



AGENDA

Ordinary Council Meeting

Date: Monday, 25 August 2025

Time: 5.30 pm

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

**Paul Devery
General Manager**

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I INTRODUCTION

I.1 Recording & Publishing

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

I.2 Acknowledgement of Country

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

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

List of apologies for the meeting.

I.4 Disclosures of Interest

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

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

I.5 Presentations

I.6 Public Forum

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

2 CONFIRMATION OF MINUTES

Confirmation of Minutes of Ordinary Council Meeting held on 28 July 2025



MINUTES

Ordinary Council Meeting Monday, 28 July 2025

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**MINUTES OF COWRA COUNCIL
ORDINARY COUNCIL MEETING
HELD AT THE COWRA COUNCIL CHAMBERS, 116 KENDAL STREET, COWRA
ON MONDAY, 28 JULY 2025 AT 5.30 PM**

PRESENT: Cr Paul Smith (Mayor), Cr Nikki Kiss OAM (Deputy Mayor), Cr Karren Cave, Cr Ruth Fagan, Cr Tony Horton, Cr Cheryl Speechley, Cr Erin Watt, Cr Peter Wright

IN ATTENDANCE: Paul Devery (General Manager), Glenn Oakley (Acting Director-Environmental Services), Dirk Wymer (Director-Infrastructure & Operations), Alan Dalton (Director - Corporate Services)

I INTRODUCTION

1.1 Recording & publishing

The Mayor advised that the meeting was being recorded.

1.2 Acknowledgement of Country

The Mayor delivered the Acknowledgment of Country.

1.3 Apologies and Applications for Leave of Absence by Councillors

Apology

RESOLUTION 135/25

Moved: Cr Nikki Kiss OAM

Seconded: Cr Tony Horton

That the apologies received from Cr Cheryl Downing and Ms Larissa Hackett be accepted and leave of absence granted.

CARRIED

1.4 Disclosures of Interest

Cr Nikki Kiss OAM declared a non-pecuniary interest in relation to item 4.5 *Section 355 Committee Draft Minutes - Cowra Youth Council* due to her son being a member of the Cowra Youth Council, and will remain in the room during consideration of the item.

Cr Nikki Kiss OAM declared a non-pecuniary interest in relation to items 4.8 and 5.1 *Donation - Cowra Early Childhood Services* due to her daughter's employment by Cowra Early Childhood Services, and will leave the room during consideration of the item.

Cr Erin Watt declared a non-pecuniary interest in relation to item 4.10 *Development Application No. 10.2025.52.1, Lot 9 DP 789769, 106 Andersons Lane Cowra, dwelling and shed, lodged by Boncrag Pty Limited. The property owner is Boncrag Pty Limited* due to a family member's involvement in the submission, and will remain in the room during consideration of the item.

1.5 Presentations

Nil

1.6 Public Forum

Nil

2 CONFIRMATION OF MINUTES**RESOLUTION 136/25**

Moved: Cr Ruth Fagan

Seconded: Cr Tony Horton

That the minutes of Ordinary Council Meeting held on 23 June 2025 be confirmed.

CARRIED

3 MAYORAL MINUTES3.1 Mayoral Minute - Central NSW Joint Organisation Board Meeting May 2025**RESOLUTION 137/25**

Moved: Cr Paul Smith

Seconded: Cr Erin Watt

That That Council note the report from the Mayor on the Central NSW Joint Organisation (CNSWJO) Board meeting on 29 May 2025 held in Orange.

CARRIED

4 GENERAL COMMITTEE RECOMMENDATIONS - MONDAY, 14 JULY 2025**GENERAL MANAGERS REPORT**4.1 Alcohol Free Zone**RESOLUTION 138/25**

Moved: Cr Nikki Kiss OAM

Seconded: Cr Erin Watt

I. That Council give notice, in accordance with Part 4 of Chapter 16 of the *Local Government Act 1993*, of its intention to establish, for a period of 4 years, an Alcohol Free Zone in the following locations:

- **The Mid Western Highway from Shelley Street extending east over the Lachlan River bridge along Kendal Street/Mid Western Highway to Somerset Street;**
- **All streets running off Kendal Street between those designated areas above north to Liverpool Street and south to Vaux Street;**

- The entire length of Liverpool Street;
- The entire length of Vaux Street;
- The entire length of Bartlett Street;
- The entire length of Bartlett Avenue;
- The entire length of Railway Street;
- The entire length of Railway Lane;
- The entire length of Busby Lane;
- The entire length of Doust Lane;
- The entire length of Rowston Lane;
- Redfern Street from the intersection of Smith Street south into Bridge Street to the intersection of Lachlan Street;
- Smith Street from the intersection of Liverpool Street south to the intersection of Redfern Street;
- Unnamed street from intersection of Bridge Street south under the bridge overpass to the intersection with Lachlan Street;
- Unnamed street from intersection of Bridge Street west over the Low Level Bridge to the intersection of Lachlan Valley Way;
 - The entire length of Len Whiteley Drive; and
 - Public places within the proposed Alcohol Free Zone that are a car park or part of a car park.

2. That the Alcohol Free Zone exclude those areas with separate approval from Council and Liquor and Gaming NSW to conduct footpath dining including the consumption of alcohol.

CARRIED

DIRECTOR-CORPORATE SERVICES REPORT

4.2 Country University Centre

RESOLUTION 139/25

Moved: Cr Peter Wright

Seconded: Cr Karren Cave

That Cowra Shire Council note the progress of the Country Universities Centre (CUC) Cowra Region.

CARRIED

4.3 Policy Review - Council Donation Policy

RESOLUTION 140/25

Moved: Cr Nikki Kiss OAM

Seconded: Cr Peter Wright

That Council note the recommendation from the July General Committee Meeting.

CARRIED

4.4 Investments and Financial Report

RESOLUTION 141/25

Moved: Cr Peter Wright

Seconded: Cr Erin Watt

That Council note the Investments and Financial Report for June 2025.

CARRIED

4.5 Section 355 Committee Draft Minutes - Cowra Youth Council

RESOLUTION 142/25

Moved: Cr Erin Watt

Seconded: Cr Tony Horton

That the draft Minutes of the Cowra Youth Council meeting held on 2 July 2025 be noted.

CARRIED

4.6 Section 355 Committee Draft Minutes – Australian Chapter of the World Peace Bell Association

RESOLUTION 143/25

Moved: Cr Erin Watt

Seconded: Cr Peter Wright

That the draft Minutes of the Australian Chapter of the World Peace Bell Association meeting held on 3 June 2025 be noted.

CARRIED

4.7 Section 355 Committee Minutes – Cowra Sport & Recreation Council

RESOLUTION 144/25

Moved: Cr Tony Horton

Seconded: Cr Nikki Kiss OAM

That the draft Minutes of the Cowra Sport & Recreation Committee meeting

held on 4 June 2025 be noted.

CARRIED

At 5:53 pm, Cr Nikki Kiss OAM left the meeting.

4.8 Donation - Cowra Early Childhood Services

RESOLUTION 145/25

Moved: Cr Ruth Fagan

Seconded: Cr Erin Watt

That Council note the recommendation from the July General Committee Meeting.

CARRIED

At 5:54 pm, Cr Nikki Kiss OAM returned to the meeting.

