

COWRA 2036

COMMUNITY STRATEGIC PLAN



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ACKNOWLEDGEMENT OF COUNTRY

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

Aboriginal and Torres Strait Islander peoples should be aware that this document may contain images of people who have passed away.



COWRA 2036

Cowra 2036 is Council's Community Strategic Plan (CSP).

The CSP is a legislative requirement as part of the NSW Government's Integrated Planning and Reporting Framework for Local Government, designed to guide the direction of Council's projects and programs.

The purpose of the CSP is to create a whole of community vision so that Council, other agencies and the community are working in the same direction. Council's four-year annual planning and budget then flows from the CSP.

The Plan also provides a way for Council to be accountable to the community and the State Government through an annual report on how implementation is progressing and a state of our cities report for the community.



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

OUR VISION

In 2036 we will be...

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

OUR VALUES

In all our dealings we will...

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

KEY DIRECTIONS

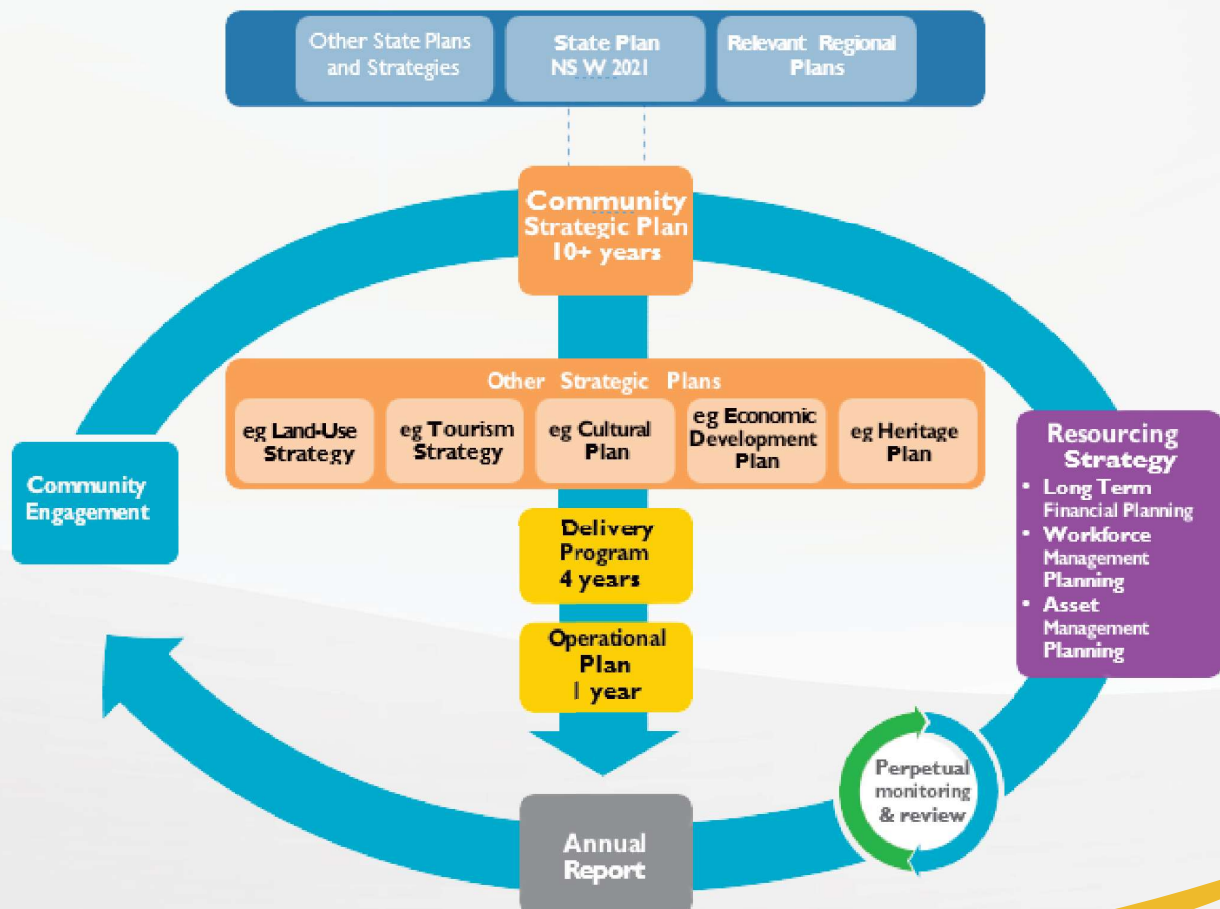
- Health and Wellbeing
- Innovation and Education
- Liveability and Housing
- Community Leadership and Engagement
- Business and Industry
- Transport and Infrastructure
- Environmental Sustainability and Stewardship
- Reconciliation and Inclusion

