complimentary to the existing platform.

We urge the NSW Government to take decisive action in adopting Livable Housing Design Standards without delay, reaffirming our state's commitment to inclusivity, accessibility, and the well-being of all its residents. By embracing these standards, we will be taking a significant step towards creating a fairer, more compassionate, and progressive society.

MOTION

That Local Government NSW write to the NSW Government requesting consideration of changing the language within the published material associated with the NSW Mobility Parking Scheme to remove the word "disability"

COMMENT FROM COUNCIL

Council is seeking support to urge the NSW Government to consider removing the word "disability" from all published materials associated with the NSW Mobility Parking Scheme. Instead, we propose adopting more appropriate terms such as "mobility parking space" and "mobility parking permit."

The current language used in the Mobility Parking Scheme inadvertently reinforces stigmas and perpetuates the misconception that only individuals with disabilities utilise these designated parking spaces and permits. However, accessibility needs extend far beyond those with visible or permanent disabilities. Many individuals, including the elderly, individuals with temporary injuries, and those with mobility impairments that may not meet the strict definition of a disability, also require the use of these designated parking spaces for their safety and convenience.

By transitioning to terms like "mobility parking space" and "mobility parking permit," we can create a more inclusive and welcoming environment for all individuals with diverse accessibility needs. This change in language will not only promote awareness and understanding of various mobility requirements but also discourage misuse of these parking spaces.

Such a change in language would be a small yet impactful step towards dismantling barriers and promoting the rights and dignity of all community members.

4.5 General Committee Meeting - November 2023

File Number: D23/1232

Author: Paul Devery, General Manager

RECOMMENDATION

That Council cancel the General Committee meeting scheduled for Monday 13 November 2023.

INTRODUCTION

The 2023 LGNSW Annual Conference is scheduled to be held from Sunday 12 November to Wednesday 15 November 2023 in Sydney. As there will be six Councillors attending this Conference, Council will be unable to fulfil a quorum for the General Committee meeting scheduled for Monday 13 November 2023, and it is therefore recommended that this meeting be cancelled.

BUDGETARY IMPLICATIONS

Nil

ATTACHMENTS

Nil

5 DIRECTOR-CORPORATE SERVICES

5.1 Section 355 Committee Draft Minutes - Audit, Risk & Improvement Committee

File Number: D23/1135

Author: Michael Jones, Director - Corporate Services

RECOMMENDATION

That the draft Minutes of the Audit, Risk & Improvement Committee meeting held on 3 August 2023 be noted.

INTRODUCTION

Attached for the information of Councillors are the draft Minutes from the recent Section 355 Committee meeting.

BUDGETARY IMPLICATIONS

Nil

ATTACHMENTS

1. Draft Minutes - Audit, Risk & Improvement Committee Meeting - 3 August 2023 [↓](#)



MINUTES

Audit, Risk & Improvement Committee Meeting Thursday, 3 August 2023

**AUDIT, RISK & IMPROVEMENT COMMITTEE MEETING
MINUTES****3 AUGUST 2023****Order Of Business**

| | | |
|-----------|----------------------------------------------------------|----------|
| 1 | Welcome | |
| 2 | Apologies | |
| 3 | Declarations of Interest | |
| 4 | Confirmation of Minutes | 3 |
| 5 | Business Arising from Previous Minutes | 3 |
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**AUDIT, RISK & IMPROVEMENT COMMITTEE MEETING
MINUTES****3 AUGUST 2023**

**MINUTES OF COWRA COUNCIL
AUDIT, RISK & IMPROVEMENT COMMITTEE MEETING
HELD AT THE COMMITTEE ROOM 1, COWRA SHIRE COUNCIL
ON THURSDAY, 3 AUGUST 2023 AT 10 AM**

PRESENT: Mr Ron Gillard (Chair), Mr Geoff Twomey, Cr Bill West (Mayor), Cr Paul Smith

IN ATTENDANCE: Mrs Leanne Smith (Intentus), Mr Paul Devery (General Manager), Mr Michael Jones (Director - Corporate Services), Mr Scott Ellison, Mrs Lee Redgrave (Secretariat)

1 WELCOME

The Chair opened the meeting at 10.05 am and welcomed everyone to the meeting.

2 APOLOGIES

The Chair advised that he excused Mrs Larissa Hackett (Director-Environmental Services) and Mr Dirk Wymer (Director - Infrastructure & Operations) from attending the meeting as no items were listed on the agenda for discussion. The Chair also requested the Committee note Mrs Leanne Smith (Intentus) will be joining the meeting at 10.30 am.

3 DECLARATIONS OF INTEREST

Mr Ron Gillard declared a standing conflict of interest for the reason that he is a member of the Audit Risk & Improvement Committees of both Central Tablelands Water and Upper Macquarie County Council. Mr Gillard further stated that it is a pecuniary conflict of interest and that he would leave the meeting and not participate in the debate should a conflict arise.

4 CONFIRMATION OF MINUTES**COMMITTEE RESOLUTION**

Moved: Cr Paul Smith

Seconded: Mr Geoff Twomey

That the minutes of Audit, Risk & Improvement Committee Meeting held on 16 March 2023 be confirmed.

CARRIED

5 BUSINESS ARISING FROM PREVIOUS MINUTES

No items raised

**AUDIT, RISK & IMPROVEMENT COMMITTEE MEETING
MINUTES****3 AUGUST 2023****6 QUESTIONS FOR DIRECTORS (ADVANCE NOTICE REQUIRED)****6.1 Questions for Directors (advance notice required)**

No questions provided in advance.

6.2 Risk Management**COMMITTEE RESOLUTION**

Moved: Mr Geoff Twomey

Seconded: Cr Bill West

That the Audit Risk & Improvement Committee note the report from the Director – Corporate Services regarding Risk Management.

CARRIED

7 AUDIT OFFICE CORRESPONDENCE

The Chair deferred the Audit Office Correspondence Item until 10.30 am when Intentus will be attending the meeting via a Teams Link.

Mrs Leanne Smith (Intentus) joined the meeting via Teams Link at 10.30 am.

Mr Gillard welcomed Mrs Leanne Smith (Intentus) to the meeting and Leanne provided a summary on the FY2023 Interim Audit Letter. Leanne flagged that Items outstanding for three or more years are automatically elevated to 'high risk' and also that the OLG are taking a tougher stance on the RFS this year. Council's financials will be completed by the 4th and the audit starts on the 11th of September.

The Mayor thanked Mrs Smith for her presentation.

7.1 Audit Office Correspondence**COMMITTEE RESOLUTION**

Moved: Cr Bill West

Seconded: Mr Geoff Twomey

- 1. That the Audit Risk & Improvement Committee notes the report from the Director – Corporate Services on the Audit Office correspondence and thanked Mrs Leanne Smith (Intentus) for her presentation on the draft Interim Audit Letter distributed as a late report to the Agenda.**
- 2. That the Committee asked Mrs Leanne Smith to make a representation to the Audit Office delegate requesting their attendance [RGGI]at at least one Audit Risk & Improvement Committee meeting per year.**

CARRIED

Page 4

**AUDIT, RISK & IMPROVEMENT COMMITTEE MEETING
MINUTES****3 AUGUST 2023**

Ms Leanne Smith left the meeting at 10.47 am

8 REPORTS OF COUNCIL OFFICERS**8.1 Action Lists****COMMITTEE RESOLUTION**

Moved: Cr Bill West

Seconded: Cr Paul Smith

- 1. That the report on the Action Lists be received and noted.**
- 2. That the Audit Risk & Improvement Committee request that all action items, comments and expected completion dates are reviewed and updated for next meeting.**
- 3. Draft EOI and/or scope for Chemical Handling and Storage Review be presented to the November Audit Risk & Improvement Committee meeting.**

CARRIED

8.2 Fraud Control Framework Assessment Report**COMMITTEE RESOLUTION**

Moved: Cr Paul Smith

Seconded: Mr Geoff Twomey

That the Audit Risk & Improvement Committee note the report from the Director – Corporate Services regarding the Fraud Control Framework Assessment Report.

CARRIED

(Ms Leanne Smith joined the meeting at this point via Teams Link at 10.30 am for consideration of Item 7 Audit Office Correspondence)

8.3 IT Strategy Update Report**COMMITTEE RESOLUTION**

Moved: Cr Paul Smith

Seconded: Cr Bill West

That the Audit Risk & Improvement Committee note the report from the Director – Corporate Services regarding the IT Strategy Update Report.

CARRIED

**AUDIT, RISK & IMPROVEMENT COMMITTEE MEETING
MINUTES****3 AUGUST 2023****8.4** Internal Audit of Cyber Security**COMMITTEE RESOLUTION**

Moved: Mr Geoff Twomey

Seconded: Cr Bill West

That the Audit Risk & Improvement Committee note the report from the Director – Corporate Services regarding the Internal Audit of Cyber Security, and that the Committee agrees with Council closing out the “Wireless Vulnerability” item.

CARRIED

8.5 Internal Audit of Record Management System**COMMITTEE RESOLUTION**

Moved: Cr Bill West

Seconded: Cr Paul Smith

- 1. That the Audit Risk & Improvement Committee notes the report on the Internal Audit of Council's Record Management Systems from the Director – Corporate Services.**
- 2. That the final report including Council's strategy and remediation be provided to the next Audit Risk & Improvement Committee meeting in November.**

CARRIED

The Mayor requested the report include reference to how the system functions.

8.6 Internal Audit of Development Application Processes**COMMITTEE RESOLUTION**

Moved: Cr Paul Smith

Seconded: Mr Geoff Twomey

- 1. That the Audit Risk & Improvement Committee notes the report and verbal update from the Director-Corporate Services on the internal audit of Council's Planning Assessment and Building Certification Processes from the Director- Corporate Services.**
- 2. That the final report with Management's actions plans be brought to the next Audit Risk & Improvement Committee meeting in November.**

CARRIED

**AUDIT, RISK & IMPROVEMENT COMMITTEE MEETING
MINUTES****3 AUGUST 2023****8.7** Action Plan for Implementing OLG Guidelines**COMMITTEE RESOLUTION**

Moved: Cr Bill West

Seconded: Cr Paul Smith

1. That the report on the action plan for implementing the OLG Guidelines presented by the Director-Corporate Services be received and noted.
2. That the Audit Risk & Improvement Committee recommends the Director-Corporate Services and the Chair discuss and prepare a draft proposal for the Audit Risk & Improvement Committee meeting in November.

CARRIED

8.8 Annual Report on Review of Council Policies**COMMITTEE RESOLUTION**

Moved: Mr Geoff Twomey

Seconded: Cr Bill West

1. That the Audit Risk & Improvement Committee note the report from the General Manager regarding the annual report on the review of Council policies.
2. That the Audit Risk & Improvement Committee note the verbal report from the General Manager that Manex is undertaking a supplementary review and agreeing a priority ranking to policies currently due for review.

CARRIED

9 **STANDING ITEMS****9.1** Compliance Matters

The General Manager advised the Committee that Council have had no administrative compliance matters since our last meeting.

COMMITTEE RESOLUTION

Moved: Cr Bill West

Seconded: Cr Paul Smith

That the Audit Risk & Improvement Committee note the verbal update from the General Manager.

CARRIED

**AUDIT, RISK & IMPROVEMENT COMMITTEE MEETING
MINUTES****3 AUGUST 2023****9.2 OLG Circulars – Compliance & Governance****COMMITTEE RESOLUTION**

Moved: Cr Bill West

Seconded: Mr Geoff Twomey

That the Audit Risk & Improvement Committee note the report from the Director – Corporate Services regarding OLG Circulars.

CARRIED

9.3 Non-ARIC Internal Audits**COMMITTEE RESOLUTION**

Moved: Mr Geoff Twomey

Seconded: Cr Paul Smith

- 1. That the Audit Risk & Improvement Committee note the report from the Director – Corporate Services regarding Non-ARIC Internal Audits.**
- 2. That the Audit Risk & Improvement Committee recommend that Management redirect their focus to the 2023 report and its findings in respect of the outstanding StateCover and StateWide reports.**

CARRIED

10 GENERAL BUSINESS

The Chair brought forward Items 10.2 and 10.3 to be considered at the commencement of this section.

10.1 Committee's Annual Performance Report to Council**COMMITTEE RESOLUTION**

Moved: Cr Bill West

Seconded: Cr Paul Smith

That the Audit Risk & Improvement Committee endorse the draft Annual Performance Report to Council and the Committee requests for the report to be presented to Council at its next meeting.

CARRIED

**AUDIT, RISK & IMPROVEMENT COMMITTEE MEETING
MINUTES****3 AUGUST 2023**10.2 Annual Review of Independent Member sitting fees**COMMITTEE RESOLUTION**

Moved: Cr Paul Smith

Seconded: Cr Bill West

That the Audit Risk & Improvement Committee recommend that a report and recommendation from the Director – Corporate Services on the market review of Independent Members' fees be presented to Council.

CARRIED

10.3 Review of Meeting Calendar**COMMITTEE RESOLUTION**

Moved: Cr Paul Smith

Seconded: Cr Bill West

That the Audit Risk & Improvement Committee note the Calendar as presented and that it is subject to change.

CARRIED

10.4 Call for General Business Items

1. Quarterly Budget Review - General discussion was held amounts committee members regarding the QBR for the March Quarter.
2. Mayoral Elections - The Chair raised the matter of Mayoral Elections in September this year and took the opportunity to personally thank the Mayor for his services to the ARIC and commended him on his knowledge and contribution, and should he not be on the Committee at the next meeting that he will be greatly missed.

11 NEXT MEETING DATE

The next meeting will be held on Thursday, 2 November 2023 at 10 am in the Cowra Council Chambers, 116 Kendal Street, Cowra.

12 MEETING CLOSE

The Meeting closed at 12.45 pm.

.....
CHAIRPERSON

5.2 Donation - Lusi Austin

File Number: D23/694

Author: Michael Jones, Director - Corporate Services

RECOMMENDATION

That Council provide a donation of up to \$4,700 (excluding GST) for the hire of the Civic Centre from the Section 356 expenses budget to assist Ms Lusi Austin in staging the “Intertwined” production to be held on 22-29 July 2024.

INTRODUCTION

Ms Lusi Austin has written to Council requesting consideration of a financial donation towards the cost for the hire of the Civic Centre for the play “Intertwined” to be held on 22-29 July 2024.

BACKGROUND

“Intertwined” has been written to honour Cowra and the Breakout history. It is to be performed the week prior to the 80 Years Commemorations in 2024 of the Cowra Breakout, to promote peace and the desire to build on the friendship that Cowra has already built between itself and Japan and to celebrate Cowra being the spiritual home for that relationship.

It is anticipated that the total cost of the event is \$22,500. Ms Austin has been actively raising funds from a variety of local business, fundraising events and a pending grant application to ‘Create NSW Project Funding for Individuals 2023-2024’ securing funds of \$10,000 towards the project to date.

The initial quote for the hire of the Civic Centre was estimated at \$5,518 as reflected on the Donation Application form, however, has come in at \$4,418 following finalisation of the charges for 2023-2024.

The request meets the eligibility requirements of Clause 9 of Council’s Donations Policy in the following areas:-

- Festivals and special events which enhance community spirit.
- Support for a locally based voluntary community service or program where the majority of its income is fundraising.
- Community, charity and not for profit organisations’ use of Council owned and controlled facilities including halls, sporting grounds and other venues.

In view of the funds already available for the project, the potential securing of Create NSW Grant funding, and the benefit of raising awareness of the breakout history to all shire residents, it is proposed that once the event is held Council donate the cost of \$4,418 for the hire of the Civic Centre from section 356 donations.

Given that the revenue policy is not yet set for FY2025, the recommendation is worded – “up to the value of” so that any increases are covered.

BUDGETARY IMPLICATIONS

\$24,709.46 is the current balance in the 2023/24 Budget for Section 356 Donations. Noting that this expense will impact on the FY2025 budget which is yet to be determined.

ATTACHMENTS

- I. Application - Financial Assistance/Donation for the Cowra Civic Centre Hire [↓](#)

LUSI AUSTIN

Lemon Tea Theatre · 0404826048

hello.thathomeschoollife@gmail.com · www.lusiaustin.com



To whom it may concern,

I thank you for the opportunity to apply for financial assistance for my play Intertwined. Intertwined is a theatre piece which seeks to honour our local history by keeping the stories of the Cowra POW Breakout alive. I hope to introduce the stories to a younger generation by engaging audiences with storytelling through the mediums of theatre and music.

Thanks for taking the time to read my submission.

Kindest regards,

A solid black rectangular box used to redact the signature of Lusi Austin.

Lusi Austin



Cowra Shire Council
Private Bag 342
Cowra NSW 2794
Phone: 02 6340 2000
council@cowra.nsw.gov.au
www.cowracouncil.com.au

Application for Financial Assistance/Donation

Applicant Information

Local Sporting Team/Organisation

[applications must be made by the local team of which the individual is a member]

Contact Name/ Sporting Applicant: Lusi Austin
Mailing address: [REDACTED] Cowra
Phone: (Home) [REDACTED] (Business) [REDACTED]
Email: [REDACTED]
Signature: [REDACTED] Date: 3 15 1 '23

Organisation Details

Organisation responsible for the event/activity: Lemon Tea Theatre
President/Secretary Contact Details: Lusi Austin
Organisation Type (please circle): Non Profit / Charity / Incorporated / Business / other:
Do membership fees apply ? ☐ YES ☒ NO
If yes, annual membership/fees \$ [REDACTED]

Event Details

Description of the event/project/request/person for which assistance is sought Financial support to hire the Cowra Civic Centre to stage 'Intertwined' play
Date/s of the proposed event/project 22 - 29th July 2024
Venue where will the event/project take place? Cowra Civic Centre

Financial Details

Amount of assistance being sought: \$ 5,518
Total Estimated cost of the total event/project \$ 22,500
How are funds to be raised? seeking grants, waiving of venue hire fees + community crowdfunding.
Funds available at present to go towards event \$ 10,000.
Will the event/project support charities ☐ YES ☐ NO possibly.
If YES, value of support \$ [REDACTED]
Previous / Other Assistance: [REDACTED]

Has Council previously assisted you/your organisation? ☐ YES ☒ NO
If so what was the amount of the assistance from Council? \$ [REDACTED]
When was it provided? [REDACTED]
Have you applied for funding from other organisations? ☒ YES ☐ NO
If YES, how much has been sought \$ 22,000 (create NSW Grant)

Eligibility – Please tick the applicable areas relevant to the application:-

- ☒ Community development projects – projects that meet an identified community need, have been developed in consultation with the community and encourage participation in the development of the project.
- ☒ Festivals and special events which enhance community spirit.
- ☐ Support for a locally based voluntary community service or program where the majority of its income is fundraising.
- ☒ Local Community, charity and not for profit activities or events/functions that may be conducted outside the shire, but provide a benefit to the shire's residents
- ☐ To assist an individual's or team's sporting, cultural or academic achievement at a significant and recognised level.
- ☒ Community, charity and not for profit organisations' use of Council owned and controlled facilities including halls, sporting grounds and other venues.

Request Details – Please complete either **A** or **B** below

A. Sporting applications – Please select relevant sporting category below

- ☐ Australian/NSW/Territory Representative or team competing overseas
- ☐ Australian/NSW/Territory Representative or team competing in NSW or interstate

PLEASE NOTE: Sporting applications will only be considered when made by the local organisation/club of which the individual/team is a member, and must be supported by a letter of confirmation from the State or National body.

Attachments required for sporting applications:

- o Supporting letter from local organisation body
- o Supporting letter from State/Australian Supporting body
- o Please attach any other information to support your application to Council

B. Community/Event applications – Please ensure all questions are answered

Council Community Objectives - To enable Council to consider your application, Council requires details of how this event/project will meet Council's objectives.

Objective 1: To provide benefit to the residents of Cowra Shire Council. 'Intertwined' is a play about Cowra & seeks to honour local history. It is a way to keep the stories about the Breakout alive whilst also exploring & promoting empathy & understanding of our Indigenous community.

Objective 2: To conduct quality cultural, sporting and community service programs or events which cannot attract sufficient funds from other sources. **[Please indicate why you are running the event]**

This stage play will contribute to supporting the arts, raising awareness about the legacy of the Breakout with a younger generation in ways that promote unity + re

Objective 3: To provide access and usage of community resources, services and facilities, and equity of access for special needs groups

My desire is to stage Intertwined at the Cowra Civic Centre for its world premiere. It will hopefully bring people to Cowra for performance week also.

Objective 4: To encourage and enable broad community participation in cultural/ community service programs. The play encourages people to learn about local history & heritage. This website will link to many

Cowra community services & programs that people can access, this will also be in her playbill (program).

Attachments required for Community/Event applications:

- o copy of the project's proposed budget, detailing anticipated costs, with quotations if applicable;
- o If you are a registered public charity, a copy of the registration certificate
- o Please attach any other information to support your application to Council

Please check:

1. All questions on Page 1 to be completed
2. Eligibility criteria has been selected
3. Section A or Section B above has been completed
- 4 Supporting documents for sporting activities included



Cowra Civic Centre
 104 Darling Street Cowra
 Private Bag 342 Cowra NSW 2794
 Phone 02 6340 2130
 civiccentre@cowra.nsw.gov.au
 cowraciviccentre.com

Cowra Civic Centre Estimate of Charges

| Intertwined Lusi Austin | | | | | | As of 15/08/2023 |
|--------------------------|------------|--------------------------------------------------------------------------------------------------------|--------|-----------------------------------|--|---------------------|
| Auditorium | | Type of Event | | | | Amount |
| Day | Date | Start | Finish | Type of activity | | |
| Monday | 22/07/2024 | 10:00 | 14:00 | Bump in | | 322 |
| | | 14:00 | 16:00 | Bump In | | 110 |
| Tuesday | 23/07/2024 | 12:00 | 16:00 | Rehearsal | | 322 |
| Wednesday | 24/07/2023 | 12:00 | 16:00 | Rehearsal | | 322 |
| Thursday | 25/07/2023 | 12:00 | 16:00 | Performance 1 matinee for schools | | 535 |
| Friday | 26/07/2023 | 12:00 | 16:00 | Rehearsal | | 322 |
| Saturday | 27/07/2023 | 16:00 | 20:00 | Performance 2 | | 670 |
| Sunday | 28/07/2023 | 12:00 | 16:00 | Performance 3 Matinee | | 805 |
| Monday | 29/07/2023 | 10:00 | 12:00 | Bump Out | | 110 |
| Additional Charges | | | | | | |
| Item | | Details | | | | |
| Ticketing \$2 per ticket | | \$1 from each ticket goes towards the equipment replacement fund. Based on 150 tickets per performance | | | | 900 |
| | | Total Estimated Cost | | | | 4418 |

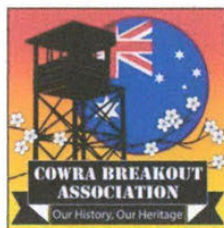
Any changes prior to the hire must be notified by email at:
 civiccentre@cowra.nsw.gov.au and a revised Estimate of Charges will be provided.

I accept the Estimate of Charges and agree to proceed with the hire of the Cowra Civic Centre. I understand the event will be confirmed with payment of deposit and supply of the current Certificate of Currency for Public Liability Insurance.

Signed: Date: / /

Contact Name

Name of Organisation



PO Box 643
Cowra
NSW 2794
7 February 2023

TO WHOM IT MAY CONCERN

I am writing on behalf of the Cowra Breakout Association to support the application for funding by Lusi Austin, a creative artist in Cowra. Lusi is developing a unique theatre piece for the commemoration in August 2024 of the historic 80th anniversary of the Cowra Prisoner of War Breakout, the largest POW Breakout in modern military history.

The Cowra Breakout Association is well acquainted with Lusi's work. She developed a successful and innovative play on the site of the Cowra POW Breakout for the 75th anniversary which was presented to the community and many dignitaries on that occasion. Lusi has also written, illustrated and published the first children's picture book telling the story of the Cowra Breakout, copies of which have been sold in the National Library Bookshop in Canberra and presented to the Japanese Ambassador to Australia and the Japanese Consul-General.

The Cowra Breakout Association is pleased to provide its support to Lusi and her play 'Intertwined' which seeks to continue the legacy of the Breakout and the reconciliation between Cowra and Japan. The play examines the example given to us all in the Japan-Australia relationship and asks if it can inspire future generations. It also uses the Japan-Australia relationship to acknowledge past hurts to our Indigenous community as a way that promotes peace as a nation united. The play will form a key component of the Anniversary's official program of events.

Her attempt to do so through the vehicle of a professional theatre production will require financial assistance in order to creatively develop this new and unique piece of work. Financial aid provided to her and the project will ensure she is able to meet Media Entertainment Arts Alliance (MEAA) rates for the cast. There are a number of artists in the region who are working to develop their skills and professionalism in their chosen art forms.

The aid will also give her, the cast and crew opportunities to workshop this production in the Cowra Civic Centre. Without this funding she would not be able to hire this venue. This funding will assure the level of professionalism required to present this show to industry standard.

The Cowra Breakout Association is proud to support Lusi in her attempt to gain the NSW Arts and Cultural Funding Program (Individual Project) so that the legacy of the Cowra Breakout will continue.

Yours sincerely



Graham Apthorpe

Chair

Cowra Breakout 80th Anniversary Committee
anniversary@cowrabreakout.au



7 August 2023

I write to express Arts OutWest's support for *Intertwined*.

Lusi Austin is an author, musician and theatre maker. In her work Lusi uses history to draw out contemporary issues and she has done this with *Intertwined*. This is the story of racism and acceptance in regional communities. These are difficult stories to face and to share and Lusi does this sensitively, she has consulted extensively with Elders in the community and with historians to write this work.

Intertwined is a regional story that should be seen and heard by regional audiences. Lusi has also connected with other professional theatre makers in the region, and beyond to develop this work which will be performed at Cowra Civic Theatre in July 2024.

Arts OutWest will auspice this project and we will support Lusi to bring *Intertwined* to the stage. I strongly urge the panel to support this project to ensure regional stories are told and regional theatre makers are recognised.

Kylie Shead
Executive Director
Arts OutWest

PO Box 8272
CSU LPO
Bathurst NSW 2795
T 02 6338 4657
F 02 6338 4646
artsoutwest@csu.edu.au
www.artsoutwest.org.au
ABN: 61 526 423 775

Arts OutWest is the regional arts and cultural development service for the Central West of NSW covering the local government areas of:

Bathurst Region
Blayney
Cabonne
Cowra
Forbes
Lachlan
Lithgow City
Mid-Western Region
Oberon
Orange City
Parkes
Weddin

Arts OutWest operates as a non-profit incorporated association and is an affiliate of Regional Arts NSW.

Arts OutWest's program of services is supported by:
The NSW State Government through Create NSW;
12 Local Governments in the Central West;
Charles Sturt University

Arts OutWest's service to the community are also provided with the active assistance and cooperation of local and regional media.

Supported by



Australian Government



**CLUB
COWRA**

COWRA SERVICES CLUB LTD

JUNE 16 2023

LETTER OF SUPPORT – Lemon Tea Theatre (Lusi Austin) INTERTWINED

to Whom it may concern

It gives us great pleasure to be able to support Lemon Tea Theatre and Lusi Austin in the creation, development, and production of INTERTWINED. Here at Club Cowra, we proudly support local people who are investing themselves and their creativity into projects that benefit our community.

We have had the pleasure of working with Lusi in the past and we have admired her drive, passion, and positive attitude in all things she is involved being her own projects or in her enthusiasm toward helping other reach their goals.

We have no hesitation in offering support to Lusi by means of:

Rehearsal venue 10 rehearsals @ \$150 (\$1500)

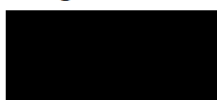
Motel Accommodation 3 rooms 22 28th July. 6 nights @ \$450 (\$2700)

23 x \$15 meal vouchers for cast (\$345)

We wish Lusi all the best in her production, and we look forward to being able to not only contribute to Intertwined but also share this amazing experience with her.

I am available at any time for comment.

Regards,



Lloyd Garratt

Manager CLUB COWRA

P: 0263421144

E: manager@cowrasclub.com.au



ASIC

Australian Securities & Investments Commission

Record of Registration for Business Name

Business name information for:

LEMON TEA THEATRE

This Record of Registration contains information recorded on the Australian Securities and Investments Commission's (ASIC) register under section 33(8) of the Business Names Registration Act 2011.

Date: 2 May 2023

Next renewal date: 2 May 2024

Record of registration issued by the Australian Securities and Investments Commission on 2 May 2023

Registry

Officer

Registry Services

On behalf of Australian Securities and Investments Commission

RECORD OF REGISTRATION

Allianz Australia Insurance Limited
ACN 000 122 850 ABN 15 000 122 850



General & Products Liability Insurance Certificate of Currency

This Certificate of Currency has been issued on behalf of Allianz Australia Insurance Limited. This Certificate of Currency is issued as a matter of information only and confers no rights upon its holder.

