



DELIVERY PROGRAM 2022-2023 to 2025-2026  
OPERATIONAL PLAN 2024-2025  
Six Month Review to 30 June 2025

## Executive Summary

The integrated Delivery Program 2022-2023 to 2025-2026 and Operational Plan 2024-2025 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 were set at the beginning of the Council term and remained substantially unchanged over the four-year period. The Operational Plan actions show how from year to year Council will work towards the Delivery Program objective. The Operational Plan also includes Council's detailed annual budget and revenue policy including fees and charges.

The integrated planning and reporting provisions of the Local Government Act require a progress report on the Delivery Program be provided to the community each six months with a comprehensive final report to be published at the conclusion of each four-year term of office. This is the final review for the 2022-2023 to 2025-2026 Delivery Program.

### 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.
- Continued making improvements to the Cowra pound.
- Council continues to monitor construction of the 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 \$26,706.
- Youth Week activities held with a range of events conducted, led by Cowra Youth Council.
- Delivered flu clinics to council staff, on-site counselling continues to be very well supported and health & well-being program continued.
- Showcased 355 committee members during National Volunteers Week.
- Implemented community group register on council's website.
- Senior's Week activities delivered.



## **Innovation and Education**

- Council representative sits on Country Universities Centre board.
- Ongoing work placement provided in conjunction with local schools.
- Council supported TAFE with a number of staff attending courses offered at or by TAFE.
- Council provided work placement for a number of students during the review period.
- Nine school-based apprentices and trainees commence in February.

## **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 India the guest nation.
- Work completed on 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.
- Council provided the Cowra Japanese Garden & Cultural Centre with financial support to deliver the Koyo Matsuri event.
- Continued plan to redevelop aquatic centre.
- Commenced consultation to develop sportsfield precinct masterplans.
- Conduct a successful Families into Sport day in March.



## Community Leadership and Engagement

- Following local government election, the new council reviewed and adopted new Community Strategic Plan, Delivery Program/Operational Plan, Long-term Financial Plan, Community Engagement Strategy and Workforce Management Strategy.
- Active participation by councillors and staff in a range of events, policy making forums and professional development opportunities offered by the Joint Organisation, LGNSW, ALGA, Country Mayors and other bodies and forums.
- Council continued to apply for grants for projects contained within the strategic planning framework. Successful with a range of grants including for engagement of apprentices and trainees, a new music festival and funding for PV solar and battery installations at council facilities.
- Regular communications issued over a range of platforms advising of Council projects, events and policy decisions. Implemented monthly e-newsletter.
- Locale Learning engaged to produce individual councillor professional development plans.



## Business and Industry

- Regional consortium of councils finalised Regional Drought Resilience Plan.
- Continued to maintain and operate the Cowra saleyards and actively promote its use by local growers.
- Ongoing funding provided to Cowra Tourism Corporation.
- Provided support to the re-launching of the Cowra Business Chamber.

## 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.
- Continued working with government prior to assuming control of the Wyangala Sewer scheme following construction by NSW Government.
- Completion the Billimari bore pipeline project.
- Planning continued for the following major infrastructure projects and plans:
  - West Cowra sewer
  - West Cowra drainage
  - Aquatic Centre renewal
  - IWCM
- Continued delivery of work on State-owned road network under contract with Transport for NSW.



## Environmental Sustainability and Stewardship

- Successful grant to install PV solar, batteries and power factor correction at river pump.

- Cowra MRF continues being a regional processing facility for products collected under the NSW Container Deposit Scheme.
- Successfully delivered Waste2 Art competition.

### **Reconciliation and Inclusion**

- Council continues to work on developing a Reconciliation Action Plan.
- Completed public exhibition of Disability Inclusion Action plan.
- Two successful applications under Access Incentive Scheme.

**Paul Devery**  
**General Manager**  
**August 2025**

## Health & Well-Being (Strategic Theme 1)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEARS DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
		Link	Action	Performance Measure	Responsibility	Six Month review to 31 December 2024	Six Month Review to 30 June 2025
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 as the Cowra Hospital redevelopment is undertaken.	Ensure council is regularly advised of progress with the project.	General Manager	No action during the review period.	Briefing organised for July 2025.
		H1.1.b	Council represented on the Cowra Health Council.	Council representative attends meetings and provides reporting back to Council as required.	General Manager	Mayor attends meetings.	Mayor attends meetings.
H2. Provide facilities, infrastructure and programs for health and well-being needs, including disability, mental health and family support services	H2.1 Support Cowra Information and Neighbourhood Centre (CINC), Headspace and other providers in the Cowra Shire community.	H2.1.a	Provide rental subsidy to CINC for Council-owned property (head office) in Vaux Street.	Subsidy paid.	Director – Corporate Services	The rent subsidy is paid periodically throughout the year as a refund of costs.	The rent subsidy is paid periodically throughout the year as a refund of costs. During the period the subsidy was refunded accordingly.
	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 Women's and Men's Health Week and Mental Health Month.	Key health and wellbeing events recognised and promoted.  Support provided to community initiatives within available resources and relevant to Council's role.	Director – Corporate Services	Cowra Youth Council hosted a stall at the Cowra Spring Show in October to promote Mental Health Month. Activities to engage with children and young people included making Positivity Pets from clay, mindfulness colouring-in sheets and games. The	Planning has commenced for Mental Health Month in October. Pending a successful outcome on grant funding, the Youth Council will host a series of Wellbeing Workshops.

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Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month review to 31 December 2024	Six Month Review to 30 June 2025
						display included Mental Health Month promotional material and positive mental wellbeing messages. The activities were successful in engaging with target groups throughout the day.	
	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.	Promotion undertaken, including promotion of the shared path from Erambie to Taragala.	Director –Corporate Services	Promotion of walking and cycling will be considered by the Cowra Sport and Recreational Council.	Consultation with the Cowra Sport and Recreational Council and the general community was completed on an update to Council's 'Cowra Rides Guide' (issued 2014). The guide will be updated and reprinted to promote cycling across the Shire.
		H2.3.b	Consider appropriate locations for signage directing residents and visitors to shared footpath and cycling routes.	Audit undertaken, report presented to council and signs erected.	Director – Infrastructure & Operations	Investigating signage for Peace Precinct pathway network.	A number of sign formats have been proposed; format and locations to be finalised.
	H2.4 Provide companion animal services across the shire.	H2.4.a	Promote a subsidised companion animal incentive scheme for de-sexing,	Follow up request for the Animal Welfare League – Animal Care Truck to visit Cowra to provide desexing, vaccination and	Director – Environmental Services	Animal Welfare League Bus came to Cowra on 18th October 2024. A	Ranger has completed microchipping course, both Rangers now installing microchipping



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			microchipping, registration and vaccination.	<p>microchipping service to the community.</p> <p>Promote the National Desexing Network which provides reduced cost desexing for companion animals.</p> <p>Continue to work with rescue agencies and veterinary clinics to provide subsidised vaccinations for companion animals.</p>		<p>further visit is planned for 2025.</p> <p>National desexing network is promoted by Rangers to assist pensioners and low-income members of the community with desexing of companion animals.</p> <p>Council has an ongoing relationship with numerous rescue agencies to partially fund vaccinations. Council is ensuring all companion animals are microchipped prior to leaving our facility.</p>	<p>to all impounded cats and dogs at minimum cost.</p> <p>Vaccination of all impounded animals - program implemented being subsidised for dogs being adopted to rehoming authority. All animals being rehomed or impounded are being registered on the NSW animal registry.</p>
		H2.4.b	Maintain, develop and promote leash-free areas.	<p>Maintenance and promotion undertaken.</p> <p>Erect appropriate directional signage.</p>	Director – Environmental Services	<p>The off-leash area is maintained and has been promoted by Council rangers.</p> <p>New directional signage has been installed.</p>	<p>Posts have been made on the Cowra Impounding Facilities social media page promoting the off-leash dog park.</p> <p>Some photos of animals to be rehomed have been taken at the leash free area.</p>

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		H2.4.c	Provide a companion animal re-homing program.	Program continues. Council utilises services of several rehoming agencies across the state.	Director – Environmental Services	Council continues to work with rehoming agencies and actively promoting all companion animals available for adoption.	Council continues to work with rehoming agencies and all animals are placed on Council's website and facebook page with photos and descriptions.
		H2.4.d	Undertake improvements to the Cowra pound facility.	Improvements completed within time and on budget.	Director – Environmental Services	Improvements to the pound are being prioritised in accordance with Animal Welfare League Audit requirements.	Access doors installed to dog kennels to dog run to meet requirements for exercising animals. Dog cages doors and enclosures have been upgraded. Concreting commenced to extend cattery and dog runs.
	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	Continued the monthly Onsite Counselling for staff which is being heavily utilised. Skin Checks were carried out for staff in September. Capital Health Care carried out General Health Checks for staff in July. Continued Audio monitoring for identified staff through July -	Flu Shots for staff conducted in May 2025.  Continued the monthly Onsite Counselling for staff which is being heavily utilised.