DIRECTOR-ENVIRONMENTAL SERVICES REPORT

4.9 Development Application No. 10.2025.40.1, Lot 1 DP 589602, 6 Neila Lane Cowra, carport, lodged by W D Symons. The property owner is W D & M M Symons

RESOLUTION 146/25

Moved: Cr Erin Watt

Seconded: Cr Ruth Fagan

- 1. That Council notes that the reason for the decision is that the proposal largely complies with Section 4.15 of the Environmental Planning and Assessment Act 1979. The variations to E.5.4.1.b and E.5.4.2.b. of Part E of Council's Development Control Plan 2021 are sufficiently justified and the application was publicly notified and no submissions were received.**
- 2. That Council approves variations to E.5.4.1.b and E.5.4.2.b. of Part E of Council's Development Control Plan for this development to allow a carport forward of the building line and a height of 4.65 metres.**
- 3. That Development Application No. 10.2025.40.1, for the construction of a carport on Lot 1 DP589602, 6 Neila Lane Cowra be approved subject to the following conditions:**

GENERAL CONDITIONS

- 1. Development is to be in accordance with approved plans.**

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

Plan No./ Supporting Document	Prepared by/Reference Details	Cowra Shire Council Reference
Site Plan	Applicant	Received

	N.D.	8 July 2025 Stamped No. DA 10.2025.40.1(A)
Floor Plan Sheet 1 of 5	Northern Consulting Engineers Job MAST37975 4 April 2025	Received 9 May 2025 Stamped No. DA 10.2025.40.1
Elevations Sheet 2 of 5	Northern Consulting Engineers Job MAST37975 4 April 2025	Received 9 May 2025 Stamped No. DA 10.2025.40.1
Statement of Environmental Effects (pro-forma template)	Wayne Symons N.D.	Received 9 May 2025 Stamped No. DA 10.2025.40.1

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

2. The applicant shall comply with all relevant prescribed conditions of development consent under Part 4, Division 2 of the Environmental Planning and Assessment Regulation 2021 (see attached Advisory Note).
3. Any cutting and filling on the site shall be either battered at a maximum slope of one vertical to two horizontal (1V:2H) and revegetated or suitably retained by a retaining structure, designed and constructed to appropriate engineering standards. A retaining wall that does not meet the requirements for exempt development under State Environmental Planning Policy (Exempt & Complying Development Codes) 2008 will require the prior consent of Council. The erection of retaining walls may require the approval and certification of a suitably qualified structural engineer. All works are to be carried out within the boundaries of the property and without affecting the structural integrity of boundary fencing or neighbouring structures.

CONDITIONS TO BE COMPLIED WITH PRIOR TO THE COMMENCEMENT OF WORKS

4. The Applicant is to obtain a Construction Certificate from either Council or an Accredited Certifier, certifying that the proposed works are in accordance with the Building Code of Australia and applicable Council Engineering Standards prior to any building and or subdivision works commencing. No building, engineering or excavation work is to be carried out in relation to this development until the necessary construction certificates have been obtained. It is the responsibility of the Applicant to ensure that the development complies with the Building Code of Australia and applicable engineering standards in the case of building work and the applicable Council Engineering Standards in the case of subdivision works. This may entail alterations to the proposal so that it complies with these standards.

5. It is the responsibility of the Applicant to ensure that the development complies with the Building Code of Australia and applicable engineering standards in the case of building work.
6. The Applicant is to submit to Cowra Shire Council, at least two days prior to the commencement of any works, a 'Notice of Commencement of Building or Subdivision Works' and 'Appointment of Principal Certifier'.
7. Prior to the commencement of work on the site, all erosion and sediment control measures shall be implemented and maintained prior to, during and after the construction phase of the development. The erosion and sediment control measures are to comply with Part B of Cowra Shire Council Development Control Plan 2021 at all times.

CONDITIONS TO BE COMPLIED WITH DURING CONSTRUCTION

8. While building work is being carried out, any such work must not continue after each critical stage inspection unless the principal certifier is satisfied the work may proceed in accordance with this consent and the relevant construction certificate.
9. Any damage caused to footpaths, roadways, utility installations and the like by reason of construction operations shall be made good and repaired to a standard equivalent to that existing prior to commencement of construction. The full cost of restoration/repairs of property or services damaged during the works shall be met by the Applicant.
10. All storage of goods and building materials and the carrying out of building operations related to the development proposal shall be carried out within the confines of the property. All vehicles must be parked legally and no vehicles are permitted to be parked over the public footpath. The unloading of building materials over any part of a public road by means of a lift, hoist or tackle projecting over the footway will require separate approval under Section 68 of the Local Government Act 1993.
11. Building activities and excavation work involving the use of electric or pneumatic tools or other noisy operations shall be carried out only between 7.00 am and 6.00 pm on weekdays and 8.00 am and 1.00 pm on Saturdays. No work on Sundays or Public Holidays is permitted.
12. All building rubbish and debris, including that which can be windblown, shall be contained on site in a suitable container for disposal at an approved Waste Landfill Depot. The container shall be erected on the building site prior to work commencing and shall be maintained for the term of the construction to the completion of the project. No building rubbish or debris shall be placed or permitted to be placed on any adjoining public reserve, footway or road. The waste container shall be regularly cleaned to ensure proper containment of the building wastes generated on the construction site.
13. All construction work shall be carried out within the confines of the property unless separate written permission is obtained from the relevant

landowner and/or authority in control of the land. A copy of any written notices authorising off-site construction operations shall be submitted to Council prior to any operations commencing on the affected land.

14. All roofed and paved areas are to be properly drained in accordance with the Plumbing Code of Australia and discharged to Council's stormwater management system on Taragala Street.
15. All plumbing work shall be carried out by a licensed plumber and drainer and to the requirements of the Plumbing Code of Australia. The licensed plumber or drainer must submit a Notice of Works form to Council prior to the commencement of any plumbing and drainage works and a Certificate of Compliance at the completion of the works. The plumbing and drainage works must be inspected by Council at the time specified below:
 - (a) Internal Drainage: When all internal drainage work is installed and prior to concealment. Pipes should be under water test.
 - (b) External Drainage: When all external drainage work is installed and prior to concealment. Pipes should be under water test.
 - (c) Water Supply: Hot and cold water supply pipework, when the pipework is installed and prior to concealment. Pipes should be under pressure test.
 - (d) Stormwater: When the stormwater and roof water drainage system has been completed.

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

16. The Applicant must not commence occupation or use of the carport until a Whole or Partial Occupation Certificate has been issued from the Principal Certifier appointed for the subject development.
17. Prior to the issue of an Occupation Certificate, a legal stormwater discharge point must be provided to Lot 1 DP589602. This may be achieved in one of the following ways:
 - (a) Consolidation of Lots 1 and 2 DP589602 into one lot. The plan of consolidation is to be registered with NSW Land Registry Services with evidence of registration submitted to the Principal Certifier prior to issue of the Whole Occupation Certificate.
 - (b) Alternatively, in order to formalise the existing inter-allotment drainage over adjoining properties, documentary evidence of the lodgement with NSW Land Registry Services of a Section 88B instrument is to be submitted to Council prior to the issue of the Construction Certificate. Prior to the issue of the Occupation Certificate, a copy of the registered Certificate of Title is to be submitted to Council verifying the creation of the drainage easement.

ADVICE

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

CARRIED

In Favour: Crs Paul Smith, Nikki Kiss OAM, Karren Cave, Ruth Fagan, Tony Horton, Cheryl Speechley, Erin Watt and Peter Wright

Against: Nil

CARRIED 8/0

At 5:58 pm, Cr Erin Watt left the meeting.

4.10 Development Application No. 10.2025.52.1, Lot 9 DP 789769, 106 Andersons Lane Cowra, dwelling and shed, lodged by Boncrag Pty Limited. The property owner is Boncrag Pty Limited.

RESOLUTION 147/25

Moved: Cr Nikki Kiss OAM

Seconded: Cr Cheryl Speechley

1. That Council notes that the reason for the decision is that the proposal largely complies with Section 4.15 of the Environmental Planning and Assessment Act 1979. The variations to Section F.1.4.1.b. of Part F of Council's Development Control Plan 2021 are sufficiently justified. The application was publicly notified and no submissions were received.
2. That Council approves variations to Section F.1.4.1.b. of Part F of Council's Development Control Plan 2021 for this development to allow 24m and 25m side boundary setbacks and 10m wide vegetation buffers.
3. That Development Application No. 10.2025.52.1, for the construction of a dwelling and shed on Lot 9 DP 789769, 106 Andersons Lane Cowra be approved subject to the following conditions:

GENERAL CONDITIONS

1. Development is to be in accordance with approved plans.

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

Plan No./ Supporting Document	Prepared by/Reference Details	Cowra Shire Council Reference
Schedules	Vision Property	Received