This Certificate of Currency does not form part of the terms and conditions of the Policy and does not amend, extend, replace or alter the terms, conditions, definitions, limitations and exceptions noted therein.

Certain words used in this document and the Policy have special meanings. The Definitions section of the Policy document contains such terms. Please read the Policy wording, the Schedule and any other documents that form part of the Policy for the terms and conditions of cover.

NOTE: As this is a master policy, any limit or sub-limit shown as applying in the aggregate are shared across all Insureds and Members and effective cover may not be available to a particular Insured or Member if an aggregate sub-limit or Limit of Liability has been reached by claims on or by other Insureds during any one Period of Insurance.

This Certificate of Currency is provided as a summary only of the cover provided and shall serve as confirmation that this Policy is current and non-cancellable until the expiry date.

NAMED INSURED: Approved and Paid members of Duck for Cover Entertainers Group Inc
MEMBER: Lemon Tea Theatre (M10301565)
POLICY NUMBER: 71-0182031-LCP
PERIOD OF INSURANCE: 05 May 2023 until 4pm 12 October 2023
LIMITS OF INDEMNITY: Public Liability \$30,000,000 per Occurrence
Product Liability \$30,000,000 per Occurrence and in the aggregate during any one Period of Insurance
POLICY WORDING: Steadfast General & Products Liability Insurance POL255BA/SF 02/21
GEOGRAPHICAL LIMITS: World Wide excluding USA and Canada
INSURED ACTIVITIES: Performing, busking, rehearsing, recording, exhibiting, adjudicating and teaching (subject to Workshop Extension Endorsements 4 & 5) for the following Insured activities:
THEATRE GROUP

SPECIFIC ENDORSEMENTS:

- Interested Parties

Subject at all times to the terms, conditions, exclusions, limits and any endorsements attaching to the Policy, this Policy extends to include every principal, person, corporation, organisation, trustee or estate to whom or to which the named Insured is obligated by reason of any law, agreement or permit (whether written or implied), including The State, Local Government and Councils, however only arising out of the insured activities as described in the Certificate of Currency of an approved and paid Duck for Cover member and only to the extent specified in Definitions 1.29.4 and 1.29.5 "You, Your, Insured" of the Policy.

- Workshop / Teaching Extension - (Standard)

All insured members are automatically covered for workshops and teaching of their insured performing activities however this extension does not apply to a member teaching or providing workshops which include any of the following activities:

- Aerial performers, Sword swallowing, Angle grinding acts, Fire acts, Own body piercing, Roller Skating / Skateboarding, Parkour, Beds of nails, Cooking Demonstrations, Fitness related activities

- Venue Hire

This Policy extends to cover the Approved and paid Duck for Cover member when hiring a venue as the event organiser in the Commonwealth of Australia for the following purposes only:

- to stage own show (limited to 500 attendees);
- to stage an end of workshop performance by an individual member (limited to 500 attendees);
- to stage rehearsals;
- to stage sound recordings;
- to stage workshops / teaching.

Andrew Covel
Production Underwriter - Liability

Date of Issue:

Issued on 05 May 2023 for and on behalf of Allianz Australia Insurance Limited

Contacts

For all Duck for Cover membership enquiries please contact Anne Colman on 03 9439 5991

For all enquiries regarding this certificate please contact James Finucane - Network Insurance Group - 02 9957 2544.

ALLIANZ AUSTRALIA INSURANCE LIMITED

Level 13, 2 Market St
Sydney NSW 2000
GPO Box 4049
Sydney NSW 2001

Telephone 02 9390 6229
DX 10154 SSE
www.allianz.com.au

5.3 Donation - Cowra Japanese Garden

File Number: D23/1009

Author: Michael Jones, Director - Corporate Services

RECOMMENDATION

That Council provide a donation of \$2,000 from the Section 356 expenses budget to assist the Cowra Japanese Garden and Cultural Centre host Sakura Matsuri to be held on 23 September 2023.

INTRODUCTION

Mr Ray Walsh, Director of the Cowra Japanese Garden and Cultural Centre, has written to Council requesting consideration of a financial donation towards Sakura Matsuri to be held on 23 September 2023.

BACKGROUND

Sakura Matsuri is one of Cowra's premier events and part of a wider range of scheduled functions the Japanese Garden hosts during the festival bringing an influx of tourists to the Shire. The Garden has sought Council's financial assistance with all events open to the public at the Garden on 23 September. Council has supported the cocktail reception held for VIPs previously in 2022 with the sum of \$1,500 at its meeting on 2 August 2022 as follows:

RESOLUTION 179/22

That Council provide a donation of \$1,500 from the Section 356 expenses budget to assist the Cowra Japanese Garden and Cultural Centre, host the Sakura Matsuri cocktail reception on 24 September 2022.

The request meets the eligibility requirements of Clause 9 of Council's Donations Policy in the following areas:-

- Festivals and special events which enhance community spirit.
- Local Community, charity and not for profit activities or events/functions that may be conducted outside the shire, but provide a benefit to the shire's residents

In consideration of the importance of strengthening Australia/Japan ties and the financial, tourism and community benefits the event brings to the Shire, it is recommended that Council donate the sum of \$2,000 in this instance from section 356 donations.

BUDGETARY IMPLICATIONS

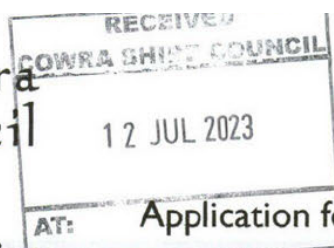
\$24,709.46 is the current balance in the 2023/24 Budget for Section 356 Donations

ATTACHMENTS

- I. Cowra Japanese Garden & Cultural Centre Donation Application - 7 July 2023 [↓](#)



Cowra
Council



Cowra Shire Council
Private Bag 342
Cowra NSW 2794
Phone: 02 6340 2000
council@cowra.nsw.gov.au
www.cowracouncil.com.au

AT: Application for Financial Assistance/Donation

Applicant Information

Local Sporting Team/Organisation

[applications must be made by the local team of which the individual is a member]

Contact Name/ Sporting Applicant: COWRA JAPANESE GARDENS & CULTURAL CENTRE

Mailing address: P.O. Box 248 COWRA 2794

Phone: (Home) [REDACTED] (Business) 02 63 41 22 33

Email: INFO@COWRAGARDEN.COM.AU

Signature: [REDACTED] Date: 07 / 07 / 2023

Organisation Details

Organisation responsible for the event/activity: COWRA JAPANESE GARDENS & CULTURAL CENTRE

President/Secretary Contact Details: DIRECTOR Ray Walsh

Organisation Type (please circle) Non Profit / Charity / Incorporated / Business / other:

Do membership fees apply? ☐ YES ☒ NO

If yes, annual membership/fees \$

Event Details

Description of the event/project/request/person for which assistance is sought SAKURA MATSUI FESTIVAL

Date/s of the proposed event/project 23 - 09 - 2013

Venue where will the event/project take place? AT THE JAPANESE GARDENS

Financial Details

Amount of assistance being sought: \$ 2,000

Total Estimated cost of the total event/project \$ 27,000

How are funds to be raised? ENTRY FEES AND SPONSORS

Funds available at present to go towards event \$ 5,000

Will the event/project support charities ☐ YES ☒ NO

If YES, value of support \$

Previous / Other Assistance:

Has Council previously assisted you/your organisation? ☒ YES ☐ NO

If so what was the amount of the assistance from Council? \$ 1,500

When was it provided?

Have you applied for funding from other organisations? ☒ YES ☐ NO

If YES, how much has been sought \$ 2,000 + DONATION OF TIME & TALENT

Eligibility – Please tick the applicable areas relevant to the application:-

- ☐ Community development projects – projects that meet an identified community need, have been developed in consultation with the community and encourage participation in the development of the project.
- ☒ Festivals and special events which enhance community spirit.
- ☐ Support for a locally based voluntary community service or program where the majority of its income is fundraising.
- ☒ Local Community, charity and not for profit activities or events/functions that may be conducted outside the shire, but provide a benefit to the shire's residents
- ☐ To assist an individual's or team's sporting, cultural or academic achievement at a significant and recognised level.
- ☐ Community, charity and not for profit organisations' use of Council owned and controlled facilities including halls, sporting grounds and other venues.

Request Details – Please complete either **A** or **B** below

A. Sporting applications – Please select relevant sporting category below

- ☐ Australian/NSW/Territory Representative or team competing overseas
- ☐ Australian/NSW/Territory Representative or team competing in NSW or interstate

PLEASE NOTE: Sporting applications will only be considered when made by the local organisation/club of which the individual/team is a member, and must be supported by a letter of confirmation from the State or National body.

Attachments required for sporting applications:

- o Supporting letter from local organisation body
- o Supporting letter from State/Australian Supporting body
- o Please attach any other information to support your application to Council

B. Community/Event applications – Please ensure all questions are answered

Council Community Objectives - To enable Council to consider your application, Council requires details of how this event/project will meet Council's objectives.

Objective 1: To provide benefit to the residents of Cowra Shire Council.

The BENEFIT IS CULTURAL AND FINANCIAL, WITH JAPANESE CULTURE ON DISPLAY AND A LARGE CROWD OF VISITORS GIVING ACCOMMODATION AND FOOD PROVIDERS A FINANCIAL BOOST.

Objective 2: To conduct quality cultural, sporting and community service programs or events which cannot attract sufficient funds from other sources. **[Please indicate why you are running the event]**

TO PROVIDE THE ATTENDING CROWD WITH SAMPLES OF JAPANESE CULTURE AND PROMOTE THE GARDEN.

Objective 3: To provide access and usage of community resources, services and facilities, and equity of access for special needs groups

SPECIAL NEEDS GROUPS HAVE ATTENDED SAKURA

Objective 4: To encourage and enable broad community participation in cultural/ community service programs.

SAKURA IS PROMOTED WIDELY TO ENCOURAGE COMMUNITY PARTICIPATION.

Attachments required for Community/Event applications:

- o copy of the project's proposed budget, detailing anticipated costs, with quotations if applicable;
- o If you are a registered public charity, a copy of the registration certificate
- o Please attach any other information to support your application to Council

Please check: 1. All questions on Page 1 to be completed
2. Eligibility criteria has been selected
3. Section A or Section B above has been completed
4 Supporting documents for sporting activities included

5.4 Investments

File Number: D23/1136

Author: Michael Jones, Director - Corporate Services

RECOMMENDATION**That Council note the Investments and Financial Report for July 2023.**

INTRODUCTION

The purpose of this report is to provide Councillors with useful and timely information on Council's investments, rate collections, loans and estimated financial position.

BACKGROUND

The Local Government (General) Regulation 2021 (Part 9, Division 5, Clause 212), effective from 1 September 2021, requires the Responsible Accounting Officer of a Council to provide a written report setting out details of all monies that have been invested under Section 625 (2) of the Local Government Act 1993, as per the Minister's Order of 12 January 2011 published in the Government Gazette on 11 February 2011. The Responsible Officer must also include in the report a certificate as to whether the investment has been made in accordance with the Act, the Regulations and the Council's Investment Policies. This certificate appears below the table of investments

BUDGETARY IMPLICATIONS

Nil

ATTACHMENTS

- I. Rates & Investments Report - July 2023 [↓](#)

ATTACHMENT

Investments and Financial Report

| | |
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Investments

I. Investments Portfolio as at 31 July 2023

I hereby certify that all of the above investments have been placed in accordance with the Act, the regulations and Council's investment policy.

| | S&P RATING | Date Lodged | Term (Days) | % | Date Due | Principal \$ |
|---------------------------------------------|---------------|----------------|----------------|-------|-------------|------------------------|
| NATIONAL AUSTRALIA BANK LTD | A-1+ | 6/09/2022 | 336 | 3.96% | 8/08/2023 | 500,000.00 |
| COMMONWEALTH BANK OF AUSTRALIA | A-1+ | 4/10/2022 | 308 | 4.29% | 8/08/2023 | 1,000,000.00 |
| ST GEORGE BANK | A-1+ | 4/10/2022 | 315 | 3.20% | 15/08/2023 | 500,000.00 |
| ST GEORGE BANK | A-1+ | 4/10/2022 | 322 | 3.20% | 22/08/2023 | 500,000.00 |
| NATIONAL AUSTRALIA BANK LTD | A-1+ | 25/10/2022 | 336 | 4.36% | 26/09/2023 | 500,000.00 |
| ING BANK | A-2 | 8/11/2022 | 308 | 4.07% | 12/09/2023 | 500,000.00 |
| ING BANK | A-2 | 6/12/2022 | 273 | 4.01% | 5/09/2023 | 1,000,000.00 |
| COMMONWEALTH BANK OF AUSTRALIA | A-1+ | 8/12/2022 | 306 | 4.26% | 10/10/2023 | 1,000,000.00 |
| NATIONAL AUSTRALIA BANK LTD | A-2 | 10/01/2023 | 274 | 4.44% | 11/10/2023 | 500,000.00 |
| ING BANK | A-2 | 24/01/2023 | 294 | 4.30% | 14/11/2023 | 500,000.00 |
| ING BANK | A-2 | 14/03/2023 | 273 | 4.83% | 12/12/2023 | 500,000.00 |
| NATIONAL AUSTRALIA BANK LTD | A-2 | 28/03/2023 | 210 | 4.45% | 24/10/2023 | 500,000.00 |
| SUNCORP-METWAY LTD | A-1 | 28/03/2023 | 182 | 4.46% | 26/09/2023 | 500,000.00 |
| COMMONWEALTH BANK OF AUSTRALIA | A-1+ | 4/04/2023 | 217 | 4.34% | 7/11/2023 | 500,000.00 |
| BENDIGO & ADELAIDE BANK LTD | A-2 | 11/04/2023 | 161 | 4.35% | 19/09/2023 | 1,000,000.00 |
| COMMONWEALTH BANK OF AUSTRALIA | A-1+ | 18/04/2023 | 336 | 4.40% | 19/03/2024 | 500,000.00 |
| COMMONWEALTH BANK OF AUSTRALIA | A-1+ | 2/05/2023 | 273 | 4.45% | 30/01/2024 | 500,000.00 |
| NATIONAL AUSTRALIA BANK LTD | A-1+ | 2/05/2023 | 182 | 4.55% | 31/10/2023 | 500,000.00 |
| NATIONAL AUSTRALIA BANK LTD | A-1+ | 2/05/2023 | 210 | 4.55% | 28/11/2023 | 1,000,000.00 |
| BANK OF QUEENSLAND(Wyangala Sewer Handover) | A-2 | 3/05/2023 | 181 | 4.60% | 31/10/2023 | 1,000,000.00 |
| ING BANK(Wyangala Sewer Handover) | A-2 | 3/05/2023 | 181 | 4.12% | 31/10/2023 | 920,914.23 |
| COMMONWEALTH BANK OF AUSTRALIA | A-1+ | 4/05/2023 | 271 | 4.58% | 30/01/2024 | 500,000.00 |
| NATIONAL AUSTRALIA BANK LTD | A-1+ | 9/05/2023 | 182 | 4.75% | 7/11/2023 | 500,000.00 |
| IMB LTD | A-2 | 16/05/2023 | 126 | 4.65% | 19/09/2023 | 500,000.00 |
| NEWCASTLE PERMANENT BUILDING SOCIETY LTD | A-2 | 16/05/2023 | 91 | 4.10% | 15/08/2023 | 1,000,000.00 |
| NATIONAL AUSTRALIA BANK LTD | A-1+ | 23/05/2023 | 182 | 4.85% | 21/11/2023 | 1,000,000.00 |
| NATIONAL AUSTRALIA BANK LTD | A-2 | 23/05/2023 | 196 | 4.85% | 5/12/2023 | 500,000.00 |
| ST GEORGE BANK | A-1+ | 23/05/2023 | 91 | 3.88% | 22/08/2023 | 500,000.00 |
| COMMONWEALTH BANK OF AUSTRALIA | A-1+ | 30/05/2023 | 203 | 4.70% | 19/12/2023 | 500,000.00 |
| SUNCORP-METWAY LTD (BARP) | A-1 | 30/05/2023 | 245 | 4.96% | 30/01/2024 | 2,000,000.00 |
| COMMONWEALTH BANK OF AUSTRALIA | A-1+ | 6/06/2023 | 217 | 4.81% | 9/01/2024 | 500,000.00 |
| IMB LTD | A-2 | 6/06/2023 | 182 | 5.05% | 5/12/2023 | 250,000.00 |
| SUNCORP-METWAY LTD | A-1 | 6/06/2023 | 245 | 5.10% | 6/02/2024 | 500,000.00 |
| ST GEORGE BANK | A-1+ | 14/06/2023 | 216 | 4.40% | 16/01/2024 | 500,000.00 |
| SUNCORP-METWAY LTD | A-1 | 14/06/2023 | 181 | 5.25% | 12/12/2023 | 500,000.00 |
| SUNCORP-METWAY LTD | A-1 | 14/06/2023 | 188 | 5.25% | 19/12/2023 | 500,000.00 |
| COMMONWEALTH BANK OF AUSTRALIA | A-1+ | 27/06/2023 | 210 | 5.14% | 23/01/2024 | 500,000.00 |
| SUNCORP-METWAY LTD | A-1 | 27/06/2023 | 210 | 5.35% | 23/01/2024 | 500,000.00 |
| SUNCORP-METWAY LTD | A-1 | 4/07/2023 | 189 | 5.40% | 9/01/2024 | 500,000.00 |
| BANK OF QUEENSLAND | A-2 | 5/07/2023 | 69 | 4.75% | 12/09/2023 | 500,000.00 |
| COMMONWEALTH BANK OF AUSTRALIA | A-1+ | 5/07/2023 | 34 | 4.22% | 8/08/2023 | 500,000.00 |
| COMMONWEALTH BANK OF AUSTRALIA | A-1+ | 5/07/2023 | 34 | 4.22% | 8/08/2023 | 500,000.00 |
| IMB LTD | A-2 | 5/07/2023 | 62 | 4.50% | 5/09/2023 | 500,000.00 |
| ING BANK | A-2 | 5/07/2023 | 90 | 5.21% | 3/10/2023 | 500,000.00 |
| ING BANK | A-2 | 5/07/2023 | 90 | 5.21% | 3/10/2023 | 500,000.00 |
| ING BANK | A-2 | 5/07/2023 | 125 | 5.31% | 7/11/2023 | 500,000.00 |
| ING BANK | A-2 | 5/07/2023 | 132 | 5.31% | 14/11/2023 | 500,000.00 |
| NATIONAL AUSTRALIA BANK LTD | A-2 | 5/07/2023 | 90 | 5.06% | 3/10/2023 | 500,000.00 |
| NATIONAL AUSTRALIA BANK LTD | A-2 | 5/07/2023 | 125 | 5.19% | 7/11/2023 | 500,000.00 |
| SUNCORP-METWAY LTD | A-1 | 5/07/2023 | 90 | 5.04% | 3/10/2023 | 500,000.00 |
| SUNCORP-METWAY LTD | A-1 | 5/07/2023 | 97 | 5.04% | 10/10/2023 | 500,000.00 |
| SUNCORP-METWAY LTD | A-1 | 5/07/2023 | 153 | 5.27% | 5/12/2023 | 500,000.00 |
| IMB LTD | A-2 | 12/07/2023 | 90 | 5.00% | 10/10/2023 | 600,000.00 |
| ING BANK | A-2 | 18/07/2023 | 182 | 5.00% | 16/01/2024 | 500,000.00 |
| ING BANK | A-2 | 25/07/2023 | 189 | 5.00% | 30/01/2024 | 500,000.00 |
| ST GEORGE BANK | A-1+ | 25/07/2023 | 128 | 4.16% | 30/11/2023 | 500,000.00 |
| ST GEORGE BANK | A-1+ | 25/07/2023 | 182 | 4.24% | 23/01/2024 | 500,000.00 |
| Total | | | | | | \$34,270,914.23 |

I hereby certify that all of the above investments have been placed in accordance with the Act, the Regulations and Council's Investment Policy.

Scott Ellison

Manager – Finance

2. Interest Rate

The average interest rate for Council's investments held is 4.63%. At the time of preparing this report, average (market rates) interest rates were as follows as at 31 July 2023

| 30 Days | 60 Days | 90 Days | 120 Days | 150 Days | 180 Days | 270 Days | 1 YR |
|------------|------------|------------|-------------|-------------|-------------|-------------|-------|
| 3.62% | 3.87% | 4.66% | 4.78% | 4.84% | 5.02% | 5.12% | 5.20% |

3. General Fund Balance

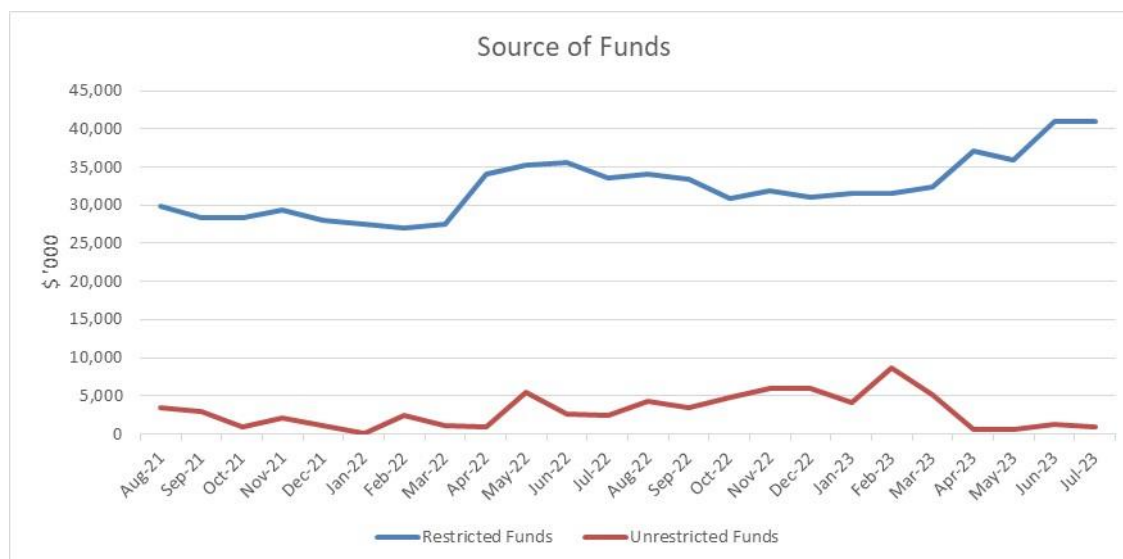
As at 31 July 2023 balances for Cowra Shire Council for Transaction Accounts and Cash in hand were as follows:

| | |
|---------------------------|--------------|
| CBA General Account | \$'000 |
| General Fund bank account | 2,553 |
| On-Call account balance | 5,000 |
| Cash in hand | 4 |
| TOTAL | 7,557 |

The General Fund bank account is monitored on a daily basis to ensure investments are maximised and that sufficient funds are available for day to day operations.

The table and graph below show Council's source of funds with the split between Restricted and Unrestricted. The unrestricted funds representing the operating capital available to Council at any given time.

| Source of Funds | \$'000 |
|--------------------------------------------|------------------|
| Investment Portfolio | \$ 34,271 |
| Cash and Cash Equivalents - General Ledger | \$ 7,557 |
| TOTAL | \$ 41,828 |
| Represented By: | |
| Restricted Funds | \$ 40,952 |
| Unrestricted Funds | \$ 876 |
| TOTAL | \$ 41,828 |



4. Council's Investments – Mix of Investment Ratings

Council's investments are made in accordance with its investment policy and in particular are subject to Section 6 of that policy as follows:

“6. Approved Investments

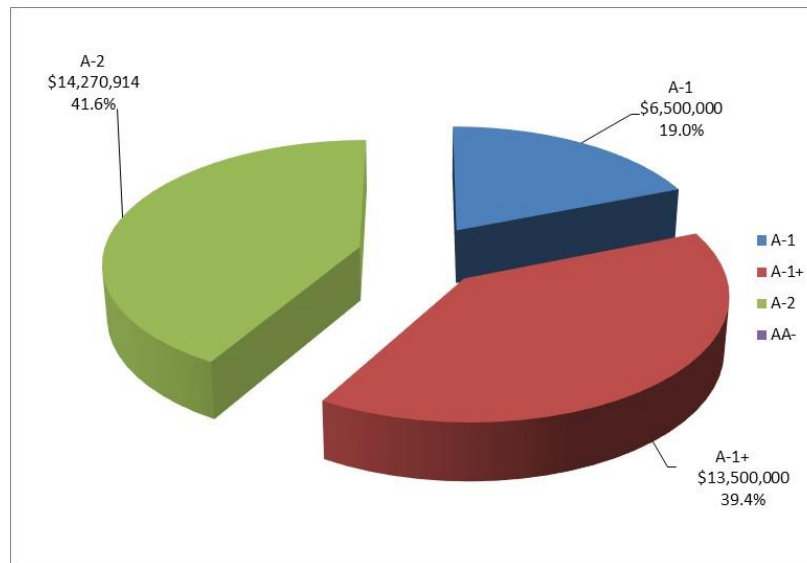
Investments are limited to those allowed by the most current Ministerial Investment Order that has been issued by the NSW Minister for Local Government.

All investments must be denominated in Australian Dollars. Authorised new investments as from 12 January 2011 are limited to the following, as per the attached Ministerial Investment Order.

- a. Any public funds or securities issued by or guaranteed by, the Commonwealth, any State of the Commonwealth or a Territory.
- b. Any debentures or securities issued by a Council (within the meaning of the Local Government Act 1993 (NSW).
- c. Interest bearing deposits with, or any debentures or bonds issued by, an authorised deposit - taking institution (as defined in the Banking Act 1959(Cwth)), but excluding subordinated debt obligations.
- d. Any bill of exchange which has a maturity date of not more than 200 days; and if purchased for value confers on the holder in due course a right of recourse against a bank which has been designated as an authorised deposit-taking institution by the Australian Prudential Regulation Authority.
- e. A deposit with the New South Wales Treasury Corporation or investments in an Hour - Glass Investment Facility of the New South Wales Treasury Corporation.

It should be noted that 100% of Council's investments are as per (c) above.

The following pie-chart shows Council's mix of investments for the period detailing the various classes of investments as per the Moody's and Standard and Poor's classifications.



Rating Types as per Council's Investment Policy and the Department of Local Government Guidelines

Any securities which are issued by a body or company (or controlled parent entity either immediate or ultimate) with a Moody's Investors Service, Inc. credit rating of "Aaa", "Aa1", "Aa2", "Aa3", "A1" or "A2" or a Standard & Poor's Investors Service, Inc credit rating of "AAA", "AA+", "AA", "AA-", "A+", or "A"

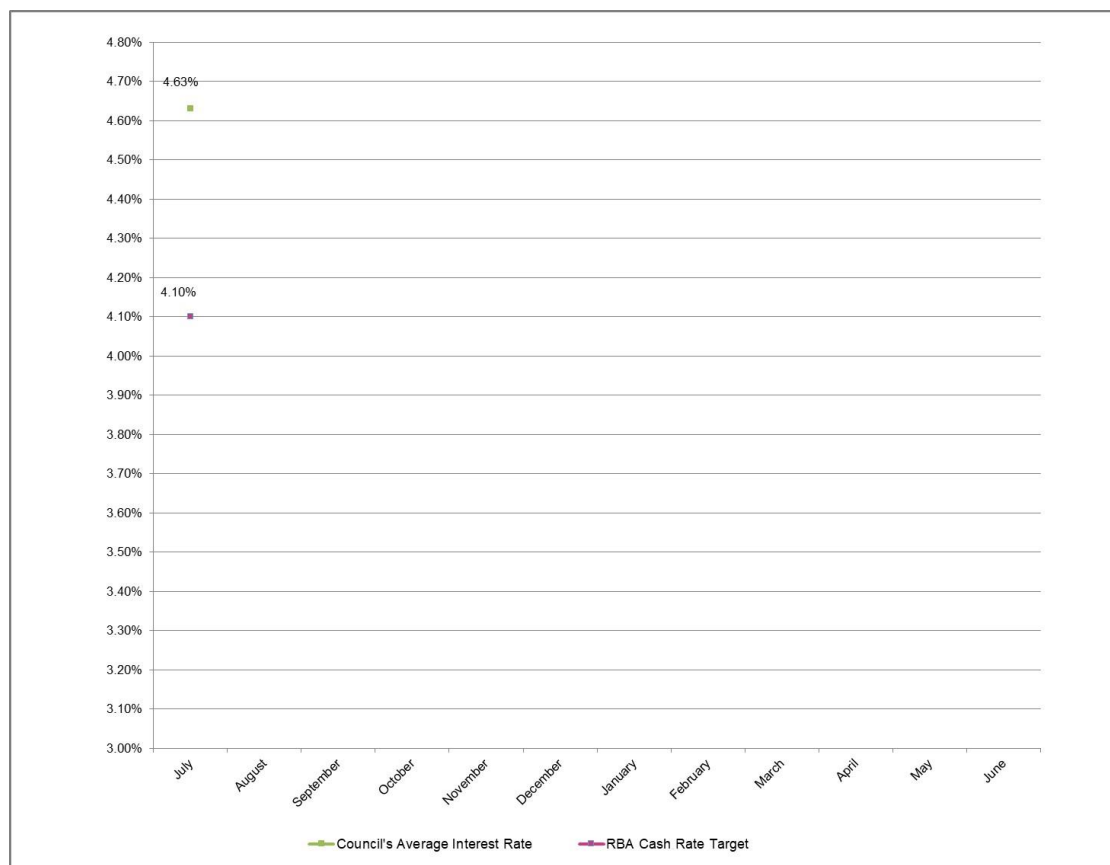
Any securities which are given a Moody's Investors Service Inc credit rating of "Aaa", "Aa1", "Aa2", "Aa3", "A1"; "A2" or "Prime-1" or a Standard and Poor's Investors Service, Inc credit rating of "AAA", "AA+", "AA", "AA-", "A+", "A"; "A1+" or "A1"

5. Interest on Investment Income

2023/2024 estimated interest on investments amount is \$1,112,082 and has been included in the Budget. Performance of investments is monitored monthly.