INTEGRATED PLANNING

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

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

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



THE INTEGRATED PLANS

THE COMMUNITY STRATEGIC PLAN

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

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

THE DELIVERY PROGRAM

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

THE OPERATIONAL PLAN

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

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

THE INTEGRATED PLANS

The Resourcing strategy includes:

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



GUIDING PRINCIPLES

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

These sources of information include:

THE COUNCIL CHARTER

LOCAL GOVERNMENT ACT 1993 – SECTION 8C

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

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

NSW GOVERNMENT PRIORITIES

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

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

SOCIAL JUSTICE AND SOCIAL COMMUNITY PLANNING

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

Equity – there should be fairness in decision making, and prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.

Access – all people should have fair access to services, resources and opportunities to improve their quality of life.

Participation – everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.

Rights – equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

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

STRATEGIC OBJECTIVES

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

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

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

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



HEALTH AND WELLBEING

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

Please note numbering does not indicate priority order.

	STRATEGIC OBJECTIVES	COUNCIL'S ROLE	STAKEHOLDERS
H1	Construct a new hospital facility at Cowra.	Advocate Facilitator	<ul style="list-style-type: none"> • Relevant State Government Departments • NSW Health • Cowra Health Council • Health Providers
H2	Collaborate with education and health providers to attract and retain health professionals to the Shire.	Advocate Facilitator	<ul style="list-style-type: none"> • NSW Health • Cowra Health Council • Health Providers • Central West Division of General Practice • Central NSW Joint Organisation • Training Universities and Education Providers • Rural Doctors Network
H3	Provide facilities, infrastructure and programs for health and well-being needs, including disability, mental health and family support services.	Advocate Facilitator Provider	<ul style="list-style-type: none"> • Cowra Health Council • Health Provides • Relevant Government Departments / Community Service Providers • Mental Health Providers • Council Access Committee • NDIS Providers
H4	Partner with and seek advice from the local Wiradjuri community and Indigenous health care services to improve health outcomes.	Advocate Facilitator	<ul style="list-style-type: none"> • Cowra Local Aboriginal Land Council • Local Schools • NSW Health • Cowra Information and Neighbourhood Centre • Weigelli Centre • Yalbilinga • AECG
H5	Advocate for future aged care needs and support services to promote an active retirement.	Advocate Facilitator	<ul style="list-style-type: none"> • Cowra Health Council • Health Providers • Aged care Service Providers • Government Departments / Agencies • NSW Health

WE WILL ASSESS OUR PROGRESS BY:

<u>Measures</u>	<u>Source</u>
<ul style="list-style-type: none"> Number of Aged Care beds available per 1000 head of population. 	Aged Care Provides Federal Government Department of Aged Care
<ul style="list-style-type: none"> Index of disadvantaged - Socio - Economic indexes for Areas (SEIFA) 	SEIFA
<ul style="list-style-type: none"> Increased healthcare professionals practicing in the Shire 	



INNOVATION AND EDUCATION

Supporting lifelong learning is critical to individual and societal health.