Drawing A00	Development Hub Job Number 62/25 Dated 05/07/25	3 June 2025 Stamped No. DA 10.2025.52.1
Site Plan Drawing A01	Vision Property Development Hub Job Number 62/25 Dated 06/05/25	Received 3 June 2025 Stamped No. DA 10.2025.52.1
Ground Floor Plan Drawing A02	Vision Property Development Hub Job Number 62/25 Dated 06/05/25	Received 3 June 2025 Stamped No. DA 10.2025.52.1
Elevations (North & South) Drawing A03	Vision Property Development Hub Job Number 62/25 Dated 06/05/25	Received 3 June 2025 Stamped No. DA 10.2025.52.1
Elevations (East & West) Drawing A04	Vision Property Development Hub Job Number 62/25 Dated 06/05/25	Received 3 June 2025 Stamped No. DA 10.2025.52.1
Shed Floor Plan Drawing A05	Vision Property Development Hub Job Number 62/25 Dated 05/15/25	Received 3 June 2025 Stamped No. DA 10.2025.52.1
Shed Elevations Drawing A06	Vision Property Development Hub Job Number 62/25 Dated 05/15/25	Received 3 June 2025 Stamped No. DA 10.2025.52.1
BASIX Certificate No. 1795646S Or as revised	Vision Town Planning Consultants PTY LTD Issued: 15 May 2025	Received 3 June 2025 Stamped No. DA 10.2025.52.1
Statement of Environmental Effects Version 2	Vision Property Development Hub Dated 03/07/25	Received 4 July 2025 Stamped No. DA 10.2025.52.1(A)

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

2. The applicant shall comply with all relevant prescribed conditions of development consent under Part 4, Division 2 of the Environmental Planning and Assessment Regulation 2021 (see attached Advisory Note).
3. Any cutting and filling on the site shall be either battered at a maximum slope of one vertical to two horizontal (1V:2H) and revegetated or suitably retained by a retaining structure, designed and constructed to appropriate engineering standards. A retaining wall that does not meet the requirements for exempt development under State Environmental Planning Policy (Exempt & Complying Development Codes) 2008 will require the prior consent of Council. The erection of retaining walls may

require the approval and certification of a suitably qualified structural engineer. All works are to be carried out within the boundaries of the property and without affecting the structural integrity of boundary fencing or neighbouring structures.

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

4. Prior to the issue of a Construction Certificate, a preliminary contamination report is to be prepared by a suitably qualified professional and submitted to Council for approval.
5. Prior to the issue of a Construction Certificate, any works required in the approved preliminary contamination report (or subsequent detailed contamination report if one is recommended in the preliminary report or required by the Principal Certifier) are to be undertaken to the satisfaction of the Principal Certifier.
6. Prior to the issue of a Construction Certificate, the Applicant must obtain consent from the roads authority pursuant to Section 138 of the Roads Act 1993 for the carrying out of works in a road reserve.
7. Prior to the issue of a Construction Certificate, a separate application is to be made to Council, with the appropriate fee being paid, for the provision of a suitably sized metered water service to the development.
8. Prior to the issue of a Construction Certificate, the applicant is to prepare an unidentified finds procedure for site development works due to the potential for asbestos containing pipe material under the surface. The procedure is to be submitted for the approval of the Principal Certifier.
9. Prior to the issue of a Construction Certificate, the Applicant must submit to Cowra Shire Council an application to Install and Operate an On-Site Sewage Management System. The application must be accompanied by a report prepared by a suitably qualified professional including a geotechnical report to confirm that an On-Site Sewage Management System in compliance with AS1547:2012 can operate in the proposed area.
10. Pursuant to Section 7.12 (formerly Section 94A) of the Environmental Planning & Assessment Act 1979, the monetary contribution set out in the following table is to be paid to Council prior to the issue of a Construction Certificate. The contribution is current as at the date of this consent and is levied in accordance with the Cowra Section 94A Contributions Plan 2016 adopted on 26 April 2016. The contribution payable will be calculated in accordance with the contributions plan current at the time of payment, and will be adjusted at the time of payment in accordance with the Consumer Price Index (CPI) (All Groups Index for Sydney) published by the Australian Bureau of Statistic (ABS). Contribution amounts will be adjusted by Council each financial year.

Contribution Type	Proposed Cost of Development ¹	Levy Percentage	Total Contribution	Contribution Rate Remainder
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				Current Until
Section 94A Contribution²	\$768,669.84	1%	\$7,686.70	30 June 2026
Notes ¹ As shown on the Development Application / Construction Certificate Application / Complying Development Certificate Application ² Council's Section 94A Contributions Plan 2016 may be viewed during office hours at Council's Customer Service Centre, 116 Kendal Street Cowra, or on Council's website www.cowracouncil.com.au				

CONDITIONS TO BE COMPLIED WITH PRIOR TO THE COMMENCEMENT OF WORKS

11. The Applicant is to obtain a Construction Certificate from either Council or an Accredited Certifier, certifying that the proposed works are in accordance with the Building Code of Australia and applicable Council Engineering Standards prior to any building and or subdivision works commencing. No building, engineering or excavation work is to be carried out in relation to this development until the necessary construction certificates have been obtained. It is the responsibility of the Applicant to ensure that the development complies with the Building Code of Australia and applicable engineering standards in the case of building work and the applicable Council Engineering Standards in the case of subdivision works. This may entail alterations to the proposal so that it complies with these standards.
12. It is the responsibility of the Applicant to ensure that the development complies with the Building Code of Australia and applicable engineering standards in the case of building work.
13. The Applicant is to submit to Cowra Shire Council, at least two days prior to the commencement of any works, a 'Notice of Commencement of Building or Subdivision Works' and 'Appointment of Principal Certifier'.
14. Prior to the commencement of work on the site, all erosion and sediment control measures shall be implemented and maintained prior to, during and after the construction phase of the development. The erosion and sediment control measures are to comply with Part B of Cowra Shire Council Development Control Plan 2021 at all times.
15. The Applicant is to obtain all relevant approvals to Install and Operate an On-Site Sewage Management System from Cowra Shire Council prior to commencing works to install the system and comply with any conditions of that approval. The works must be inspected by Council at the times specified below:
 - a) Tank Installation: When the tank is installed and prior to backfilling.
 - b) Absorption Trench: When void arching and stone void fill is in place prior to covering.

All work must be carried out by a licensed plumber or drainer and to the requirements of NSW Environment and Health Protection Guidelines, Plumbing Code of Australia and Australian Standard/ New Zealand

Standard 1547:2000 On-Site Domestic Wastewater Management. The licensed plumber or drainer must notify Cowra Council at least 48 hours before each required inspection needs to be carried out.

CONDITIONS TO BE COMPLIED WITH DURING CONSTRUCTION

- 16. Any damage caused to footpaths, roadways, utility installations and the like by reason of construction operations shall be made good and repaired to a standard equivalent to that existing prior to commencement of construction. The full cost of restoration/repairs of property or services damaged during the works shall be met by the Applicant.**
- 17. All storage of goods and building materials and the carrying out of building operations related to the development proposal shall be carried out within the confines of the property. All vehicles must be parked legally and no vehicles are permitted to be parked over the public footpath. The unloading of building materials over any part of a public road by means of a lift, hoist or tackle projecting over the footway will require separate approval under Section 68 of the *Local Government Act 1993*.**
- 18. Building activities and excavation work involving the use of electric or pneumatic tools or other noisy operations shall be carried out only between 7.00 am and 6.00 pm on weekdays and 8.00 am and 1.00 pm on Saturdays. No work on Sundays or Public Holidays is permitted.**
- 19. All building rubbish and debris, including that which can be windblown, shall be contained on site in a suitable container for disposal at an approved Waste Landfill Depot. The container shall be erected on the building site prior to work commencing and shall be maintained for the term of the construction to the completion of the project. No building rubbish or debris shall be placed or permitted to be placed on any adjoining public reserve, footway or road. The waste container shall be regularly cleaned to ensure proper containment of the building wastes generated on the construction site.**
- 20. All roofed and paved areas are to be properly drained in accordance with the Plumbing Code of Australia and discharged three metres clear of any building/structure in a manner that does not cause soil erosion or nuisance to adjoining properties.**
- 21. All plumbing work shall be carried out by a licensed plumber and drainer and to the requirements of the Plumbing Code of Australia. The licensed plumber or drainer must submit a Notice of Works form to Council prior to the commencement of any plumbing and drainage works and a Certificate of Compliance at the completion of the works. The plumbing and drainage works must be inspected by Council at the time specified below:**
 - (a) Internal Drainage: When all internal drainage work is installed and prior to concealment. Pipes should be under water test.**
 - (b) External Drainage: When all external drainage work is installed and prior to concealment. Pipes should be under water test.**

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

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

- 22. The Applicant must not commence occupation or use of the dwelling until a **Whole or Partial Occupation Certificate** has been issued from the Principal Certifier appointed for the subject development.
- 23. Prior to the issue of any **Occupation Certificate**, provide a minimum of 45,000 litres of tanked water supply for domestic consumption for the dwelling or a larger volume of water supply in accordance with **BASIX** certificate commitments. In addition to the water supply required for domestic consumption and **BASIX**, an additional 10,000 litres of water supply shall be reserved for fire-fighting purposes for dwelling in accordance with the **NSW Rural Fire Service** requirements. Where the total volume for dwelling is provided in a single tank, the draw off point for the domestic supply is to be located at or above the 10,000 litre level. The tank shall be fitted with a 65mm **Storz** fitting and ball or gate valve. Water tanks shall be generally located in close proximity to the dwelling-house and allow access for fire fighting vehicles.