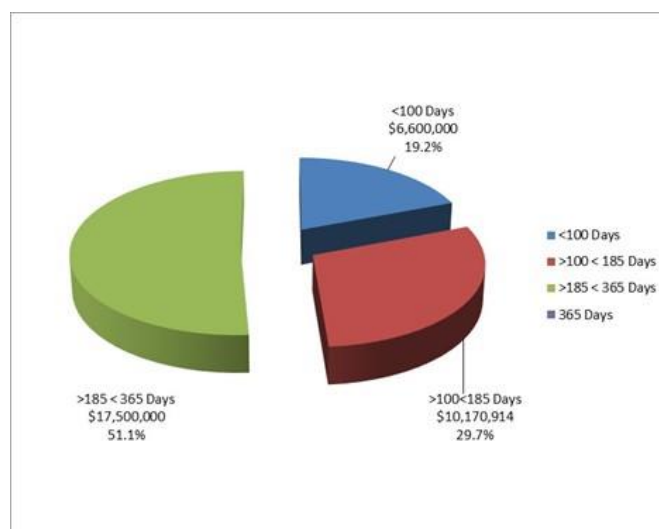
6. Term Deposit Average Monthly Interest Rate Compared to the RBA Cash Rate Target

The following graph compares the average monthly interest rate secured by Council to the RBA Cash Rate Target. Monetary policy decisions by the RBA are expressed in terms of a target for the cash rate, which is the overnight money market interest rate.



7. Maturity Profile of Council's Investments

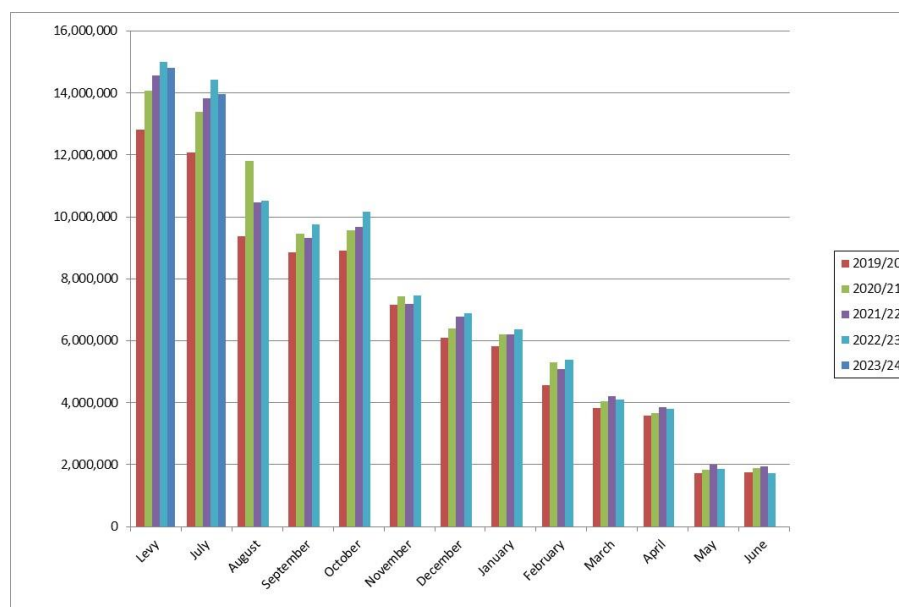
The following pie-chart shows the mix of Council investments for the month by maturity type.



Rates

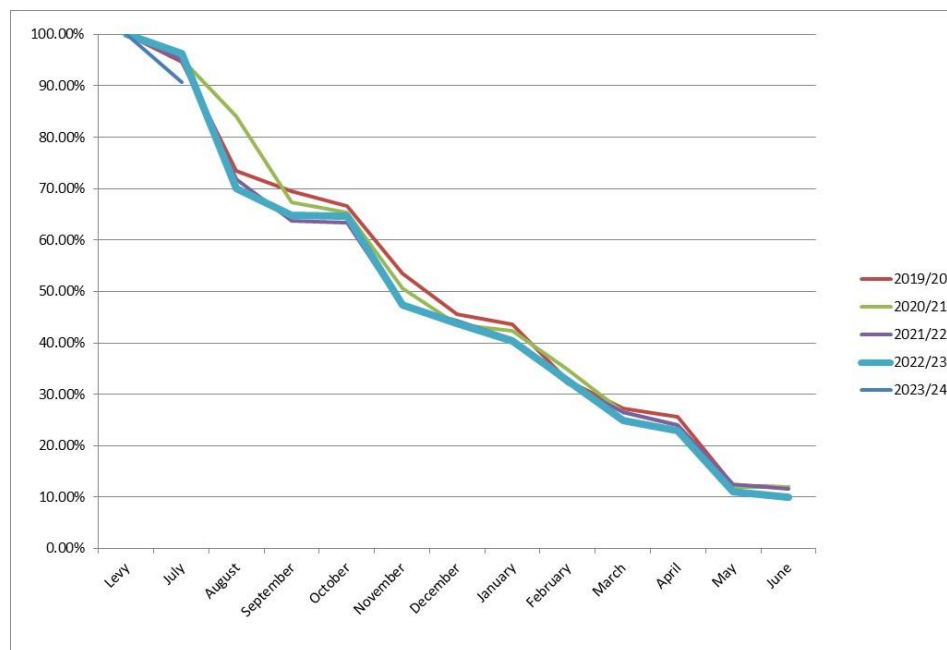
8. Comparison of Rate Collection Progress for 2022/23 to prior years

The following graph shows the total rate levy and arrears carried forward at the time of the rate levy in July 2023. Council's debt collection policy has the objective of having no more than 10% of rates outstanding by the end of each financial year.



9. Council Rate Levy - % Comparison

As the levy varies each year, the following graph shows the total percentage of rates and arrears outstanding each month based on 100% being total levy plus total arrears in each year.



10. Council Rate Levy – Arrears and Recovery Action

At the 30 June each year, the total rate arrears figure consists of the unpaid rates from the year just ended together with outstanding balances from previous years.

| | | | |
|-------------------------------------------------------|----|------------------|------------------|
| Arrears at 30 June 2023 | | \$ | 1,732,428 |
| Collected – Year to Date (as per last month's report) | \$ | 0 | |
| Collected in July 2023 | \$ | 152,629 | \$ 152,629 |
| Balance as at 1st August 2023 | | \$ | 1,579,799 |
| | | | |
| Rates – Currently under legal proceedings | \$ | 123,274 | |
| Arrangements (Repayment Schedules) | \$ | 1,456,525 | |
| | \$ | 1,579,799 | |

11. Indicative Position of General Fund for the Current Year to 30 June 2023

The following table shows Council's budget result based on the budget set as per Council's Operational Plan for 2022/2023.

| Resolu tion | Budget income statement - 2023/2024 Operating result - before capital grants & contributions | | | | | Budget Cash At End Of Year - 2023/2024 | | | | |
|------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|---------|-------|-------|-------|-------------------------------------------|---------|-------|-------|-------|
| | Consolidated | General | Water | Sewer | Waste | Consolidat ed | General | Water | Sewer | Waste |
| | '000 | '000 | '000 | '000 | '000 | '000 | '000 | '000 | '000 | '000 |
| Adopted Budget | 904 | 1,438 | (33) | (544) | 42 | 35,007 | 16,912 | 6,734 | 9,047 | 2,314 |
| 150/2 2 Cowra Gasworks Voluntary Management Proposal | | | | | | | | | | |
| 226/2 2 2022 Cowra Christmas Festival Contribution | | | | | | | | | | |
| | 904 | 1,438 | (33) | (544) | 42 | 35,007 | 16,912 | 6,734 | 9,047 | 2,314 |

Loans

12. Interest Rate

The average interest rate for Council's current loans is 5.65%. Weighted Average Interest Rate (based on principal outstanding) is 6.45%.

13. Loan Summary

Summary of Current Loans and Purpose as at 31 July 2023.

| Loan No | Lender | Date Obtained | Due Date | Principal \$ | Interest Rate % | Principal \$ O/S 31/7/23 |
|--------------------|------------------------------------------------------------|---------------|------------|--------------|-----------------|--------------------------|
| GENERAL | | | | | | |
| 233 | NATIONAL AUST. BANK (SALEYARDS) | 29/05/2003 | 29/11/2022 | 220,000 | 6.20 | 0 |
| 234 | NATIONAL AUST. BANK (POOL KIOSK) | 13/06/2003 | 13/06/2023 | 1,600,000 | 5.81 | 0 |
| 236 | COMMONWEALTH (RIVER PK AMEN/VAUX DRAINAGE) | 28/01/2005 | 1/02/2025 | 433,500 | 6.31 | 70,877 |
| 241B | COMMONWEALTH BANK (VAUX ST DRAINAGE WEST) | 18/12/2006 | 18/12/2036 | 166,000 | 6.35 | 111,742 |
| 242B | COMMONWEALTH BANK (MULYAN OVAL AMENITIES) | 22/08/2007 | 24/08/2037 | 95,000 | 6.80 | 67,637 |
| 249 | NATIONAL AUST. BANK (CIVIC CENTRE REFURBISHMENT) | 22/12/2008 | 22/12/2033 | 1,395,390 | 8.15 | 915,607 |
| 245 | NATIONAL AUST. BANK (CIVIC CENTRE REFURBISHMENT) | 29/06/2009 | 29/06/2029 | 234,000 | 8.33 | 111,465 |
| 246 | NATIONAL AUST. BANK (SALEYARDS EFFLUENT SCREENS) | 16/04/2010 | 16/04/2025 | 225,000 | 8.01 | 41,932 |
| 250 | NATIONAL AUST. BANK (DRAINAGE IMPROVEMENTS) | 28/06/2013 | 28/06/2028 | 250,000 | 6.36 | 110,554 |
| 253A | NSW TREASURY (DEPOT REDEVELOPMENT - STAGE 1) | 27/06/2016 | 27/06/2026 | 400,000 | 2.63 | 131,232 |
| 253B | NSW TREASURY (AIRPORT SUBDIVISION) | 27/06/2016 | 27/06/2026 | 1,478,993 | 2.63 | 485,189 |
| 253C | NSW TREASURY (CEMETERY EXPANSION) | 27/06/2016 | 27/06/2026 | 250,000 | 2.63 | 81,994 |
| 254A | NSW TREASURY (DEPOT REDEVELOPMENT - STAGE 2) | 11/05/2020 | 11/05/2040 | 512,120 | 2.41 | 449,999 |
| 254B | NSW TREASURY (CBD FOOTPATH REFURBISHMENT) | 11/05/2020 | 11/05/2040 | 1,437,788 | 2.41 | 1,263,658 |
| 254C | NSW TREASURY (LOW LEVEL BRIDGE REPAIRS) | 11/05/2020 | 11/05/2040 | 500,000 | 2.41 | 439,449 |
| | | | | | | 4,281,335 |
| WASTE | | | | | | |
| 247 | NATIONAL AUST. BANK (RECYCLING PLANT) | 16/04/2010 | 16/04/2025 | 538,500 | 8.01 | 100,356 |
| | | | | | | 100,356 |
| WATER | | | | | | |
| 238 | COMMONWEALTH (CBD MAINS REPLACEMENT) | 22/02/2006 | 23/02/2031 | 1,000,000 | 6.03 | 489,111 |
| 241A | COMMONWEALTH BANK (WATER MAIN REPLACEMENT) | 18/12/2006 | 18/12/2036 | 1,256,000 | 6.35 | 845,772 |
| 242A | COMMONWEALTH BANK (1C1 ZONE) | 22/08/2007 | 24/08/2037 | 1,286,500 | 6.80 | 915,452 |
| 251 | WESTPAC (EMERGENCY WATER SUPPLY CONSTRUCTION) | 28/06/2013 | 27/06/2033 | 1,186,124 | 6.566 | 779,622 |
| 252 | NATIONAL AUSTRALIA BANK (WATER TREATMENT PLANT AUTOMATION) | 18/06/2014 | 18/06/2024 | 3,875,000 | 5.050 | 480,813 |
| | | | | | | 3,510,771 |
| SEWERAGE | | | | | | |
| 244 | NATIONAL AUST. BANK (SEWER TREATMENT PLANT) | 6/05/2010 | 04/05/2040 | 7,213,230 | 8.13 | 5,940,777 |
| | | | | | | 5,940,777 |
| GRAND TOTAL | | | | | | 13,833,240 |

5.5 Section 355 Committee Draft Minutes - Cowra Regional Art Gallery Advisory Committee

File Number: D23/1137

Author: Michael Jones, Director - Corporate Services

RECOMMENDATION

- 1. That the Minutes of the Cowra Regional Art Gallery Advisory Committee meeting held on 10 May 2023 be noted.**
 - 2. That Council appoint Mr Ron Gillard to the Cowra Regional Art Gallery Advisory Committee.**
-

INTRODUCTION

Attached for the information of Councillors are the draft Minutes from the recent Section 355 Committee meeting.

BUDGETARY IMPLICATIONS

Nil

ATTACHMENTS

- 1. Minutes - Cowra Regional Art Gallery Advisory Committee – 10 May 2023 [↓](#)**

MINUTES OF THE ADVISORY COMMITTEE OF COWRA REGIONAL ART GALLERY MEETING HELD WEDNESDAY, 10 MAY 2023 AT THE COWRA REGIONAL ART GALLERY

Council Delegate: Cr S. D'Elboux

Committee Present: L. Murray (Acting Chair), L. Foster, J. Ware, R. Gillard, Cr S. D'Elboux

In Attendance: B. Langer (Gallery Director)

1. APOLOGIES:

1.2 Apologies were accepted from J. Fagan, D. Henley, L. Chant and C. Bennett

2. CONFIRMATION OF PREVIOUS MINUTES:

2.1 Motion

Moved: L. Murray Seconded: L. Foster

That the minutes of the Gallery Advisory Committee meetings held on Wednesday 12 April 2023 be confirmed.

Carried

3. BUSINESS ARISING FROM LAST MEETING:

3.1 Motion

Moved: L. Murray Seconded: L. Foster

That R. Gillard be officially recognized as a member of the Gallery Advisory Committee.

Carried

4. CORRESPONDENCE:

Nil

This is Page 1 of 4 of the Minutes of the Cowra Regional Art Gallery Advisory Committee held on Wednesday 10 May 2023.

MINUTES OF THE ADVISORY COMMITTEE OF COWRA REGIONAL ART GALLERY MEETING HELD WEDNESDAY, 10 MAY 2023 AT THE COWRA REGIONAL ART GALLERY

5. BUSINESS ARISING FROM CORRESPONDENCE:

Nil

6. FRIENDS FINANCIAL REPORT:

- 6.1 It was noted that the Friends of the Gallery financial report balance is unchanged at \$6,221.90.

7. GALLERY DIRECTOR'S REPORT - 13 APRIL TO 10 MAY 2023

7.1 Program Activities

- The Gallery was closed for ANZAC Day
- The exhibitions **Red Heart** - aboriginal paintings on loan from the National Museum of Australia and **Utopia Batiks: Textile Artworks from the Utopia Collection Bequest** on loan from Tamworth Regional Gallery closed on Sunday 30 April.
- The exhibition changeover took place from 30 April to 5 May with the set-up of the **Lachlan Valley Biennial Art Awards 2023 (LVBAA)** from 2 to 5 May.
- The exhibition opening and announcement of winners of **LVBAA** took place on Saturday 6 May 2023 at 2pm.
- Guest speakers included Cr Bill West, Martina Lindsay President Cowra Art Group, Patron Cowra Art Group Judith Pugh and Judge Lisa McKimmie.
- Promotion/marketing re 2023 Calleen Art Award has commenced with "Call for Entries" selected advertising and listings in several leading art journals - *Look Magazine* (AGNSW membership), *Art Almanac* (May/June/July), *Australian Art Guide* (April/May and June/July) and a special mailout of promotional flyers to previous finalist's (2020/21/22) and bulk numbers to galleries/arts organisations in NSW/Qld/Vic/Tas/SA/WA/ Canberra.
- General promotion/marketing of the Gallery program for May/June/July included listings/editorial information in national and local print media eg *Cowra Phoenix*, *Discover magazine* and updates in the Council Noticeboard *Cowra Guardian*.
- Two new exhibitions will be presented from 4 June to 2 July 2023. These are **While the World Waits** toured by Arts OutWest which showcases works by 20 artists from the region, and a solo exhibition **Little Nothings** by local

This is Page 2 of 4 of the Minutes of the Cowra Regional Art Gallery Advisory Committee held on Wednesday 10 May 2023.

MINUTES OF THE ADVISORY COMMITTEE OF COWRA REGIONAL ART GALLERY MEETING HELD WEDNESDAY, 10 MAY 2023 AT THE COWRA REGIONAL ART GALLERY

artist Shani Nottingham (the planned exhibition was cancelled in April due to unforeseen circumstances).

- Design/Publication and distribution of poster/flyer for LVBAA to Cowra tourism/motels and local businesses.
- Ongoing updates on social media - Facebook, Instagram, and Mailchimp.

7.2 Upcoming program activities May/June 2023

- **Calleen Art Award 2023** - *Call for Entries* promotion and entry processing – entries close 25 July
- Next opening of **While the World Waits** and **Little Nothings: Shani Nottingham** is on Saturday 3 June 2023 at 2pm organised with guest speakers, Kylie Shead, Executive Director Arts OutWest and Skye Manson (Little Nothings) writer/podcaster, former ABC reporter.
- Production and mailout of exhibition invitations for the opening of **While the World Waits** and **Little Things: Shani Nottingham**.
- Preparation of media release/editorial information & promotional/advertising information regarding the Gallery exhibitions June/July
- Exhibition changeover 29 May to 2 June 2023
- The Gallery is hosting with Cowra Civic Centre the Arts OutWest 2023 AGM on Sunday 25 June.
- Weekly Social media postings on Facebook
- Website updates ongoing re gallery program
- Production/printing Gallery Friends information – Gallery Newsletter.
- Production/printing Gallery information – six monthly brochure
- June - invitation production/mailout and promotion/marketing of the next exhibition *Nationalism in the Wake of COVID* presented in partnership with Macquarie University Art Gallery, 9 July to 20 August 2023.

7.3 Motion

Moved: R. Gillard Seconded: J. Ware

That the Gallery Director's Report for 13 April to 10 May 2023 be accepted and confirmed.

Carried

This is Page 3 of 4 of the Minutes of the Cowra Regional Art Gallery Advisory Committee held on Wednesday 10 May 2023.

MINUTES OF THE ADVISORY COMMITTEE OF COWRA REGIONAL ART GALLERY MEETING HELD WEDNESDAY, 10 MAY 2023 AT THE COWRA REGIONAL ART GALLERY

8. GENERAL BUSINESS

- 8.1** Committee assistance will be required at the next opening with regard to Front of House and catering assistance on the day – Saturday 3 June 2023

9. BUSINESS ARISING WITHOUT NOTICE

- 9.1** Cr D'Elboux reported that the Master Plan for changes to the exterior of the Gallery have not been up for Council's decision endorsement process as yet; awaiting Federal/State Funding.

- 9.2** From this developed a discussion about the establishment of a Foundation. This was deferred to be discussed at a future meeting.

- 9.3** Motion

Moved: R. Gillard Seconded: L. Foster

That the Gallery Director report back regarding 9.2 at the next meeting Wednesday 14 June 2023.

Carried

10. EXHIBITION CHANGEOVERS

- 10.1** The next changeover of exhibitions is from 2pm Sunday 28 May to Friday 2 June 2023 – assistance during this period was discussed by the committee members present with the Gallery Director.

11. NEXT MEETING DATE:

- 11.1** The next meeting of the Gallery Advisory Committee is at the Cowra Regional Art Gallery on Wednesday 14 June 2023 at 5pm

12. MEETING CLOSED:

6.15pm L. Murray (Acting Chair)

This is Page 4 of 4 of the Minutes of the Cowra Regional Art Gallery Advisory Committee held on Wednesday 10 May 2023.

5.6 Cowra Regional Art Gallery Policies

File Number: D23/1138

Author: Michael Jones, Director - Corporate Services

RECOMMENDATION**That Council adopt the draft Cowra Regional Art Gallery Policies.**

INTRODUCTION

The purpose of this report is to recommend adoption of the draft Policy

BACKGROUND

The original policy was adopted on 28 September 2020 has now been amended to reflect the activities and role of the Cowra Regional Art Gallery in management and collection development.

The Cultural Gifts program required an amendment to the Policies following a recent submission, that Council align the Gallery Collection Policy with the Cultural Gifts program with regards to deaccessioning and disposal processes. Accordingly, the update (in red) below has been added to the Disposal of the Collection section of the attached draft Cowra Art Gallery Policies (please refer to page 5 of the policy document):

Gifts made under the Cultural Gifts Program will not be returned to the donor as the donor has already received the benefit of a tax deduction for the gift.

The draft Cowra Regional Art Gallery Policies is recommended for adoption by Council.

BUDGETARY IMPLICATIONS

Nil

ATTACHMENTS

- I. Draft Cowra Regional Art Gallery Policies [↓](#)

COUNCIL POLICY



Cowra Regional Art Gallery Policies



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[www: cowraartgallery.com.au](http://www.cowraartgallery.com.au)

Cowra Regional Art Gallery Policies

| | |
|--------------------|----------------------|
| Commencement Date | 28 September 2020 |
| Council Department | Corporate Services |
| Contact Officer | Art Gallery Director |
| Revision Required | Every 4 years |

Policy Review

This policy shall be reviewed every four (4) years to ensure it meets all statutory requirements in reference to Cowra Shire Councils Corporate plan and reflect the activities and role of the Cowra Regional Art Gallery in management and collection development.

Revision History

| Version | Council Meeting Date | Resolution No. | Responsible Officer |
|---------|----------------------|----------------|----------------------|
| 2 | 28 September 2020 | 245/2020 | Director-Art Gallery |

Cowra Shire Council
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Cowra NSW 2794

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 Cowra Regional Art Gallery Policies

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Cowra Regional Art Gallery Policies

I. Collection Policy**I.1 Introduction**

1. The aim of this policy is to identify the decision-making process for shaping the permanent collection of the Cowra Regional Art Gallery. It articulates the principles and processes by which the collections will be developed as a community and cultural resource of excellence and significance. It is also intended to be a guide for the staff and Gallery Advisory Committee to allow them to make effective and consistent decisions in relation to collection development and management. The word “collection” will be taken to mean a number of collection’s held by the Cowra Regional Art Gallery under the terms identified in this document as follows:
 - i) The Gallery Collection
 - ii) The Calleen Collection
 - iii) The Olive Cotton Collection
 - iv) The POW Collection
 - v) The Sculpture Park Collection
2. The Collection will be developed in tandem with the revised Exhibition Policy and will focus on the following:
 - i) Art by leading Australian contemporary artists to build on the existing collection;
 - ii) Art by significant Australian artists which will promote a distinct identity of the Cowra Regional Art Gallery and the collection;
 - iii) Add to the development of the visual arts in Cowra and the region;
 - iv) Acquire works of art suitable for the purpose of enhancing the Cowra Sculpture Park

In general, “contemporary” will be taken to mean art practices from the twenty-year period leading up to the present time.
3. The word “artist” as used in this document, will embrace practitioners of various disciplines, including painting, sculpture, photography, print making, clay, textiles, glass, video, multi-media and design. The term “art” will be taken to refer to work or activities in any media (traditional or new, permanent or transitory, static or temporal) that may be produced by these practitioners.
4. The Cowra Regional Art Gallery recognises the historical and educational importance of the permanent collection, and will be responsible for its development, conservation, care and display.
5. The Cowra Regional Art Gallery will seek to be a place where contemporary artists feel welcome, respected and supported. The Cowra Regional Art Gallery will foster a sense of care and regard for artists’ work, and for the organisation of the records of their work and activity.
6. The Cowra Regional Art Gallery will take all measures to ensure that works are not destroyed, mutilated or altered. This will not restrict bona fide conservation work.
7. The Cowra Regional Art Gallery will establish a reputation for ethical conduct, professional standards, and fair respectful dealing with all sections of the art community and the general public.

Cowra Regional Art Gallery Policies

8. The Cowra Regional Art Gallery will seek to protect the freedom of artistic expression, and oppose any proposal, from whatever source, that attempts to restrict the form or content of artistic activity within its programs.
9. The Cowra Regional Art Gallery will develop its collection in a spirit of collaboration with other public institutions, where possible avoiding the duplication of established roles, and in response to changing institutional needs.
10. The Cowra Regional Art Gallery will seek to prevent, in all its activities, any exercise of discrimination on the basis of race, culture, creed, gender or sexual preference.
11. The Cowra Regional Art Gallery will ensure that its programs and services recognise Australia as a multicultural society, in which social diversity is appreciated.

Aboriginal and Torres Strait Islander art, in particular, will have a recognised place within Cowra Regional Art Gallery programs and activities.
12. Where the works of any indigenous peoples are acquired for the Cowra Regional Art Gallery collection the interests and participation of the relevant groups will be an important factor in the collection and treatment of this art.
13. Sponsorship, donations and other patronage will be actively sought and appreciated, but will not determine or shape Cowra Regional Art Gallery policies, and will not compromise or hinder the professional commitments or public obligation of the Cowra Regional Art Gallery.
14. The Cowra Regional Art Gallery is managed by the Gallery Director who reports to the Director–Corporate Services.

1.2 Collection Policy Objectives

To provide purpose built facilities, staffing and equipment to ensure storage, conservation, display, and framing of the art collection are undertaken according to national standards for Australian Museums and Galleries and industry best practice, including workplace health and safety standards and environmentally sustainable practices.

1.2.1 Areas of Collecting and Collection Development

The Cowra Regional Art Gallery through the Gallery Director in conjunction with the Gallery Advisory Committee under the following guidelines will acquire works of art:

- i. Which expand the body of work (oeuvre) of important artists already in the Collection;
- ii. Adding to existing works of a period which is represented in the collection;
- iii. By contemporary Australian artists or groups which extend the existing collection, relative to and representative of a variety of materials and diverse styles, forms, technique and media including painting, sculpture, works on paper, textiles, clay, glass, photography, mixed media, video and digital media;
- iv. By contemporary artists or groups which have made significant contributions to the development of Australian art (including indigenous artists and artists from culturally diverse backgrounds);
- v. By contemporary artists or groups which have made significant contributions to the development of the visual artists in the region and Cowra's history, heritage and its cultural connections with other countries and cultures;

Cowra Regional Art Gallery Policies

- vi. Which promote a distinct identity for the Cowra Regional Art Gallery, for example the collection of winners of the Calleen Art Award.

1.2.2 Acquisition Strategies

1. The Cowra Regional Art Gallery will acquire works for the collection through purchase, exchange, gift and bequest.
2. All works proposed for accession into the collection other than winners of the Calleen Art Award will be the responsibility of the Gallery Director in accordance with the collection criteria and in consultation with the Gallery Advisory Committee. An opinion may be sought from an outside person with appropriate expertise, if required. The accession date of the work will be the date of the Gallery Advisory Committee meeting at which the acquisition is approved.
3. The criteria for acceptance of a work into the collection will be.
 - i. The merit and quality of the work
 - ii. Its relevance to the areas of collecting and collecting policy
 - iii. Its relationship to works in the collection and its ability to extend the scope of the collection.
4. When considering proposed gifts or bequests, the Gallery Director will first examine their compatibility with areas of collecting. Special conditions attached to such works will be rejected if they contravene policy or inhibit the Cowra Regional Art Gallery's exercise of judgement concerning the use of its collection.
5. The Cowra Regional Art Gallery through the Gallery Director will be attentive to the regulations and procedures of the Tax Incentives for the Arts Scheme, when considering any gift proposed through this scheme.
6. The Cowra Regional Art Gallery through the Gallery Director reserves the right to negotiate varied approaches to payment for acquisitions, including phased payment, for the maximum benefit of the Gallery.
7. The Cowra Regional Art Gallery will respect matters of confidentiality or specific trust, and will not normally disclose prices paid for works.