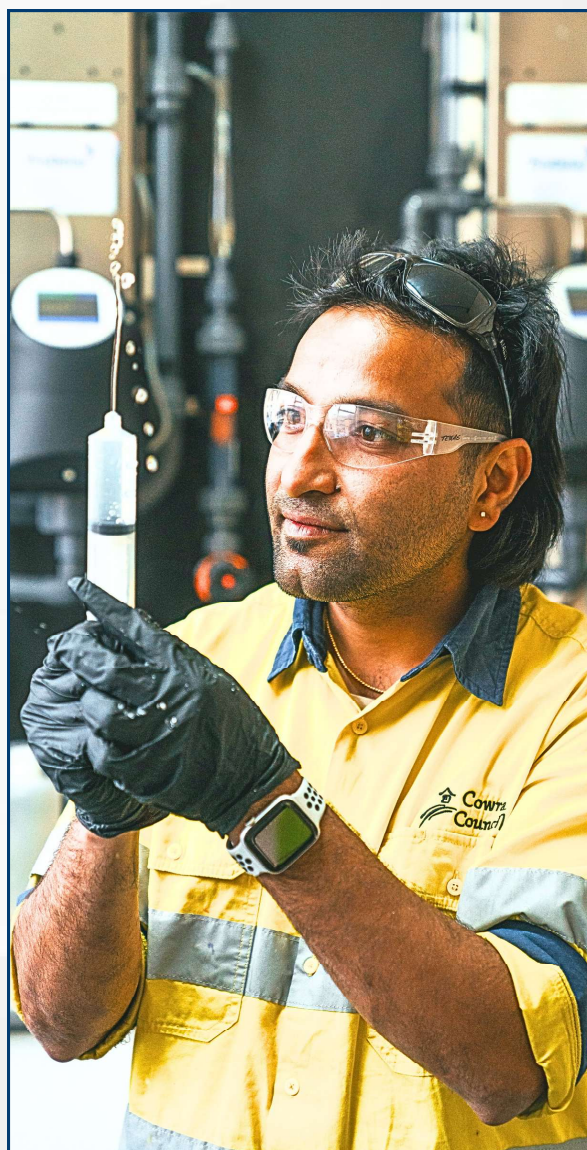
We must work to make Cowra a centre of excellence for education, training and research.

Please note numbering does not indicate priority order.

	STRATEGIC OBJECTIVES	COUNCIL'S ROLE	STAKEHOLDERS
I1	Make Cowra Shire a learning community.	Advocate Facilitator Provider	<ul style="list-style-type: none"> • Schools • Cowra Community Development Company Limited • Country University Centre • TAFE • Federal / State Departments of Education • Registered Training Organisations • Not-For-Profit Organisations • Cowra Business Community • Cowra Agricultural Research Station
I2	Support initiatives to increase education and training outcomes for local Indigenous people.	Advocate Facilitator Provider	<ul style="list-style-type: none"> • Schools • Country University Centre • TAFE • Registered Training Organisations • Cowra Local Aboriginal Land Council • Early Childhood Education Providers • Aboriginal Education Consultative Group
I3	Support local training and education providers to build local skills, capacity, infrastructure and knowledge.	Advocate Facilitator	<ul style="list-style-type: none"> • Schools • Country University Centre • TAFE • Federal / State Departments of Education • Registered Training Organisations • Relevant Community Stakeholders • Early Childhood Education Providers • Aboriginal Education Consultative Group • Cowra Community Development Company Limited
I4	Support innovation and research.	Advocate Facilitate	<ul style="list-style-type: none"> • Cowra Community Development Company Limited • Country University Centre • Cowra Agricultural Research Station • Early Childhood Education Providers
I5	Build educational engagement, opportunities and outcomes for youth.	Advocate Facilitator Provider	<ul style="list-style-type: none"> • Schools • Central West Libraries • Country University Centre • Cowra Youth Council

WE WILL ASSESS OUR PROGRESS BY:

<u>Measures</u>	<u>Source</u>
<ul style="list-style-type: none"> Number of people with vocational, diploma or degree level education. 	ABS
<ul style="list-style-type: none"> Increased use of Cowra Library 	Central West Libraries
<ul style="list-style-type: none"> Country University Centre enrolment numbers 	Country Universities Centre
<ul style="list-style-type: none"> Percentage of children completing school 	ABS



LIVEABILITY AND HOUSING

We need to nurture and protect our sense of community spirit and ensure it is vibrant, resilient and embraces diversity and our unique culture. Our community must feel safe in our neighbourhoods and have clean, welcoming and attractive public places to enjoy our sporting, recreational and cultural facilities. We know low housing availability and affordability is a significant stress to our community and barrier to growth. We will work proactively to increase housing stock in line with our community's broader objectives.