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						December. Lifeline Central West provide additional EAP services.	
	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> <p>Support Council's Work Health &amp; Safety Committee.</p>	General Manager	<p>Council has implemented new processes in regards to incident/injury reporting and investigations in relation to workplace incidents.</p> <p>HR continues to work closely with StateCover in managing all Worker's Compensation claims, particularly return to work coordination.</p> <p>Council is currently recruiting for a new WHS Coordinator, the role has been vacant since September 2024. HR Manager has been providing support across the organisation in the interim.</p>	<p>WHS Officer appointed.</p> <p>HR continues to work closely with StateCover in managing all Worker's Compensation claims, particularly return to work coordination.</p>

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	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	All high-risk food premises were inspected in accordance with the NSW Food Authority requirements..	High and medium risk food shops inspected. Educational food safety calendars provided to food shops. Scores on Doors program continued providing star ratings to food establishments. All food complaints inspected in accordance with legislated timeframes.
H3. Collaborate with education and health providers to attract and retain health professionals in the Shire.	H3.1 Support initiatives to attract and retain health professionals.	H3.1.a	Provide support to the Cowra Medical Centre Associates ANU program and other providers as requested.	Mayor and councillors attend meetings as requested.	General Manager	Meetings of the Cowra Health Council are attended to advocate for improved health services outcomes for the Cowra Community.	Mayor and Councillors attended dinner for medical students from the Rural Organisation of the University of Notre Dame Sydney (ROUNDS).
		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	No action during the review period.	No action during the review period.
		H3.1.c	Liaise with local medical professionals to provide support for attraction of workforce.	Meet with local medical representatives and provide support as agreed.	General Manager	No action during the review period.	No action during the review period.

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Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month review to 31 December 2024	Six Month Review to 30 June 2025
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	No action during the review period.	No action during the review period.
		H4.1.b	Recognise and celebrate volunteers through the Cowra Shire Australia Day Awards and National Volunteer Week.	Annual Australia Day Awards conducted.  National Volunteer Week activities conducted.	Director – Corporate Services	13 nominations were received across four categories. A panel of community representatives have met to judge the nominations. Awards will be presented at the Australia Day Service on 26 Jan 2025.	Posts were made showcasing section 355 committees for volunteer week in 2025 via Council social media pages.  Award presentation held at the 2025 Cowra Australia Day Service on 26 January. All nominees were showcased in short videos profiling their achievements.
		H4.1.c	List volunteer groups on council website.	Provide system on Council's website for local volunteer groups to self-register.	Director – Corporate Services	This action will be addressed by Q4 FY25.	There is now a tab on Council's website that is a community group register, with a link for groups to sign up. Their contact information is public and the list is building.



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	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 – Round 1 2024/2025 were successfully delivered though Local Government Elections in September did delay the assessment process. A total of 25 applications were received. Following assessment 17 applications were approved totalling \$23,111.90. Presentation ceremony held 2 December 2024.	Cowra Community Grants – Round 2 2024/2025 were successfully delivered. A total of 22 applications were received. Following assessment 21 applications were approved totalling \$26,706.20. Presentation ceremony held 27 March 2025.
H5. Partner with and seek advice from the local First Nations community and First Nations health -care services to improve health outcomes.	H5.1 Liaise with local health and First Nations 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 during the review period.	Mayor to attend site-visit of Weigelli and conduct onsite discussions in July 2025.
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 Festival.	High levels of engagement with community organisations.	Director – Corporate Services	Community Development Officers have initiated planning and preparations for 2025 Seniors Week. First meeting attended by representatives from 10 community organisations. Draft program prepared	The 2025 Seniors Festival in Cowra was successfully staged from 3-16 March. Attendance across the 17 events exceeded 750 people. Events encompassed a wide range of activities from

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						for events to be held from 3-16 March 2025. Application for a 2025 NSW Seniors Festival grant was successful to help stage events.	social events, cinema, and active recreation, to crafts, theatre and trivia.
	H.6.2 Advocate for aged care needs.	H.6.2.a	Liaise with aged care providers, other relevant providers and advocate for their needs and services.	Meetings held and advocacy undertaken if required.	General Manager	No action during the review period.	No action during the review period.

## Innovation and Education (Strategic Theme 2)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
		Link	Action	Performance Measure	Responsibility	Six Month review to 31 December 2024	Six Month Review to 30 June 2025
11. Make Cowra Shire a learning community	I1.1 Support establishment of Country Universities Centre.	I1.1.a	Provide support within resources to facilitate operation of the Country Universities Centre (CUC).	<p>Council to assist the CUC where possible with knowledge and expertise to support the ongoing operations of the Centre within budgets.</p> <p>Councillor representative allocated to CUC Cowra Region Board.</p>	Director – Corporate Services	<p>Council endorsed an official Council representative on the CUC Cowra Region Board (Cr Cheryl Speechley)</p> <p>Council support for the CUC acknowledged in the CUC's 2024 Annual Report.</p>	<p>Council continues to assist with promotion of CUC and contributes to the management of the Centre through Councillor representation on the Board.</p> <p>The CUC recorded 95 students registered for Semester 1, 2025, exceeding targets. The Centre's cumulative impact reached a total of 186 students since opening in March 2023.</p>
	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	<p>Council again successfully contributed to the careers day (Try-a-Trade) at the Cowra High School 3 September, a very successful day showcasing some of the employment and career opportunities at Council.</p>	<p>Council will again have a stand at the Cowra Spring show, encouragement will be made for all areas within Council to have a chance to contribute.</p> <p>Council has been working with the High Schools to support career initiatives and will again provide support to the Try-a-Trade</p>

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						Council information stands delivered at the Cowra Spring Show.	day at Cowra High School in September, with planning having commenced in June. Council will promote School Based Traineeship as well as Apprentice and Trainee positions.
	11.3 Support the local school education sector.	11.3.a	Meet with local school reps and advocate for needs as appropriate.	Meetings held and advocacy undertaken.	General Manager	Continued to liaise with High Schools to provide opportunities for work placement. Human Resources attended local High Schools as part of their career nights, promoting the opportunity for School-based Apprenticeships with Council.  During November/December Council recruited for 9 School Based Apprentices and Trainees for various roles across Council, these students will commence in February 2025.	Council's work placement program has provided many placement opportunities over the past few months in Parks & Gardens, Depot and Water Treatment Plant & Engineering.

## Innovation and Education (Strategic Theme 2)

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	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.	Lobby TAFE and relevant MPs to seek delivery of courses through Cowra TAFE or other service providers.	General Manager	<p>Council continues to utilise TAFE courses for professional development of staff and to meet our compliance training needs.</p> <p>The Country Universities Centre (CUC) in Cowra establishes a dedicated learning hub for our region, offering students free access to high-speed Internet, modern technology, and on-site learning support.</p>	Council has engaged TAFE to provide compliance training namely First Aid Certificates, Asbestos Removal, Apprentice Mechanics and Horticulture studies, this is carried out through regional centres as not offered by Cowra TAFE.
	I2.Support initiatives to increase education and training outcomes for local Wiradjuri community.	I2.1.a	Ensure consideration in development of Reconciliation Action Plan.	Demonstrated consideration of this objective and identified strategies adopted.	General Manager	Human Resources is involved in Council's Reconciliation Working Party with discussions and ongoing in the development of a Reconciliation Action Plan.	Identifying suitable indigenous traineeship opportunities within Council. Discussions continue with local high schools to promote opportunities.
		I2.1.b	Consider options to support First	Options implemented.	General Manager	Currently identifying opportunities and developing strategies for	No action during this period.



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Strategic Direction	Program		Nations employment with Council.			first nations employment and liaising with key stakeholders particularly involved with the Elsa Dixon Aboriginal Grant Funding.	
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	No action undertaken during the review period.	No action undertaken during the review period.

## Liveability (Strategic Theme 3)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
		Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2024	Six Month Review to 30 June 2025
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 2025 Festival of International Understanding.	Festival conducted with good community support and involvement.	General Manager	Planning for 2025 Festival well underway with India announced as Guest Nation.	2025 Festival held successfully. New Festival Coordinator appointed and negotiations with United Kingdom underway for 2026 Festival.
	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	Preparations for 2025 Australia Day celebrations are well-advanced. School Literary Competition and Cowra Awards program finalised. Community partnerships and program of events confirmed. Ben Farinazzo appointed as Australia Day Ambassador.	<p>Program of Australia Day activities successfully delivered on 26 January. The official Australia Day Service at the Cowra Civic Centre was attended by approx. 280 people and incorporated a Citizenship Ceremony, Australia Day Awards presentation, School Literary competition awards, and the Australia Day Ambassador address by Ben Farinazzo.</p> <p>Council also partnered with 7 community organisations to provide a comprehensive program of activities for the Cowra community to Reflect, Respect and Celebrate on Australia Day.</p>

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Strategic Direction	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	Council is collaborating with the Cowra Family History Group as a contributor to the 2025 Cowra Seniors Festival Organising Committee. Council has facilitated initial planning meetings and continue to support CFHG to host an event for the Festival in March.	Council supported Cowra Family History Group to host a tour of the Cowra Cemetery for the 2025 Seniors Festival.
	L1.4 Support annual commemoration of POW Breakout.	L1.4.a	Support POW Breakout Association in staging of 80 <sup>th</sup> anniversary commemorations.	Support provided within resources and feedback from event participants is positive.	General Manager	Support provided for August commemoration.	No action undertaken during the review period.
	L1.5 Continue to foster and develop the Cowra/Japan relationship.	L1.5.a	Support the Japanese Garden & Cultural Centre within available resources.	Support provided within available resources.	General Manager	No action undertaken during the review period.	Council provided funding and support for the Koyo Matsuri Festival in May 2025.
		L1.5.b	Council represented on the Japanese Garden & Cultural Centre Board and reports	Meetings attended and reports provided as appropriate.	General Manager	Mayor attends meetings as Council representative.	Mayor attends meetings as Council representative.