Water tanks are not to be constructed of plastic if they are to be exposed to medium to high level bushfire risk. Further information relating to the location and design of water tanks and emergency fire-fighting requirements for water tanks and connections can be downloaded from the **NSW Rural Fire Service** website, www.rfs.nsw.gov.au.

- 24. Prior to the issue of a **Whole Occupation Certificate**, the Applicant shall construct an access crossing to the development site from **Andersons Lane** in accordance with consent from the road's authority pursuant to **Section 138 of the Roads Act 1993** for the carrying out of works in a road reserve. The driveway is to be constructed in accordance with the **Section 138 Permit**. All costs associated with the construction of the access driveway(s) shall be borne by the Applicant.
- 25. Prior to the issue of a **Whole Occupation Certificate**, the Applicant shall install the vegetation buffers in accordance with the approved plans and clauses b & c of **Appendix A of Part F of Cowra Council Development Control Plan 2012**.

ADVICE

If, during work, an **Aboriginal** object is uncovered then **WORK IS TO CEASE IMMEDIATELY** and the **Office of Environment & Heritage** is to be contacted

urgently on (02) 6883 5300. Under the National Parks and Wildlife Act 1974 it is an offence to harm an Aboriginal object or place without an 'Aboriginal heritage impact permit' (AHIP). Before making an application for an AHIP, the applicant must undertake Aboriginal community consultation in accordance with clause 80C of the NPW Regulation.

CARRIED

In Favour: Crs Paul Smith, Nikki Kiss OAM, Karren Cave, Ruth Fagan, Tony Horton, Cheryl Speechley and Peter Wright

Against: Nil

CARRIED 7/0

At 6:01 pm, Cr Erin Watt returned to the meeting and Cr Nikki Kiss OAM left the meeting.

5 GENERAL MANAGER

5.1 Cowra Early Childhood Services Financial Assistance

RESOLUTION 148/25

Moved: Cr Ruth Fagan

Seconded: Cr Erin Watt

1. That Council give public notification of its intention to provide financial assistance to Cowra Early Childhood Services by way of a \$36,000 partial refund of development application fees for the construction of a pre-school at 14 short street Cowra.
2. That funds be transferred for the Business Assistance Reserve to cover this payment.

CARRIED

At 6:28 pm, Cr Nikki Kiss OAM returned to the meeting.

5.2 Memorandum of Understanding - Cowra Council and Cowra Tourism Corporation

RESOLUTION 149/25

Moved: Cr Erin Watt

Seconded: Cr Nikki Kiss OAM

That Council accept the proposed changes included in the attachment to the General Manager's report and enter into a Memorandum of Understanding with Cowra Tourism Corporation for a four-year period commencing 1 July 2025.

CARRIED

6 DIRECTOR-CORPORATE SERVICES

6.1 Release of Closed Decisions

RESOLUTION 150/25

Moved: Cr Nikki Kiss OAM

Seconded: Cr Tony Horton

That Council note the release of the resolutions made in Closed Council at the Ordinary Council Meetings held on 26 May and 23 June 2025:

Council Building Asset - 1 Bourke Street, Cowra - Lot 11 Section 22 DP 977420**Resolution 110/25**

That Council defer consideration of this item to the next General Committee meeting, pending receipt of further information from council's insurer.

Proposed Low Level Bridge Major Maintenance**Resolution 111/25**

That Council enter into a contract with Timber Restoration Services in the amount of \$419,915 excl GST (\$461,906.50 incl GST) for the Low Level Bridge - Retrofit Repairs per Level 2 Inspection Report – 2025 on the basis that a satisfactory result would not be achieved by inviting tenders because:

- 1. Council has engaged the same companies**
 - a. Wood Research and Development**
 - b. Timber Restoration Services**

to complete the structural condition assessment and bridge structural repairs since the 2019 inspection and repairs, to maintain continuity of the assessment process and planned cyclical repairs;
- 2. the standard of work completed in 2019 has been demonstrated by subsequent structural assessment to be of high standard;**
- 3. Council has the opportunity to, and will, supplement the contractor team with its internal workforce to reduce costs and increase internal skill levels.**

Request for Tender SI 2025: Supply and Delivery of Bulk Fuel for Central NSW Councils**Resolution 131/25**

That Council:

- 1. accept and sign a contract with the following organisations for the supply and delivery of bulk fuel:**
 - Castlyn Pty Ltd. T/A Inland Petroleum;**
 - Ocwen Energy Pty Ltd T/As Lowes Petroleum Service; and**
 - Petro National Pty Ltd T/A Oilsplus; and**
- 2. advise the Central NSW Joint Organisation of its decision.**

Council Building Asset - 1 Bourke Street, Cowra - Lot 11 Section 22 DP 977420

Resolution 132/25**That:**

- 1. Council relocate the fencing of 1 Bourke Street Cowra to the boundaries of Lot 11 Section 22 DP77420.**
- 2. Council sell Lot 11 Section 22 DP77420 in accordance with the Disposal of Council Assets Policy.**

Expression of Interest - Cowra Aquatic Centre Upgrade**Resolution 133/25****That Council:**

- 1. Invite the following organisations to submit tenders for the Cowra Aquatic Centre Upgrade (RFT No: 2006590):**
 - Dalski Pty Ltd (ABN: 11 107 119 442);**
 - Elm Group Pty Ltd (ABN: 26 646 788 614);**
 - Endeavour Pools & Spas Pty Ltd (ABN: 91 629 498 246); and**
 - Momentum Built Pty Ltd (ABN: 31 138 854 618).**

Electricity Procurement**Resolution 134/25****That Council note the confidential report on Council electricity procurement.**

CARRIED

6.2 Policy - Payment of Expenses and the Provision of Facilities to the Mayor and Councillors**RESOLUTION 151/25**

Moved: Cr Nikki Kiss OAM

Seconded: Cr Ruth Fagan

That Council agree to publicly exhibit for 28 days the proposed updated Policy – Payment of Expenses and the Provision of Facilities to the Mayor and Councillors, based on the model template released by the Office of Local Government.

CARRIED

6.3 Policy Review - Council Donation Policy**RESOLUTION 152/25**

Moved: Cr Nikki Kiss OAM

Seconded: Cr Erin Watt

That Council agree that the draft revised Donation Policy, with minor additional content to that endorsed for exhibition by the General Committee of Council, be placed on public exhibition for three weeks, to inform a decision on adopting the policy at the following Council meeting.