Please note numbering does not indicate priority order.

	STRATEGIC OBJECTIVES	COUNCIL'S ROLE	STAKEHOLDERS
L1	Position Cowra as a family friendly Shire.	Advocate Facilitator Provider	<ul style="list-style-type: none"> Educational Facilities Care and Activity Providers Employers Volunteer, Sporting, Cultural, and Community Groups.
L2	Advocate for appropriate services – childcare, education, healthcare and support services to be available to meet a growing population.	Advocate Facilitator Provider	<ul style="list-style-type: none"> Educational Facilities Medical Professionals NDIS Providers NSW Health
L3	Develop and provide programs to meet the needs of Cowra Shire's young people.	Advocate Facilitator Provider	<ul style="list-style-type: none"> Cowra Youth Council PCYC Cowra Local Aboriginal Land Council Cowra Information and Neighbourhood Centre TAFE
L4	Prepare, implement and maintain a strategic planning framework that responds to community needs including enabling appropriate housing development.	Advocate Facilitator Provider	<ul style="list-style-type: none"> NSW Government Cowra Business Community Housing Development Organisation Cowra Local Aboriginal Land Council
L5	Continue to develop our leisure and cultural facilities and infrastructure and protect and enhance our natural environment.	Advocate Facilitator Provider	<ul style="list-style-type: none"> Cowra Sporting, Recreational and Cultural Groups Council Sport and Recreation Committee

WE WILL ASSESS OUR PROGRESS BY:

<u>Measures</u>	<u>Source</u>
<ul style="list-style-type: none"> • Satisfaction with Regional Art Gallery 	Community Satisfaction Survey
<ul style="list-style-type: none"> • Satisfaction with Parks and Gardens 	Community Satisfaction Survey
<ul style="list-style-type: none"> • Satisfaction with Regional Library 	Community Satisfaction Survey
<ul style="list-style-type: none"> • Satisfaction with Sporting Fields and Sporting Amenities 	Community Satisfaction Survey
<ul style="list-style-type: none"> • Satisfaction with Playgrounds 	Community Satisfaction Survey
<ul style="list-style-type: none"> • Satisfaction with Aquatic Centre 	Community Satisfaction Survey
<ul style="list-style-type: none"> • Satisfaction with Civic Centre 	Community Satisfaction Survey
<ul style="list-style-type: none"> • Satisfaction with Walking/Cycling Paths 	Community Satisfaction Survey
<ul style="list-style-type: none"> • New dwelling approvals against projections from Cowra Housing Strategy. 	ABS and Council Data
<ul style="list-style-type: none"> • Number of new dwellings on greenfield sites against projections from Cowra Housing Strategy. 	ABS and Council Data
<ul style="list-style-type: none"> • Number of new dwellings on urban infill sites against projections from Cowra Housing Strategy. 	ABS and Council Data



COMMUNITY LEADERSHIP AND ENGAGEMENT

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

Please note numbering does not indicate priority order.