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Strategic Direction			to Council as required.				
		L1.5.c	Support Cowra-Joetsu City reciprocal relationship.	Staff exchange undertaken.  Host delegation from Joetsu visiting in August to commemorate 80th Anniversary of the POW Breakout.	General Manager	Community Development Officer Linda Barron participated in exchange. Support provided for visit during August commemoration.	No action undertaken during the review period.
	L1.6 Support the World Peace Bell Committee to foster peace initiatives and maintain the profile of Australia's World Peace Bell.	L1.6.a	Advocate for the inclusion of World Peace Bell Ceremonies in key community events and conduct ceremonies where relevant.	World Peace Bell ceremonies conducted.	Director – Corporate Services	The World Peace Bell Association continues to hold ceremonies at key events in Cowra Civic Square. Cowra Youth council rang the World Peace Bell for Remembrance Day before their November meeting.	World Peace Bell Ceremonies were held as part of Australia Day celebrations and the Cowra Festival of International Understanding.
		L1.6.b	Conduct activities to celebrate the International Day of Peace, including the annual Youth Peace Forum.	Peace Day activities conducted with good participation.	Director – Corporate Services	2024 Cowra Youth Peace Forum was held on 19th September 2024 at the Cowra Civic Centre. Over 100 students and teachers attended. The Forum included the first official screening of the promotional and educational video funded by the bequest of the Margaret Weir Estate, A	Planning and preparations are well-underway to celebrate the 2025 International Day of Peace. The Cowra Youth Peace Forum will be held on 18 September. The biennial Cowra Youth Peace Awards are also open for nominations.

## Liveability (Strategic Theme 3)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2024	Six Month Review to 30 June 2025
						Journey from Conflict to Peace   Cowra Peace Bell. The Forum also included a public speaking competition with the theme: "How Do We Foster Peace in our Community?" The 2024 guest speaker – former Soccerroo and broadcaster, Craig Foster - was very well received.	
L2. Continue to develop our leisure and cultural facilities and infrastructure and protect and enhance our natural environment.	L2.1 Undertake asset renewal of Cowra Aquatic Centre.	L2.1.a	Work with consultants to finalise detailed design.	Detailed designs completed.	Director – Infrastructure & Operations	Design package is completed in preparation for future tender.	Design package has been completed; EOI advertised and selective tenderers panel appointed.
		L2.1.b	Tender for construction works.	Tender for construction works.	Director – Infrastructure & Operations	Design intent meeting with architect held with project team and Public Works.	Tender is being prepared for advertising to the panel.
	L2.2 Deliver projects identified in adopted Sport and Recreation Plan.	L2.2.a	Develop masterplans for West Cowra Recreation Ground, River Park precinct, Edgell park precinct and Mulyan Recreation precinct.	Consultation undertaken and masterplans completed.	Director – Infrastructure & Operations	Sam Crawford Architects engaged. Project kickoff February 2025.	Consultation on initial precinct design has been held with sporting associations. Architect is completing design packages for the nominated sites.



## Liveability (Strategic Theme 3)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
		Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2024	Six Month Review to 30 June 2025
Strategic Direction		L2.2.b	Conduct annual Sport & Recreation Network event.	Event conducted with good participation.	Director – Corporate Services	The inaugural Cowra Families into Sport Day was held on Sunday 13 October 2024. The free event attracted nearly 50 participants, providing them with the opportunity to try soccer, cricket, triathlon, Little Athletics, rugby league/league tag, AFL and golf.	A Committee decision was taken to defer the 2025 Sport & Recreation Network evening until September.
		L2.2.c	Within resources, conduct activities in partnership with clubs and other providers to increase participation in sport and recreation.	Meetings held and regular reports provided to Council.	Director – Corporate Services	The inaugural Cowra Families into Sport Day's biggest outcome was positive collaboration between different sports in Cowra. A second Cowra Families Into Sport Day is being considered for Autumn 2025.	The second Cowra Families into Sport Day was held on 30 March at Col Stinson Park. Approximately 87 children and parents attended to try out Netball, Rugby Union, Tennis, AFL, Soccer and Rugby League. The event received strong support from local sporting clubs and sponsorship from local businesses. Excellent feedback was received from participants.
	L2.3 Work with the Sport and Recreation Committee to support and promote sporting and	L2.3.a	Committee meets regularly and provides recommendations	Meetings held and regular reports provided to Council.	Director – Corporate Services	Regular meetings held to discuss grants and the Sport Precinct Master Plan. Cowra Sport &	The Sport & Recreation Committee met three times in the first half of 2025, promoting

## Liveability (Strategic Theme 3)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
		Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2024	Six Month Review to 30 June 2025
Strategic Direction	recreation groups across the Shire.		to Council as required.			Recreation Committee AGM held in Dec attracted 12 nominations, from 12 different sporting Cowra organisations.	collaboration and information-sharing between the 12 clubs represented on the Committee. Council continues to consult with the Committee on major sporting infrastructure projects.
	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	No application submitted during the review period.	No application submitted during the review period.
		L2.4.b	Seek funding for asset renewal projects, eg. Guard tower, shade sail for Adventure Playground and access pathways around Sculpture Park and playgrounds.	Grant applications submitted where appropriate.	Director – Infrastructure & Operations	Peace precinct budget exhausted early in year due to significant works in preparation for Cowra Breakout 80th anniversary.	No grant funding obtained in 24/25.
	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	Works completed as funds become available.  Liaison undertaken and initiative considered.	Director – Infrastructure & Operations	Maintenance works only following completion of the new pathway and landscaping.	No grant funding obtained in 24/25.

## Liveability (Strategic Theme 3)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2024	Six Month Review to 30 June 2025
			<p>from the Lachlan River Precinct Masterplan:</p> <ul style="list-style-type: none"> <li>The Col Newton Park improvements identified in the Masterplan.</li> </ul> <p>Talk to other organisations/groups such as Mid Lachlan Landcare to investigate all options to develop the precinct.</p>				
	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	Parks maintained to high standard.	Parks maintained to high standard.
		L2.6.b	Create a register of the Festival of International Understanding trees planted in Brougham Park.	Register completed.	Director – Infrastructure & Operations	Audit of trees and plaques completed. Next step to survey all trees and develop register through intramaps.	A register of the Festival trees has now been created and is available on Council's GIS platform.
		L2.6.c	Subject to funding, design improvements to	Subject to funding, improvements made and signage installed.	Director – Infrastructure & Operations	No funding for works has been identified at this stage. Transferring tree	Festival Trees have been loaded into Council's GIS system.

## Liveability (Strategic Theme 3)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2024	Six Month Review to 30 June 2025
			presentation of the Festival of International Understanding tree planting area and erect signage in Brougham Park.			planting data to Council's GIS.	No grant funding obtained for 24/25.
		L2.6.d	Improved promotion of Council's parks, gardens and playgrounds on Council's website.	Listing on website updated regularly.	Director – Infrastructure & Operations	Listings on website have been updated regularly.	Updates have been made to Council's website, to now include all of our parks, playgrounds and sports fields in the shire. Each are identified and described, equipment at each location is listed and a map of the shire has pinpoints for each location. Promotion of this page will be shared via social media so that there is knowledge around this interactive list shortly.
		L2.6.e	In renewing playgrounds, consider provision of facilities accessible for all the community.	Consideration given and inclusive facilities incorporated in renewal works.	Director – Infrastructure & Operations	Audit of all playgrounds complete and collated in Playground123 including audit of inclusivity of equipment.	Council's Assets Team are working on asset renewal strategy for playground equipment.