1.2.3 Acquisition – Code of Ethics

1. The Cowra Regional Art Gallery recognises the need for co-operation and consultation between museums with similar or overlapping interests and collecting policies.
2. In acquiring works, the interests of the Cowra Regional Art Gallery must be the sole consideration. At all times members of the Gallery Advisory Committee and Gallery staff must ensure that they do not place themselves in a situation involving conflict of interest with the Cowra Regional Art Gallery. Further the members of the Gallery Advisory Committee and Gallery staff must not seek, in any activity, to obtain personal financial benefit directly or indirectly through their participation with the Cowra Regional Art Gallery.

Cowra Regional Art Gallery Policies

3. The Cowra Regional Art Gallery will not purchase any works of art from current staff members or members of the Gallery Advisory Committee, or accept donations from any of the above if the donor is also the author of the work.
4. The Cowra Regional Art Gallery will be mindful of sanctions governing the acquisition of any biological or geological material that has been collected, sold or otherwise transferred in contravention of any national or international wildlife protection law, material history conservation law, quarantine regulation or treaty, except with the consent of appropriate outside authorities.
5. The Cowra Regional Art Gallery will be mindful of religious sanctions attached to certain objects in Australian Aboriginal and Torres Strait Islander or other indigenous people's cultures, and must not acquire or exhibit an object in breach of these sanctions.
6. The Cowra Regional Art Gallery must not acquire or exhibit objects if the Director has reasonable cause to believe that the circumstances in which they were originally collected involved the unscientific or intentional destruction or damage of Australian Aboriginal and Torres Strait Islander or other indigenous people's ritual places or other known archaeological sites.
7. The Cowra Regional Art Gallery will not acquire any object, whether by purchases, gift, bequest or exchange, unless the Director is satisfied that a valid title can be acquired to that object.

1.3 Overview of the Gallery Collection

1. The Cowra Regional Art Gallery will integrate the development of the Gallery Collection with the management of resources for its care and presentation.
2. When acquiring works, the Cowra Regional Art Gallery will give due consideration to the management of resources required to house and maintain these works for posterity.
3. The Cowra Regional Art Gallery will document all acquisitions and loans, to facilitate identification, provenance and research.
4. All works accepted by the Cowra Regional Art Gallery into the collection will be professionally conserved and maintained.
5. Whenever appropriate and feasible, the Cowra Regional Art Gallery will provide public access to the collection, and to reference material relating to the collection.

1.4 Presentation of the Collection

1. In presenting the collection, the Cowra Regional Art Gallery will seek to stimulate awareness of the complexity of social processes that surround the objects in its care. The Cowra Regional Art Gallery will ensure that the collection is placed within varying contexts, by pursuing a vital program of temporary exhibitions and related events.
2. The Cowra Regional Art Gallery will not display an object if, in the opinion of the Gallery Director, the condition of that object would be seriously impaired.

Cowra Regional Art Gallery Policies

3. When appropriate, the Cowra Regional Art Gallery will maintain records of artists' instructions for the presentation of their work. Where practical and reasonable, any such instructions will be respected when installing works from the collection.

1.5 Loans from the Collection

1. It is the responsibility of the Cowra Regional Art Gallery to make its collection accessible to a wide public. The Cowra Regional Art Gallery's obligation to care for its collection will be taken into account when evaluating all proposals to lend works to Regional State Galleries.

1.6 Research

1. Research is a fundamental part of the activities of the Cowra Regional Art Gallery. Staff research will include the documentation and interpretation of the various aspects of the collection, cataloguing of the collection, and information on artists.
2. Research done by staff and volunteers on the collection of the Cowra Regional Art Gallery is the property of the Cowra Regional Art Gallery unless contracted otherwise.
3. The Cowra Regional Art Gallery will give full acknowledgment of authorship to all research carried out on its behalf.

1.7 Disposal of the Collection

1. The Cowra Regional Art Gallery regards the right to deaccession and dispose of works as a necessary part of developing the collection to its fullest potential, and of responsible collection management.
2. Gifts made under the Cultural Gifts Program will not be returned to the donor as the donor has already received the benefit of a tax deduction for the gift.
3. The Cowra Regional Art Gallery will always approach the deaccession and disposal of works with extreme caution, and incorporate delay and review mechanisms in its procedures for disposal.
4. No work of art will be disposed of unless the Gallery Advisory Committee formally identified major and sufficient reasons for doing so.
5. The Cowra Regional Art Gallery will observe any legal conditions pertaining to its right of disposal.
6. The Cowra Regional Art Gallery will deaccession a work in a manner it considers most beneficial to the collection and to the future of the work. This may include sale, exchange, gift or destruction. Only public or non-profit institutions may receive the gift of a deaccessioned work. Destruction of a work will be considered only if the object is dangerous or has for some reason deteriorated beyond repair.
7. The process for the disposal of works will be as follows:
 - a. The Gallery Director will propose to the Gallery Advisory Committee works to be considered for deaccession with supporting reasons why this course should be followed.

Cowra Regional Art Gallery Policies

- b. The Gallery Advisory Committee by unanimous vote will agree that the work should be considered for deaccession but a three month period should then elapse before the matter is finally resolved (unless the object is dangerous or has deteriorated beyond repair). This is to allow consultation with interested parties such as donors and their families or other appropriate people with an interest in the work.
 - c. After three months the Gallery Advisory Committee will again consider the works for deaccession taking into account all relevant views canvassed in that time. A unanimous vote of the Gallery Advisory Committee is required for the work to be disposed of or until the matter is finally resolved to the satisfaction of all parties.
- 8. Full records will be kept of any object disposed of and the process whereby the decision to dispose was made.
 - 9. Any proceeds gained from disposal will be credited solely to acquisition funds.
 - 10. At no time will a staff member, volunteer, Gallery Advisory Committee member, or any person formally connected with the Cowra Regional Art Gallery, be permitted to acquire a deaccessioned work of art directly from the Cowra Regional Art Gallery.
 - 11. Any works purchased with funds specifically derived from the proceeds of the sale of a disposed artwork which had been donated will be credited as the gift of the original donor and all efforts will be made to have it approved by the original donor.

2. Exhibition Policy**2.1 Introduction**

- 1. The aim of this policy is to guide and direct the conceptual development and implementation of exhibitions at the Cowra Regional Art Gallery including the scope and types of exhibitions which will constitute the Cowra Regional Art Gallery exhibition program.
- 2. The Cowra Regional Art Gallery will effectively develop and present a diverse and informed program of stimulating, educational, and culturally significant exhibitions. The exhibition program contributes to the cultural life and the social heritage of Cowra for the enjoyment of the local community and visitors to the region.
- 3. The term *artist* used in this document will embrace practitioners of various disciplines including painting, sculpture, photography, print making, clay, textiles, glass, video, multi-media and design. The term *art* will be taken to refer to work or activities in any media, permanent or transitory, that may be produced by these practitioners.
- 4. The Cowra Regional Art Gallery will seek to be a place where artists feel welcome, respected and supported. The Cowra Regional Art Gallery will foster a sense of care and regard for artists' work in all matters of handling and display. Curatorial decision for exhibition display lies with Gallery Director.
- 5. The Cowra Regional Art Gallery will establish a reputation for ethical conduct and professional standards in dealing with works of art lent by artists, private collectors and lending institutions.

Cowra Regional Art Gallery Policies

6. The Cowra Regional Art Gallery will seek to protect the freedom of artistic expression, and oppose any proposal, from whatever source, that attempts to restrict the form or content of artistic activity within its programs.
7. The Cowra Regional Art Gallery will develop its exhibition program in a spirit of collaboration with other public institutions and where possible, avoid duplication of roles.
8. The Cowra Regional Art Gallery will seek to prevent in its exhibition program any exercise of discrimination on the basis of race, culture, gender or sexual preference.
9. The Cowra Regional Art Gallery will ensure that its exhibition program recognises Australia as a multicultural society in which social diversity is appreciated. Aboriginal and Torres Strait Islander art, in particular, will have a recognised place within the exhibition program.
10. Where the works of any indigenous peoples are exhibited by the Cowra Regional Art Gallery, the interests and participation of the relevant groups will be an important factor in the display of the works.
11. Sponsorships, donations and other patronage will be actively sought to support the exhibition program. However, this will not determine the content or scope of the program.

2.1.1 Scope and Balance

1. The Cowra Regional Art Gallery will show exhibitions which are curated by the Cowra Regional Art Gallery Director, guest curated, or received from appropriate outside sources.
2. Within an annual program, no less than fifty percent of the artists included in the exhibition program should be connected with Cowra, the Central West region and NSW (grant funding requirement).
3. Within an annual program, a reasonable attempt should be made to achieve gender balance among the artists whose work is shown.
4. Cowra Regional Art Gallery will develop and support exhibitions which are innovative, challenging and critically engaged, notwithstanding that they may be controversial.
5. Cowra Regional Art Gallery will regularly exhibit work from its permanent collection. These displays will be integral to the Cowra Regional Art Gallery exhibition program and will be changed periodically to achieve maximum public access to the permanent collection.
6. Cowra Regional Art Gallery exhibitions will vary in terms of focus, size, scope and intended audience. Where possible exhibitions will extend the notion of Cowra Regional Art Gallery being a gallery that presents a diverse program of the visual, where issues of current social, political and cultural debate are addressed through the work of artists.
7. The Cowra Regional Art Gallery will endeavour to present a balanced annual exhibition program of contemporary art and craft practices and projects with a social and historical context. At least a mixture of the following types of exhibitions should be presented each year: national touring exhibitions of excellence, projects relevant to youth in the region, and 'in house' regional exhibitions with guest curator or collection based exhibitions.

Cowra Regional Art Gallery Policies

8. Cowra Regional Art Gallery will, where appropriate, present exhibitions in collaboration with other institutions or to complement exhibitions or events organised by other institutions or other sections of Cowra Regional Art Gallery.

2.1.2 Code of Ethics and Institutional Responsibilities

1. At all times, the staff and Gallery Advisory Committee of Cowra Regional Art Gallery shall ensure that they do not place themselves in a position involving possible conflict of interest with Cowra Regional Art Gallery. Further they will not seek to obtain personal financial benefit through their involvement with the Cowra Regional Art Gallery exhibition program.
2. The Cowra Regional Art Gallery will not exhibit any works of art by current Gallery Advisory Committee or staff members in a solo exhibition but participation in group exhibitions is allowed.
3. The Cowra Regional Art Gallery will be mindful of sanctions governing the handling or displaying of biological or geological material that has been collected, sold or otherwise transferred in contravention of any national or international wildlife protection law, material history conservation law, quarantine regulation or treaty, without the consent of the appropriate authorities will not exhibit such material.
4. The Cowra Regional Art Gallery will be mindful of religious sanctions attached to certain objects in Australian Aboriginal and Torres Strait Islander or other indigenous peoples' cultures. It will not exhibit objects in breach of these sanctions.
5. The Cowra Regional Art Gallery will not exhibit objects if the Gallery Director has reasonable grounds to believe that the circumstances in which they were originally collected involved the intentional destruction or damage of Australian Aboriginal and Torres Strait Islander or other indigenous peoples' ritual places or other known archaeological sites.
6. Where appropriate and feasible the Cowra Regional Art Gallery will respect the installation and display requirements of artists.

2.1.3 Institutional Responsibilities

1. The Cowra Regional Art Gallery will give proper acknowledgment of authorship in display labels at all times for works included in exhibitions.
2. All works borrowed from private or institutional lenders will be insured by the Cowra Council to the level nominated by the lenders and agreed by the Gallery Director for the entire period they are absent from the lender, both while in transit and while installed in Cowra Regional Art Gallery. Where an exhibition is toured by Cowra Regional Art Gallery this insurance cover will be extended to cover the entire period of the tour. Any variation to this arrangement will only be at the request of the lender.
3. All works borrowed for exhibition at Cowra Regional Art Gallery will have the Cowra Regional Art Gallery loan form completed for it. One copy will be retained by Cowra Regional Art Gallery and the other sent to the lender.
4. The Gallery Director will liaise with and develop close working relationships with other regional galleries, local art groups and organisations and State and Federal support organisations.

Cowra Regional Art Gallery Policies

5. The Gallery Director will provide public and education programs through workshops, seminars and lectures and promote the Gallery and programs in order to maintain and encourage new audiences.

3. Gallery Advisory Committee Responsibilities

1. It is the responsibility the Gallery Director to plan, organise and implement the exhibition program, with the assistance of the Advisory Committee as required.
2. The Gallery Advisory Committee shall form sub-committees as required to plan and present with the Gallery Director special fundraising events and activities.
3. All recommendations by any Gallery Advisory Sub-committee shall be reported to the Gallery Advisory Committee in consultation with the Gallery Director for final approval.
4. The Gallery Director is responsible for the preparation, implementation and supervision of the budget of the Gallery, including the preparation and approval of all funding strategies, applications and acquittals.
5. The Gallery Director is responsible for the preparation, implementation and supervision of all Gallery procedures and policies including the volunteer program. The Gallery Advisory Committee is responsible to assist the Gallery staff to facilitate the Gallery procedures and policies, and make recommendations to the Gallery Director and Council.
6. The Gallery Advisory Committee must ensure the acquisition policy and a deaccessioning policy are subject to a uniform evaluation process.
7. The Gallery Advisory Committee must develop close relations with Council and report regularly to it. It must develop a relationship of transparency and trust with Council.
8. The members of the Committee are in a fiduciary relationship with the Gallery and thus, in matters concerning the Gallery, must put the interests of the Gallery before their own.
9. When a Gallery Advisory Committee member is acting in his or her role as a Committee member of the Gallery, the interests of the Gallery must prevail over the interests of any other organisation, even if that member is a member of or an appointee of that other organisation.
10. Each Gallery Advisory Committee member must provide a declaration of interests that sets out their business, memberships and company shareholdings and this list will be publicly available. It is the responsibility of each member of the Gallery Advisory Committee to ensure that his or her details are accurate and regularly updated.
11. Each member of the Gallery Advisory Committee has a duty to be an active contributor to the work of the Gallery Advisory Committee and the Gallery and has an obligation to work for the cultural success and good governance of the Cowra Regional Art Gallery.
12. Gallery Policy will be developed in tandem with the Gallery Exhibition policy and priority will be given to promoting a distinct identity of the Cowra Regional Art Gallery while exploring the forces that culturally affect and shape the region. It is the responsibility of the Gallery Advisory Committee to assist with policy development and the responsibility of the Gallery Director for the implementation of all Gallery policies.

Cowra Regional Art Gallery Policies

13. The Gallery Advisory Committee recognises that it is essential to good governance that correct channels of communication be maintained in matters relating to the affairs of the Gallery. All official statements, press releases, official relations with Council, instructions to the Director and the like, shall be carried out through the Chair of the Committee.

5.7 Donation - Conner Moriarty

File Number: D23/1188

Author: Michael Jones, Director - Corporate Services

RECOMMENDATION

That Council provide a donation of \$400 from the Section 356 expenses budget to assist Conner Moriarty in participating as a member of the NSW State Junior Squash Team at the Australian Junior Titles to be held on 26 September to 1 October 2023 in Brisbane.

INTRODUCTION

Conner Moriarty has written to Council requesting consideration of a financial donation towards the costs associated with his attendance as part of the NSW State Junior Squash Team at the Australian Junior Titles to be held on 26 September to 1 October 2023 in Brisbane.

BACKGROUND

The request meets the eligibility requirements of Clause 9 of Council's Donations Policy in the following area:-

- To assist an individual's or team's sporting, cultural or academic achievement at a significant and recognised level.

In respect of sporting representatives and cultural and academic pursuit, the policy provides financial assistance for Australian/NSW/Territory Representative or team competing in NSW or interstate to a maximum of \$400 in total.

It is recommended that a donation of \$400 be provided to the applicant on this occasion.

BUDGETARY IMPLICATIONS

\$24,709.46 is the current balance in the 2023/24 Budget for Section 356 Donations

ATTACHMENTS

- I. Donation Application from Conner Moriarty dated 18 July 2023 [↓](#)



Cowra
Council

25 JUL 2023

AT:

Application for Financial Assistance/Donation

Cowra Shire Council
Private Bag 342
Cowra NSW 2794
Phone: 02 6340 2000
council@cowra.nsw.gov.au
www.cowracouncil.com.au

Applicant Information

Local Sporting Team/Organisation

COWRA SQUASH CLUB

[applications must be made by the local team of which the individual is a member]

Contact Name/ Sporting Applicant: CONNER MORIARTY

Mailing address: cowrasquash@gmail.com

Phone: (Home) [REDACTED] (Business) [REDACTED]

President Cowra Squash - Tish Chornack Email: cowrasquash@gmail.com

Signature: [REDACTED] Date: 18 / 07 / 2023

Organisation Details

Organisation responsible for the event/activity: SQUASH AUSTRALIA

President/Secretary Contact Details: JAY KROSS - SQUASH NSW - [REDACTED]

Organisation Type (please circle): Non Profit / Charity / Incorporated / Business / other:

Do membership fees apply ? ☒ YES ☐ NO

If yes, annual membership/fees \$60.00 (squash NSW)

Event Details

Description of the event/project/request/person for which assistance is sought

NSW STATE JUNIOR TEAM (EVENT - AUSTRALIAN JUNIOR TITLES)

Date/s of the proposed event/project 26th SEPT - 1st OCT 2023

Venue where will the event/project take place? BRISBANE, QLD

Financial Details

Amount of assistance being sought: \$?

Total Estimated cost of the total event/project \$1400.00

How are funds to be raised? _____

Funds available at present to go towards event \$350 for uniforms

Will the event/project support charities ☐ YES ☒ NO

If YES, value of support \$ _____

Previous / Other Assistance: _____

Has Council previously assisted you/your organisation? ☐ YES ☒ NO

If so what was the amount of the assistance from Council? \$ _____

When was it provided? _____

Have you applied for funding from other organisations? ☐ YES ☒ NO

If YES, how much has been sought \$ _____

Eligibility - Please tick the applicable areas relevant to the application:-

- ☐ Community development projects – projects that meet an identified community need, have been developed in consultation with the community and encourage participation in the development of the project.
- ☐ Festivals and special events which enhance community spirit.
- ☐ Support for a locally based voluntary community service or program where the majority of its income is fundraising.
- ☐ Local Community, charity and not for profit activities or events/functions that may be conducted outside the shire, but provide a benefit to the shire's residents
- ☒ To assist an individual's or team's sporting, cultural or academic achievement at a significant and recognised level.
- ☐ Community, charity and not for profit organisations' use of Council owned and controlled facilities including halls, sporting grounds and other venues.

Request Details – Please complete either **A** or **B** below

A. Sporting applications – Please select relevant sporting category below

- ☐ Australian/NSW/Territory Representative or team competing overseas
- ☒ Australian/NSW/Territory Representative or team competing in NSW or interstate

PLEASE NOTE: Sporting applications will only be considered when made by the local organisation/club of which the individual/team is a member, and must be supported by a letter of confirmation from the State or National body.

Attachments required for sporting applications:

- ☒ Supporting letter from local organisation body
- ☒ Supporting letter from State/Australian Supporting body
- ☐ Please attach any other information to support your application to Council

B. Community/Event applications – Please ensure all questions are answered

Council Community Objectives - To enable Council to consider your application, Council requires details of how this event/project will meet Council's objectives.

Objective 1: To provide benefit to the residents of Cowra Shire Council.

Objective 2: To conduct quality cultural, sporting and community service programs or events which cannot attract sufficient funds from other sources. **[Please indicate why you are running the event]**

Objective 3: To provide access and usage of community resources, services and facilities, and equity of access for special needs groups

Objective 4: To encourage and enable broad community participation in cultural/ community service programs.

Attachments required for Community/Event applications:

- ☐ copy of the project's proposed budget, detailing anticipated costs, with quotations if applicable;
- ☐ If you are a registered public charity, a copy of the registration certificate
- ☐ Please attach any other information to support your application to Council

Please check: 1. All questions on Page 1 to be completed
2. Eligibility criteria has been selected
3. Section A or Section B above has been completed
4 Supporting documents for sporting activities included



Connor Moriarty Selection NSW State Team 2023

To whom it may concern,

My Name is Jemma Wratten, and I am Squash NSW Junior State Head Coach and Squash Australia's State Performance Pathway Coordinator. *It has been an absolute pleasure teaching and mentoring Connor over the last 12 months and congratulate him on his achieves to date and his selection into the 2023 NSW state team*

I have seen Connor progress through the sport of Squash for the over the last 12 months from Regional to state development and culminating into a state team selection spot. Connor always comes with the best attitude and continues to live up to his goals within the sport and grows as a player and person every year on and off the court.

Connor will attend the Australian Junior championship as part of the 2023 NSW state team for the first time this year in the U/13 Boys. The Australian Junior Championships runs from the 26th of September to the 1st Of October with the Individual event first followed by the team's event.

Connor attends training throughout the week in Cowra and travels a lot to receive coaching and play tournaments, He also participates in a weekly competition at his local club playing local players to keep his gameplay practice. He has also recently achieved level 0 qualification of refereeing through his State Camps. Showing his commitment to learning and his squash.

It has been an honour to work with such a caring, talented student and athlete. I am excited to be part of his journey and wish him all the best at the Australian Junior Championships and in the future.

Congratulations again to Connor on his achievements and selection.

Jemma Wratten



NSW State Junior Coach
Squash Australia State Pathway Lead NSW
Sport House, Q1, L2, 8 Parkview Drive, Sydney Olympic Park, NSW, 2127
E. coaching@nswsquash.com.au
M. +61 425 747 660
T. (02) 8736 1244

Supported by the



NSW Squash Limited
ABN 52 992 519 238
PO Box 212 Sydney Markets NSW 2129

Telephone: 02 8736 1244
Email: squash@nswsquash.com.au

www.nswsquash.com.au



To Council

Date : July 24th 2023

Below is a letter of endorsement for Connor Moriarty on behalf of the Cowra Services Squash Club.

Connor is a highly valued member of the Cowra Services Squash Club.

He regularly competes in the club's weekly social competition and is a consistent participant of the club's juniors training program. He is the first to volunteer to sub for players that can't make their game and takes every opportunity he can to play.

He is a very passionate young athlete and has already represented the Cowra Services Squash Club, Westerns' junior squash and the state of New South Wales at various competitions and training programs since he first started playing.

We can confirm that he has been selected in the New South Wales blue-tongues Squash Team to represent New South Wales in Queensland for the Australia Titles.

Connor is fully supported by the club and we hope that the greater Cowra community will also support him on his endeavour to not only represent the Cowra Service Squash Club and Cowra but also the whole of New South Wales during the upcoming tournament in Queensland.

Sincerely,



Fish Charnock
President

Hugh Bryant
Vice President

Courtney Gorman
Secretary



☎ 0487320338 or 0468599506
✉ cowrasquash@gmail.com

📍 Cowra Services Club
🌐 facebook: Cowra Service Squash Club

5.8 Quarterly Budget Review Statement - June 2023

File Number: D23/979

Author: Michael Jones, Director - Corporate Services

RECOMMENDATION

That the Fourth Quarter Budget Review for 2022-23 showing a Surplus of \$ 9,036,000 be adopted.

INTRODUCTION

Presentation of the Fourth Quarter Review for the quarter ending 30 June 2023 showing a surplus

BACKGROUND

The Fourth Quarter Budget Review for the year ending 30 June 2023 was considered at the information session held on Monday 21 August 2023. Council reviewed the budget and noted that the surplus demonstrated sound budgetary management on a significant range of activities over the twelve month period.

| Fund | Original Estimate (\$000's) | 1st Quarter Variation (\$000's) | 2nd Quarter Variation (\$000's) | 3rd Quarter Variation (\$000's) | 4th Quarter Variation (\$000's) | Result for 30/06/2023 (\$000's) |
|--------------|------------------------------------|---------------------------------------------------|---------------------------------------------------|---------------------------------------------------|---------------------------------------------------|----------------------------------------|
| General | \$ 4,077 Surplus | \$ 4,432 Improvement | \$ 1,889 Deterioration | \$ 573 Deterioration | \$ 2,397 Improvement | \$ 8,444 Surplus |
| Water | \$ 220 Surplus | \$ 4,481 Improvement | \$ 1,075 Deterioration | \$ 173 Deterioration | \$ 3,274 Deterioration | \$ 179 Surplus |
| Sewer | \$ 1,199 Deficit | \$ 37 Deterioration | \$ 1,371 Improvement | \$42 Deterioration | \$ 57 Improvement | \$ 150 Surplus |
| Waste | \$ 207 Surplus | \$ 3 Improvement | \$ 132 Improvement | \$64 Deterioration | \$14 Deterioration | \$ 264 Surplus |
| Total | \$ 3,306 Surplus | \$ 8,878 Improvement | \$ 1,462 Deterioration | \$ 852 Deterioration | \$ 834 Deterioration | \$ 9,036 Surplus |

ATTACHMENTS

Nil

5.9 Release of Closed Decisions

File Number: D23/1204

Author: Michael Jones, Director - Corporate Services

RECOMMENDATION

That Council note the release of the resolution below made in Closed Council at the Ordinary Council Meeting on 24 July 2023:

Request for Tender 10/2023 - Cowra Aquatic Centre Management

Resolution 129/23

Moved: Cr Judi Smith

Seconded: Cr Sharon D'Elboux

- 1. That Council accept the tender from Leisure and Recreation Group Pty Ltd for \$245,500 (excluding GST) for Request for Tender 10/2023 Cowra Aquatic Centre Management.**
- 2. That the General Manager be authorised to sign any documentation to effect the contract for works identified in Request for Tender 10/2023 Cowra Aquatic Centre Management.**

INTRODUCTION

The above decision was made at the Ordinary Council Meeting on 24 July 2023. This decision has now been released by the Chairman.

BUDGETARY IMPLICATIONS

Nil

ATTACHMENTS

Nil

6 DIRECTOR-INFRASTRUCTURE & OPERATIONS

6.1 Crown Land Management Crown Reserve

File Number: D23/I222

Author: Dirk Wymer, Director-Infrastructure & Operations

RECOMMENDATION

That Council write to Department of Planning Industry & Environment - Crown Lands accepting the invitation to be appointed as Crown Land Manager of Darby's Falls Recreation Reserve 59687.

INTRODUCTION

Correspondence has been received from Department of Planning, Industry & Environment – Crown Lands, Orange inviting Council to consider appointment as Crown Land Manager (CLM) of Darby's Falls Recreation Reserve 59687.

BACKGROUND

Darby's Falls Recreation Reserve 59687 also known as Lynne Sawyer Recreation Reserve, was gazetted on 6 May 1927 and has an area of 4.032 ha. Darby's Falls Progress Association & Urban Landcare Group have been the CLM since August 1986.

The invitation from Crown Lands for Council to be appointed as Crown Land Manager (CLM) is a result of an ageing committee and two members having recently passed away. Darby's Falls Progress Association & Urban Landcare Group are no longer able to effectively manage the reserve.

The Reserve has a public toilet and play equipment making it an important space for the community and visitors travelling between Cowra and Wyangala Dam.

Crown Lands advertised for Expressions of Interest for a new CLM which closed on 4 June 2023, with no interest shown. If there is no appointed CLM and Council does not apply, Crown Lands will devolve the reserve to Council. Devolved land would result in Council not being able to conduct any activity on the land other than mowing.

If Council applies and is appointed CLM, a Plan of Management (PoM) as required under the Crown Land Management Act 2016 (CLM Act) and the Local Government Act 1993 (LG Act) would need to be prepared. A PoM will allow Council to manage the Reserve and in need licence the land.

Council is currently responsible for the payment of the User Pays Water Account as a result of resolution 290/19. Maintenance of the Reserve, toilet block and play equipment will be an added burden on Council resources, this is considered a worthwhile impost as the Darby's Falls Recreation Reserve is an essential part of the Darby's Falls community. It is proposed that Council seek to be appointed as Crown Land Manager for Reserve 59687.

It is recommended that:

That Council write to Department of Planning Industry & Environment - Crown Lands accepting the invitation to be appointed as Crown Land Manager of Darby's Falls Recreation Reserve 59687.