	STRATEGIC OBJECTIVES	COUNCIL'S ROLE	STAKEHOLDERS
C1	Develop and model leadership skills across the community.	Advocate Facilitator Provider	<ul style="list-style-type: none"> Registered Training Organisations Schools Village Organisations Not-For-Profit Organisations Council S355 Committees Service Clubs Sporting and Cultural Organisations
C2	Strengthen our community engagement and improve customer service communications.	Facilitator Provider	<ul style="list-style-type: none"> Local and Regional Media Outlets Cowra Business Community Community Groups and Individuals Village Organisations
C3	Strengthen partnerships with government and other agencies.	Advocate Facilitator Provider	<ul style="list-style-type: none"> All Government Departments and Agencies that Operate and Interact with the Cowra Community. Local Government Bodies eg Joint Organisation, LGNSW and Country Mayors.
C4	Ensure Council remains financially sustainable and maximises external funding opportunities.	Advocate Facilitator Provider	<ul style="list-style-type: none"> NSW Government Commonwealth Government Other Funding Bodies
C5	Build understanding and communication of Cowra Shire's rich history, vibrant future and leadership in international understanding and cultural diversity.	Advocate Facilitator Provider	<ul style="list-style-type: none"> Cowra Tourism Cowra Japanese Garden Cowra Local Aboriginal Lands Council Cowra Historical Society Family History Group and Interested Public Members Arts Out West Consultant Marketing and Promotion Groups

COMMUNITY LEADERSHIP AND ENGAGEMENT

	STRATEGIC OBJECTIVES	COUNCIL'S ROLE	STAKEHOLDERS
C6	Recognise and grow the talent in our community.	Advocate Facilitator	<ul style="list-style-type: none"> • Cowra Youth Council • Education Sector • Cowra Business Community • Service Clubs • Recreation, Cultural and Sporting Groups
C7	Support and encourage volunteering within the community.	Advocate Provider	<ul style="list-style-type: none"> • Not-For-Profit Organisations



WE WILL ASSESS OUR PROGRESS BY:

<u>Measures</u>	<u>Source</u>
<ul style="list-style-type: none"> Financial ratios meet Office of Local Government Benchmarks: -Operating performance ratio -Own source operating revenue ratio -Unrestricted current ratio -Debt service cover ratio -Rates and annual charges outstanding ratio -Cash expense cover ratio 	Council financial Statements
<ul style="list-style-type: none"> Satisfaction with Customer Service Interaction 	Community Satisfaction Survey
<ul style="list-style-type: none"> Satisfaction with communication provided by Council 	Community Satisfaction Survey
<ul style="list-style-type: none"> Satisfaction with Community Involvement in Decision Making 	Community Satisfaction Survey
<ul style="list-style-type: none"> Increasing online engagement with community 	Council data analytics



BUSINESS AND INDUSTRY

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

Please note numbering does not indicate priority order.

	STRATEGIC OBJECTIVES	COUNCIL'S ROLE	STAKEHOLDERS
B1	Plan for and support business and industry growth, research and innovation.	Advocate Facilitator Provider	<ul style="list-style-type: none"> Cowra Business Community Cowra Tourism Corporation Business Groups Federal / State Government Agencies Cowra Agricultural Research Station
B2	Add value and support to our existing businesses and industries	Advocate Facilitator	<ul style="list-style-type: none"> Cowra Business Community Cowra Tourism Corporation
B3	Support the development of an energetic CBD.	Advocate Facilitator	<ul style="list-style-type: none"> Business Groups Federal / State Government Agencies Service Providers BizHQ NSW Farmers Association Council CBD Committee
B4	Develop local business capacity and increase local procurement.	Advocate Facilitator Provider	<ul style="list-style-type: none"> Cowra Business Community
B5	Advocate for improved digital connectivity for Cowra Shire.	Advocate Provider	<ul style="list-style-type: none"> Federal / State Government Agencies Service Providers
B6	Identify and develop profitable and sustainable tourism opportunities for Cowra Shire.	Advocate Facilitator	<ul style="list-style-type: none"> Cowra Tourism Corporation Relevant Tourism Operators Council CBD Committee BizHQ

WE WILL ASSESS OUR PROGRESS BY:

<u>Measures</u>	<u>Source</u>
<ul style="list-style-type: none"> Increasing LGA Population 	ABS
<ul style="list-style-type: none"> Number of employed residents 	ABS
<ul style="list-style-type: none"> Number of local businesses 	ABS
<ul style="list-style-type: none"> Gross Regional Product 	ABS
<ul style="list-style-type: none"> Visitor numbers and spend 	Tourism Research Australia Destination NSW Cowra Tourism Corporation
<ul style="list-style-type: none"> Percentage of residents with internet connection 	ABS
<ul style="list-style-type: none"> Number and value of business development approvals 	Council Data



TRANSPORT AND INFRASTRUCTURE

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

Please note numbering does not indicate priority order.