## Liveability (Strategic Theme 3)

Liveability (Strategic Theme 3)							
COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2024	Six Month Review to 30 June 2025
	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	Sportsfields maintained to high standard.	Sportsfields maintained to high standard.
		L.2.7.b	Support Cowra Showground Trust in their efforts to maintain and improve the facility.	Provide annual contribution to Showground Trust.  Lobby relevant Members of Parliament for funding to maintain and improve facility.	General Manager	Contribution provided.	Provided letter of support for Trust grant application.
	L2.8 Maintain and operate the Cowra Caravan Park to its current high standard.	L2.8.a	Complete Stage 2 upgrade works subject to funding.	Design works and scope of project finalised, including final cost estimate.  Replace existing stepped slabs on the riverfront sites with flat slabs and dished drainage between sites.	Director – Infrastructure & Operations	<ul style="list-style-type: none"> <li>Planning advice provided from Environmental Services for work ahead.</li> <li>Project Plan drafted and approved.</li> <li>Organised detailed design to be prepared for inclusion in the RFQ with engineering team.</li> <li>Native Title Assessment documentation finalised. Site works are planned to commence after peak summer period.</li> </ul>	<p>New long-term Project Plan to be completed and approved.</p> <p>Survey and design to complete plans for internal road changes.</p> <p>Investigate better security options for driveway access New riverside slabs delivered.</p>



## Liveability (Strategic Theme 3)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
		Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2024	Six Month Review to 30 June 2025
		L2.8.b	Maintain and operate the Cowra Caravan Park to its current high standard.	Park maintained and positive feedback received.	Director Infrastructure & Operations	Park maintained to high standard.	Park maintained to a high standard with excellent feedback on the new cabins and riverside caravan parking slabs
	L2.9 Investigate options for the remodelling of the public amenities at Olympic Park.	L2.9.a	Complete plans and seek grant funding to install accessible amenities facility in Olympic Park.	Plans finalised and adopted by Council. Funding applications submitted.	Director – Infrastructure & Operations	Investigations under to prepare application to Crown Reserve Improvement Fund.	Application unsuccessful for the upgrade of the amenities. Will continue seeking grants to apply for the upgrade
	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 Regional Art Gallery (CRAG).	Two-year forward exhibition program developed and implemented.  Use established Council publications and media to promote.	Director – Corporate Services	Since adoption of this operational plan the Gallery has promoted and delivered an unbroken program of exhibits. The collection has been bolstered by recent donations including the winning painting of the 2024 Calleen Art Award as well as donations to the sculpture park. A forward exhibition schedule is in place.	The Cowra Art Gallery exhibitions and events are regularly promoted through council noticeboards and e-newsletters.  A two year forward exhibition program was developed between February and April 2025 that has locked down exhibitions and dates until the end of February 2027. Public programming is scheduled up until the end of September 2025, The Calleen Art Award call for entries was released and will close off on 6 July. Exhibitions were promoted

## Liveability (Strategic Theme 3)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2024	Six Month Review to 30 June 2025
							in the gallery brochure, arts and lifestyle magazines, newspapers, Council noticeboards, CRAG website and socials.
		L2.10.b	<p>Prepare plans for the redevelopment of the Cowra Regional Gallery.</p> <p>Advance redevelopment plans to shovel ready in order to pursue funding and community support for the Cowra Regional Art Gallery and Olive Cotton Learning Space upgrade re Business Case Report</p>	<p>Plans finalised and adopted by Council.</p> <p>Funding applications lodged where applicable.</p>	Director – Corporate Services	A business case for the redevelopment has been prepared, and a masterplan for the Civic Square Redevelopment (including the Gallery) was endorsed by Council. Grant opportunities are being actively monitored.	CRAG re-engaged the architect and quantity surveyor to develop a new set of floor plans and costings to create options for the staged redevelopment of the Gallery.
		L2.10.c	Consider implementation of a Gallery Foundation/Arts Trust to support the ongoing development of the	Report on options presented to Council for consideration.	Director – Corporate Services	Submission of a report is targeted for Q4 FY25.	This Action was not advanced during the reporting period due to competing priorities.

## Liveability (Strategic Theme 3)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
		Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2024	Six Month Review to 30 June 2025
Strategic Direction			Art Gallery and collection (including the Sculpture Park).				
	L2.11 Develop the Civic Square Cultural Precinct	L2.11.a	Seek funding to continue to progress Civic Square masterplan design.	Funding applications lodged where applicable.	Director – Environmental Services	No application submitted during the review period.	No applications submitted during this period.
	L2.12 Maintain and improve the Cowra Civic Centre.	L.2.12.a	Develop, present and promote a diverse program of high-quality events, workshops, activities and entertainment at the Cowra Civic Centre.	Growth in utilisation and attendance.	Director – Corporate Services	Seating upgrade to the Theatre completed Dec 2024. Attendance for July to Dec was 8,261; venue closed for all activity from 8 Dec to finalise Theatre seating. In the 6-month period there were 187 events and films, and the venue was hired for 27 days.	Combi Oven and deep fryer purchased 2nd hand from Club Cowra in May 2025 increasing appeal to hirers and paves the way for the venue to increase offerings to events, hirers and film screenings. Commercial fridge and freezer also purchased. Attendance for the 6-month period to June 2025 was 10,039 +36% on the same 6-month period in 2024. 220 events and films were presented including 30 days of hired events. A paid membership program was introduced in February 2025 with over 280 people joining prior to June 2025.

## Liveability (Strategic Theme 3)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
		Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2024	Six Month Review to 30 June 2025
Strategic Direction	L2.13 Maintain and improve facilities at the Cowra Library.	L.2.13.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	There were 12,108 visits to the Library over June to December 2024. Major refurbishments of the library were completed by December 2024.	Jan - Jun 2025 visits totalled 11,363. Local priorities grant funds utilised to facilitate robotics training January 2025 and further technology purchases to capture tween / teen demographic.
		L.2.13.b	Investigate expansion of library hours.	Consult with CWL for trial implementation in 2024.	Director – Corporate Services	A three-month trial of extended hours had a minor impact on patronage. Due to concerns with promotions of the trial, a second exercise is underway supported by extensive communications.	Re-trial of extended hours 2 Jan 2025 - 5 April 2025 produced minimal changes to patronage. Consequently, Council chose not to permanently change operating hours. However, extensive promotion resulted in increased community awareness of Cowra Library.
	L2.14 Develop the Cowra Sculpture Park as a major attraction within Cowra.	L.2.14.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	Further donations have been received for the sculpture park, which has been promoted through the gallery and Cowra Tourism.	Specialist cleaning and condition review undertaken for all sculptures.
	L2.15 Lobby the NSW Government to develop and invest in the	L.2.15.a	In conjunction with Cowra Tourism, lobby the relevant	Advocacy undertaken.	General Manager	No action undertaken during the review period.	No action undertaken during the review period.

## Liveability (Strategic Theme 3)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2024	Six Month Review to 30 June 2025
	Wyangala State Recreation Park.		Ministers and local members to fund improvements for the Park.				
	L2.16 Update and adopt a new Cultural Plan.	L2.16.a	Consultation undertaken to develop new Cultural Plan.	Plan adopted.	Director – Corporate Services	The Cultural Plan Working Party is preparing an updated plan, with consultation on a draft intended by Q4 FY25.	Progress on the Cultural Plan was deferred due to competing priorities, however it is intended that an updated version be prepared for consideration by the working party (and then Council) during the first half of FY26.
L.3. Recognise and grow the talent in our community.	L3.1 Continue to support the Cowra Youth Council.	L3.1.a	Facilitate Cowra Youth Council operations, projects and community participation.	Regular meetings held.  Number of youth initiatives led by the CYC.  Positive CYC community profile maintained.	Director – Corporate Services	Cowra Youth Council (CYC) leadership development ongoing through mentoring and support in planning and delivering events.  CYC hosted the Cowra Youth Peace Forum for the International Day of Peace in partnership with the World Peace Bell Association (Sept).  The annual CYC Mayoral Reception was held in December with 2024 members receiving	CYC annual Planning Workshop facilitated in February. Workshop outcomes included team-building, gaining commitment to the 2025 event schedule, and identification of contemporary youth issues in Cowra.  A CYC project team has been formed to progress the Cowra Youth Hub Project investigating the establishment of a space for young people that provides a safe, inclusive social outlet.

## Liveability (Strategic Theme 3)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2024	Six Month Review to 30 June 2025
						certificates acknowledging their achievements.	
		L3.1.b	Coordinate Youth Week activities.	Events conducted with good participation.	Director – Corporate Services	NSW Youth Week 2025 will take place from 9 to 17 April 2025. Preliminary discussions underway on ideas for activities. Youth Week grant application submitted.	A successful program of 8 events was delivered for Youth Week. The inaugural Youth Week Talent Show hosted by the CYC at Club Cowra was a great success. The movie screening of 'Minecraft' at the Cowra Civic Centre was a sell-out. Other events, including a First Aid Course and Trivia Night had strong attendances.
	L3.2 Maintain donations policy to support community development.	L3.2.a	Respond to requests for donations in accordance with the Policy.  Promote the Policy with relevant community organisations.	Requests are processed in accordance with Policy and submitted to Council as received.	Director – Corporate Services	Council has received and considered and approved 12 new requests for support from community groups over the six-month period.	Council has received and considered and approved 7 new requests for support from community groups over the six-month period. Two other requests were received for which donations were not granted.
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	Develop and implement education initiatives for young people in leadership and	Education initiatives conducted.	Director – Corporate Services	Cowra Youth Council participated in community events, including hosting of stalls at the NAIDOC Family Fun Day (July),	Facilitation of the CYC continues to focus on developing leadership and event management skills of members. CYC

Liveability (Strategic Theme 3)							
COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2024	Six Month Review to 30 June 2025
			event management.			<p>Cowra Show for Mental Health Month promotion (Oct) and International Day of People with Disability (Nov).</p> <p>Their involvement strengthened their community networks and raised their profile within the community, whilst making a meaningful contribution to community life.</p>	<p>maintained high levels of participation in community life including coordinating Youth Week activities, supporting 2 Youth Ambassadors and running activities for the Cowra Festival of International Understanding, and baking and distributing Anzac biscuits on Anzac Day.</p>
	L.4.2 Support the principles of Justice Reinvestment.	L.4.2.a	Support CINC to progress the Justice reinvestment program.	Support provided where required.	General Manager	No action undertaken during the review period.	No action undertaken 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	Reports have been submitted to Council for information as required – modifications to R2 zoning referred to Council.	The R2 zoning changes were re-referred to Council in this review period. No further changes to planning legislation have occurred.
		L5.1.b	Review and develop updated Development Control Plan.	Plan updated and adopted.	Director – Environmental Services	The Cowra DCP is under review and a modification to the DCP to include planning controls for Valley View Estate has been completed.	The comprehensive DCP review is in progress and a first preliminary draft has recently been distributed internally for comments prior to finalisation.