BUDGETARY IMPLICATIONS

The additional annual maintenance expense for Council's Parks and Gardens team is estimated at \$17,448 as follows:

- Mowing/spraying/edging/snipping: 3 staff - 3 hours/month @\$37/hr = \$3996
- Plant and equipment - \$100/month = \$1,200
- Amenities: 1 staff - 0.5hrs/day @\$37/hr – 365 days/year \$6,752.50 - Maintenance \$2,000 per year
- Playground equipment maintenance - \$3,500/year

ATTACHMENTS

1. Letter from Department Planning Industry & Environment - Crown Lands dated 11 July 2023
[↓](#)
2. Site Location Map [↓](#)



Planning,
Industry &
Environment

Ref: OE80R295-002

Daryl Lawrence
02 6391 4341
daryl.lawrence@crownland.nsw.gov.au

The General Manager
Cowra Shire Council
Kendal Street
COWRA NSW 2794
Email: council@cowra.nsw.gov.au

Dear Paul,

**Darby's Falls Recreation Reserve
Reserve 59687**

Crown Reserve 59687 is located approximately 22km southeast of Cowra on the Darby's Falls Road, was gazetted on 6 May 1927, and is locally known as the Lynne Sawyers Recreation Reserve.

The Reserve is currently managed by the Darby's Falls Progress Association and Urban Landcare Group Inc and comprises one parcel of land with a total area of 4.032 ha. Please refer to Diagram 1 below.


The gazetted reserve purpose for Crown Reserve 59687 is Public Recreation with the Darby's Falls Progress Association & Urban Landcare Group Inc. having responsibility for care, control and management of the reserve since August 1986.

Crown Lands has been liaising with the current manager for the past 12 months and the management is to be handed back to the Crown. The department advertised for Expressions of Interest from the community for appointment to the Crown Land Manager board. Advertising included newspaper ads, website notifications and on-site signage, but resulted in no further interest.

We confirm previous meetings and discussions with Council staff, including Director, Dirk Wymer, Jennifer White and yourself, and now invite Council to consider appointment as Crown Land Manager of Reserve 59687. This will allow Council to manage the land for public recreation and continue to provide the village of Darby's Falls a maintained recreation area and public toilet to benefit the community and visitors.

The department would be pleased to accept a resolution from Council to be appointed Crown Land Manager of Reserve 59687 to provide comfort to the current elderly members of the Darby's Falls Progress Association and Urban Landcare Group Inc.

Yours sincerely


Daryl Lawrence
Group Leader, Property Management
Crown Lands, Orange
11/7/2023

Department of Planning, Industry & Environment - Crown Lands
PO Box 2185 Dangar NSW 2309
Tel: 1300 886 235 www.crownland.nsw.gov.au



Planning,
Industry &
Environment

Diagram 1: Darby's Falls Recreation Reserve - Whole of Lot 1 DP 315810



Department of Planning, Industry & Environment - Crown Lands
PO Box 2185 Dangar NSW 2309
Tel: 1300 886 235 www.crownland.nsw.gov.au

Lynne Sawyer Reserve 59687 – Whole Lot I DP 315810



6.2 Water Mains Planned Renewal Program 2023/2024

File Number: D23/1226

Author: Dirk Wymer, Director-Infrastructure & Operations

RECOMMENDATION**That Council receive and note the information provided**

- on the proposed water main renewal program and
- on the intention to advertise a tender to complete the water mains renewal program.

INTRODUCTION

Council's Operational Plan 2023/24 and delivery program includes \$1.3M annually toward replacing ageing water mains. This report provides the methodology behind the proposed program for 2023/24.

BACKGROUND

Council's Water team has been working on the criticality and risk-based assessment of planned water mains renewal.

The criticality ratings and condition ratings will be used to determine intervention levels and renewal priority based on risk.

Table 1 Criticality grading of water assets

| Criticality Grade | Water |
|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5 | Catastrophic <i>Examples:</i> Hospitals, Nursing Homes, Water Intensive Agricultural Industry (Animal). Expanded Definition: Facilities, that without water, may present risk to human or animal life. |
| 4 | Major <i>Examples:</i> Trunk mains ≥ 300 mm, Urban area |
| 3 | Moderate <i>Examples:</i> Trunk mains 200 mm- 250 mm |
| 2 | Minor <i>Examples:</i> Retic 150 mm, bore lines |
| 1 | Insignificant <i>Examples:</i> Retic ≤ 100 mm |

Table 2 Intervention levels of critical assets

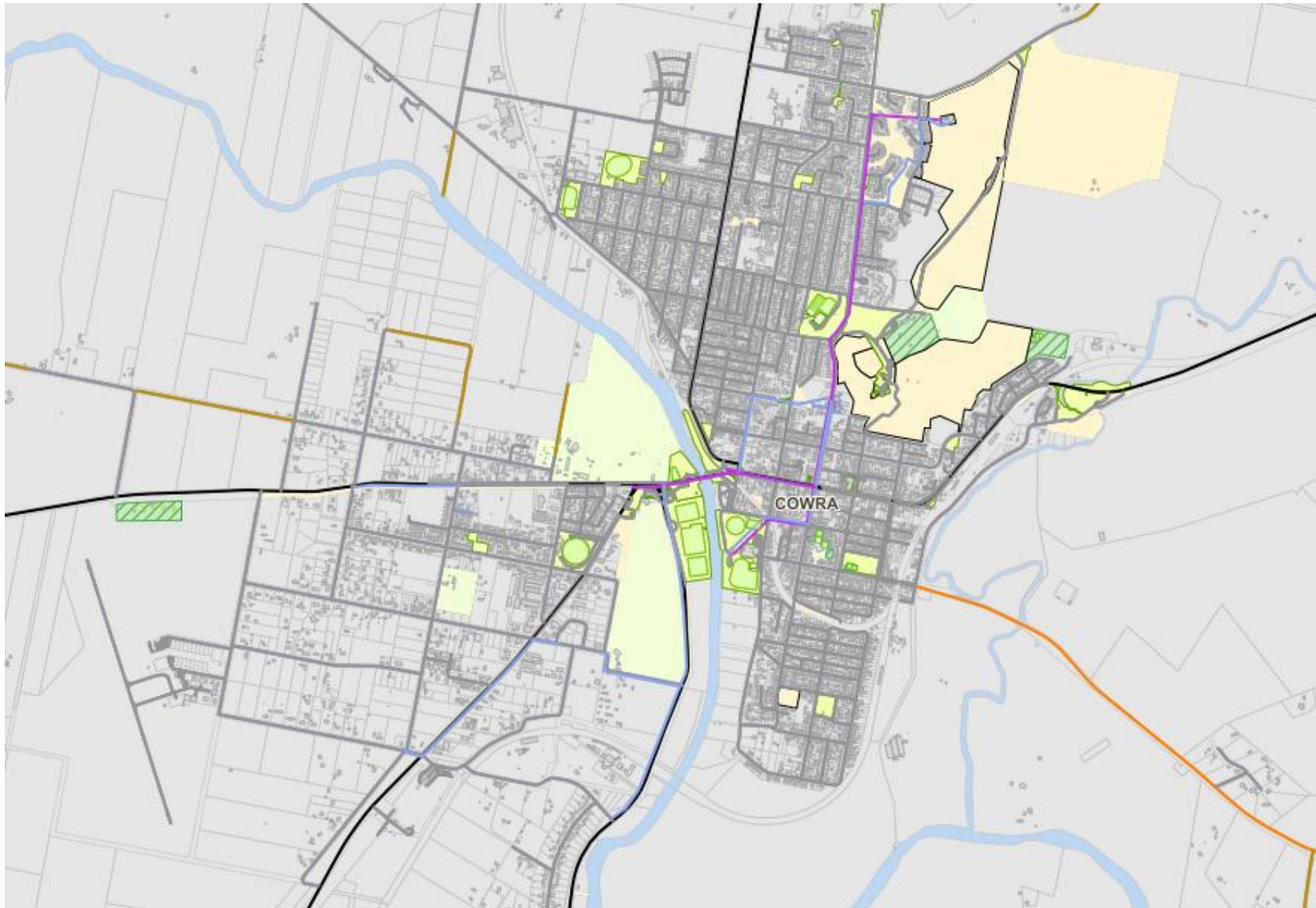
| Consequence Criticality Grading | Operational Responses (Unscheduled) *Breaks | | | | |
|------------------------------------|---------------------------------------------|----|---------------------|---------------------|-----|
| | Nil (0) | <5 | Between > 5 - 10 | Between >10 - 14 | >15 |
| 5 | 7 | 6 | 5 | 5 | 4 |
| 4 | 8 | 7 | 6 | 5 | 5 |
| 3 | 8 | 8 | 7 | 6 | 5 |
| 2 | 9 | 8 | 8 | 7 | 6 |
| 1 | 9 | 9 | 8 | 8 | 7 |

The criticality rating identifies different intervention levels for different assets depending on their assessed criticality, consequence rating and condition rating. Each number on matrix indicate the intervention level of the assets.

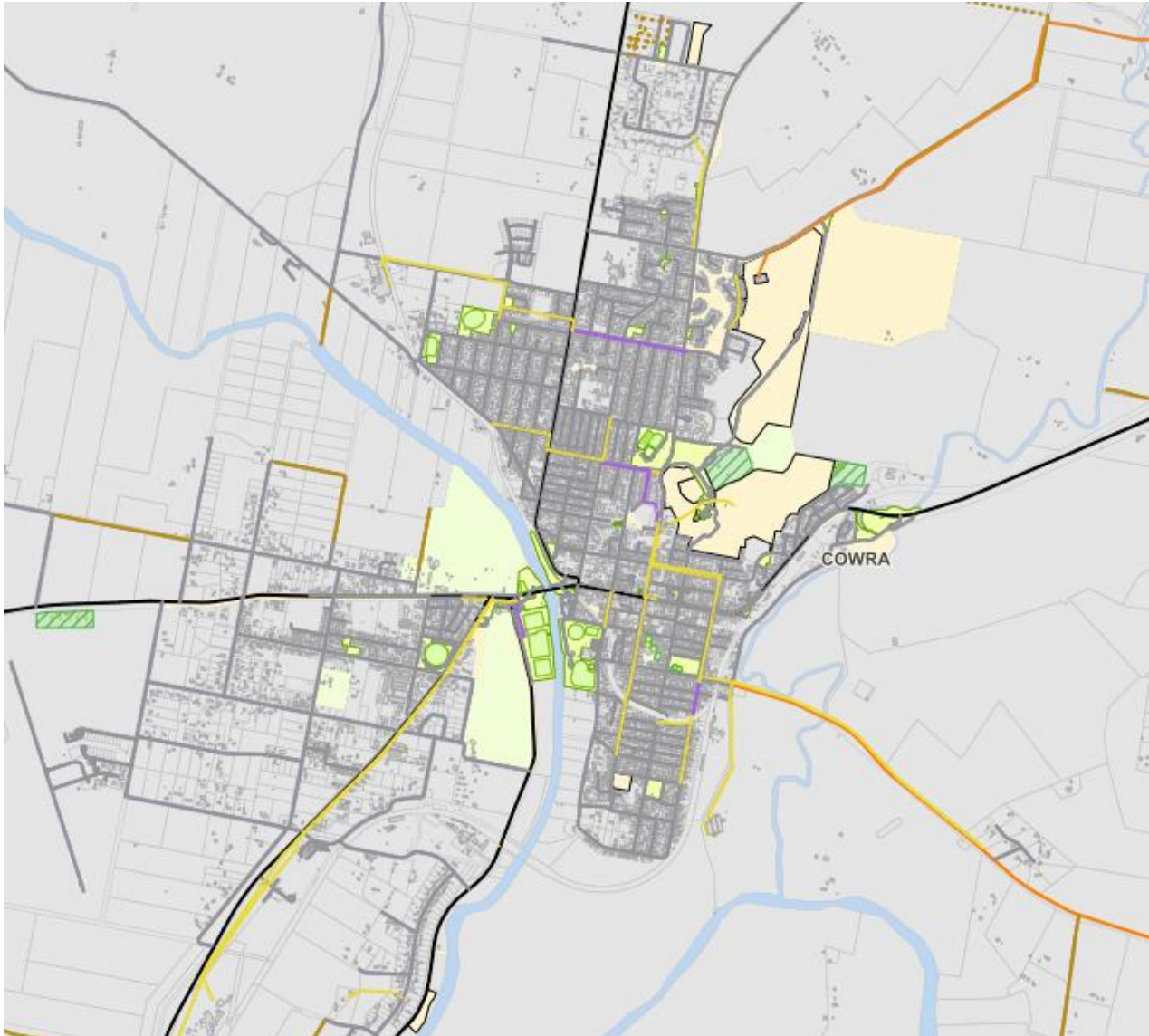
For example:

- assets with criticality grade 5 with high recorded breakages planned to be renewed when its condition become 4,
- assets with criticality grade 5 with breakages zero, planned to be renewed when its condition become 7.

CG 4 Major ($\geq 300\text{mm}$ diameter Urban Area; the light blue ones are hard to see; mapping to be improved....)



CG3 Moderate (200 to 300mm diameter Urban Area; hard to see....)



The planned water main renewal program is as follows:

| Asset Name | Segment/Group Name | Overall Condition Index | Water Mains Date Built | Estimated Replacement Cost (\$) |
|------------------------------------|-------------------------------------------------------------------------|-------------------------|------------------------|---------------------------------|
| Cowra - Brisbane St West | 200mm AC main from R3 in Brisbane St | 6 | 1/07/1930 | 128,646.25 |
| Cowra - Binni Creek Rd - East | 300 AC Scenic Road / Binni Creek Rd AC rising main | 6 | 1/07/1966 | 1,217,814.10 |
| Cowra - Comerford St | 100 AC Redfern St to Lachlan St | 6 | 1/07/1980 | 69,832.55 |
| Cowra - Lachlan St West | 100 AC Comerford St to Dowell St | 6 | 1/07/1980 | 92,573.03 |
| Cowra - Lachlan St East | 100 AC Comerford St to Dowell St | 6 | 1/07/1980 | 72683.03 |
| TMQ - Crowther to Bendick Murrell | Duffy Creek underbore | 8 | 1/07/1963 | |
| TMQ - Crowther to Bendick Murrell | Scenic Road underbore | 8 | 1/07/1963 | |
| TMQ - Crowther to Bendick Murrell | Crowther Creek underbore; | 8 | 1/07/1963 | |
| TMQ - Crowther to Bendick Murrell | Crowther Creek dam underbore | 8 | 1/07/1963 | |
| TMQ - Bendick Murrell to Reservoir | Bendick railway underbore | 8 | 1/07/1963 | |
| | Young Road water main upgrade for industrial development fire pressures | | | 421,000 |

The basis for project prioritisation is as follows:

- The 200mm Asbestos Concrete (AC) water main in Brisbane Street is the feeder from the intermediate reservoir to the intermediate water supply zone; a recent mains break repair showed longitudinal cracking
- The 300mm AC water main in Scenic Road / Binni Creek Road is the rising main from the Water Treatment Plant to the High Level Reservoir
- The Comerford St and Lachlan Streets mains are demonstrating repeated mains break (anecdotal advice is there may have been issues with the AC mains batch supplied)
- The 'Trunk Main Q' water main sections are subject to inundation and the renewal of these section will provide security during wet periods

It is planned to prepare a tender to establish a contract for the water mains renewal to be delivered over the 2023/24 to 24/25 Operational Plans.

BUDGETARY IMPLICATIONS

The project is currently funded.

ATTACHMENTS

Nil

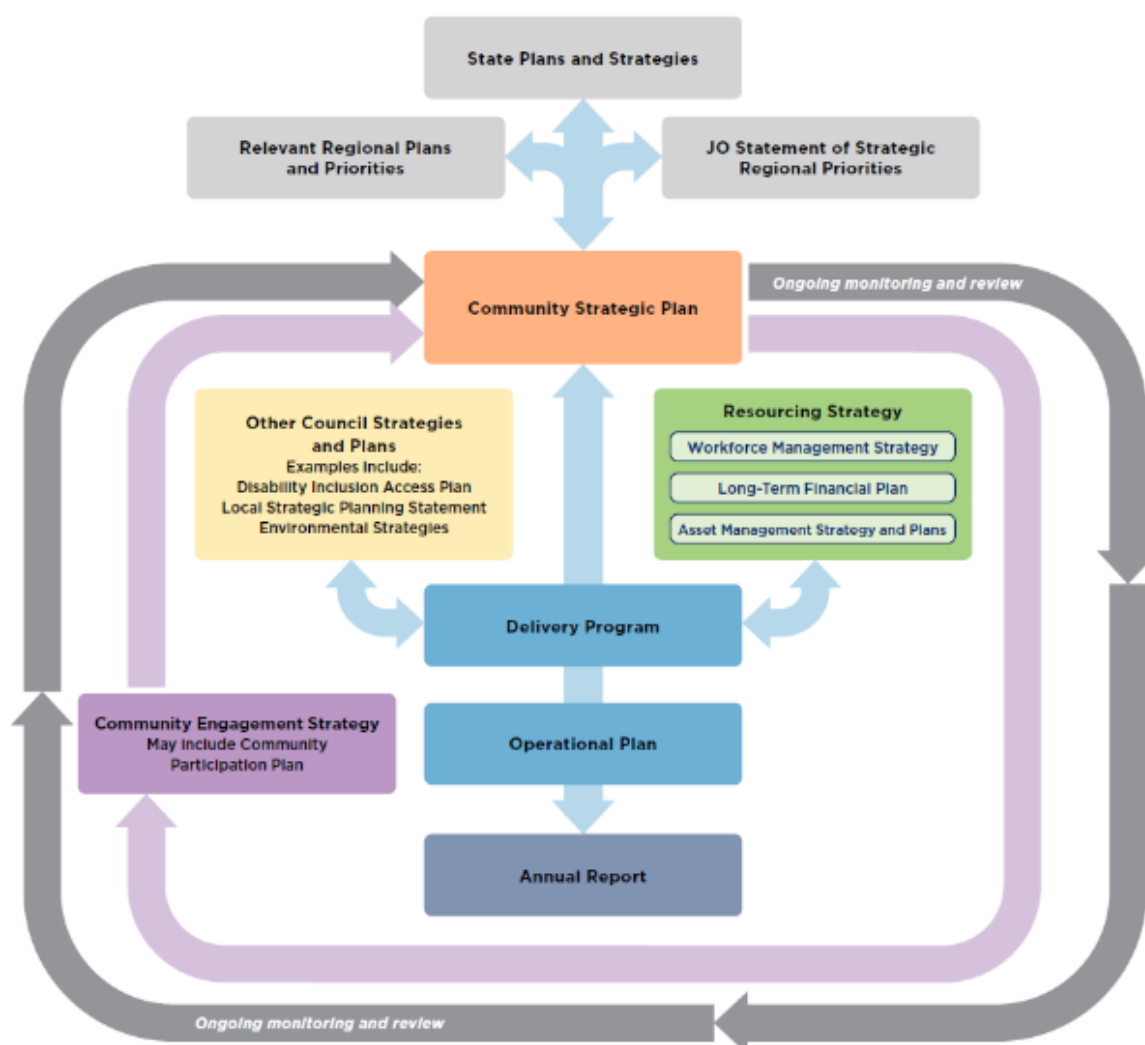
6.3 Asset Management Strategy

File Number: D23/1227

Author: Dirk Wymer, Director-Infrastructure & Operations

RECOMMENDATION**That Council adopt the Asset Management Strategy 2023/24 -2042/43.****INTRODUCTION**

Council's Asset Management Strategy and Asset Management Plans are part of the 'Resourcing Strategy' in the NSW Integrated Planning and Reporting framework. Infrastructure assets have a useful life well in excess of the ten-year term of the Long-Term Financial Plan adopted by Council. Asset Management Plans provide long term indicators that infrastructure assets are being managed sustainably.



At its meeting May 2023 Council adopted the '2021/22 - 2040/41 Asset Management Strategy'.

In the report Council was advised of the annual review timeframe:

- the draft ten-year Long-Term Financial Plan is adopted by Council in June of every year

- *‘Appendix C: 20 Year Financial Plan’ of the ‘Asset Management Strategy’ would be updated accordingly*
- *updating the financial plan (Appendix C) section also updates all the charts in the executive summary of the AMS and the other charts in the document*
- *Thus the AMS can be updated on an annual basis and presented to Council in July*

This report recommends adoption of the 2023/24-2042/43 Cowra Council ‘Asset Management Strategy’ which has been updated based on the adopted 2023/24 -2032/33 Long Term Financial Plan.

BACKGROUND

From the International Infrastructure Management Manual (IIMM): *The singular purpose of managing assets is to deliver a service. The goal of Asset Management is to meet a required level of service in the most cost-effective manner, through the management of assets for present and future customers.*

As stated in the IIMM, key elements of Asset Management are:

- a) Providing a defined level of service and monitoring performance
- b) Having a long-term financial plan that identifies required expenditure and how it will be funded
- c) Managing the impact of growth through demand management and infrastructure investment
- d) Taking a life cycle approach to developing cost-effective strategies for the long term meeting the defined level of service
- e) Identifying assessing and controlling risk

Council’s Asset Management Strategy (AMS) states:

Council will operate and maintain its assets to:

- a) Ensure that assets are maintained in a safe and functional condition.
- b) Ensure adequate provision is made for the long-term management of assets, the delivery of new assets and the renewal or upgrading of existing assets to meet service delivery objectives.
- c) Encourage and support the economic and social development in and around Cowra Shire.
- d) Ensure that Infrastructure is managed to deliver the requirements of Council’s Asset Management Policy and Community Strategic Plan.

The draft AMS address the key elements from the IIMM.

The draft AMS is prepared for ‘Infrastructure, Property, Plant and Equipment’ assets summarised in the Annual Statements of Council as follows:

C1-7 Infrastructure, property, plant and equipment

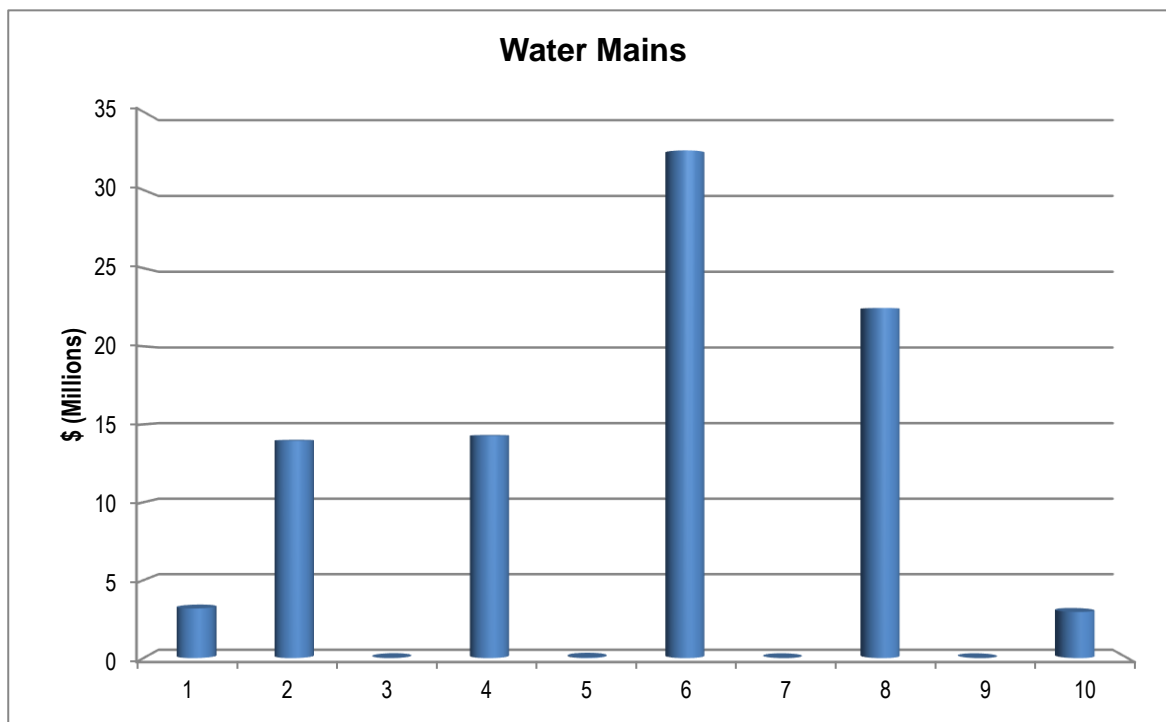
| By aggregated asset class | At 1 July 2021 | | | Asset movements during the reporting period | | | | | | | At 30 June 2022 | | |
|-------------------------------------------------------------------------|-----------------------|-----------------------------------------|---------------------|---------------------------------------------|-----------------------|-----------------------------|----------------------|---------------|---------------------------|----------------------------------------|-----------------------|-----------------------------------------|---------------------|
| | Gross carrying amount | Accumulated depreciation and impairment | Net carrying amount | Additions: renewals ¹ | Additions: new assets | Carrying value of disposals | Depreciation expense | WIP transfers | Adjustments and transfers | Revaluation increments to equity (ARR) | Gross carrying amount | Accumulated depreciation and impairment | Net carrying amount |
| \$ '000 | | | | | | | | | | | | | |
| Capital work in progress | 4,872 | – | 4,872 | 1,604 | 6,090 | – | – | (4,071) | – | – | 8,495 | – | 8,495 |
| Plant and equipment | 25,408 | (17,320) | 8,088 | – | 1,840 | (8) | (1,305) | 9 | – | – | 26,602 | (17,978) | 8,624 |
| Office equipment | 400 | (70) | 330 | 196 | 62 | – | (55) | 17 | – | – | 675 | (125) | 550 |
| Furniture and fittings | 55 | (47) | 8 | – | – | – | (4) | – | – | – | 55 | (51) | 4 |
| Land: | | | | | | | | | | | | | |
| – Operational land | 7,431 | – | 7,431 | – | – | – | – | – | – | 5,130 | 12,561 | – | 12,561 |
| – Community land | 16,413 | – | 16,413 | – | – | – | – | – | – | 5,835 | 22,248 | – | 22,248 |
| Infrastructure: | | | | | | | | | | | | | |
| – Buildings | 35,996 | (18,063) | 17,913 | 578 | 4,075 | – | (726) | 992 | – | 2,815 | 47,537 | (21,890) | 25,647 |
| – Roads | 137,449 | (37,457) | 99,992 | 4,181 | 406 | – | (1,424) | 1,081 | – | 10,281 | 157,454 | (42,937) | 114,517 |
| – Bridges | 26,722 | (5,180) | 21,542 | – | – | – | (144) | – | – | 2,232 | 29,509 | (5,879) | 23,630 |
| – Footpaths | 14,080 | (2,795) | 11,285 | 148 | 35 | – | (127) | 82 | – | 1,164 | 15,814 | (3,227) | 12,587 |
| – Other road assets | 2,506 | (687) | 1,819 | 21 | – | – | (51) | 450 | – | – | 2,978 | (739) | 2,239 |
| – Bulk earthworks (non-depreciable) | 289,732 | – | 289,732 | – | – | – | – | – | – | 30,219 | 319,951 | – | 319,951 |
| – Stormwater drainage | 36,922 | (11,018) | 25,904 | 10 | – | – | (277) | 96 | – | 1,717 | 39,502 | (12,052) | 27,450 |
| – Water supply network | 128,885 | (65,370) | 63,515 | 949 | 237 | – | (1,972) | 739 | – | 12,318 | 145,777 | (69,991) | 75,786 |
| – Sewerage network | 61,605 | (26,137) | 35,468 | 77 | 5 | – | (885) | 116 | – | 6,168 | 63,372 | (22,423) | 40,949 |
| – Swimming pools | 4,500 | (2,700) | 1,800 | – | – | – | (122) | – | – | 163 | 4,936 | (3,095) | 1,841 |
| – Other open space/recreational assets | 5,125 | (1,961) | 3,144 | 29 | 264 | – | (174) | 287 | 3 | – | 5,709 | (2,156) | 3,553 |
| – Aerodrome | 4,603 | (1,242) | 3,361 | – | – | – | (50) | 91 | – | 345 | 5,173 | (1,426) | 3,747 |
| Other assets: | | | | | | | | | | | | | |
| – Other | 9,043 | (3,222) | 5,821 | 30 | 23 | – | (316) | 111 | (3) | – | 9,204 | (3,538) | 5,666 |
| Reinstatement, rehabilitation and restoration assets (refer Note C3-5): | | | | | | | | | | | | | |
| – Quarry assets | 174 | (93) | 81 | – | – | – | (5) | – | – | – | 174 | (98) | 76 |
| Total Infrastructure, property, plant and equipment | 811,921 | (193,402) | 618,519 | 7,823 | 13,037 | (8) | (7,637) | – | – | 78,387 | 917,726 | (207,605) | 710,121 |

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

The AMS provides a summary for Council and the community of the Asset Management Plans for the individual asset classes identified above; and the impact of financial decisions made in the adopted Long-Term Financial Plan on the assets of Council.