	STRATEGIC OBJECTIVES	COUNCIL'S ROLE	STAKEHOLDERS
T1	Construct a new mid-level bridge over the Lachlan River within the Cowra township.	Advocate Facilitator	<ul style="list-style-type: none"> Federal / State Government Agencies Central NSW Joint Organisation Transport Groups
T2	Develop a Heavy Vehicle Bypass for Cowra's CBD.	Advocate Facilitator	<ul style="list-style-type: none"> Federal / State Government Agencies Central NSW Joint Organisation Transport Groups
T3	Construct a swift and safe link connecting Central NSW to Metropolitan Sydney via the Blue Mountains.	Advocate Facilitator	<ul style="list-style-type: none"> Federal / State Government Agencies Central NSW Joint Organisation Transport Groups
T4	Re-open the Blayney to Demondrille rail line to facilitate freight movement within and beyond the region.	Advocate Facilitator	<ul style="list-style-type: none"> Federal / State Government Agencies Central NSW Joint Organisation Transport Groups
T5	Develop an integrated transport system that addresses local and regional needs in relation to cycleways, footpaths, road and rail.	Advocate Facilitator Provider	<ul style="list-style-type: none"> Federal / State Government Agencies Central NSW Joint Organisation Transport Groups Villages
T6	Develop the Cowra Airport as a regional aviation precinct.	Advocate Facilitator Provider	<ul style="list-style-type: none"> Local Aviation Operators Aviation Industry Regulatory Authorities
T7	Provide water, sewerage and storm water infrastructure and services to meet community needs.	Advocate Provider	<ul style="list-style-type: none"> Federal / State Government Agencies Central NSW Joint Organisation

TRANSPORT AND INFRASTRUCTURE

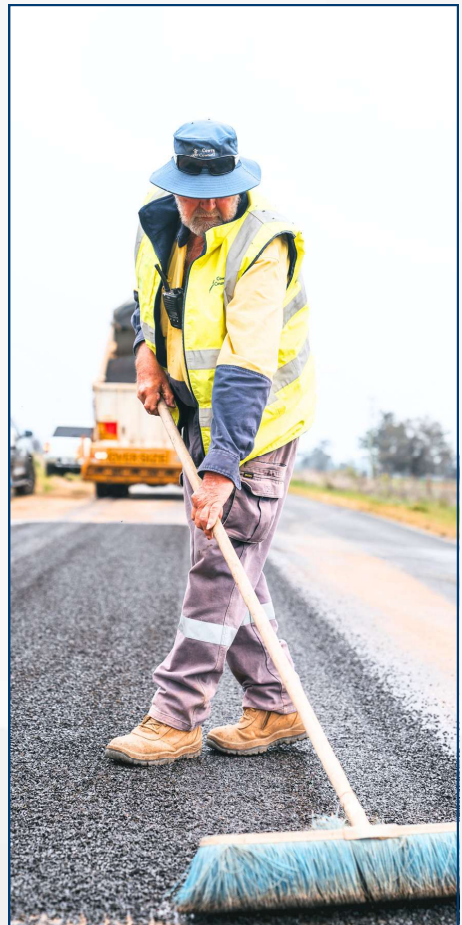
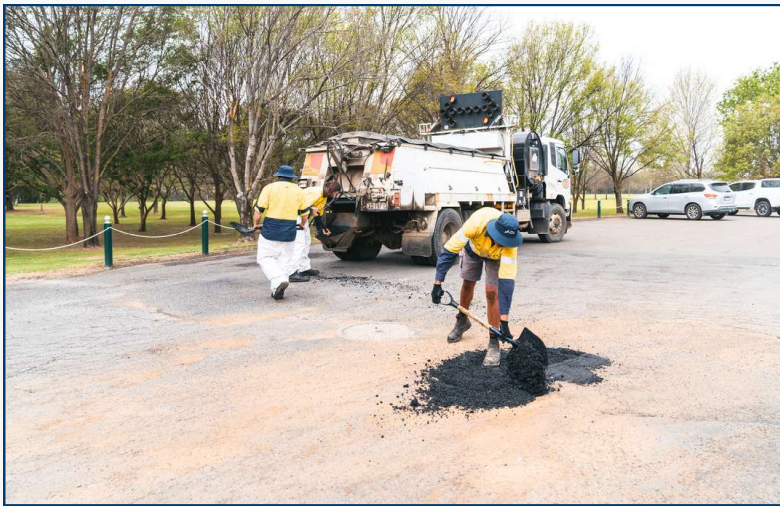
	STRATEGIC OBJECTIVES	COUNCIL'S ROLE	STAKEHOLDERS
T8	Ensure long term security of Cowra's water supply.	Advocate Facilitator Provider	<ul style="list-style-type: none"> State and Federal Agencies Relevant Community Stakeholders Central NSW Joint Organisation
T9	Deliver sewer to West Cowra.	Advocate Facilitator Provider	<ul style="list-style-type: none"> Federal / State Government Agencies
T10	Ensure that community assets and public infrastructure including roads, bridges and public buildings are well maintained.	Advocate Facilitator Provider	<ul style="list-style-type: none"> State and Federal Agencies Relevant Community Stakeholders
T11	Improve the transport corridor connecting the Hume, Mid-western, Newell, Olympic and Mitchell Highways.	Advocate Facilitator	<ul style="list-style-type: none"> Federal / State Government Agencies Central NSW Joint Organisation Transport Groups