## Liveability (Strategic Theme 3)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2024	Six Month Review to 30 June 2025
		L5.1.c	Trial methods to increase community knowledge of planning policies and how to work with Council.	<p>Trial drop-in times for community questions.</p> <p>Trial briefing sessions for people interested in submitting Development Applications.</p>	Director – Environmental Services	<p>Council has a DA Concierge Service available to assist with the lodgement of DA's and the provision of development advice.</p> <p>Council's Development Assessment Guide provides detailed advice to assist with the lodgement and preparation of development applications. Council staff are available to answer enquiries either on the phone, email or in person.</p> <p>Council also offers a pre-lodgement service to assist applicants with identifying any issues with their proposals.</p> <p>Breakfast developer sessions are proposed to be held in 2025.</p>	<p>Council's DA Concierge Service remains in place and is being used regularly by customers to assist them with DA lodgement and NSW Planning Portal navigation.</p> <p>The DA Guide is updated regularly and continues to provide detailed advice to assist with the lodgement and preparation of development applications. Council staff are available at all times to answer enquiries either on the phone, email or in person.</p> <p>A formal Pre DA lodgement service is available free of cost and is appropriate for more complex development proposals.</p>
L6. Develop a community where people are welcomed from all walks of life and feel safe and secure.	L6.1 Support activities of local Police and relevant community organisations to improve community safety.	L6.1.a	Advocate for a 24-hour police station in Cowra.	<p>Write to relevant members of parliament.</p> <p>Conduct regular meetings with Chifley Local Area Command (LAC), local community</p>	General Manager	No action undertaken during the review period.	Informal discussions held with Chifley PD Commander, who is scheduled to address Councillors in late 2025.



Liveability (Strategic Theme 3)							
COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2024	Six Month Review to 30 June 2025
				organisations and other relevant groups.			
	L6.2 Improve how we welcome new residents to our community.	L.6.2.a	Conduct welcome events for new residents.	Conduct a minimum of two events.	General Manager	No action undertaken during the review period.	A welcome event is being organised and promotion has started for this event to be held on 31 August 2025.

## Community Leadership and Engagement (Strategic Theme 4)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2062	1 YEAR OPERATIONAL PLAN 2024-2025					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2024	Six Month Review to 30 June 2025
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	CNSWJO Board meetings and GMAC meetings attended; councillors attended LGNSW Annual Conference, as well as seminars and trainings through LGNSW and OLG.	CNSWJO Board meetings and GMAC meetings attended; councillors attended seminars and training through LGNSW and OLG
	C1.2 Ensure Council's Section 355 Committees (s355), focus groups and advisory bodies are relevant and provide appropriate community involvement.	C1.2.a	Ensure committees meet regularly and provide minutes and recommendations to Council.	Meetings held and regular reports/recommendations provided to Council.	General Manager	Minutes referred to Council as received from committees.	Minutes referred to Council as received from committees.
	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 as required. Minutes provided to council.	Support provided as required. Minutes provided to council.
		C1.3.b	Provide Councillor Delegates to council	Regular attendance by Councillor representatives.	General Manager	Delegates appointed following council elections.	Delegates appointed following council by-election.

## Community Leadership and Engagement (Strategic Theme 4)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2062	1 YEAR OPERATIONAL PLAN 2024-2025					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2024	Six Month Review to 30 June 2025
			Sections 355 committees.				
	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	Councillors set up on training distribution lists for LGNSW and OLG. Locale Learning to conduct training in early 2025. Councillor Induction seminars conducted following elections, and handbooks provided.	Locale Learning worked with Councillors to develop individual Councillor Training Plans.
	C1.5 Build capacity in the local volunteer sector.	C.1.5.a	Undertake workshops on grant writing and meeting procedure and provide information on available grant opportunities.	Workshops conducted.	General Manager	No action undertaken during review period.	No grant writing workshop held during the review period. Next workshop planned by end of 2025. Information on individual grants regularly passed to relevant staff members and community organisations.
	C1.6 Support and contribute to the development of Village organisations.	C.1.6.a	Meet at least annually with representatives of villages to discuss issues of importance to each community.	Joint meeting of village representatives and councillors held at least once per year.	General Manager	No action undertaken during the review period.	Councillor village representatives meet regularly with village groups.

## Community Leadership and Engagement (Strategic Theme 4)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2062	1 YEAR OPERATIONAL PLAN 2024-2025					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2024	Six Month Review to 30 June 2025
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.	<p>Increased interaction and growth in followers is evident in website and social media analytics.</p> <p>Develop an email subscription database and implement digital newsletter.</p> <p>Utilise appropriate engagement method in accordance with adopted Community Engagement Strategy.</p>	General Manager	Regular information shared with the community on social media and through media releases.	<p>Communication with the community is increasing.</p> <p>Regular media releases are at the forefront of the communications team.</p> <p>Facebook followers grew by 7.2% over the year.</p> <p>The monthly E-newsletter is effective, 3 issues have been released to date and feedback is positive. Subscriptions are growing daily.</p> <p>Steps are being taken to have an open and transparent relationship with the Cowra Guardian to ensure council initiatives are being promoted effectively.</p>
	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 CRM system reporting on performance against service level guarantee.	Director – Corporate Services	CRM data performance data is included in quarterly reporting to Council.	CRM performance data was reported to Council. This report will be redeveloped in the first half of FY26.

## Community Leadership and Engagement (Strategic Theme 4)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2062	1 YEAR OPERATIONAL PLAN 2024-2025					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2024	Six Month Review to 30 June 2025
	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	Six-Month Operational Plan Review to 30 June 2024 presented to Council in August 2024; State of Our City report presented to Council in (pre-election) August and (post-election) October 2024.	Six-Month Delivery Program Review to 31 December 2024 presented to Council. Workshops conducted and finalised 2025-2026 IP&R strategies adopted by Council in June 2025.
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	No action undertaken during this review period.	Regular meetings held between Council staff and a range of government departments including TfNSW, OLG, Department of Regional Development, Crown Lands, Department of Planning and WaterNSW.
	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	Mayor attended meetings with local representatives.	Mayor attended meetings with local representatives.
	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	Meetings held and proposals reported to Council.	General Manager	No action undertaken during this review period.	No action undertaken during this review period.

## Community Leadership and Engagement (Strategic Theme 4)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2062	1 YEAR OPERATIONAL PLAN 2024-2025					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2024	Six Month Review to 30 June 2025
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	<p>proposals to Council for consideration.</p> <p>Seek funding to progress projects in adopted strategic plans including:</p> <ul style="list-style-type: none"> <li>Village Improvement Plan</li> <li>Energy Efficient and Renewable Energy Plan</li> <li>Sport and Recreation Plan</li> <li>Peace Precinct Masterplan</li> <li>Pedestrian and Cycling Plan</li> <li>Caravan Park Improvement Plan</li> <li>Lachlan River Precinct Masterplan</li> </ul>	Applications submitted for all relevant programs.	General Manager	Six grant funding applications submitted \$8.87 million. Two application were successful totalling \$58,901. One application progressed from an EOI to the full application stage. The outcome of that grant and the other three full applications are pending.	Successful grant applications 2024/2025 – 9 applications totalling \$2,688,743.
	C4.2 Undertake asset management planning to ensure that Council's infrastructure is maintained and reviewed to meet Council's adopted levels of service.	C4.2.a	Update Asset Management Plans for all asset classes annually and review Strategic Asset Management Plan.	Updated Strategic Asset Management Plan adopted.	Director – Infrastructure and Operations	Asset Engineer appointed. Will take a period of training to deliver the update AMPs.	Updating is currently underway delivery in 2025.