CARRIED

7 DIRECTOR-INFRASTRUCTURE & OPERATIONS**7.1 Committee Minutes - Traffic Committee****RESOLUTION 153/25**

Moved: Cr Paul Smith

Seconded: Cr Erin Watt

- 1. That the minutes of the Extraordinary Traffic Committee meeting held via email on 17 July 2025 be noted.**
- 2. That Council approves the Class 3 special event to be held by Cowra RSL Sub Branch on 15 August, to commemorate the 80th Anniversary of “VP Day”, subject to compliance with the requirements of NSW Police.**
- 3. That Council approves the Class 3 special event to be held by Cowra RSL Sub Branch on 18 August 2025, to commemorate Vietnam Veterans Day, in principle, subject to compliance with the requirements of NSW Police.**

CARRIED

7.2 IPART Review of WaterNSW Proposed Bulk Water Pricing Increase**RESOLUTION 154/25**

Moved: Cr Ruth Fagan

Seconded: Cr Tony Horton

- 1. That information provided on the IPART one year determination for WaterNSW maximum prices for bulk water services to rural valleys in NSW and the progress of the ‘IPART Review of WaterNSW Proposed Bulk Water Pricing’ be received and noted.**
- 2. That the Mayor write to the Minister for Water and the Member for Cootamundra, protesting the pricing increase and seeking support in ensuring future price increases are reasonable and sustainable.**
- 3. That the Mayor also write to the Country Mayor’s Association and local Government NSW advising that they make similar representation to the NSW Government.**

CARRIED

8 DIRECTOR-ENVIRONMENTAL SERVICES**8.1 Draft Street Awnings and Balconies Safety Policy****RESOLUTION 155/25**

Moved: Cr Tony Horton

Seconded: Cr Ruth Fagan

That the Draft Street Awnings and Balconies Safety Policy be placed on public

exhibition for a period of at least 28 days.

CARRIED

9 LATE REPORTS

Nil

10 CONFIDENTIAL MATTERS

RESOLUTION 156/25

Moved: Cr Tony Horton

Seconded: Cr Nikki Kiss OAM

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

11 CONFIDENTIAL DIRECTOR-INFRASTRUCTURE & OPERATIONS

11.1 Request for Tender 2-2025: Gravel Production (2025-2027)

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

11.2 Request for Tender 3-2025: Gravel Road Grading Wet Plant Hire (2025-26)

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

11.3 Request for Tender: Cowra Aquatic Centre Renewal

This matter is considered to be confidential under Section 10A(2)(c) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

CARRIED

3 MAYORAL MINUTES

3.1 Mayoral Minute - Cowra Agricultural Research Station: Possible Staff Reductions

File Number: D25/1542

Author: Paul Smith, Mayor

RECOMMENDATION

That Council:

1. Express strong opposition to any proposed reduction in staffing or capabilities at the Cowra Agricultural Research Station.
2. Note that the Mayor has written to the NSW Premier and the NSW Minister for Agriculture calling on the Government to rule out any staff reductions at the Cowra Agricultural Research Station and to affirm long-term support for the site's research, trials and extension programs.
3. Note that an urgent briefing has been sought from the Department of Primary Industries on the status of any proposed changes and the implications for the Cowra facility.

INTRODUCTION

Recent reports and sector rumours indicate that the NSW Department of Primary Industries (DPI) is considering statewide staff reductions which may impact the Cowra Agricultural Research Station. This report outlines the risks of any reduction in staffing at Cowra, highlights the station's state, national and international significance, and recommends urgent advocacy to the NSW Government to rule out any staff reductions at the Cowra facility.

BACKGROUND

The Cowra Agricultural Research Station has, for decades, been a cornerstone of applied agricultural research and on-farm extension across the Central West, NSW and Australia.

From the Department's own website:

The site has been recognised as the Centre for Red Meat and Sheep Development. It has a long and impressive research record in the improvement of the Australian sheep meat industry. Recent activities have focussed on developing improvements in genetics, meat quality, nutrition, reproduction, lamb survival and market development.

See more detail about the research carried out in Cowra at: https://www.dpi.nsw.gov.au/about-us/science-and-research_old/centres/cowra/our-research.

Plant breeders throughout Australia have used this reliable rainfall site for over 100 years to undertake the detailed assessment of new selections and conduct on-site national variety trials. Large-scale crop and pasture management demonstrations help extend the latest technology to the local farming community.

The site's work spans broadacre cropping, temperate pastures, livestock systems, biosecurity, climate adaptation, soil health and water efficiency, delivering practical innovations to producers and supply chains.

Cowra's location, climate and soils enable multi-year, replicated field trials representative of a wide range of Australian farming systems, making its findings portable and globally relevant.

ATTACHMENTS

Nil

3.2 Mayoral Minute - Central NSW Joint Organisation Board Meeting

File Number: D25/1547

Author: Paul Smith, Mayor

RECOMMENDATION

That Council note the Mayoral Minute on the Central NSW Joint Organisation board meeting held on 31 July 2025 in Parkes, NSW.

INTRODUCTION

Delegates were welcomed to Parkes by Parkes Shire Council Mayor, Cr Neil Westcott. Speakers to the Board meeting were Mr Simon Bourke, General Manager – Advocacy and New Zealand Australasian Railway Association, Ms Julia Andrews – Director of Regional Government Relations, Charles Sturt University, and Ms Kate Barker – Interim Executive Officer, CNSWJO who provided a presentation on the draft Strategic Plan and Statement of Strategic Regional Priorities 2025-2029.

More detail on reports to the meeting are below where the agenda can be found on the CNSWJO website.

BACKGROUND**Advocacy**

Updates on advocacy in relation to the regional prosperity, health, transport, water and energy portfolios were provided.

Mayors have advised that they would like the CNSWJO to develop a Regional Community Benefit Sharing Framework to support member councils to have informed and timely discussions with developers on renewable developments. A number of councils in the Central NSW region have been identified for future renewable energy developments including Bathurst, Lithgow, Oberon, Orange and Cabonne which have State forests earmarked for significant wind farm developments. As such, the Board approved CNSWJO to develop a regional framework.

In light of the recent postponement of the Federal Parliament visit, input was sought from the Board on alternate and additional options for engaging with Ministers.

Submissions seeking endorsement were:

- Net Zero Commission – 2025 Consultation,
- NSW Health – Draft MPS Strategy,
- AEMO – Proposed Type 9 Metering Approach Under Flexible Trading Arrangements 2025,
- IPART – Draft WAMC Pricing, and
- Joint Standing Committee on Road Safety - Inquiry into the interventions to reduce road trauma in regional NSW caused by speeding, fatigue, drink and drug driving.

Media releases issued in the past quarter were:

- Media Release – MoU with Skillset
- JONZA Round 3 funding – media release
- CNSWJO urges member councils to encourage community feedback on Transport Plan

- No relief in sight from the Federal Budget for cash strapped councils
- Federal Government's aspirations for regional communities needs to just add water
- Nuclear or not nuclear is the wrong question
- Central NSW Councils take action on disaster preparedness with \$743k in funding
- Collaborating for a better workforce
- Central NSW receives Grant to support councils working together towards Net Zero

Strategic Plan and Statement of Strategic Regional Priorities (SSRP) 2025-2029 Report

Delegates to the Board meeting were provided an update on the progress of the development of the Strategic Plan and Statement of Strategic Regional Priorities (SSRP) 2025-2029. Under the Local Government Act, Joint Organisations are required to renew their SSRP with each new term of the Board.

Over the past 10 months, the review of the Strategic Plan and SSRP has been underway with various opportunities for engagement with members and key stakeholders. This engagement has led to the refinement of the 7 key priorities of the Board, including:

- Priority One: Leveraging our reputation and strength in collaboration
- Priority Two: Regional Prosperity through better connected infrastructure and services
- Priority Three: Improved and fit-for-purpose infrastructure and services in health and ageing
- Priority Four: Telecommunications
- Priority Five: Regional Transport Planning and Infrastructure Prioritisation
- Priority Six: Regional Water Security and Productive Water
- Priority Seven: Climate Change Adaptation and Mitigation

Under each of these priorities is a series of sub-priorities which then inform the Action Plan.

The Strategic Plan and SSRP are informed by the 11 member councils' Community Strategic Plans (CSPs), the Local Strategic Planning Statements (LSPSs) and the CNSWJO Social and Environmental Scan.

The Board agreed to place the Draft Strategic Plan and SSRP 2025-2029 on exhibition for 30 days. Feedback is sought until **Friday 5 September 2025**, and details can be found on the CNSWJO website. A further requirement of the SSRP review process is to adopt an organisational structure in line with the SSRP. A report will be provided to the November meeting with organisational structure advice.

CNSWJO staff have also conducted a Community Strategic Plan Environmental Scan which pulls together the priorities from all member councils to identify commonalities and ensure all major aspects are incorporated into the SSRP.