Key performance indicators in the strategy include

- Figure 1.1 showing the anticipated rolling backlog over the next 10 years. This figure shows:
 - Water mains unfunded renewal / backlog commencing year 2029/30 (refer comments on Fig 5.2 below)
 - Sewer reticulation mains unfunded renewal / backlog commencing year 2029/30 (refer comments on Fig 5.2 below)
 - An increasing backlog in unfunded building renewal works; this backlog represents the difference between accounting standards related to asset depreciation and the physical management / renewal of building assets: average annual depreciation expense does not represent the annual renewal works required on the building assets
 - An increasing backlog in the transport assets class; this backlog is in the 'roads surface' component and demonstrates Council is currently underfunding bitumen resealing. Additional funding needs to be allocated to this asset renewal and may need to be allocated from the Federal grant funded Roads to Recovery Program in the future.
- Figure 1.2 showing operation and maintenance budget allocations and planned renewal / upgrade works over the next ten years:
 - Council total operation and maintenance expenditure remains relatively constant over the ten year period indicating the assumption that current levels of operations and maintenance expenditure meet the asset needs / customer level of service
 - Council total asset renewal expenditure remains relatively constant with a peak in 2030/31 being the Cowra Water Treatment Plant planned replacement
 - Council's upgrade expenditure has a peak in 2023/24 being the planned commencement of West Cowra sewerage
- Table 5.1 shows the target intervention levels for asset renewals
 - The 'sealed road surface' adopted financial useful life appears to be too long related to the technical life of a bitumen seal
- Figure 5.2 showing the 'Condition Rating' of Council's asset classes. In general, the condition is based on asset age as measured against asset assumed useful life. For example water mains:



| Condition rating | 1 | 2 | | 4 | | 6 | | 8 | | 10 |
|----------------------------------------------|----------|---------|--|---------|--|---------|--|---------|--|-----------------|
| Planned renewal year (average 100 year life) | Year 100 | Year 80 | | Year 60 | | Year 40 | | Year 20 | | Current backlog |
| Approx. value of renewals \$ | 2.5M | 14M | | 14M | | 33M | | 22M | | 2.5M |

- Both the water and sewer asset classes demonstrate a high value of assets at condition rating 6 to 8; equivalent to age-based renewals due in years 20 to 40. These high level of unfunded asset renewals lead to the asset backlogs shown in Figure 1.1
- Section 6 demonstrates that the category of expenditure referred to as Operational Costs is higher within the Water and Sewer funds; including purchase of chemicals, loan repayments, energy costs, and treatment plant operating expenses.
- Table 7.1 is an example of the ongoing development toward demonstrating planned levels of maintenance
- Figure 11.2 demonstrates that available income streams to Council are limited in the transport, buildings and parks and other asset classes.

BUDGETARY IMPLICATIONS

The AMS provides analysis of the Long Term Financial Plan impacts on Council's assets; however there is no direct budgetary implications.

ATTACHMENTS

- I. Asset Management Strategy [↓](#)

Asset Management Strategy (2023/24 – 2042/43)



Asset Management Strategy

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| Document Control | | | | | |
|------------------|------------|------------------------------------------------------------------------|--------|----------|------------|
| Rev No | Date | Revision Details | Author | Verifier | Approver |
| 0.5 | 04/11/2022 | Draft | Manel | | |
| 0.9 | 06/02/2023 | Update based on feedback from Director - Infrastructure and Operations | | | Dirk Wymer |
| 1.0 | 17/07/2023 | Final Draft for Exhibition | | | Council |
| | | | | | |

Asset Management Strategy

1. Executive Summary

As part of the preparation of this strategy a high level review of council's asset management policies, practices and systems has been completed to provide both strategic direction and guidance for improving asset management planning and performance. Cowra Council is responsible for infrastructure and other assets that have a fair value of approximately **775 million dollars**. Asset Management Plans have been developed for each of the six main categories of assets, which are transport, stormwater, building, parks, water and sewer control by the Council.

This strategy is presented at a high level to provide key information that can be used in the determination of levels of service and funding required. Table 1.1 provides a snapshot of the corporation's asset groups, twenty (20) year average costs, the funding gap between the available renewal budget and predicted renewal requirements and the projected backlog of works as at Years 1, 10 and 20. Figure 1.1 shows the rolling 10 year backlog for each asset category.

Table 1.1: Council's Asset Portfolio Overview (\$,000)

| Asset | Fair Value | Operation & Maintenance ¹ | Renewal ¹ | Upgrade & New ¹ | Funding Gap ¹ | Backlog Year 1 | Backlog Year 10 | Backlog Year 20 |
|------------------------|----------------|--------------------------------------|----------------------|----------------------------|--------------------------|----------------|-----------------|-----------------|
| Transport | 467,119 | 3,110 | 2,142 | 1,306 | 529 | 0 | 3,415 | 10,574 |
| Water | 144,890 | 11,835 | 2,534 | 490 | 403 | 895 | 4,626 | 8,061 |
| Sewer | 67,660 | 5,946 | 583 | 836 | 145 | 52 | 1,838 | 2,901 |
| Buildings | 42,621 | 2,529 | 46 | 75 | 319 | 0 | 2,797 | 6,382 |
| Parks and Other Assets | 15,463 | 5,559 | 112 | 337 | 154 | 1,653 | 1,706 | 3,076 |
| Drainage | 37,215 | 508 | 4 | 16 | 5 | 13 | 39 | 115 |
| Total | 774,968 | 29,487 | 5,421 | 3,060 | 1,555 | 2,613 | 14,421 | 31,109 |

Notes:

1. Budget Figures are the 20 year annual average amounts.

Figure 1.1: Anticipated Rolling Backlog over the next 10 years (\$, 000)

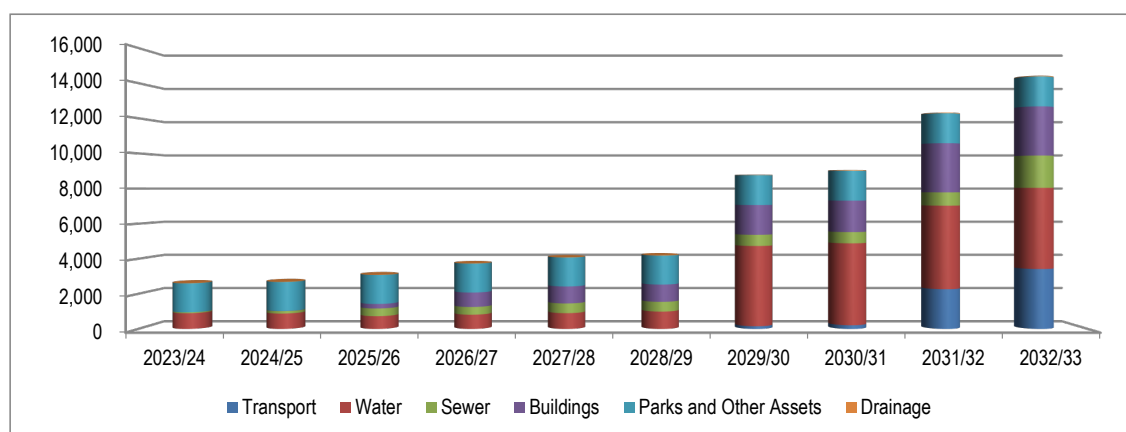


Table 1.1 highlights that depending on decisions regarding the condition at which assets are maintained or renewed that there is a Renewal Funding Gap for which future generations will become liable if remedial action is not taken. It needs to be stressed that we are considering long-term averages in this strategy and accordingly in some years the cost to renew will be higher and some years lower dependant on the number of assets that are due for renewal in that particular year.

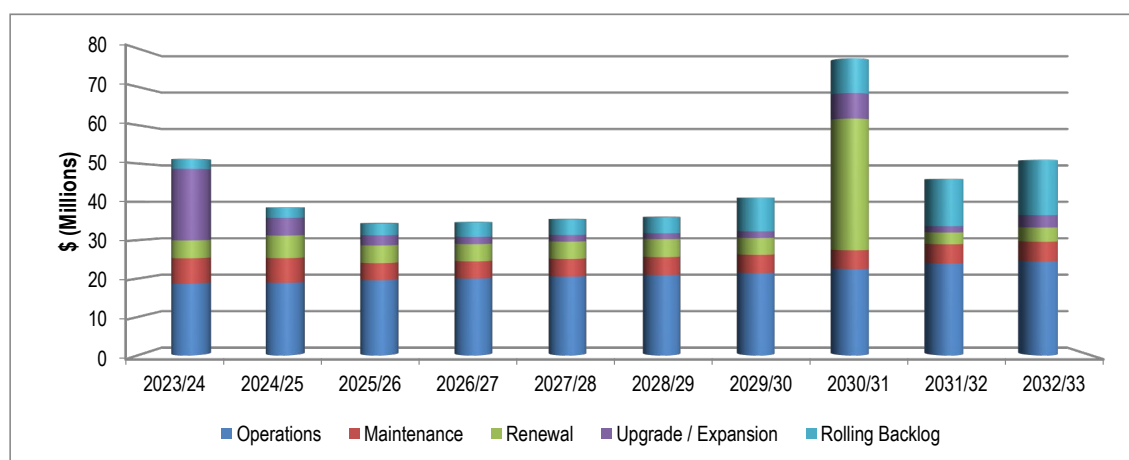
Asset Management Strategy

The backlog in renewals in the water assets in 29/30 and 30/31 reflects that the water mains reticulation assets were originally constructed at the same time and planned replacement based on age creates a large backlog of work.

The 20 year forecasts presented in this Asset Management Strategy (AMS) are based on the modelling undertaken and achieving the levels of service presented in the plan, and are intended to assist Council when considering future Community Strategic Plans, Delivery Programs and Operational Plans. If changes are made to the Long Term Financial Plan, those changes will be reflected in the next AMS and Asset Management Plans (AMPs).

Figure 1.2 provides an indication of the total annual expenditure for all asset categories in each of the major program areas together with the backlog that is expected in any one year based on the currently available funding.

Figure 1.2: Forecast Expenditure & Backlog over the next 10 years



A number of options are available to address the asset renewal funding gap including adjustment to service levels, extending asset life (i.e. changing the acceptable condition levels prior to renewal), obtaining increased grant funding, increases in rate revenue i.e. Special Rate Variation and borrowing strategies.

Levels of Service, Intervention Levels, Condition Rating and Useful Life

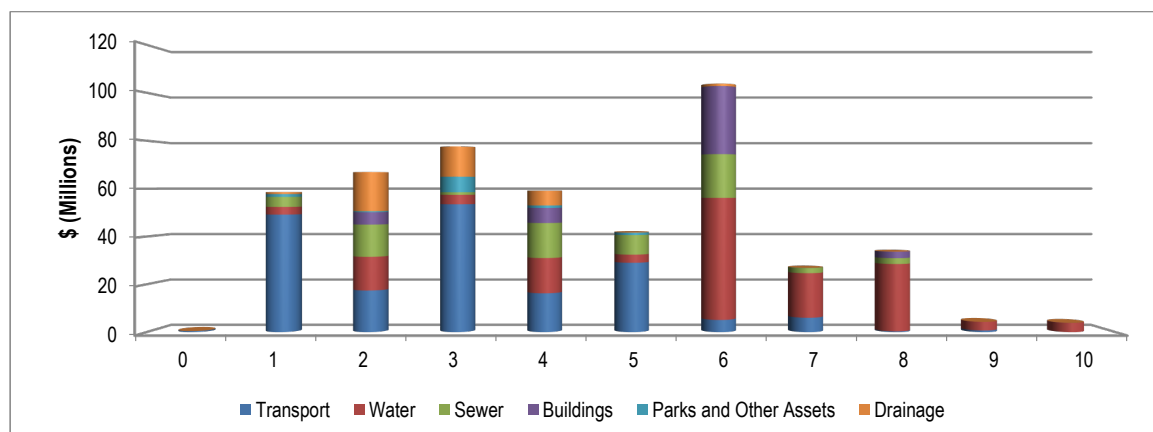
The determination of **Levels of Service (LOS)** is crucial in the calculation of the gap between required funds for asset service delivery and available budgets. The levels will be determined by defining the outcomes as agreed with the community, identifying the services required to meet those outcomes and the infrastructure required to support those services. Details on proposed LOS are contained within each of the six Asset Management Plans.

In order to allocate limited funds responsibly, renewal or rehabilitation of assets will only be undertaken once they reach a certain condition, referred to as the intervention level. Typically, assets will not be renewed until they are between a condition 6 and 9 depending on the utilisation, function and / or criticality of the asset. **Condition Rating** assessments on individual assets are undertaken on a regular basis depending on the component, its current age, previous condition and criticality.

The following graph presents a snapshot of the current condition of Councils assets based on the value of each asset component in each of 10 conditions ranging from 1 being near new to 10 as a completely failed component or asset. Note that this only includes the assets that have been condition rated and modelled in the 2023/24 Asset Management Plans.

Asset Management Strategy

Figure 1.3: Councils Asset Condition Profile Based on Replacement Value



The **Useful Life** of an asset is the period from when it is constructed until it reaches its defined intervention level. The modelling undertaken is based on this information which is a 'best estimate', with the actual life dependant on numerous factors that influence the rate of deterioration of the asset (e.g. construction methods, materials, weather, usage, and worker skill). Appendix A provides an example calculation of this.

Risk Management

Section 14 outlines the management of risk in delivery of assets to the community. Critical assets are identified in each AMP with those most critical listed in this Strategy.

Improvement Program

The process of managing assets is one of continually improving the knowledge Council has including maintaining up to date asset registers, condition ratings and the cost of work on the asset and the rate at which assets deteriorate and reach their intervention level.

To manage that process Council has undertaken a self-assessment against the National Asset Management Assessment Framework (NAMAF), which assisted in developing a plan of action to improve Council's Asset Management knowledge, practices and benchmark performance. The benchmarking information has been taken from data made available on a number of Council's that have completed an assessment.

Asset Management Strategy

2. Strategic Framework

Cowra Shire Council developed a comprehensive community engagement strategy to ensure a broad range of opinions; ideas and visions were captured to help shape the Cowra Shire Council Community Strategic Plan. From this Plan a number of key outcomes are supported by the effective management of Assets including:

- Develop an integrated transport system that addresses local and regional needs in relation to road, rail and air.
- Provide water, sewerage, storm water, innovative energy and communication services to meet community needs.
- Secure Cowra's water supply.

To assist in delivering these outcomes, Council will operate and maintain its assets to:

1. Ensure adequate provision is made for the long-term management of assets, the delivery of new assets and the renewal or upgrading of existing assets to meet service delivery objectives.
2. Ensure that assets are maintained in a safe and functional condition.
3. To encourage and support the economic and social development in and around Cowra Shire.
4. Ensure that Infrastructure is managed to deliver the requirements of Council's Asset Management Policy and Community Strategic Plan.

We will achieve these objectives by:

- Maximising the service potential of existing assets by ensuring that they are appropriately used and maintained
- Identifying opportunities to reduce demand for new / upgraded assets by implementing demand management techniques and considering alternative service delivery options
- Increasing value for money in the identification and delivery of new works by considering life cycle costing and / or alternative construction techniques
- Focusing attention on results by clearly assigning responsibility, accountability and reporting requirements in relation to asset management.

The key principles guiding the development of Council's Asset Management Strategy are:

- Sound information and systems are needed to inform decision making;
- Comprehensive asset management planning is required to ensure decisions are based on an evaluation of alternatives that take into account life cycle costs, benefits and risks of assets;
- The Community will be informed and have an opportunity to have involvement in establishing level of service standards based on a willingness to pay;
- Responsibility for asset management, including accountability and reporting requirements, is clearly established, communicated and implemented;
- An effective policy framework is established for the strategic management of assets.

To assist in the delivery of the objectives in this plan, a number of key documents & systems have been prepared and should be referred to in considering the findings presented:

Asset Management Strategy**Table 2.1: Where can I find additional information?**

| Document / System | Content |
|-----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| Community Strategic Plan | Outcomes and Strategies identified by the community and includes the delivery, operational plan, annual report and resourcing strategy |
| Council Asset Policy | How we manage assets |
| Asset Management Plans | Detailed analysis for each asset portfolio including Transport, Buildings, Water, Sewer, Stormwater, and Parks & other assets. |
| International Infrastructure management Manual (IIMM) | Procedures and Processes that guide the management of assets |
| Condition Assessment Manual (Currently under development) | Details on the process of assessing condition, including photographic examples of various conditions |
| ASSETIC Asset Management System (AM) | Electronic system that contains the asset register, condition ratings and used to model future renewals |

The Strategy will be influenced by the following factors:

1. The increasing community expectations for a higher quality of service to be provided by Council.
2. An increasing focus on lifestyle and environmental issues.
3. The combination of ageing asset stock and increased community expectations will make risk management an increasingly important asset management activity.
4. The trend for the cost of materials, labour, and risk management will continue to be much greater than CPI in the short to medium term due to:
 - a) The cost of materials due to a range of factors - increasing: production, wages, cartage, insurances, quality assurance and other ancillary costs.
 - b) Escalations in the price of petroleum products will continue to have a significant impact because of the high proportion of the budget allocated to maintaining the road network, an area highly sensitive to the price of oil;
 - c) The continuing increased cost of risk management processes and public liability insurance;
 - d) The increased cost of occupational health and safety regulation and superannuation contributions.
5. The impact weather patterns have upon the pace of deterioration.
6. The ageing of infrastructure will require renewal at some time in the future if service levels are to be maintained.
7. Council's 2023/33 Financial Statements indicate that the Cowra Shire Council is in a sound financial position, however further work will need to be undertaken to ensure that Council is able to meet the 'Fit for the Future' ratio's around required asset renewal and asset maintenance expenditures.

To effectively manage the long term financial impact of new assets developed as the Shire grows, an increase in maintenance, operational and renewal costs will be factored into the plan.

Asset Management Strategy

3. Services Provided

Council recognises the importance of asset management planning. The preparation of this Asset Management Strategy is another step in providing guidance to Council on improving its asset management systems and practices.

The establishment of a classification system for asset groups will be included in each asset management plan (AMP) to ensure the efficient allocation of resources to maintain levels of service appropriate to their function. These classifications will be developed within each AMP specifically based on functionality, utilisation, and community requirements.

The infrastructure assets managed by Council are detailed in Table 3.1, noting that the building fair values for parks, water and sewer are contained within those asset categories.

Table 3.1: Council Asset Portfolio (\$,000)?

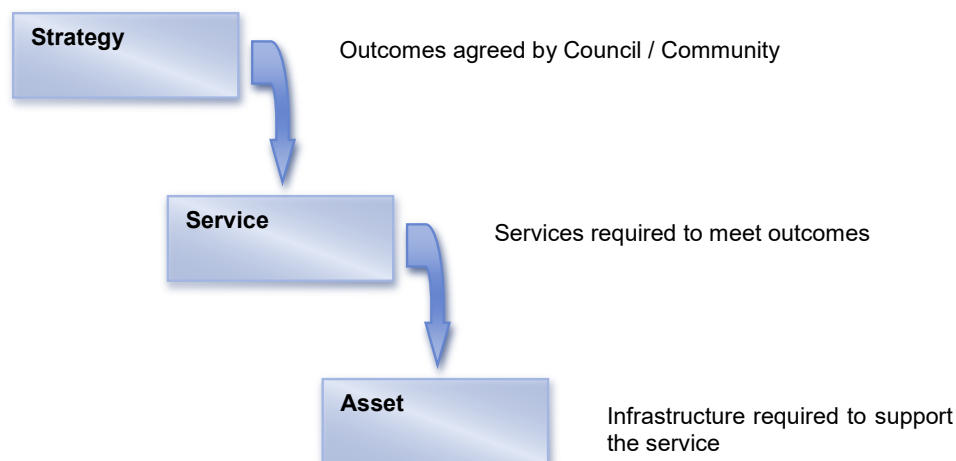
| Asset Category | Component | Dimension / Scale | Fair Value (\$,000) |
|----------------|-------------------------------------------------------------------------------------------------------------------|-----------------------------------|---------------------|
| Transport | Roads | 1292 Km | 98,935 |
| | Road Formation | 1292 Km | 289,205 |
| | Kerb & Gutter | 145 km | 19,610 |
| | Pathways | 44 km | 14,433 |
| | Bridges | 1.5 km | 26,372 |
| | Culverts | 18 km | 18,564 |
| Drainage | Drains | 49 km | 27,403 |
| | Pits | 1867 Nos | 9,813 |
| Parks | Parks & Other Assets (Infrastructures/ Structures/ Furniture/ Equipment/ Lighting/ Electrical/Irrigation Control) | N/A | 15,463 |
| Buildings | Buildings | 166 Nos | 42,621 |
| Water | Mains | 519 km | 89,341 |
| | Pumps | 59 Nos | 3,138 |
| | Pump stations (RTU/ Structure/ Pipe work/ Mechanical/ Valves/ Installs/ Switchboard) | NA | 7,953 |
| | Reservoirs | 152 Nos | 21,355 |
| | Treatment Systems | Electrical/Mechanical/Civil Works | 23,104 |
| Sewer | Mains | 107 km | 34,730 |
| | Manholes | 1709 Nos | 4,255 |
| | Pumps | 16 Nos | 354 |
| | Pump stations (RTU/ Installs/ Switchboard/ Wet well/ Mechanical/ Pipework) | NA | 2,781 |
| | Treatment Systems | Electrical/Mechanical/Civil Works | 25,540 |
| Total | | | 774,968 |

Asset Management Strategy

4. Levels of Service

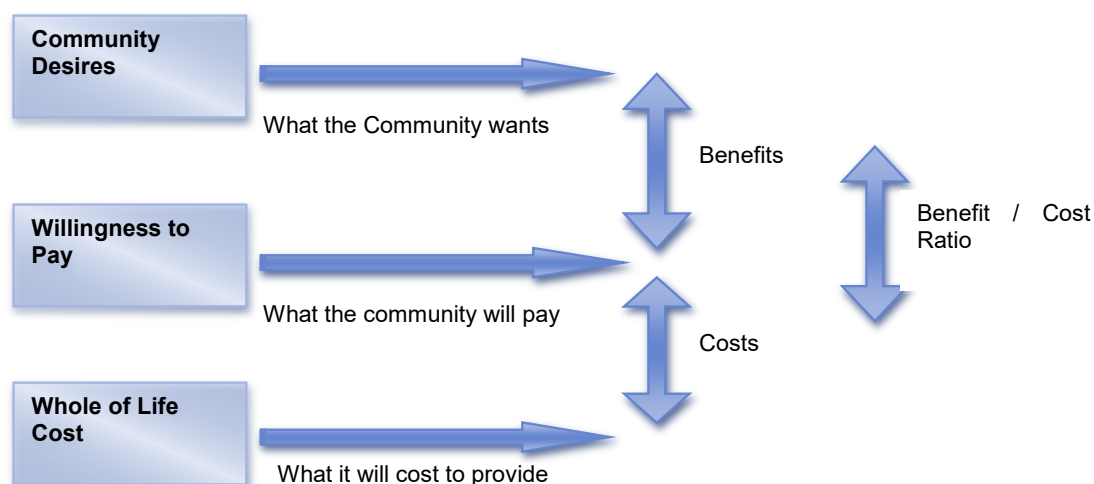
One of the basic tenets of sound asset management practice is to provide the level of service the current and future community want and are prepared to pay for, in the most cost-effective way. The final determination of service levels will be undertaken in conjunction with the community as the Superior Asset Management Project progresses. This will enable Council to make informed decisions on the allocation of community resources in accordance with community priorities and willingness to pay.

Figure 4.1 – How do we develop Level of Service?



The level of service and the cost to deliver services at that level is an essential component in strategic asset management planning. Council must know the true cost of service delivery, priorities placed by the community on infrastructure, the service levels that are desired by the community and at what level they are willing to pay.

Figure 4.2 – How can we determine a sustainable level of service?



As work on developing acceptable levels of service are underway, for the development of each Asset Management Plan, historical defined levels of service will be identified together with options to increase or

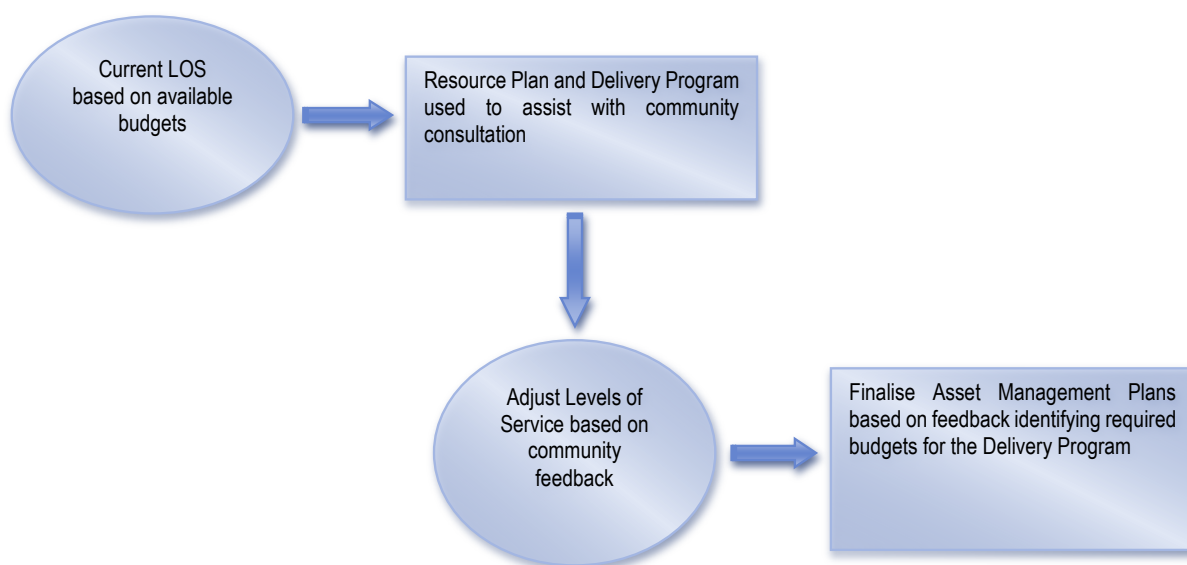
Asset Management Strategy

decrease these levels and the cost savings / increases associated with those options. This will provide an excellent starting point for the consultation required as indicative costs for various service levels will be available.

Council will continue to develop service levels in the future revisions of each Asset Management Plan and link these service levels to the Delivery Program. This will provide the link between service levels and costs of service delivery, providing a tool for community consultation on these levels to enable Council to make decisions on service levels and costs in setting budgets and rate levels.

To assist in this process, consideration of life cycle costing and funding models is required to better inform Council and the Community.

Figure 4.3 – How do Levels of Service influence the Delivery Program?



Two primary types of level of service are defined in the AMP's:

- Community LOS – relates to how the community receives the service in terms of safety, quality, quantity, reliability responsiveness, cost efficiency and legislative compliance; and
- Technical LOS – are the technical measures of performance developed to ensure the minimum community levels of service are met.

Asset Management Strategy

5. Condition of Council's Assets

Council is developing a Condition Assessment Manual that details the frequency of inspection and condition rating to be used for all assets. This data is recorded in the Council Asset Management Systems and used to predict the timing of renewal / maintenance requirements in the Long Term Financial Plan.

Assets are rated on a 1 (Near New) to 10 (Completely Failed) scale consistent with the advanced asset management practices as outlined in the Institute of Public Works and Engineering Australia (IPWEA) International Infrastructure Management Manual. Details on how Council assesses condition and further information on the rating scale will be included in the Condition Assessment Manual.

The intent of Council is not to undertake renewal on an asset until it reaches its 'Intervention Level', that is the condition at which the community has determined renewal is required based on the LOS analysis. Typically, assets will be renewed between condition 6 & 9 which ranges from fair/poor to very poor depending on their classification. Details of the intervention level and useful lives will be contained within each of the AMP's, a sample from each is presented in table 5.1 below.