## Community Leadership and Engagement (Strategic Theme 4)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2062	1 YEAR OPERATIONAL PLAN 2024-2025					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2024	Six Month Review to 30 June 2025
		C4.2.b	Implement renewal plans for all asset classes, transport, water and wastewater, buildings etc.	Renewal plans delivered within available resources.	Director – Infrastructure & Operations	Currently under review.	Updating is currently underway; draft Water and Sewer AMP have been completed
	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	7 grant applications were submitted over July to Dec 24, with 6 successful (\$1.7 million) and 1 undecided (\$7.3 million).	Successful grant applications 2024/2025 – 9 applications totalling \$2,688,743.
	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	A risk management policy was adopted by Council in Q2 of FY25. An enterprise-level risk register is maintained and has been reported to Council via the Audit, Risk and Improvement Committee. General risk workshops have been held, facilitated by Statewide Insurance. Team-specific workshops are being rolled out, with Infrastructure and Operations completed and other divisions to follow.	Training on risk registers was completed, and risk registers updated.

## Community Leadership and Engagement (Strategic Theme 4)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2062	1 YEAR OPERATIONAL PLAN 2024-2025					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2024	Six Month Review to 30 June 2025
		C4.4.b	Continue to review Council policies.	Policies reviewed in accordance with adopted timetable.	General Manager	An annual report to the Audit, Risk and Improvement Committee on periodic review of council policies was completed. Reviews of policies continues as their terms expire.  Council's policies are reviewed and referred to Council for consideration and adoption as required.	Council's policies are reviewed and referred to Council for consideration and adoption as required.
		C4.4.c	Support operation and engage with Audit, Risk and Improvement Committee.	Engagement undertaken.	Director – Corporate Services	Secretariat services have been provided for two meetings of the Committee during the first half of FY25, with two more scheduled by June 2025.	Support was provided for an Audit, Risk and Improvement Committee meeting in February. Following the resignation of the ARIC Chair, recruitment was undertaken and completed to appoint Mr Alan Pigott as incoming Chair.



## Business & Industry (Strategic Theme 5)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2024	Six Month Review to 30 June 2025
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	Pursue objectives detailed in Cowra Regional Economic Development Strategy (REDS).	Demonstrated action to achieve objectives eg lobbying, grant submissions.	General Manager	<p>Draft Housing Strategy adopted for public exhibition at December Council meeting.</p> <p>Subsequent to broad based public consultation and public exhibition, the draft Cowra CBD Place Vision &amp; Activation Plan was adopted with amendments.</p>	<p>Continued engagement and advocacy with NBN has seen the first stage role out of NBN fibre to the home commence in Cowra's urban footprint.</p> <p>Council participated in a Regional Drought Resilience Planning initiative in an effort to help develop a community resilience response plan when drought occurs.</p>
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	<p>Council supports tourism initiatives in partnership with the community and state and federal government funding programs. Council's role is to strengthen and bolster these initiatives and it contributes the majority of funding to the Cowra Tourism Corporation.</p> <p>Additionally, Council supplies SpendMapp data to Tourism to bolster their</p>	<p>Council continues to support tourism initiatives in partnership with the community and state and federal government funding programs. Council's role is to strengthen and bolster these initiatives and it contributes the majority of funding to the Cowra Tourism Corporation.</p> <p>Council also continues to supply SpendMapp data to</p>

## Business & Industry (Strategic Theme 5)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2024	Six Month Review to 30 June 2025
						funding applications and initiatives.	Tourism to bolster their funding applications and initiatives. Tourism also has online access to Council's Profile.id subscription which provides the most up to date independent economic and demographic information.
	B2.2 Support Business Cowra marketing initiatives.	B2.2.a	Work with Business Cowra if it is operational and support initiatives within available resources.	Support provided.	General Manager	The Cowra Business Chamber continued being inactive during this reporting period. Council remains supportive of business development and the broader business community's efforts.	The Cowra Business Chamber is in the process of re-establishment. Council has been providing information and support in an effort to progress matters.
	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.	Council considers requests and provides support where appropriate.
B3. Add value and support to our existing businesses and industries.	B3.1 Support Business Cowra	B3.1.a	Work with Business Cowra if it is operational or any other groups representing business interests within the shire.	Liaise with business groups.	General Manager	There was no functioning business collective/group in Cowra during this reporting period.	Re-establishment and resumption of the business chamber is currently underway with initial meetings taking place. An AGM is planned to take

## Business & Industry (Strategic Theme 5)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2024	Six Month Review to 30 June 2025
							place during the next reporting period.
B4. Support the development of an energetic CBD.	B4.1 Upgrade Macquarie Street.	B4.1.a	Review plans for Macquarie Street precinct redevelopment.	Source grant funds for landscape architect design of precinct.	Director – Infrastructure & Operations	Funding required.	Funding and resources required.
	B4.2 Review Squire Park café and amenities.	B4.2.a	Seek funding for upgrade of Squire Park amenities to accessible standard.	Source grant funds for upgrade of Squire Park amenities to accessible standard.	Director – Infrastructure & Operations	Funding required.	Review of amenities indicates it can meet current 'accessible' standards with some modification work; underway.
	B4.3 Undertake planning for the future of the Cowra CBD.	B4.3.a	Implement actions from adopted CBD Activation Strategy.	Actions implemented subject to resources.	General Manager	<p>The draft Cowra CBD Place Vision &amp; Activation Plan was adopted with amendments.</p> <p>Council resolved that the newly elected council be requested to:</p> <ul style="list-style-type: none"> <li>a. Consider keeping the CBD Committee in place to help implement the Cowra CBD Place Vision &amp; Activation Plan</li> <li>b. Review CBD Committee Instrument of Delegation</li> <li>c. Contact NSW Business Chamber representative Vikki Seccombe for assistance.</li> </ul>	<p>The CBD Section 355 Committee remains in place with new member appointments being made.</p> <p>35 actions from the plan were included in the Delivery Plan/Operational Plan adopted in June 2025.</p>

## Business & Industry (Strategic Theme 5)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2024	Six Month Review to 30 June 2025
						The project remains ongoing	
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	Convene relevant forums to present current technology options to the business community.	Forums conducted with good participation.	General Manager	Council continued working with Biz HQ and Services NSW advisors to provide support to businesses in Cowra.	Council continues working with Biz HQ and Services NSW advisors to provide support to businesses in Cowra.
	B5.2 Advocate for and support initiatives to improve digital connectivity.	B5.2.a	Lobby and pursue funding for improved NBN access for business.	Funding submissions lodged, advocacy undertaken.	General Manager	NBN Fibre to the premises is currently underway in Cowra township.	Stage one of NBN's fibre to the home rollout has commenced in Cowra's urban footprint. Further stages to follow in the next reporting periods.  NBN presentation to Council scheduled for July 2025.
		B5.2.b	Work with village communities and advocate for improved connectivity.	Liaison and advocacy undertaken.	General Manager	The villages continue to benefit from fixed wireless internet connectivity as the norm, with council advocating for faster speeds and broader coverage.	NBN continues building capacity of their fixed wireless service offering as technology progresses.
		B5.2.c	Lobby mobile phone providers to extend	Advocacy undertaken.	General Manager	Council keeps lobbying the Federal Government for	No action during the review period.

## Business & Industry (Strategic Theme 5)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2024	Six Month Review to 30 June 2025
			coverage in the Shire.			funding to improve infrastructure in areas with poor or no mobile reception.	
B6 Identify and develop profitable and sustainable tourism opportunities for Cowra.	B6.1 Review and monitor the Memorandum of Understanding (MOU) between Council and the Cowra Tourism Corporation (CTC).	B6.1.a	Ensure Council and Cowra Tourism Corporation meet obligations of the MOU between the parties.	Obligations met.	General Manager	No action undertaken during the review period.	MOU negotiated to be presented to Council in July 2025.
	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.	B6.3.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	Councillors E Watt and C Speechley represent Council on the Board. Funding contribution provided.	Councillors E Watt and C Speechley represent Council on the Board. Funding contribution provided.

## Transport & Infrastructure (Strategic Theme 6)

COMMUNITY STRATEGIC PLAN 2023-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month review to 31 December 2024	Six Month Review to 30 June 2025
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	No action undertaken during the review period.	The Mayor has on numerous occasions advocated for this objective directly with the Minister and via a range of media.
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	Mayor has advocated for this project on numerous occasions with State Minister for Regional Roads.	The Mayor has on numerous occasions advocated for this objective directly with the Minister and via a range of media.
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	Central NSW Joint Organisation takes the lead in advocating for this project within the region.	Central NSW Joint Organisation takes the lead in advocating for this project within the region.
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	No action undertaken during the review period.	No action undertaken during the review period.

## Transport & Infrastructure (Strategic Theme 6)

COMMUNITY STRATEGIC PLAN 2023-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month review to 31 December 2024	Six Month Review to 30 June 2025
T5. Develop an integrated transport system that addresses local and regional needs in relation to cycleways and footpaths, road and rail.	T5.1 Maintain, improve and develop footpaths and walkways to ensure the safe and efficient movement of users, including persons living with disabilities, and develop pedestrian and cycling linkages in the shire.	T5.1.a	Seek funding for projects identified in the Pedestrian and Cycling plan.	Funding applications submitted for appropriate programs.	General Manager	No applications submitted during the review period.	No applications submitted during the review period.
	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 2024/2025.	Projects completed on time and on budget.	Director – Infrastructure & Operations	2024/25 Projects on track to be completed by Q4.	2024/2025 program was successfully delivered within budget and on time.
	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	Projects progressing well on track for completion.	All projects delivered 2024/2025; planning underway for 2025/2026.
	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	Options for 'on demand' service discussed with TfNSW as a part of SRITP consultation.	No further action to date.