Central NSW Joint Organisation STRATEGIC PLAN 2025-2029



Operational support for councils - highlights

CNSWJO provides a substantial program of operational support to members through 18 regional operational teams of council staff. The CNSWJO continues to deliver a significant return on investment each year.

Regional Procurement and Contract Management

Delegates to the Board meeting noted the ongoing growth of the Regional Procurement and Contract Management Program with its associated cost savings to member councils. There are currently 20+ regional contracts available for use by members, with a further 10 under development. Details of the available contracts are here www.centraljo.nsw.gov.au/contracts-register.

Regional Resilience Program Report

An update was provided on:

- the commencement of the Regional Resilience Group including governance arrangement,
- an update on the Integrated Preparedness project funded through Disaster Ready Fund Round 2, and
- NSW Reconstruction Authority (NSWRA) Community Consequences of Infrastructure Assessment pilot and Regional Disaster Adaptation Plan update.

The Regional Resilience Group has been established and has met twice. It includes representatives from all 11 member councils and NSWRA and also functions as the Project Control Group for the Integrated Preparedness Project funded through the Disaster Ready Fund Round 2.

NSWRA has also advised that the DAP Guidelines have been approved by the Minister, and have been released since the meeting of the Board. It is expected that the Regional DAP development for Central West will begin later this year.

Regional Prosperity

Delegates to the Board meeting were provided an update on activity in the areas of:

- Skills shortages
- Housing shortages
- Tourism marketing
- Planning
- Collaborations with Skillset, Regional Development Australia – Central West and the Regional Australia Institute
- Future Jobs and Investment Authority.

A review of tourism marketing is underway by the Central NSW Joint Organisation (CNSWJO) Tourism Marketing Sub-committee and a report on this will be provided in due course.

Collaboration with Skillset

The Memorandum of Understanding (MoU) with Skillset was signed on 11 June. A follow up meeting was held between CNSWJO staff and the Executive of Skillset on 4 July to discuss opportunities



Chair of the CNSWJO and Mayor of Cabonne, Cr Kevin Beatty and the Chair of Skillset, Mr David Cooke

to work together to grow the regions' workforce, address critical skills shortages and to support essential workers who have recently moved to the area with navigating housing, schooling and other services.

Transport

Updates were provided to the Board on the following:

- CNSWJO Transport Technical Committee, including the Regional Freight Strategy project plan,
- IPWEA Local Roads Congress held in early June at NSW Parliament House, and
- Master Access Deed negotiations.

The CNSWJO Transport Technical Committee (TTC) has continued to progress priority projects identified earlier this year, with the Regional Freight Strategy confirmed as the priority.

Water

Delegates to the Board meeting were provided an update on:

- Regional Water Loss Management and Efficiency Hub Project
- University of Sydney Major Industry Project Placement Scheme
- Water Quality- Per-and polyfluoroalkyl substances (PFAS)
- Transitioning Local Water Utility Strategic Planning to Integrated Planning and Reporting
- Regional Water Strategies – Macquarie-Castlereagh progress on actions
- 2025-2026 NSW State Budget for secure water.

Of note is the granting by NSW Department of Climate Change, Energy, the Environment and Water (DCCEEW) of an additional \$400k for the CNSWJO's work in water loss management (WLM) and water efficiency. This is a variation to funding of \$500k previously provided to implement the WLM program co-designed in phase I within member councils operations and to extend the program into the Western Councils and the Riverina and Murray Joint Organisation (RAMJO) regions. This variation extends the grant funded program until 30 June 2027. In total the region has been successful in securing \$1.8M for this program since 2022.

A Regional Water Loss Management Group meets monthly to support the implementation of the Local Steps to Success and Regional Support Program recommended in the Final Report from phase I. Supporting the embedment of WLM practices within business-as-usual operations, this group is also working on water efficiency initiatives in partnership with member councils and the DCCEEW Water Efficiency team utilising tools developed for state-wide application. The CNSWJO Water Utilities Alliance is leading the state in this work with growing interest from other Local Water Utilities in the approach being taken.

Good news for the region in the 2025-26 NSW State Budget was commitment of \$27M for repair and restoration of water and sewer infrastructure for Parkes, Lachlan, Cabonne and Central Tablelands Water damaged by severe weather and flooding in 2022.

The \$7.8M noted in the 2025-2026 Budget for the Belubula Water Security project is the existing funding committed for the business case due to be completed in 2026. Aside from these investments funding for water infrastructure is constrained in the state budget.

Energy

CNSWJO has been successful in receiving \$243k in funding under JONZA Round 3 and an additional \$200k as a variation to JONZA Round 3, funded by the NSW EPA. Both are 18-month programs until December 2026.

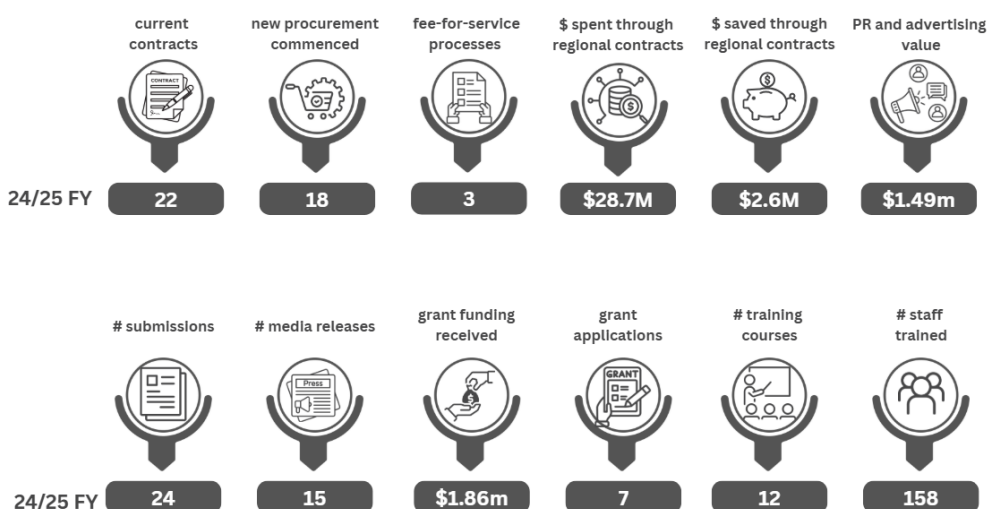
JONZA Round 3 will focus on:

- Distributed Energy Resources (on site solar and battery)
- Energy security, capacity and affordability
- Emissions reduction, particularly around landfill
- Fleet transition
- Data and cost savings
- Collaboration
- Advocacy

Member councils participating in the aggregated procurement process for the supply of electricity for small market sites have recently signed a 4.75 year contract with AGL. This contract was procured when there was a dip in the volatile electricity market, and sees Councils save 15.6% when compared to the alternate contract that they would have otherwise been purchasing from. This will save councils an estimated \$204k in FY26.

Value to Council

Value is consistently measured and reported to the Board. The following graphic shows the value across 12 quantitative metrics:



80% of CNSWJO resources are dedicated to providing its operational support program. For the 2023/2024 year this program delivered an average return on investments of 9.3:1 for every dollar that members spent on JO membership fees. The indicative ROI for 2024/2025 is 6.38:1. This value is made up of grant income, monies saved through the CNSWJO procurement program and public relations value from its tourism marketing. The main reason for the reduction in ROI from 2023/2024 to 2024/2025 is that the comparative large sites electricity contract concluded on 31 December 2024 and therefore savings for the latter 6 months of the financial year could not be calculated.

The work that CNSWJO does in writing submissions, media, supporting projects and project teams, developing collateral and providing opportunities for members in various forums to represent their views, is not included in the above ROI figure. However, this value is reported

quarterly to the Board. Please go to the CNSWJO website to review past Board agendas or to review last year's Annual Statement.