WE WILL ASSESS OUR PROGRESS BY:

<u>Measures</u>	<u>Source</u>
<ul style="list-style-type: none"> Satisfaction with condition of rural road surfaces 	Community Satisfaction Survey
<ul style="list-style-type: none"> Satisfaction with condition of urban road surfaces 	Community Satisfaction Survey
<ul style="list-style-type: none"> Satisfaction with provision of footpaths 	Community Satisfaction Survey
<ul style="list-style-type: none"> Satisfaction with provision of street or directional signage 	Community Satisfaction Survey
<ul style="list-style-type: none"> Satisfaction with parking 	Community Satisfaction Survey
<ul style="list-style-type: none"> Heavy Vehicle Bypass of Cowra CBD adopted as a planned project by NSW Government 	NSW Government Transport Plans

CONTINUED

<u>Measures</u>	<u>Source</u>
<ul style="list-style-type: none"> Re-opening of the Blayney-Demondrille rail line adopted as a planned project by NSW Government 	NSW Government Transport Plans
<ul style="list-style-type: none"> Satisfaction with Sewer Services 	Community Satisfaction Survey
<ul style="list-style-type: none"> Satisfaction with Quality of Water Services 	Community Satisfaction Survey
<ul style="list-style-type: none"> Adequate funding received to sustainability operate water and sewer networks 	NSW Government - Local Water Utilities Performance Monitoring data
<ul style="list-style-type: none"> Second mid-level bridge crossing within Cowra township adopted as a planned project by NSW Government 	NSW Government Transport Plans



ENVIRONMENTAL SUSTAINABILITY AND STEWARDSHIP

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

Please note numbering does not indicate priority order.