## Transport & Infrastructure (Strategic Theme 6)

COMMUNITY STRATEGIC PLAN 2023-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month review to 31 December 2024	Six Month Review to 30 June 2025
		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	No actions to report.	No actions to report.
	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	Working with TfNSW and traffic committee.	Working with TfNSW on traffic flows and reporting back to Traffic committee.
T6. Develop the Cowra Airport as a regional aviation precinct.	T6.1 Continue to develop the Cowra Airport.	T6.1.a	Finalise plans for the next stage of development in accordance with the Airport Masterplan.	Project scope, costing and funding finalised for delivery in accordance with the Airport Masterplan.	General Manager	No actions to report.	No action during this period.
		T6.1.b	Continue to maintain Cowra Airport as a certified aerodrome.	Certification maintained.	Director – Infrastructure & Operations	Aerodrome Manual being updated to current MOS135 standards.	The Aerodrome Manual has been updated on the CASA online platform.
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	Undertake Integrated Water Cycle Management (IWCM) strategy including review of Water and Sewer Strategic Business Plans.	IWCM finalised and adopted.  Strategic Business Plans finalised and adopted.	Director Infrastructure & Operations	Ongoing.	Currently reviewing draft report for Cowra WTP. The consultant to commence the financial modelling of different scenarios.



## Transport & Infrastructure (Strategic Theme 6)

COMMUNITY STRATEGIC PLAN 2023-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month review to 31 December 2024	Six Month Review to 30 June 2025
		T7.1.b	Drinking Water Management System (DWMS) implemented in accordance with Australian Drinking Water Guidelines (ADWG).	DWMS Annual Report provided to Council.	Director Infrastructure & Operations	Ongoing.	Monthly reports provided to Council on compliance with the DWMS. The 2024/25 annual report summarises the monthly reports and is currently being prepared.
	T7.2 Continue planning for the completion of the West Cowra Sewer project.	T7.2.a	Finalise design, consultation and tender applications.	Consultation completed. Project scope and costing adopted ready for delivery.	Director Infrastructure & Operations	Progressing well PWA doing the work on behalf of council. Concept design, including draft spec, have been received.	Works progressing. Design reports and estimates have been completed for Airport SPS, Young Road & Showground SPS. Draft PSS policy documents and guidelines have been developed.
	T7.3 Discharge from wastewater treatment plants to meeting 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	Ongoing. Completed monthly sampling and reporting to EPA.	Ongoing. Completed monthly sampling and reporting to EPA.
	T7.4 Undertake improvement works to West Cowra Drainage.	T7.4.a	Complete engineering plans of proposed stormwater drainage downstream of Lyall Street and	Study completed and work commenced subject to available funding.	Director Infrastructure & Operations	Ongoing. Consultant appointed to carry out the work.	Works are progressing well.

## Transport & Infrastructure (Strategic Theme 6)

COMMUNITY STRATEGIC PLAN 2023-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month review to 31 December 2024	Six Month Review to 30 June 2025
			commence stage one works.				
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	UGL approval granted. Rail corridor underbore works to be completed by end March, dependant on contractors (specialised works).	Commissioning of the Bore plant completed. Design for site permanent power supply approved by Essential Energy. Procurement to commence in Q1.
	T8.2 Advocate for water security measures.	T8.2.a	Advocate for water security measures.	Advocacy undertaken.	General Manager	No action undertaken during the review period.	No action undertaken during the review period.
T9. Ensure that community assets and public infrastructure including roads, bridges and public buildings are well-maintained.	T9.1 Maintain local, regional and state roads and bridges.	T9.1.a	Bridge maintenance scheduled and completed as required.	Work completed within budget.	Director Infrastructure & Operations	Ongoing. Low level bridge has been assessed, maintenance works to be completed by Q4.	Major repair works happening on Low Level bridge. Works to be completed second week of August 2025.
	T9.2 Efficiently manage and maintain Council's buildings and special purpose facilities.	T9.2.a	Required building maintenance scheduled and completed.	Work completed within budget.	Director Infrastructure & Operations	Continuing work required with Admin and other buildings.	Continuing working on maintenance to Council buildings. Currently developing a Maintenance plan for Council buildings to report Council.
	T9.3 Maintain and manage Cowra Cemetery.	T9.3.a	Cemetery maintained to current high standard.	Maintenance undertaken.	Director Infrastructure & Operations	Update of cemetery manual under way.	Cemetery maintained to a high standard. Update of cemetery manual under way.

## Transport & Infrastructure (Strategic Theme 6)

COMMUNITY STRATEGIC PLAN 2023-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
		Link	Action	Performance Measure	Responsibility	Six Month review to 31 December 2024	Six Month Review to 30 June 2025
	Program	Link	Action	Performance Measure	Responsibility	Six Month review to 31 December 2024	Six Month Review to 30 June 2025
	T9.4 Ensure public places are clean and well-maintained.	T9.4.a	Maintain a regular cleaning schedule for public places.	Schedule implemented.	Director Infrastructure & Operations	Kendal Street cleaning currently scheduled 3 times per week with pressure washing scheduled quarterly.	The street cleaning team are investigating alternate paver cleaning and sealing products to improve the long-term appearance.
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	No action undertaken during the review period.	No action undertaken during the review period.

## Environmental Sustainability & Stewardship (Strategic Theme 7)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month review to 31 December 2024	Six Month Review to 30 June 2025
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	Incoming tonnages increased over December and January. Some issues with breakdowns have reduced processing rates over January.	CDS tonnages maintained.
		E1.1.b	Adopt MRF masterplan to ensure operations are consistent with the adopted Waste and Resource Recovery Strategy.	Adopt MRF masterplan.  Investigate biogas collection from landfill as part of revised design.  Develop a plan to mitigate landfill leachate risk.  Implement revised design of landfill to improve efficiency.	Director – Infrastructure & Operations	RFQ for LEMP consultant has been finalised and assessed. Project under way. Report to Council February.	Progress reported to Council and successfully obtained grant funding. Project underway.
		E1.1.c	Maintain and upgrade CDS and recycling processing area to allow for expanded intake.	Maintain and upgrade sorting process plan to improve efficiency.  Design and construct larger concrete area for unsorted EDS and kerbside recycling materials.	Director – Infrastructure & Operations	Review underway of current processing plant and replacement options.	Review underway of current processing plant and replacement options.
		E1.1.d	Develop a Recycling Education program.	Program developed and delivered.	Director – Infrastructure & Operations	Waste Wise Wednesday campaign ongoing.	Waste to Art competition successfully completed.

## Environmental Sustainability & Stewardship (Strategic Theme 7)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
		Link	Action	Performance Measure	Responsibility	Six Month review to 31 December 2024	Six Month Review to 30 June 2025
						Waste to Art Competition 2025 launched.	Waste Wise Wednesday campaign ongoing.
	E1.2 Build an environmentally active community to promote Cowra as a centre of environmental excellence.	E1.2.a	Consider role of NRM Committee and whether its delegations should be included in a new Sustainability Committee.	Investigation undertaken and reported to Council.	Director - Environmental Services	NRM Committee and terms of reference are scheduled for review and further discussion in 2025.	Council adopted to rename the committee to Environmental Sustainability Committee. A review of the Instrument of Delegation and the Sustainability Delivery Plan is currently underway.
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	Seek funding for projects identified in Energy Efficiency and Renewable Energy Plan.	Applications lodged.	Director - Infrastructure & Operations	Awaiting outcome of grant submitted in April 2024.	Grant funding received for Council building and facilities solar PV and batteries plus power factor correction at river pump station.
		E2.1.b	Monitor emissions of council operations.	Develop system of regular measurement and reporting of council emissions across all operations.	Director – Infrastructure & Operations	Not commenced.	Not commenced.
	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 action taken. Still awaiting outcome of grant submitted in April 2024.	Council was successful in being awarded \$212,000 grant under the Community energy Upgrades Fund to assist in solar power and battery installations at six locations.

## Environmental Sustainability & Stewardship (Strategic Theme 7)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
		Link	Action	Performance Measure	Responsibility	Six Month review to 31 December 2024	Six Month Review to 30 June 2025
	E2.3 Investigate opportunities to participate in the rollout of electric vehicles.	E2.3.a	Advocate for improvements to the grid in support of the uptake of EVs.	Advocacy undertaken and where required funding submissions lodged.	General Manager	Two replacement Tesla charge units owned by Council remain active in the carpark opposite the Visitors Centre (FoC - Free of Charge charging). Council liaises with NRMA to keep their fast charger, located at the Art Gallery carpark, operational and serviced (fee for service). Council is participating in a CNSWJO Fleet Transition program. Current impediments remain: - installing additional EV chargers on public land where grid upgrades are cost prohibitive/unfeasible - potential fleet transition comes at exorbitant cost compared to current fleet.  EV posts shared to social media.	Council remains in contact with NRMA to keep their fast charger infrastructure operational and serviced.  Council has advocated to Essential Energy and government, particularly through CNSWJO, pointing out the limitations in the grid impacting upon the capacity to install the charging infrastructure required to assist the transition to EVs.  Commenced project to install destination chargers following receipt of \$43,000 funding allocation from NSW Government.
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	No action undertaken during the review period.	No action undertaken during the review period.