ATTACHMENTS

- I. Draft Minutes of the CNSWJO Board meeting 31 July 2025 [↓](#)

Minutes of the CNSWJO Board Meeting on 31 July 2025 held in Parkes

Voting delegates

Cr R Taylor	Bathurst Regional Council	Cr S Ring	Lithgow City Council
Cr B Reynolds	Blayney Shire Council	Cr K Graham	Oberon Council
Cr K Beatty	Cabonne Council	Cr T Mileto	Orange City Council
Cr P Smith	Cowra Shire Council	Cr N Westcott	Parkes Shire Council
Cr P Miller, OAM	Forbes Shire Council	Cr P Best	Weddin Shire Council
Cr J Medcalf, OAM	Lachlan Shire Council		

Associate Member delegates and others attending

Mr D Sherley	Bathurst Regional Council	Cr A Rawson	Central Tablelands Water
Mr M Dicker	Blayney Shire Council	Cr B Fry	Central Tablelands Weeds
Mr B Byrnes	Cabonne Council	Mr M Jones	Central Tablelands Weeds
Mr P Devery	Cowra Shire Council	Ms R Fagan	RDA Central West
Cr Cr Roynance	Forbes Shire Council	Mr J Gordon	RDA Central West
Mr G Tory	Lachlan Shire Council	Ms K Annis-Brown	NSW OLG
Mr R Gurney	Lithgow City Council	Ms G Collins	NSW Premier's Dept
Mr G Wallace	Oberon Council	Ms K Barker	CNSWJO
Mr D Waddell	Orange City Council	Ms M Macpherson	CNSWJO
Mr K Boyd PSM	Parkes Shire Council	Ms J Webber	CNSWJO
Mr L Sheehan*	Weddin Shire Council	Ms C Griffin	CNSWJO

*Acting General Manager

1. **Meeting opened** at 10.00 am, Chaired by Cr K Beatty
2. **Acknowledgement of Country and Welcome to Parkes** from Cr Neil Westcott
3. **Apologies**
Cr C Coleman, Cr A McKibbin, Mr S Loane, Mr R Jane, Mr C Harris

RESOLUTION 25/07 – 3

Moved: Cr Phyllis Miller

Seconded: Cr Steve Ring

That the apologies for the Central NSW Joint Organisation Board meeting 31 July 2025 listed above be accepted.

CARRIED

4. **Conflicts of Interest****RESOLUTION 25/07 – 4**

Moved: Cr Bruce Reynolds

Seconded: Cr Steve Ring

No conflicts of interest were declared.

CARRIED

5. Speakers

- **Mr Simon Bourke, General Manager – Advocacy and New Zealand Australasian Railway Association** (online)
General overview of the ARA and strategic priorities and key activities
- **Ms Julia Andrews, Director of Regional Government Relations**
CSU Update and challenging disparities facing regional universities
- **Ms Kate Barker – Interim Executive Officer, CNSWJO**
Presentation on the draft Strategic Plan and Statement of Strategic Regional Priorities 2025-2029.

The Board provided verbal feedback in relation to the draft SSRP.

The Board resolved to move item 8c forward.

Moved: Cr Tony Mileto

Seconded: Cr Robert Taylor

8c Strategic Plan and Statement of Strategic Regional Priorities (SSRP) 2025-2029 Report

RESOLUTION 25/07 – 8c

Moved: Cr Phyllis Miller

Seconded: Cr Robert Taylor

That the Board note the Strategic Plan and Statement of Strategic Regional Priorities (SSRP) Report and

1. adopt the draft Strategic Plan and Statement of Strategic Regional Priorities (SSRP) and place on exhibition for a period of 30 days,
2. provide a copy of the draft Strategic Plan and SSRP to all Councillors and key stakeholders seeking feedback during the exhibition period,
3. note the opportunities for engagement to date and in the future in relation to the development of the SSRP,
4. adopt the CNSWJO Communications and Engagement Plan,
5. adopt the CNSWJO Community Strategic Plan (CSP) Environmental Scan,
6. receive a report to the November meeting regarding the JO organisational structure in line with the SSRP,
7. note the substantive and interim organisational structures,
8. note the review and update of the individual and regional 'Placemats' will take place over the coming months through the IP&R Group and other key stakeholders,
9. include a new action in the Action Plan within the SSRP before it is placed on exhibition for 7.2.1 c) being 'Advocate to recognise snow and drought as a primary hazard in the State Disaster Mitigation Plan (SDMP) and funding frameworks', and
10. GMAC review the risk matrix and provide a report to the next Board meeting.

CARRIED

6. Minutes

6a Confirmation of the Minutes of the CNSWJO Board Meeting dated 29 May 2025 held in Orange

RESOLUTION 25/07 – 6a

Moved: Cr John Medcalf

Seconded: Cr Steve Ring

That the Minutes of the CNSWJO Board Meeting held 29 May 2025 held in Orange were accepted.

CARRIED

6b Noting the Minutes of the CNSWJO GMAC Meeting held on 24 July 2025 in Orange**RESOLUTION 25/07 – 6b**

Moved: Cr John Medcalf

Seconded: Cr Steve Ring

That the minutes from the July GMAC meeting will be provided to the Board for noting at the November Board meeting, along with the October GMAC meeting minutes.

CARRIED

7. Business Arising from the Minutes- Matters in Progress**RESOLUTION 25/07 – 7**

Moved: Cr Phyllis Miller

Seconded: Cr Paul Best

That the Central NSW Joint Organisation Board note the Matters in Progress, making deletions as suggested.

CARRIED

Cr Miller noted that she is a Board member of LGP.

8a Financial Report**RESOLUTION 25/07 – 8a**

Moved: Cr John Medcalf

Seconded: Cr Robert Taylor

That the Board note the Financial Report and updated budget for 2025/2025.

CARRIED

8b Advocacy Report**RESOLUTION 25/05 – 8b**

Moved: Cr John Medcalf

Seconded: Cr Robert Taylor

That the Board note the Advocacy Report and

1. endorse the future structure of the Opt-In Advocacy Mayors Subcommittee to be:
 - a. the Subcommittee remains opt-in,
 - b. meetings to be informal with no formal reporting or decision making,
 - c. notes will be provided rather than minutes,
 - d. Mayors can raise emerging issues and provide input into the reports to the next Board meeting,
 - e. the Opt-In Advocacy Mayors Subcommittee should meet once per quarter between meetings of the Board (i.e. 6 weeks either side) rather than monthly, and
 - f. Chairs of Central Tablelands Water and Central Tablelands Weeds Authority be invited,
2. confirm the role of the Portfolio Mayor Groups is to support CNSWJO staff to review advocacy plans and provide ad hoc advice and guidance around submissions and other emerging issues as needed, to be reviewed once a new Executive Officer is appointed,
3. endorse Cr Tony Mileto as a Portfolio Mayor for the regional water priority,
4. provide advice on alternate and additional ways to engage with Ministers at both the State and Federal level,
5. write to Mr Phil Donato MP and Mr Roy Butler MP requesting them to host the upcoming State Parliament House visit on 13 November 2025,

6. note the final report from the Select Committee on Remote, Rural and Regional Health – The implementation of recommendations relating to cross-jurisdictional health reform and government consultation with remote, rural and regional communities and that the Portfolio Mayors work with CNSWJO staff to update the Health Advocacy Plan to incorporate the Select Committee’s relevant findings and recommendations,
7. endorse the following modifications to wording in the Water Advocacy Plan in relation to the Belubula Water Security Project:
 - a. 3. A multi-source approach that considers Triple Bottom Line (TBL) principles is needed to better manage critical town water for business as usual and in an emergency. This includes: 3.1 Finalisation of the business case for the Belubula Water Security Project, including raising the Lake Rowlands Dam wall and **supported by** a 10-kilometre bi-directional pipeline between Lake Rowlands and Carcoar Dam, and
 - b. Leverage the region's water security work to develop regional **town** water supply **infrastructure** in partnership with the NSW and Federal Governments,
8. approve the development of a Regional Community Benefit Sharing Framework for member councils, including leveraging the JO Chairs’ Forum where possible for this work,
9. endorse the following submissions:
 - a. Net Zero Commission – 2025 Consultation,
 - b. NSW Health – Draft MPS Strategy,
 - c. AEMO – Proposed Type 9 Metering Approach Under Flexible Trading Arrangements 2025,
 - d. IPART – Draft WAMC Pricing, and
 - e. Joint Standing Committee on Road Safety - Inquiry into the interventions to reduce road trauma in regional NSW caused by speeding, fatigue, drink and drug driving.