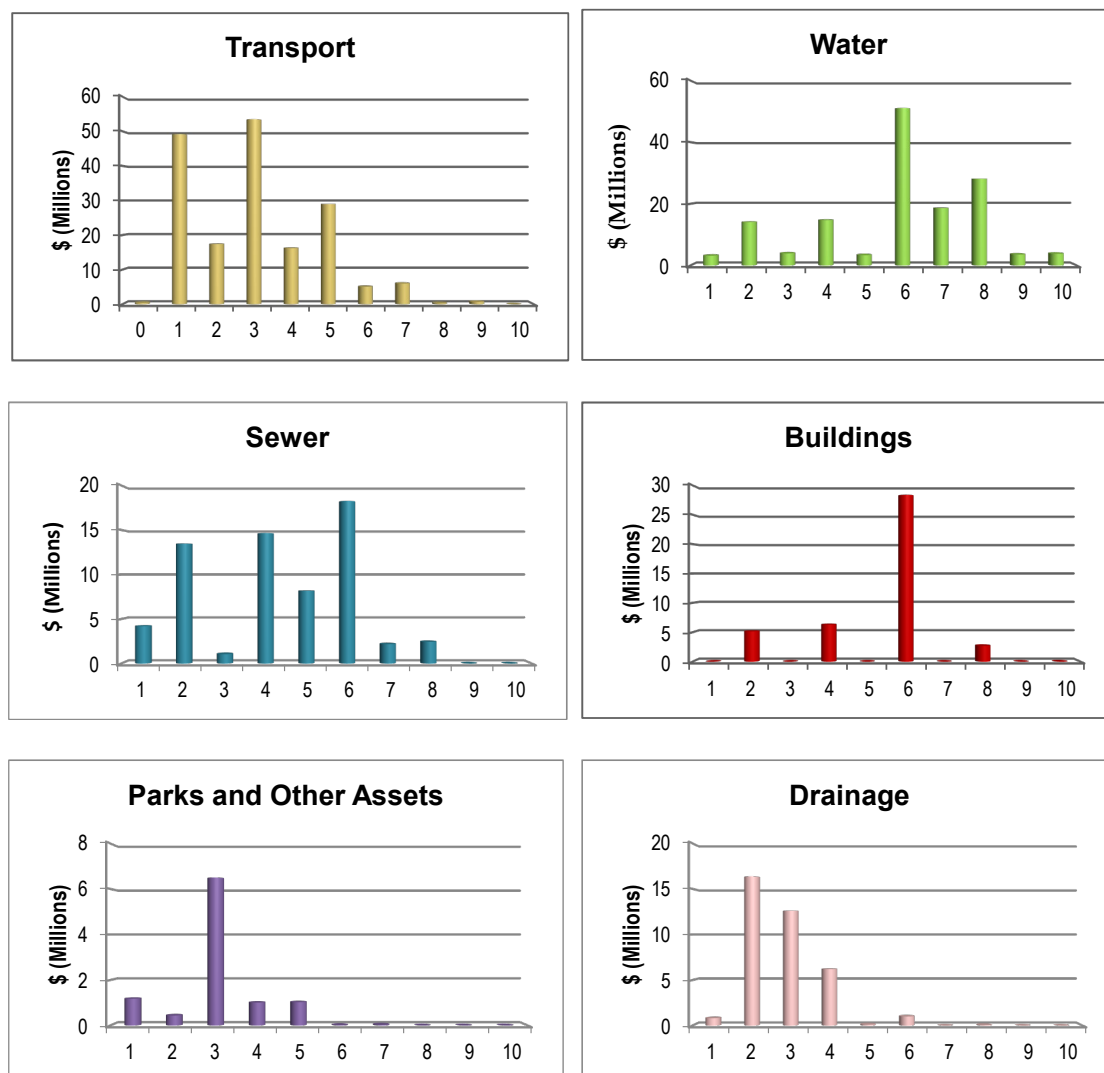
Table 5.1: What are Council's Intervention Levels to Renew an Asset?

| Component | Class | Intervention Level | Useful Life |
|----------------------------------|------------------------------------------|--------------------|-------------|
| Sealed Road Surface | Urban, Rural, Village | 6/8 | 18 |
| Sealed Road Surface | Regional | 6/8 | 20 |
| Sealed Road Pavements | Urban, Rural, Village, Regional | 7/8 | 100 |
| Unsealed Road Pavements | Urban, Rural, Village, Regional | 7/8 | 20 |
| Bridges | All | 7/8 | 100 |
| Culverts | All | 8 | 75 |
| Kerb & Gutter, Footpaths | All | 8 | 70 |
| Water Mains | AAA | 6 | 80 |
| Water Mains | AA | 7 | 100 |
| Sewer Mains | (300mm, 225mm, 150mm, 100mm, 90mm, 50mm) | 6/9 | 90 |
| Sewer Pump Stations | All | 6/9 | 50 |
| Sewer Pumps | All | 6/9 | 15 |
| Sewer Treatment Systems | All | 6/9 | 70 |
| Bus Shelters | | 6/8 | 35 |
| Irrigation Control | | 7/8 | 30 |
| Open Space Furniture, Electrical | | 6/8 | 25 |
| Drain pits | 900 dia | 8/9 | 118 |
| Pits | | 8/9 | 131 |
| Building | | 6/8 | 100 |
| Buildings Plant and Equipment | | 6/8 | 100 |

Each asset's condition is maintained in the Asset Register and the graphs below details the condition profile.

Asset Management Strategy

Figure 5.2: What Condition Are Council's Assets in?



Asset Management Strategy

6. Operations

Operational activities are those regular activities that are required to continuously provide the service including asset inspection, electricity costs, fuel and overheads. Inspections are an important operational activity and details of some of those undertaken are provided below, further information is available in each AMP.

Table 6.1: When do we undertake Inspections?

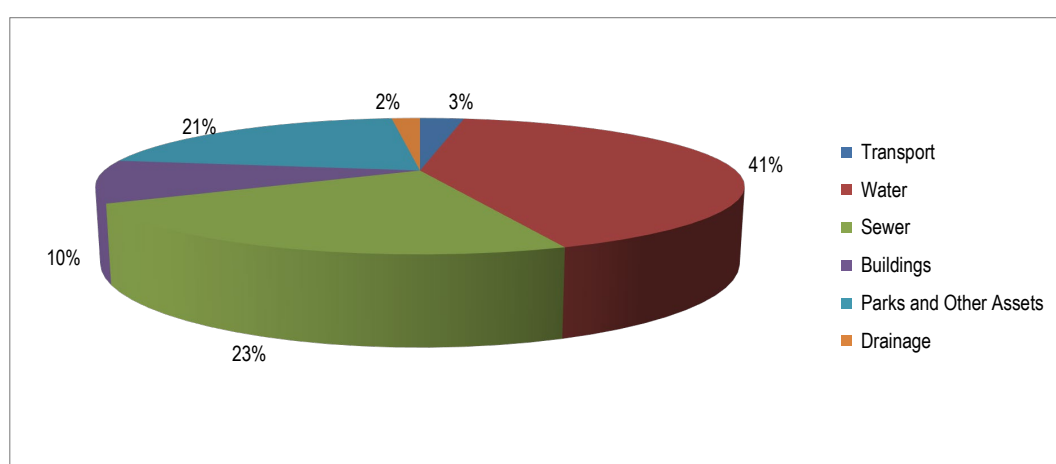
| Inspection | Frequency |
|------------------------------------------------|---------------------|
| Transport (sealed roads) | Monthly |
| Water – Condition of above ground assets | Yearly and Reactive |
| Sewer – Condition of above ground assets | Yearly and Reactive |
| Parks – Condition assessments | Annually |
| Buildings – safety for medium / high buildings | Monthly |
| Drainage GPT's | Twice a year |

The expenditure on operational costs in each asset group are detailed in table 6.2 and graphed below in Figure 6.1.

Table 6.2: What are Council's Annual Average Operational Costs (\$,000)?

| Item | Budget (\$,000) |
|------------------------|-----------------|
| Transport | 656 |
| Water | 9,937 |
| Sewer | 5,586 |
| Buildings | 2,423 |
| Parks and Other Assets | 4,974 |
| Drainage | 424 |
| Total | 23,999 |

Figure 6.1: What is the breakup of Council's Operational Costs?



Asset Management Strategy

7. Maintenance

Routine maintenance is the regular on-going work that is necessary to keep assets operating to ensure they reach their useful life. It includes work on an asset where a portion may fail and need immediate repair to make it operational again. It may be either planned where works are programmed in or cyclic in nature or reactive in response to storm damage, vandalism etc.

Maintenance is either planned or reactive, defined as:

- Reactive maintenance – unplanned repair work carried out in response to service requests.
- Planned maintenance – repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Maintenance expenditure levels are adequate to meet required service levels. Future revision of this strategy will include linking required maintenance expenditures with required service levels in the Community Strategic Plan. The level of service and standards of care for maintenance is carried out in accordance with details in each AMP. Example maintenance activities are outlined in table 7.1.

Table 7.1: Examples of Maintenance Activities and the frequency we undertake them are?

| Asset Group | Activity | Class | Frequency |
|------------------|---------------------|-----------|----------------------|
| Transport | Maintenance Grading | Collector | Routinely |
| Water | Mains flushing | All | When Required |
| Sewer | Pump Stations | All | Annually as required |
| Parks & Landcare | BBQ Repairs | Regional | Biannually |
| Buildings | Fire Systems | A | 3 Monthly |
| Drainage | Cleaning of pipes | All | As required |

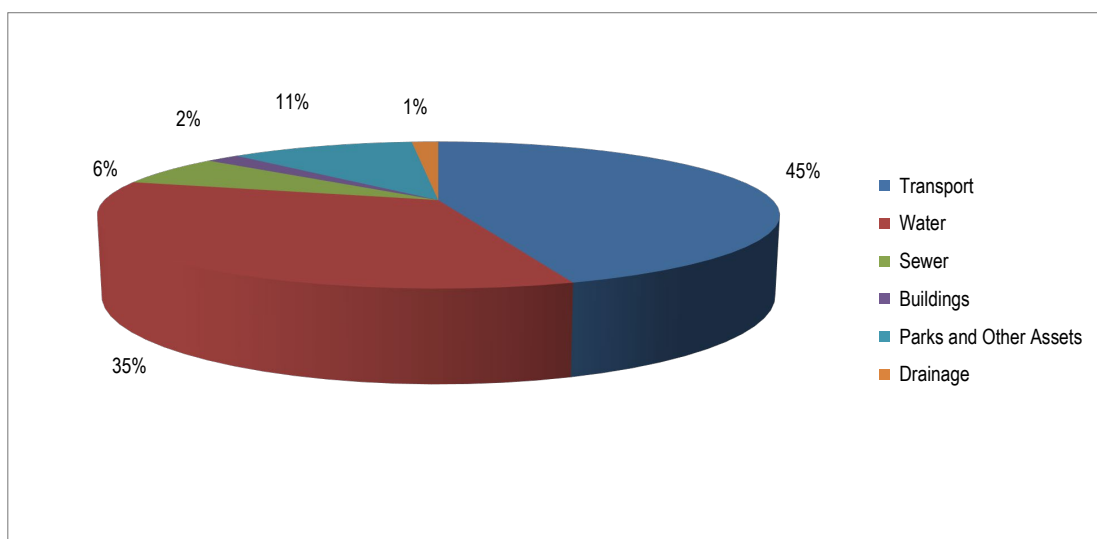
Adjusting Levels of Service

Council can adjust the level of service and reduce the cost of providing the service by either reducing the time to respond to maintenance requests (e.g. only undertaking work during business hours), or by reducing the frequency of maintenance activities (e.g. grading roads on a less frequent basis). Conversely increasing the frequency of maintenance activities will increase the cost of providing the service.

The proposed maintenance programs are detailed in each AMP, with the average annual costs detailed below:

Table 7.2: What are Council's Average Annual Maintenance Costs (\$,000)?

| Item | Budget (\$,000) |
|------------------------|-----------------|
| Transport | 2,454 |
| Water | 1,898 |
| Sewer | 360 |
| Buildings | 107 |
| Parks and Other Assets | 585 |
| Drainage | 84 |
| Total | 5,487 |

Asset Management Strategy**Figure 7.1: What is the breakup of Council's Maintenance Costs?**

Asset Management Strategy

8. Capital Renewal / Rehabilitation

Renewal or rehabilitation includes work on an existing asset to replace or rehabilitate it to a condition that restores the capability of the asset back to that which it had originally. The intervention level and estimated useful lives are contained in Table 5.1.

Renewal will be undertaken using 'low-cost' renewal methods where practical. The aim of 'low-cost' renewals is to restore the service potential or future economic benefits of the asset by renewing the assets at a cost less than the full replacement cost.

This Asset Strategy contains an analysis based on broad assumptions and best available knowledge to date. Modelling is not an exact science, so we deal with long term averages across the entire asset stock. Work will continue on improving the quality of Council's asset registers and systems to increase the accuracy of Council's renewal models.

Assets requiring renewal will be generally identified from estimates of remaining life and condition assessments obtained from the asset register and models. Asset renewal proposals will be inspected to verify the accuracy of the remaining life estimate and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds, and then scheduled in future works programmes.

Details of planned renewal activities proposed over the next 4 years are contained in each Asset Management Plan. The first year of the program will be considered in the development of the next Operational Plan and the remaining 3 years of work will be assessed each year to confirm that the asset has reached its intervention level prior to the work being scheduled.

The costs presented in table 8.1 identify the required level of funding to maintain the asset to what is considered an appropriate standard and the funding available. The required funding in that table is based on the intervention levels specified in Section 5.

For this strategy, an analysis has been undertaken to determine assets that are already at or above intervention level that are not able to be funded in the next Operational Plan. This work is quantified in the 'Backlog' column, with the estimated backlog after 10 years also identified.

Table 8.1: Renewal Costs, Backlog and Gap (20 year average)

| Activity | Budget | Required | Gap | Backlog Year 1 | Backlog Year 10 | Backlog Year 20 |
|------------------------|--------------|--------------|--------------|----------------|-----------------|-----------------|
| Transport | 2,142 | 2,671 | 529 | 0 | 3,415 | 10,574 |
| Water | 2,534 | 2,937 | 403 | 895 | 4,626 | 8,061 |
| Sewer | 582 | 727 | 145 | 52 | 1,838 | 2,901 |
| Buildings | 46 | 365 | 319 | 0 | 2,797 | 6,382 |
| Parks and Other Assets | 112 | 266 | 154 | 1,653 | 1,706 | 3,076 |
| Drainage | 4 | 9 | 5 | 13 | 39 | 115 |
| Total | 5,421 | 6,975 | 1,555 | 2,613 | 14,421 | 31,109 |

It is clear from the initial analysis of each asset class that a gap in funding may exist depending on the condition at which renewal occurs. A number of options are available to manage this gap, including:

- Improving knowledge of the condition of assets and their remaining life, thereby deferring renewal as late as possible;
- Improving maintenance to extend the life of assets and defer projected renewal;
- Improving efficiency and introducing innovative practices for carrying out maintenance and renewal works;
- Using lower cost renewal / rehabilitation methods;
- Rationalising (disposing of unnecessary assets);
- Lowering service levels;
- Increasing funding; and / or a
- Combinations of each option.

Asset Management Strategy

Asset Management Plans for each asset class consider these options in the analysis of service levels and the gap analysis.

It should also be recognised that the acquisition of additional assets (expansion and upgrade) will add to the funding gap for projected renewal and to annual operating and maintenance costs.

Figure 8.1: What will we spend over the next 10 years on Renewal?

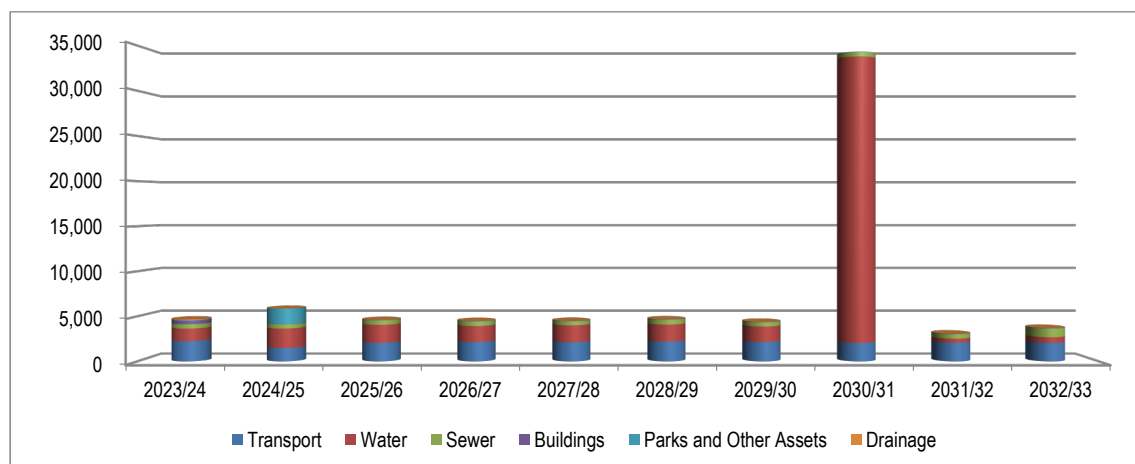


Figure 8.1 indicates that, based on current projections, Council will spend approximately \$ 5.4 million per annum on renewals across the 6 major asset groups. The table 8.1 indicate that in any year the value of work exceeding the intervention levels set in the Asset Plans will be \$ 1.6 million. The backlog in year 1 will be \$ 2.6 million and it will be 14.4 million in year 10. If an additional \$ 1.6 million per year was spent on renewals, then at the end of this 20 year period there would be no backlog of renewal works outstanding.

Lifecycle costs

The lifecycle costs are determined based on the total cost of ownership of each asset including operations, maintenance, renewal and disposal costs. The average annualised lifecycle costs for a number of components is presented in each of the individual Asset Management Plans.

Asset Management Strategy

9. Capital Upgrades & New Assets

Upgrades enhance an existing asset to provide a higher level of service, for example widening an existing road seal. New assets are those created to meet an additional service level requirement or increase the size of a network, for example, new subdivisions, or extension of the stormwater drainage network.

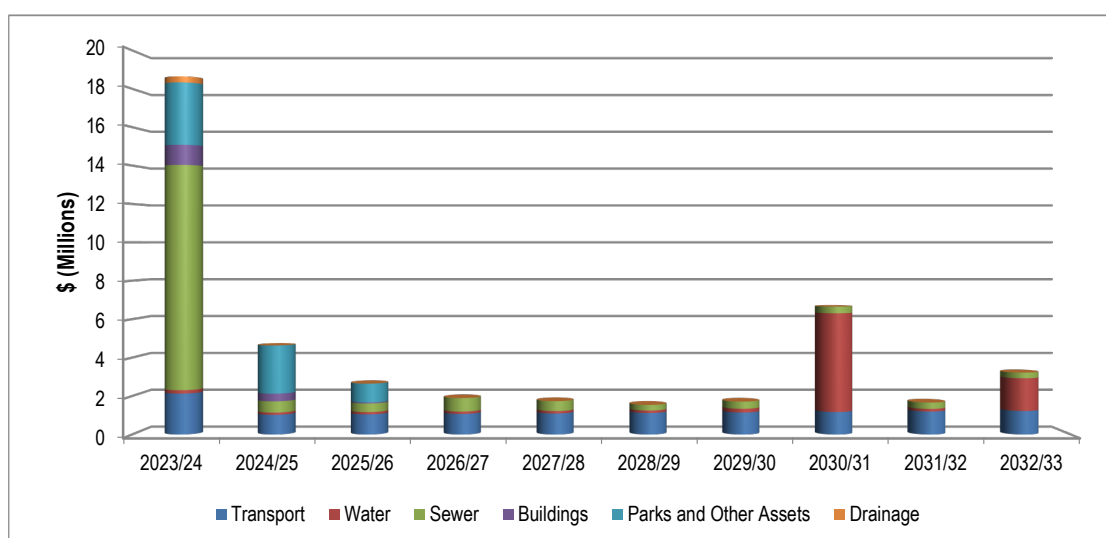
Capital upgrade and expansion expenditure adds to future liabilities. These works commit Council to fund ongoing budget liabilities for operations, maintenance, depreciation and finance costs (where applicable) for the life of the asset. They are discretionary expenditure, which increases future operating and maintenance costs because it increases Council's asset base, but may be associated with additional revenue from the new user group.

The requirements for new assets may result from growth, social or environmental needs. The impact from growth is included and will be further developed in the next suite of Asset Plans and this Strategy.

Upgrades or new assets may be funded at least in part through Developer Contributions in the form of a Section 64 or 94 Contribution, a Voluntary Planning Agreement, or as part of a subdivision development.

New assets and upgrade/expansion of existing assets are identified from various sources such as council or community requests, proposals identified by strategic plans or partnerships with other organisations. Project proposals are assessed to verify need and to develop a preliminary lifecycle cost estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes.

Figure 9.1: What will we spend over the next 10 years on Upgraded or New Assets?



The identified larger budget / non-recurrent asset upgrades shown in Figure 9 in year 2023/24 are described in Table 9.1 below

Asset Management Strategy

Table 9.1: Top Proposed Project in each asset group over the next 20 years (\$)

| Asset Group | Project | Year(s) | Estimated Cost |
|------------------|-------------------------------------------------------|---------|-----------------|
| Transport | Annual Culverts and Roads to Recovery program | 1 | Approx. \$ 1.2M |
| Water | New Meter Installations | 20 | \$ 3M |
| Sewer | West Cowra Sewer Reticulation | 1 | \$ 11M |
| Buildings | No Major works proposed | | |
| Parks & Landcare | Swimming Pool, Splashpad and Plant Room Redevelopment | 3 | \$6.7M |

10. Disposal Plan

Disposal is any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. Assets with a condition rating of 9 (poor condition), where Council has received no contact through the Customer Request System indicating that the community don't require the asset (as they have raised concerns or complaints about the asset condition) may be considered to be a redundant asset or not utilised and therefore decommissioned and disposed unless it is considered critical infrastructure.

Prior to consideration of any proposed disposal a detailed report will be presented to Council.

Table 10.1: What assets are we planning to dispose of?

| Asset | Reason | Year | Cost |
|----------------------------------------------------------------------------|--------|------|------|
| No redundant assets requiring decommissioning and disposal are anticipated | N/A | N/A | N/A |

11. Financial Plan

As part of its funding strategy, Council has the option to supplement any or all of the current or new Asset proposals that come into consideration for construction with borrowings. This strategy is heavily influenced by the monitoring of Councils Debt Service Ratio. The debt service ratio is a measure of the degree to which revenues are committed to servicing debt. The purpose of the ratio is to assess the impact of loan principal and interest repayments on the discretionary revenue of the Council. Council's long term target is to maintain a ratio of less than 10%.

A summary of the income and expenditure over the next 20 years is included in Appendix C. It is important to recognise that the forecasts developed in each AMP and therefore this Strategy are based on delivering the levels of service identified in each Plan. This information will be used to assist in the development of the overall Council Long Term Financial Plan that is adopted with the Community Strategic Plan, Delivery Program and Operational Plan.

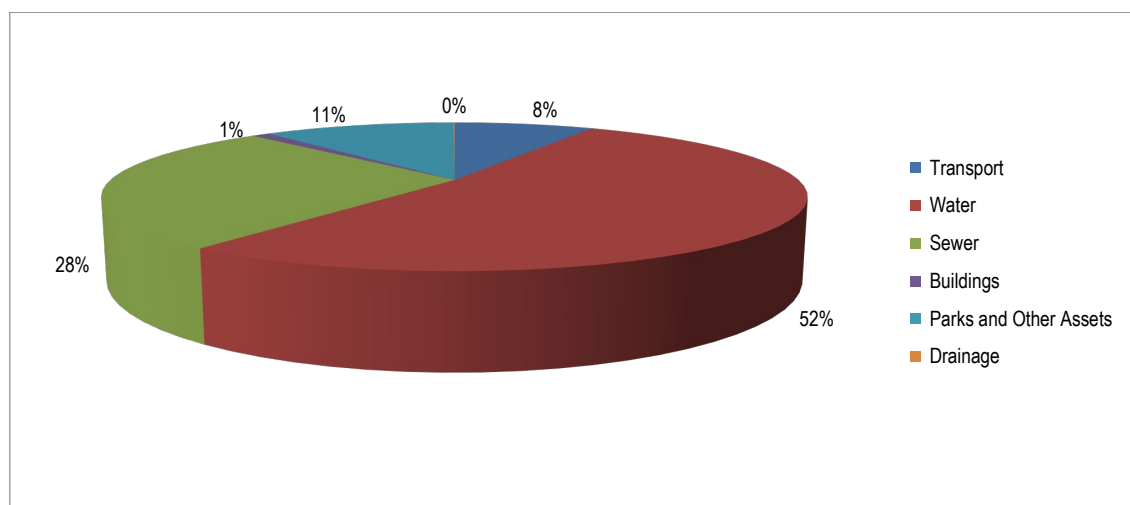
Any changes made to the overall Long Term Financial Plan adopted by Council will be reflected in the next Asset Management Strategy and AMP's. Funding for management of assets can come from a variety of sources as detailed in the table below.

Asset Management Strategy**Table 11.1: Where does Council's Funding and Income come from (\$,000)?**

| Item | | Income sources | Income |
|------------------------|--|--------------------------------|---------------|
| Transport | | Grant | 1,674 |
| | | Traffic Route Lighting Subsidy | 66 |
| | | Other Income | 172 |
| | | Contribution | 1 |
| | | | 1,914 |
| Water | | Fees and Charges | 10,322 |
| | | Grants | 750 |
| | | Loan Funding | 1,000 |
| | | Tr. From General Fund (S.611) | 31 |
| | | Other Income | 548 |
| | | | 12,650 |
| Sewer | | Access Charges | 4,518 |
| | | Service Charges | 1,248 |
| | | Other Fees and Charges | 191 |
| | | Contributions | 85 |
| | | Loan Funding | 553 |
| | | Other Income | 75 |
| | | | 6,671 |
| Buildings | | Rent and Fees | 137 |
| | | Grant/Funding | 13 |
| | | Loan - Funding | 65 |
| | | RFS - Reimbursement | 31 |
| | | | 246 |
| Parks and Other Assets | | Grant/Funding | 149 |
| | | Fees | 2,030 |
| | | Loan Funding | 167 |
| | | Other Income | 283 |
| | | | 2,630 |
| Drainage | | Loan Funding | 18 |
| | | | 18 |
| Total | | | 24,128 |

Asset Management Strategy

Figure 11.1: What is the breakup of Council's income streams?



12. Key Performance Measures

AMPs document the linkage between levels of service and life cycle costs. Performance Levels are target Levels of Service. The performance measures for Council services typically are:

- Community safety and accessibility of the built environment - including reductions in road pavement roughness, and increases in accessibility including maintaining and extending network of sealed roads, footpaths, and bridges;
- Accessibility of footpaths, and levels of street lighting;
- Environmental amenity - including the cleaning of stormwater drainage pits, water quality works, public transport and bicycle way enhancements.

To monitor these performance standards, the following asset knowledge needs to be assembled:

- Demand projections and forecasts;
- A description of the current asset portfolio;
- A broad description of the management activities (operations & maintenance, renewals, capital works and asset disposals) required to deliver the defined service levels;
- Identification of strategies and actions required to ensure service sustainability, including resources and timeframes;
- A cash-flow forecast outlining the asset related expenditure required over the term of the plan;
- Compliance and risk strategies and costs.

As part of identifying the best value mix of service, there needs to be a clearly understood link between the economic, social and environmental prosperity for the community and the asset stock needed and revenues needed to deliver these objectives.

This information allows Council to make better informed decisions on the allocation of limited resources based on community values of service and cost. It stands to reason that the provision of services providing the highest benefit at the least cost will give the greatest value.

Asset Management Strategy

13. Plan Improvements

It is not the intention of this strategic document to identify recommendations for individual areas of Council's operations, but to establish the key areas for asset management improvement.

Details of the review are contained in the Asset Management Improvement Strategy (AMIS) report and includes the following improvement actions: Appendix B

Asset Management Strategy

14. Risk Management Plan

Cowra Shire Council is committed to a structured and systematic approach to the management of risk and has committed resources to the implementation of an Enterprise Risk Management Program. This program aims to embed the principles of risk management in all aspects of Council's operations, which will ultimately:

- Increase the likelihood of Council achieving its objectives
- Create an environment where all employees have a key role in managing risk
- Encourage proactive management
- Improve the identification of opportunities and threats
- Improve stakeholder confidence and trust
- Improve financial stability and minimise losses
- Improve organisational performance

For assets with potentially long lives, risks associated with changing economic conditions, varying levels of demand for services, new competition and maintenance and disposal requirements needs to be analysed and managed to ensure the investment is worthwhile.

The relative size of a project is not the only consideration. Projects or programs, which are inherently complex will also benefit from particular attention to Risk Management. This might occur when there are important economic or financial aspects, sensitive environmental or safety issues, or complex regulatory and licensing requirements.

One of the outcomes of this risk assessment in each plan will be the determination of **Critical Assets**. Critical assets are specific assets which have a high consequence of failure but not necessarily a high likelihood of failure. By identifying critical assets and critical failure modes, Council can appropriately target and refine inspection regimes, maintenance plans and capital expenditure plans.