## Environmental Sustainability & Stewardship (Strategic Theme 7)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
		Link	Action	Performance Measure	Responsibility	Six Month review to 31 December 2024	Six Month Review to 30 June 2025
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	Review Waste Collection services.	Review usage and viability of village transfer stations.  Review waste and recycling options for non-serviced areas within Cowra LGA.	Director Infrastructure & Operations	Not commenced.	Not commenced.
		E4.1.b	Deliver and promote clean town, villages and streetscapes.	Improve waste disposal and recycling options in streetscapes.  Deliver and promote town and village cleanliness.	Director Infrastructure & Operations	Promotion of the cleaning systems and cleanliness of the town shared to social media.  Not commenced.	Promotion of the cleaning systems and cleanliness of the town shared to social media.  Not commenced.
	E4.2 Implement Food Organic and Garden Organics (FOGO) in line with State government strategies.	E4.2.a	Implement green waste/FOGO bins for all commercial businesses and other entities that generate the highest volumes.	Seek grant funding for implementation of commercial green waste/FOGO.  Business engagement and education undertaken through information sessions and collateral.	Director Infrastructure & Operations	Report on implementation of commercial FOGO presented to October information meeting.	Council has prepared application to EPA Joint Procurement Fund to develop the implementation strategy.
				Successful take-up of green waste/FOGO bins by all commercial businesses and other high waste volume entities.			

## Environmental Sustainability & Stewardship (Strategic Theme 7)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month review to 31 December 2024	Six Month Review to 30 June 2025
	E4.3 Work with the community to maximise recycling.	E4.3.a	Promote recycling education program.	Promotion and education initiatives undertaken.	Director Infrastructure & Operations	Waste Wise Wednesday posts promoted each week via social media.  Waste Wise Wednesday campaign ongoing.	Waste Wise Wednesday posts promoted each week via social media.  Waste Wise Wednesday campaign ongoing.  Recycling tips and education tour of the MRF advocated through e-newsletters.
		E4.3.b	Participate in annual Netwaste "Waste to Art" program.	Event conducted with good community participation.	Director Infrastructure & Operations	Waste to Art Competition 2025 launched.	Waste to Art Competition 2025 completed.
		E4.3.c	Participate in Garage Sale Trail.	Event conducted with good participation from the community.	Director Infrastructure & Operations	Did not participate in 2024.	Did not participate in 2024.
		E4.3.d	Consider options for and feasibility of bulk rubbish collection.	Council to provide residents with two bulky goods collection days per year.	Director Infrastructure & Operations	Options report to be provided to Council during third quarter.	No further action; lack of resources at this stage.
		E4.3.e	Reduce recycling contamination.	Continue to provide and promote recycling education.  Investigate introduction of waste vouchers for zero contamination.	Director – Infrastructure & Operations	Waste Wise Wednesday posts promoted each week via social media.  Grant funding application being made to undertake a bin audit program.	Waste Wise Wednesday posts promoted each week via social media.  Grant funding application made to undertake a bin audit program; EPA Joint Procurement fund.



## Environmental Sustainability & Stewardship (Strategic Theme 7)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month review to 31 December 2024	Six Month Review to 30 June 2025
				<p>Assess impacts of CDS operations and agreements.</p> <p>Continue to investigate options for the diversion of waste from landfill.</p> <p>Improve site management and pollution mitigation.</p>			
		E4.3.f	Investigate options for recycling and resource recovery.	<p>Investigate increasing variety of accepted products by embracing opportunities to process problem waste.</p> <p>Investigate innovative methods to process recycling and problem waste.</p> <p>Investigate new markets for recycled materials.</p>	Director – Infrastructure & Operations	Ongoing. Potential opportunity for textile recycling delivered at NetWaste meeting November 2024.	Ongoing.
	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	Ongoing as part of our operations.	Ongoing as part of our operations.

## Environmental Sustainability & Stewardship (Strategic Theme 7)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
		Link	Action	Performance Measure	Responsibility	Six Month review to 31 December 2024	Six Month Review to 30 June 2025
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	Investigations ongoing. Consultant has been appointed to look at various options.	Investigations ongoing. Consultant has been appointed to look at various options associated with West Cowra stormwater drainage.
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	Local Emergency Management Committee continues to monitor and as required review plans for disaster preparedness and response.	LEMC meets regularly and plans are reviewed as required.	General Manager	Committee meetings conducted quarterly.	Committee meetings conducted quarterly.

## Reconciliation and Inclusion (Strategic Theme 8)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2024	Six Month Review to 30 June 2025
R1. Foster recognition and connection with the local Wiradjuri community. Respect, promote and protect Wiradjuri culture.	R1.1 Develop a Reconciliation Action Plan (RAP).	R1.1.a	Liaise with reconciliation Australia, local Wiradjuri community and wider community to progress development of Reconciliation Action Plan.	Demonstrated progress and meeting of milestones set by Reconciliation Australia.	General Manager	Reconciliation Working Party meeting held July 2024.	No action undertaken during the review period.
	R1.2 Respect and Protect local culture.	R1.2.a	Review the First Nations Consultation Policy and the list of those to be consulted.	Policy reviewed, updated and adopted.	Director – Environmental Services	Review of the policy has commenced.	No further action during the review period.
		R1.2.b	Consult with the local Wiradjuri community on all development applications that have the potential to impact on Wiradjuri cultural heritage.	Undertake consultation in accordance with adopted First Nations Consultation Policy and Community Participation Plan.	Director – Environmental Services	As required by the current community consultation policy applications subject to consultation are referred in accordance with the current consultation policies.	DA's subject to consultation continue to be referred in accordance with consultation policies.
		R1.2.c	Liaise with the local Wiradjuri community and Cowra Local Aboriginal Land Council to discuss inclusion of Wiradjuri language in the singing of the National	Liaison undertaken and if approved changes implemented.	General Manager	No action undertaken during the review period.	No action undertaken during the review period.

## Reconciliation and Inclusion (Strategic Theme 8)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
		Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2024	Six Month Review to 30 June 2025
Strategic Direction			Anthem at Council events.				
		R1.2.d	Liaise with local Wiradjuri community and Cowra Local Aboriginal Land Council to discuss inclusion of Wiradjuri language in the Acknowledgement of Country at Council events.	Liaison undertaken and if approved changes implemented.	General Manager	No action undertaken during the review period.	No action undertaken during the review period.
	R1.3 Celebrate local culture.	R1.3.a	Support and participate in NAIDOC Week and other days of significance to the local First Nations community.	Support provided.	Director – Corporate Services	Cowra Youth Council contributed to community NAIDOC celebrations including the March and Family Fun Day.	NAIDOC week promoted through council via main street banners, social media post and email banners.  Planning and preparation completed for 2025 NAIDOC Week celebrations to be held on 7 July including Cowra Council's Flag Ceremony, and the Youth Council's participation in the NAIDOC March and running children's activities at the Family Fun Day.

## Reconciliation and Inclusion (Strategic Theme 8)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
		Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2024	Six Month Review to 30 June 2025
		R1.3.b	Work with the local Wiradjuri 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 undertaken during the review period.	No action undertaken during the review period.
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	Continue to explore options to increase employment opportunities for those groups identified in the EEO Management Plan.	Employment of target groups increased.	General Manager	Target groups continued to increase and continued to maintain a work environment to promote the principles of EEO through leadership & development programs, recruitment strategies.	Workforce data has shown an increase in identified target groups shown in Workforce Management Strategy. Council continues to promote EEO principles in all recruitment practices.
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.	Consultation undertaken and updated plan adopted by Council.	Director – Environmental Services	DIAP is being rewritten in accordance with Council requirements and likely to be presented in first half of 2025.	Public Exhibition of DIAP is completed and the final plan will be presented to Council in next review period.
		R3.1.b	Maintain the Access Incentive Fund.	Fund maintained and opportunities publicised to relevant stakeholders.	Director – Environmental Services	Access incentive scheme has been maintained and promoted.	Access Incentive Fund continues with 2 applications received during this period.  The Policy is currently being reviewed.

## Reconciliation and Inclusion (Strategic Theme 8)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025					
		Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2024	Six Month Review to 30 June 2025
		R3.1.c	Support co-location of adult change facility with inclusive playground.	Include consideration of adult change facility in planning for inclusive playground.	Director – Environmental Services	Support has been provided together with technical advice in lodgement of grant application for adult change facility.	Council was unsuccessful with grant.
		R3.1.d	Subject to council approval, seek grant funding for modification of playgrounds to ensure equity in accessibility.	Council agreement sought and received and grant applications submitted.	Director – Infrastructure & Operations	To be commenced following completion of playgrounds asset management plan.	Playground Asset Management Plan underway to include equity in accessibility and useability.