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

WE WILL ASSESS OUR PROGRESS BY:

<u>Measures</u>	<u>Source</u>
<ul style="list-style-type: none"> • Satisfaction with Recycling Service 	Community Satisfaction Survey
<ul style="list-style-type: none"> • Satisfaction with General Household Waste Collection 	Community Satisfaction Survey
<ul style="list-style-type: none"> • Satisfaction with General Litter Control 	Community Satisfaction Survey
<ul style="list-style-type: none"> • Satisfaction with Material Recycling Facility 	Community Satisfaction Survey
<ul style="list-style-type: none"> • Amount of domestic waste diverted from landfill 	Council Data
<ul style="list-style-type: none"> • Amount of waste able to be recycled/recovered 	Council Data
<ul style="list-style-type: none"> • Council greenhouse gas emissions 	External Provider

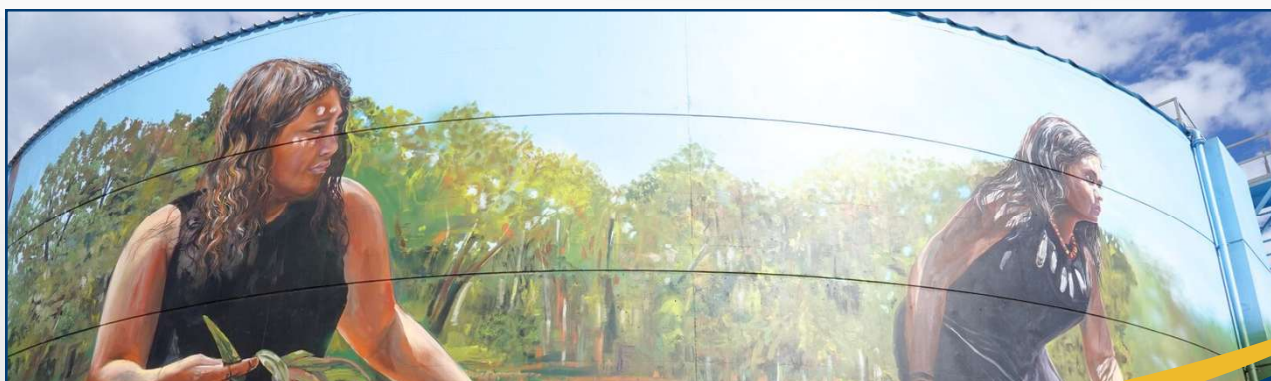


RECONCILIATION AND INCLUSION

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

Please note numbering does not indicate priority order.

	STRATEGIC OBJECTIVES	COUNCIL'S ROLE	STAKEHOLDER
R1	Foster reconciliation and connection with the local Indigenous population. Respect, promote and protect Wiradjuri culture.	Advocate Facilitator Provider	<ul style="list-style-type: none"> • Cowra Local Aboriginal Land Council • Schools • Cowra Information and Neighbourhood Centre • Yalbillunga Boori Day Care
R2	Show leadership and promote actions that ensure all members of the community have an equal opportunity to participate fully within the community.	Advocate Facilitator Provider	<ul style="list-style-type: none"> • Cowra Local Aboriginal Land Council • Schools • Early Childhood Education Provides • Sporting Groups • Volunteer Organisations • Community and Service Groups
R3	Continue to deliver and endeavour to ensure all high movement areas, public buildings and appropriate Council resources and services are accessible for all the community.	Advocate Facilitator Provider	<ul style="list-style-type: none"> • Community and Service Groups • NDIS / Access Providers • Council Access Committee
R4	Develop a community where people are welcomed from all walks of life and feel safe and secure.	Advocate Facilitator Provider	<ul style="list-style-type: none"> • Cowra Information and Neighbourhood Centre • Cowra Police • Cowra Neighbourhood Watch • Relevant Community Stakeholders • NSW Government



WE WILL ASSESS OUR PROGRESS BY:

<u>Measures</u>	<u>Source</u>
<ul style="list-style-type: none"> Satisfaction with disability inclusion and access 	Community Satisfaction Survey
<ul style="list-style-type: none"> Number of Closing the Gap targets improved in the shire including: <ul style="list-style-type: none"> -Completion of Year 12 or equivalent -Employment -Housing -Personal income 	Regional Insights for Indigenous Communities data
<ul style="list-style-type: none"> Diversity of population ethnicity 	ABS
<ul style="list-style-type: none"> Crime Statistics 	NSW Bureau of Crime Statistics and Research (BOCSAR)