Operations and maintenances activities may also be targeted to mitigate critical assets failure and maintain service levels. These activities may include increased inspection frequency, higher maintenance intervention levels, etc. The most critical assets in each group are identified in the individual Asset Management Plans, with examples presented in Table 14.1 below:

Table 14.1 Critical Assets

| Asset Group | Critical Asset | Critical Failure Mode | Treatment Plan |
|-------------|--------------------------|--------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Transport | Low level Timber Bridge | Structural Failure | Replacement of Low-level Timber Bridge with a reinforced concrete structure. |
| Water | Water Mains | Main Breakages | On-time renewal of water mains when reaches their intervention level |
| Sewer | Sewerage Pump Station | Mechanical / electrical failure. Potential discharge of sewerage to the environment. | Operation and Maintain |
| | Sewer Mains/Rising Mains | Main Breakages. Potential discharge of sewerage to the environment. | On-time renewal of sewer mains |
| Drainage | Flood gates | Level of Service: Fail to close | Annual 'test' operation to open/close Inspection and overhaul of mechanical parts every decade |
| | Pipe network | Physical Mortality, Capacity | CCTV program in place to monitor condition of pipe and plan for renewal or redesign if the capacity is an issue |
| Buildings | Buildings | Destruction by fire | Regular inspection of all buildings to ascertain adequacy for fire detection systems. Check adequacy of insurance, install fire alarms and develop continuity plans as required. |
| | Buildings | Structural damage | Inspect, monitor and report |

Asset Management Strategy

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|--|------------------------------|----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Buildings | Failure to meet Disability Discrimination Act (DDA) requirements and other codes | Assess assets and optimise funding |
| | Buildings Plants & equipment | Obsolescence | Adopted strategic planning to ensure replacement plans & timings are appropriate. |
| | Buildings | Damage by vandals | Regular inspection of all buildings to ascertain adequacy for security systems. Check adequacy of insurance. |
| | Buildings | No alternative building arrangements | Develop a robust Business Continuity Plan (BCP) and update it regularly to ensure relevance. Have formal arrangements in place with owners of alternative buildings. |

Asset Management Strategy

15. Appendix A: Example of Annual Service Costs

This example details the costs to provide, operate (including daily cleaning), and maintain a new public Barbeque that is expected to have a life of 10 years. The annual service cost is detailed in Table A.1.

Table A.1 Annual Service Cost for a Public BBQ

| | Capital Cost | Annual Service Cost | Remarks |
|--------------------------|----------------|---------------------|------------------|
| Capital Cost | 10,000 | | |
| Finance/Opportunity cost | | 400 | 4% pa |
| Depreciation | | 1,000 | 10 years |
| Operations (cleaning) | | 8,500 | Daily cleaning |
| Maintenance | | 500 | |
| Demolition | | 1,000 | \$1,000 @ 10 yrs |
| Revenue | | 0 | |
| TOTAL | \$8,000 | 11,400 | |

The Annual Service Cost for the provision of the public barbeque is \$11,400 for the 10 year life required. The cost per use can be calculated by dividing the Annual Service Cost by the number of uses.

The Costs shown in **bold** are the ongoing budget commitments that the Council must fund in future budgets for the service provided by the new barbeque. These total \$11,400 per annum for the next 10 years (depreciation, operations, and maintenance).

The Annual Service Cost is a tool for evaluating capital works projects. Council should be satisfied that it will obtain value or community benefits greater than \$11,400 per annum for this project, otherwise the project should not be approved.

This information will be used when considering annual capital works programs to assist in assessing projects. This shows the project estimate, apportioned into renewal and new asset components, the budget commitment and equivalent rate increase required to fund the budget commitment and the annual service cost.

In determining its capital works program, Council will make a policy decision to allocate funds for asset renewal in accordance with its Asset Management Plans under the principle of allocating the value of depreciation expense progressively for asset renewals.

Asset Management Strategy**16. Appendix B: Improvement Action Plan**

Based on N.A.M.A.F.

| # | Details | Responsibility | Status | Due | Completed |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|-----------|------------|-----------|
| 1 | Strategic Long Term Planning | | | | |
| 1.1 | Council has a Strategic Longer Term Plan (planning horizon of at least 5 years) that incorporates a vision, strategic outcomes, mission, values and service outcomes that Council wants to achieve. | Corporate Service | completed | n/a | completed |
| 1.2 | The development of the Strategic Longer Term Plan included community consultation and reflects community needs. | Corporate Service | completed | n/a | completed |
| 1.3 | The Strategic Longer Term Plan incorporates priorities and performance measures and indicates how they will be monitored and measured. | Corporate Service | completed | n/a | completed |
| 1.4 | Council has a sustainable Long Term Financial Plan covering the period of the Strategic Longer Term Plan (at least 5 year) supporting the implementation of its Long Term Plan. | Corporate Service, Finance Team | completed | n/a | completed |
| 1.5 | The Long Term Financial Plan has been prepared based on the resource requirements and strategic objectives detailed in Council's Long Term Plan and Asset Management Plans. | Corporate Service, Finance Team | completed | n/a | completed |
| 1.6 | Rectify anomalies between asset valuations in Assetic and in the Financial Statements by applying same asset valuation index which applies to annual financial statement. (Note: NSW Audit Office require asset valuation to be indexed annually; this will create a further gap between statements and ASSETIC valuations and anomalies in the AMS) | Finance Team/ Asset Team | Pending | 30/06/2024 | Pending |
| 2 | Annual Budget | | | | |
| 2.1 | The Annual Budget contains estimates of revenue and expenditure with an explanation of the assumptions and methodologies underpinning the estimates, an explanation of the financial performance and position of the Council and has been prepared based on the resource requirements and strategic objectives detailed in Council's Strategic Longer Term Plan, Asset Management Plans and Long Term Financial Plan. | Corporate Service, Finance Team, Operational Team | completed | n/a | completed |
| 2.2 | The Annual Budget reflects the Council's strategic objectives and contains a statement of how Council will meet the goals and objectives of its Strategic Longer Term Plan. | Corporate Service, Finance Team, Operational Team | completed | n/a | completed |
| 2.3 | The Annual Budget aligns with Year 1 of the Long Term Financial Plan, and was adopted following community consultation | Corporate Service, Finance Team, Operational Team | completed | n/a | completed |
| 2.4 | Council's Annual Budget includes resources to implement Strategic Longer Term Plan strategies. | Corporate Service, Finance Team, Operational Team | completed | n/a | completed |

Asset Management Strategy

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|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|-----------|-----|-----------|
| 3 | Annual Report | | | | |
| 3.1 | The Annual Report complies with all statutory requirements including publication by the due date and is made widely available to the public. | Corporate Service, Finance Team, Operational Team | completed | n/a | completed |
| 3.2 | The Annual Report includes independently audited financial statements that are prepared on an accrual basis in accordance with the Australian Accounting Standards. | Corporate Service, Finance Team, Operational Team | completed | n/a | completed |
| 3.3 | The Annual Report reviews the performance of the Council against its strategic objectives and explains variations between the budget and actual results and how these variations impact on the Strategic Longer term plan | Corporate Service, Finance Team, Operational Team | completed | n/a | completed |
| 3.4 | The Annual Report includes details of any major changes in functions of the Council, organisation structure and/or policy initiatives and how these changes might impact on Council's Strategic Longer Term Plan | Corporate Service, Finance Team, Operational Team | completed | n/a | completed |
| 3.5 | In relation to the financial reporting framework in the Annual Report, the Annual Report addresses the following issues in accordance with relevant state policies, Australian Accounting Standards and other best practice guidelines: a. Asset valuations and revaluations b. Asset acquisitions including capitalisation policy c. Asset disposals | Corporate Service, Finance Team, Operational Team | completed | n/a | completed |
| 4 | Asset Management Policy | | | | |
| 4.1 | Council has an adopted Asset Management Policy which defines the Council's vision and service delivery objectives for asset management. | Asset Team | completed | n/a | completed |
| 4.2 | The Asset Management Policy has a direct linkage with Council's Strategic Longer Term Plan and Long Term Financial Plan. | Asset Team | completed | n/a | completed |
| 4.3 | The Asset Management Policy requires the adoption of Asset Management Plans informed by community consultation and local government financial reporting frameworks. | Asset Team | completed | n/a | completed |
| 4.4 | The Asset Management Policy defines asset management roles, responsibilities and reporting framework. | Asset Team | completed | n/a | completed |
| 4.5 | The Asset Management Policy identifies a process for meeting training needs in financial and asset management practices for councillors and staff. | Asset Team | completed | n/a | completed |
| 5 | Asset Improvement Strategy | | | | |
| 5.1 | Council has an Asset Management Strategy which shows how the asset portfolio can meet the service delivery needs of the community and defines the future vision of asset management practices within Council | Asset Team | completed | n/a | completed |
| 5.2 | Council's Asset Management Strategy is linked to Council's Asset Management Policy and integrated into Council's Strategic Longer Term planning and annual budgeting processes. | Asset Team | completed | n/a | completed |

Asset Management Strategy

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| 5.3 | Council's Asset Management Strategy documents the current status of asset management practices (processes, asset data and information systems) within the Council and what actions Council must take to implement the Asset Management Policy, including and accountabilities, resource requirements, timeframes | Asset Team | completed | n/a | completed |
| 5.4 | Add in Critical Asset section and details on linkage to LTFF | Asset Team | In progress | 30/6/2024 | Pending |
| 6 | Asset Plans | | | | |
| 6.1 | There are documented Asset Management Plans for all material asset groups in a consistent format in accordance with industry best practice (E.g. Appendix A of the International Infrastructure Management Manual (IIMM)) available to all relevant staff across the organisation. | Asset Team | completed | n/a | completed |
| 6.2 | The Asset Management Plans define which asset groups are covered by each Plan in accordance with a clearly documented Infrastructure Asset Hierarchy. | Asset Team | completed | n/a | completed |
| 6.3 | a. AMP refers to Council's Asset Management Policy and Asset Management Strategy; | Asset Team | completed | n/a | completed |
| 6.4 | b. AMPs Include all assets and document asset inventory information for the asset group/category as recorded in the asset register; | Asset Team | completed | n/a | completed |
| 6.5 | c. AMPs Document the asset hierarchy within each asset group; | Asset Team | completed | n/a | completed |
| 6.6 | d. AMPs Document the current condition of assets; | Asset Team | completed | n/a | completed |
| 6.7 | e. AMPs Document the adopted useful lives of assets; | Asset Team | completed | n/a | completed |
| 6.8 | f. AMPs Include risk assessment and criticality profiles; | Asset Team | completed | n/a | completed |
| 6.9 | g. AMPs Provide information about assets, including particular actions and costs to provide a defined (current and/or target) level of service in the most cost effective manner; | Asset Team | completed | n/a | completed |
| 6.10 | h. AMPs Include demand management forecasts; | Asset Team | In progress | 30/6/2024 | Pending |
| 6.11 | i. AMPs Address life cycle costs of assets; | Asset Team | completed | n/a | completed |
| 6.12 | j. AMPs Include forward programs identifying cash flow forecasts projected for i. Asset Renewals; | Asset Team | completed | n/a | completed |
| 6.13 | j. AMPs Include forward programs identifying cash flow forecasts projected for ii. New Assets and Upgrades of existing assets; | Asset Team | completed | n/a | completed |
| 6.14 | j. AMPs Include forward programs identifying cash flow forecasts projected for iii. Maintenance expenditure | Asset Team | completed | n/a | completed |
| 6.15 | j. AMPs Include forward programs identifying cash flow forecasts projected for iv. Operational expenditure (including depreciation expense); | Asset Team | completed | n/a | completed |
| 6.16 | k. AMPs Address asset performance and utilisation measures and associated targets as linked to levels of service; | Asset Team | In progress | 30/6/2024 | Pending |
| 6.17 | l. AMPs Include an asset rationalisation and disposal program; and | Asset Team | completed | n/a | completed |
| 6.18 | m. AMPs Include an asset management improvement plan. | Asset Team | completed | n/a | completed |

Asset Management Strategy

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|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|-----------|-----|-----------|
| 6.19 | n. AMPs Include consideration of non-asset service delivery solutions (leasing private/public partnerships) | Asset Team, Finance team | TBC | TBC | TBC |
| 6.20 | o. AMPs Recognise changes in service potential of assets through projections of asset replacement costs, depreciated replacement cost and depreciation expense. | Asset Team, Finance team | TBC | TBC | TBC |
| 6.21 | The Asset Management Plans link to the Council's Asset Management Policy, Asset Management Strategy, Strategic Longer Term Plan, Long Term Financial Plan and other relevant Council Policy objectives. | Asset Team | completed | n/a | completed |
| 6.22 | The Asset Management Plans have all been prepared in association with community consultation. | Asset Team | completed | n/a | completed |
| 7 | Governance and Management | | | | |
| 7.1 | Council has mechanisms in place to provide high level oversight by the Council, CEO/GM and Executive Management Team, for development and implementation of the Asset Management Strategy and Asset Management Plans. | Council's Top Management Team | completed | n/a | completed |
| 7.2 | Roles and responsibilities are clearly defined in a matrix or policy, identifying positions responsible for determining levels of service and positions responsible for managing the assets to meet service delivery needs | Council's Top Management Team | TBC | TBC | TBC |
| 7.3 | The staff structure and position descriptions clearly define asset management functions, responsibilities and skill requirements for managing all asset classes. | Council's Top Management Team, Asset Team | TBC | TBC | TBC |
| 7.4 | Council has a documented process for making capital investment decisions, which is driven by Council's Strategic Longer Term Plan, Long Term Financial Plan and the Council Plan and explicitly details the impacts on the future operations and maintenance budgets, "Whole of Life" costs and risk management assessments. | Council's Top Management Team, Asset Team | TBC | TBC | TBC |
| 7.5 | Council involves all its departments in Asset Management. | Council's Top Management Team, Asset Team | completed | n/a | completed |
| 7.6 | Council has an Asset Management Steering Committee, with cross functional representation and clearly defined and documented terms of reference, focussed on coordinating the linkages between service delivery and asset management implementation. | Council's Top Management Team, Asset Team | completed | n/a | completed |
| 7.7 | There are internal processes to promote Asset Management across Council | Council's Top Management Team, Asset Team | completed | n/a | completed |
| 8 | Levels of Service | | | | |
| 8.1 | Council has Service Plans for each of its services which have been developed in consultation with the community. | Asset Team | completed | n/a | completed |
| 8.2 | Council has undertaken the process of defining, quantifying and documenting current community levels of service and technical levels of service, and costs of providing the current levels of service. | Asset Team | completed | n/a | completed |
| 8.3 | Current and target levels of service (for both community levels of service and associated technical levels of service) are clearly defined in each Asset Management Plan. | Asset Team | completed | n/a | completed |

Asset Management Strategy

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|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|-----------|-----|-----------|
| 8.4 | Technical levels of service are incorporated into service agreements and/or maintenance, operational and capital renewal procedures. | Asset Team | completed | n/a | completed |
| 9 | Data & Systems | | | | |
| 9.1 | Council has a consolidated, integrated, accurate, up to date and complete componentised asset register with the required functionality to ensure security and data integrity, which includes all information about each asset sorted by asset group. | Asset Team | completed | n/a | completed |
| 9.2 | There is a common corporate data framework used across all asset groups, which is defined by Council's Infrastructure Asset Hierarchy. | Asset Team | completed | n/a | completed |
| 9.3 | Council has documented repeatable methodologies to carry out consistent asset condition surveys and defect identification assessments, as documented in a Condition Rating Assessment Manual for applicable asset classes | Asset Team | completed | n/a | completed |
| 9.4 | Council's asset financial reporting functionality is comprehensive and includes audit trails, depreciation calculations, reporting thresholds and records of acquisition and disposal of assets | Asset Team | completed | n/a | completed |
| 9.5 | Council's systems, procedures and processes allow it to benchmark its asset management performance against like Councils over time. | Asset Team | completed | n/a | completed |
| 9.6 | Asset Management systems have the functionality to generate maintenance and renewal programs and produce associated cash flow forecasts. | Asset Team | completed | n/a | completed |
| 9.7 | Council has defined and documented procedures for determining asset replacement and treatment unit rates, which are then stored in Council's Asset Management system. | Asset Team | completed | n/a | completed |
| 9.8 | Council has a defined process for operations, maintenance, renewal and upgrade planning for its existing assets. | Asset Team | completed | n/a | completed |
| 10 | Skills & Processes | | | | |
| 10.1 | Council has a process to review and update the Asset Management Strategy on a maximum of a 5 year cycle. The Asset Management Strategy is to be formally adopted by Council. | Asset Team | completed | n/a | completed |
| 10.2 | Council has a process to review and update Asset Management Plans for all asset groups on a maximum of a 3 to 4 year cycle consistent with the Council election cycle. Asset Management Plans are formally adopted by Council | Asset Team | completed | n/a | completed |
| 10.3 | Council has a process to identify operational risks, assign responsibilities and monitor risk treatment actions all recorded within a risk register. | Asset Team | completed | n/a | completed |
| 10.4 | Council has a process to annually review and update the financial forecasts for all asset classes and update the Long Term Financial Plan. | Asset Team | completed | n/a | completed |
| 10.5 | Council has assessed the skills and knowledge required to perform asset data management activities, conduct financial reporting valuations and develop Asset Management Plans. Council has a current asset management skills matrix. Staff training needs have been identified and training scheduled. | Council's Top Management Team, Asset Team | TBC | TBC | TBC |

Asset Management Strategy

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|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|-----------|-----|-----------|
| 10.6 | Council has a defined methodology for assessing the Remaining and Useful Life, Residual Value and Depreciation Method of assets. | Asset Team | completed | n/a | completed |
| 10.7 | Council has a process to collect and record asset data into an Asset Management system upon the commissioning of new (and/or modified) assets, including built and contributed assets. | Asset Team | completed | n/a | completed |
| 10.8 | Council has formal processes for the handover of assets to asset custodians/owners. | Asset Team | completed | n/a | completed |
| 10.9 | Council has a process to communicate the financial implications of the Asset Management Plans to internal and external stakeholders. | Asset Team | completed | n/a | completed |
| 10.10 | Council provides ongoing training programs for councillors, council management and officers on key asset management topics. | Asset Team | completed | n/a | completed |
| 11 | Evaluation | | | | |
| 11.1 | Council has a documented evaluation process by which asset management improvements are identified, timeframes established, resources allocated, actioned, monitored and reported to the Executive Management Team and /or CEO | Council's Top Management Team, Asset Team | TBC | TBC | TBC |
| 11.2 | Technical levels of service are monitored and performance reported. | Council's Top Management Team, Asset Team | TBC | TBC | TBC |
| 11.3 | Community levels of service are monitored and performance reported. | Council's Top Management Team, Asset Team | TBC | TBC | TBC |

Asset Management Strategy

17. Appendix C: 20 year Financial Plan (\$,000)

| Asset Group | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 | 2035/36 | 2036/37 | 2037/38 | 2038/39 | 2039/40 | 2040/41 | 2041/42 | 2042/43 | Average |
|---------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Income | | | | | | | | | | | | | | | | | | | | | |
| Transport | (5,875) | (4,461) | (1,544) | (1,545) | (1,546) | (1,546) | (1,547) | (1,548) | (1,549) | (1,550) | (1,551) | (1,552) | (1,553) | (1,554) | (1,556) | (1,557) | (1,558) | (1,559) | (1,560) | (1,562) | (1,914) |
| Water | (8,308) | (8,549) | (8,727) | (8,936) | (9,169) | (9,390) | (9,669) | (44,956) | (10,253) | (10,557) | (10,872) | (11,195) | (11,528) | (11,871) | (12,224) | (12,588) | (12,963) | (13,349) | (13,746) | (14,156) | (12,650) |
| Sewer | (15,663) | (4,739) | (4,874) | (5,013) | (5,156) | (5,304) | (5,456) | (5,613) | (5,774) | (5,940) | (6,105) | (6,286) | (6,473) | (6,665) | (6,863) | (7,067) | (7,277) | (7,493) | (7,716) | (7,945) | (6,671) |
| Buildings | (1,827) | (555) | (108) | (111) | (114) | (118) | (121) | (125) | (129) | (133) | (137) | (141) | (145) | (149) | (154) | (158) | (163) | (168) | (173) | (178) | (245) |
| Parks and Other Assets | (3,838) | (5,360) | (2,795) | (1,868) | (1,924) | (1,982) | (2,041) | (2,102) | (2,164) | (2,229) | (2,295) | (2,364) | (2,434) | (2,507) | (2,582) | (2,659) | (2,738) | (2,820) | (2,904) | (2,991) | (2,630) |
| Drainage | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Income | (35,511) | (23,664) | (18,048) | (17,473) | (17,909) | (18,340) | (18,834) | (54,344) | (19,869) | (20,409) | (20,960) | (21,538) | (22,133) | (22,746) | (23,379) | (24,029) | (24,699) | (25,389) | (26,099) | (26,832) | (24,110) |
| Operations | | | | | | | | | | | | | | | | | | | | | |
| Transport | 525 | 538 | 551 | 564 | 578 | 592 | 607 | 622 | 637 | 653 | 670 | 687 | 704 | 722 | 740 | 759 | 779 | 708 | 729 | 750 | 656 |
| Water | 7,601 | 7,380 | 7,605 | 7,783 | 7,968 | 8,171 | 8,341 | 9,401 | 10,263 | 10,473 | 10,556 | 10,762 | 10,957 | 11,124 | 11,208 | 11,389 | 11,614 | 11,824 | 12,044 | 12,267 | 9,937 |
| Sewer | 4,475 | 4,592 | 4,731 | 4,838 | 5,020 | 5,026 | 5,198 | 5,108 | 5,435 | 5,578 | 5,708 | 5,850 | 5,988 | 6,141 | 6,292 | 6,447 | 6,617 | 6,109 | 6,227 | 6,347 | 5,586 |
| Buildings | 2,014 | 2,128 | 2,169 | 2,165 | 2,211 | 2,255 | 2,281 | 2,330 | 2,381 | 2,432 | 2,420 | 2,409 | 2,465 | 2,522 | 2,575 | 2,633 | 2,695 | 2,726 | 2,790 | 2,857 | 2,423 |
| Parks and Other Assets | 3,659 | 3,817 | 4,141 | 4,217 | 4,324 | 4,435 | 4,544 | 4,586 | 4,770 | 4,892 | 5,012 | 5,138 | 5,264 | 5,396 | 5,529 | 5,664 | 5,806 | 5,948 | 6,094 | 6,244 | 4,974 |
| Drainage | 379 | 415 | 391 | 398 | 405 | 385 | 392 | 399 | 406 | 414 | 421 | 429 | 437 | 438 | 440 | 448 | 457 | 465 | 474 | 483 | 424 |
| Total Operations | 18,653 | 18,870 | 19,588 | 19,965 | 20,506 | 20,864 | 21,363 | 22,446 | 23,892 | 24,442 | 24,787 | 25,275 | 25,815 | 26,343 | 26,784 | 27,340 | 27,968 | 27,780 | 28,358 | 28,948 | 23,999 |
| Maintenance | | | | | | | | | | | | | | | | | | | | | |
| Transport | 4,269 | 4,031 | 1,943 | 1,976 | 2,010 | 2,044 | 2,080 | 2,116 | 2,154 | 2,192 | 2,231 | 2,272 | 2,313 | 2,356 | 2,399 | 2,444 | 2,490 | 2,537 | 2,585 | 2,635 | 2,454 |
| Water | 1,469 | 1,508 | 1,547 | 1,587 | 1,629 | 1,671 | 1,715 | 1,760 | 1,806 | 1,853 | 1,901 | 1,951 | 2,002 | 2,054 | 2,108 | 2,163 | 2,220 | 2,278 | 2,338 | 2,399 | 1,898 |
| Sewer | 277 | 284 | 292 | 300 | 308 | 316 | 324 | 333 | 342 | 351 | 361 | 370 | 380 | 390 | 401 | 412 | 423 | 434 | 446 | 458 | 360 |
| Buildings | 89 | 91 | 93 | 94 | 96 | 98 | 99 | 101 | 103 | 105 | 107 | 109 | 111 | 113 | 115 | 117 | 119 | 121 | 124 | 126 | 107 |
| Parks and Other Assets | 470 | 481 | 493 | 495 | 507 | 519 | 531 | 544 | 558 | 571 | 585 | 599 | 614 | 629 | 644 | 660 | 676 | 692 | 709 | 725 | 585 |
| Drainage | 64 | 66 | 68 | 70 | 71 | 73 | 75 | 77 | 79 | 82 | 84 | 86 | 88 | 91 | 93 | 96 | 98 | 101 | 104 | 106 | 84 |
| Total Maintenance | 6,638 | 6,461 | 4,436 | 4,522 | 4,621 | 4,721 | 4,824 | 4,931 | 5,042 | 5,154 | 5,269 | 5,387 | 5,508 | 5,633 | 5,760 | 5,892 | 6,026 | 6,163 | 6,306 | 6,449 | 5,487 |
| Renewal | | | | | | | | | | | | | | | | | | | | | |
| Transport | 2,237 | 1,491 | 2,057 | 2,154 | 2,124 | 2,198 | 2,158 | 2,048 | 2,076 | 2,052 | 2,081 | 2,111 | 2,141 | 2,172 | 2,204 | 2,237 | 2,271 | 2,305 | 2,340 | 2,376 | 2,142 |
| Water | 1,404 | 2,155 | 2,005 | 1,777 | 1,881 | 1,888 | 1,717 | 31,742 | 448 | 633 | 409 | 420 | 460 | 528 | 773 | 465 | 477 | 490 | 502 | 515 | 2,534 |
| Sewer | 479 | 475 | 487 | 498 | 436 | 532 | 458 | 469 | 480 | 959 | 569 | 515 | 528 | 540 | 553 | 675 | 580 | 594 | 608 | 1,222 | 583 |
| Buildings | 388 | 28 | 28 | 28 | 28 | 28 | 28 | 28 | 28 | 28 | 28 | 28 | 28 | 28 | 28 | 28 | 28 | 28 | 28 | 28 | 46 |
| Parks and Other Assets | 74 | 1,718 | 25 | 25 | 25 | 25 | 25 | 25 | 25 | 25 | 25 | 25 | 25 | 25 | 25 | 25 | 25 | 25 | 25 | 25 | 112 |
| Drainage | 71 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4 |
| Total Renewal | 4,653 | 5,867 | 4,602 | 4,482 | 4,494 | 4,671 | 4,386 | 34,312 | 3,057 | 3,697 | 3,112 | 3,099 | 3,182 | 3,293 | 3,583 | 3,430 | 3,381 | 3,442 | 3,503 | 4,166 | 5,421 |
| Upgrade / Expansion | | | | | | | | | | | | | | | | | | | | | |
| Transport | 2,129 | 1,026 | 1,049 | 1,072 | 1,096 | 1,121 | 1,146 | 1,171 | 1,198 | 1,225 | 1,252 | 1,281 | 1,310 | 1,339 | 1,369 | 1,401 | 1,432 | 1,465 | 1,498 | 1,532 | 1,306 |
| Water | 177 | 116 | 119 | 123 | 126 | 129 | 196 | 5,136 | 139 | 1,703 | 229 | 151 | 155 | 159 | 163 | 167 | 264 | 176 | 181 | 185 | 490 |
| Sewer | 11,723 | 583 | 448 | 703 | 514 | 293 | 372 | 349 | 327 | 296 | 267 | 236 | 202 | 164 | 124 | 79 | 31 | 0 | 0 | 0 | 836 |
| Buildings | 1,050 | 400 | 50 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 75 |
| Parks and Other Assets | 3,250 | 2,506 | 981 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 337 |
| Drainage | 315 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 16 |
| Total Upgrade / Expansion | 18,644 | 4,631 | 2,647 | 1,898 | 1,736 | 1,543 | 1,714 | 6,656 | 1,664 | 3,224 | 1,748 | 1,668 | 1,667 | 1,662 | 1,656 | 1,647 | 1,727 | 1,641 | 1,679 | 1,717 | 3,058 |
| Total Expenditure | 48,588 | 35,829 | 31,273 | 30,867 | 31,357 | 31,799 | 32,287 | 68,345 | 33,655 | 36,517 | 34,916 | 35,429 | 36,172 | 36,931 | 37,783 | 38,309 | 39,102 | 39,026 | 39,846 | 41,280 | 37,966 |

7 LATE REPORTS

8 CONFIDENTIAL MATTERS

RECOMMENDATION

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 10A(2) of the Local Government Act 1993:

9 CONFIDENTIAL GENERAL MANAGER

9.1 Write-off Debts Cowra Showground Pavilion

This matter is considered to be confidential under Section 10A(2)(b) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with discussion in relation to the personal hardship of a resident or ratepayer.

10 CONFIDENTIAL DIRECTOR-INFRASTRUCTURE & OPERATIONS

10.1 Request for Tender 12/2023 - Road Base Supply Panel in the Cowra Shire

This matter is considered to be confidential under Section 10A(2)(d(i)) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

10.2 Request for Tender 13/2023 - Delivery of Stormwater Drainage Projects

This matter is considered to be confidential under Section 10A(2)(d(i)) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.