CARRIED

8d Procurement Report**RESOLUTION 25/07 – 8d**

Moved: Cr Paul Best

Seconded: Cr Phyllis Miller

That the Board note the Regional Procurement and Contracts Report and

1. approve the updates to the procurement plan, and
2. approve the Modern Slavery Annual Report for the CNSWJO.

CARRIED

8e Regional Resilience Program Report**RESOLUTION 25/07 – 8e**

Moved: Cr Bruce Reynolds

Seconded: Cr Tony Mileto

That the Board note the Regional Resilience Program Report and

1. endorse the Regional Resilience Group Terms of Reference and Plan on a Page, and
2. include risk #62 into the risk management plan: third-party handling of sensitive infrastructure data in externally led projects.

CARRIED

7f Regional Prosperity Report**RESOLUTION 25/07 – 8f**

Moved: Cr Bruce Reynolds

Seconded: Cr Robert Taylor

That the Board note the Regional Prosperity Report and that a report will be provided on tourism marketing to GMAC and the Board in due course.

CARRIED

8g Regional Transport Report

RESOLUTION 25/07 – 8g

Moved: Cr Phyllis Miller

Seconded: Cr Paul Smith

That the Board note the Regional Transport Report and endorse the Regional Freight Strategy Project Plan.

CARRIED

8h Regional Water Report

RESOLUTION 25/07 – 8h

Moved: Cr Phyllis Miller

Seconded: Cr Paul Smith

That the Board note the Regional Water Report and

1. note that NSW Department of Climate Change, Energy, the Environment-Water has granted \$400K (ex GST) for a variation to phase two of the Regional Water Loss Management and Water Efficiency Hub project; and
2. note the agreement executed with the Riverina and Murray Joint Organisation for the rollout of the Regional Water Loss Management and Water Efficiency Hub project in their region in line with the NSW Department of Climate Change, Energy, the Environment-Water approved project plan.

CARRIED

8i Regional Energy Report

RESOLUTION 25/07 – 8i

Moved: Cr Bruce Reynolds

Seconded: Cr John Medcalf

That the Board note the Regional Energy Report and

1. endorse the JONZA Round 2 End of Term Report,
2. note the successful JONZA Round 3 application, providing \$253k over an 18-month program to December 2026 funded through the NSW DCCEEW,
3. note the successful JONZA Round 3 variation application, providing \$200k over an 18-month program to December 2026 to provide landfill emissions abatement support to member councils and the JONZA network broadly, funded through the EPA,
4. note the 15.6% savings on energy prices achieved through the aggregated electricity procurement process, equating to approx. \$204k for FY26 across member councils,
5. note the average increase of 6.97% on Essential Energy's network charges across member councils based on FY25 consumption, equating to an estimated additional cost of \$415k in FY26, and
6. endorse a regional application under the DCCEEW Grid Enhancing Technologies grant.

CARRIED

8k Quarterly Review of the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority 2022-2025

RESOLUTION 25/07 – 8k

Moved: Cr Robert Taylor

Seconded: Cr Steve Ring

That the Board note the Quarterly Review of the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority 2022-2025.

CARRIED

9a RDA Central West Update

The Board noted the RDA Central West Update Report.

9b NSW Premier's Department Update

The Board noted the NSW Premier's Department Update Report.

9c OLG Update Report

The Board noted the OLG Update Report.

10 Resolve into Confidential Committee of the Whole

RESOLUTION 25/05 – 10

Moved: Cr John Medcalf

Seconded: Cr Robert Taylor

That the Board

1. resolve into closed session to consider business identified,
2. pursuant to section 10A (2)(f) of the Local Government Act 1993, the media and public be excluded from the meeting on the basis that the business to be considered is classified confidential under the provisions of section 10A (2)(f) as outlined above, and
3. correspondence and reports relevant to the subject business be withheld from access.

CARRIED

10a Regional Cyber Security Program Report- Confidential

RESOLUTION 25/05 – 10a

Moved: Cr Steve Ring

Seconded: Cr Robert Taylor

That the Board note the Regional Cyber Security Program Report and:

1. note that a presentation on the regional cyber security strategy and implementation of the regional cyber security program will be delivered by the regional CISO at the July GMAC, and
2. that the Board will receive a presentation from the Regional CISO on the regional cyber security program, including brief cyber security training, at the November Board meeting.

CARRIED

11. Late Reports

Nil.

12. General Business

- **Lithgow** – sought advice from members as to whether there is interest in lodging a joint motion to the LGNSW annual conference regarding extending the timeframe for consultation

on Environmental Impact Statements. Anyone interested is suggested to contact Cr Steve Ring.

- **Weddin** – sought support from the Board in writing to The Hon Dr Jim Chalmers in relation to bank closures, noting that smaller banks are closing in addition to the larger ones.
- **Blayney**- Cr Reynolds raised a matter arising from the decision in relation to the ARIC as reported in the Finance Report to the May Board meeting. Ms Kate Barker advised that there is a meeting on 6 August in Sydney with Hunter JO to discuss the next steps in the shared ARIC arrangement and once more details are known, a report would be provided to the Board.
- The Chair thanked Mr David Waddell and Mr Greg Tory for their input and wished them well into the future.

13. Speakers to the next meeting

Future meetings

- Ms Kate Lorimer Ward – Local Land Services
- Mr Ian Smith – NSW Department of Primary Industries and Regional Development
- Mr Ashley Albury - EnergyCo
- Ms Kristanne Anderson – NSW Department of Climate Change, Energy, the Environment and Water re regional water strategies
- Ms Kate McMullen – Homes NSW
- Western Region Academy of Sport (WRAS)
- Biosecurity Commissioner
- Regional Australia Institute

14. Dates for the next meeting

- GMAC - 30 October 2025 in Orange
- Board – 12 + 13 November in Sydney- visit to State Parliament

Meeting closed at 1.07 pm

Page 7 is the last page of the Central NSW Joint Organisation Board meeting minutes of meeting of 31 July 2025 held in Parkes.

4 GENERAL COMMITTEE RECOMMENDATIONS - MONDAY, 11 AUGUST 2025

File Number: D25/1498

Author: Alan Dalton, Director - Corporate Services

The Committee refers the following recommendations to Council:

GENERAL MANAGERS REPORT

4.1 Organisation Structure

RECOMMENDATION

That Council endorse the current three (3) Directorate Organisational Structure for Cowra Council.

DIRECTOR-CORPORATE SERVICES REPORT

4.2 Donation - Cowra High School - 2025 Schools Spectacular

RECOMMENDATION

That Council approve a donation of \$2,000 to Cowra High School to assist Cowra High School Dance attending the Schools Spectacular in November 2025.

4.3 Donation - Noel Collett Legacy - Koori Knockout 2025

RECOMMENDATION

That Council approve a donation of \$1,500 to Noel Collett Legacy to assist fielding a memorial team in the September 2025 Regional Koori Knockout.

4.4 Investments and Financial Report

RECOMMENDATION

That Council note the Investments and Financial Report for July 2025.

DIRECTOR-ENVIRONMENTAL SERVICES REPORT

- 4.5 Development Application No. 10.2025.59.1, Lot 20 Section 9 DP 977420, 59A Kite Street Cowra, multi dwelling housing (four attached dwellings), lodged by M Pullen. The property owner is Jackie Chiles Pty Ltd.

RECOMMENDATION

1. That Council notes that the reason for the decision is that the proposal largely complies with Section 4.15 of the Environmental Planning and Assessment Act 1979. The variations to Section E.2.7 of Part E and Section M.2.3 of Part M of Council's Development Control Plan 2021 are sufficiently justified and the application was publicly notified and no submissions were received; and
2. That Council approves variations to Section E.2.7 of Part E and Section M.2.3 of Part M of Council's Development Control Plan 2021 for this development to allow an average site area per dwelling of 252.8sqm and car parking spaces forward of the building line; and
3. That Development Application No. 10.2025.59.1, for the construction of multi dwelling housing on Lot 20 Section 9 DP977420, 59A Kite Street Cowra be approved subject to the following conditions:

GENERAL CONDITIONS

1. Development is to be in accordance with approved plans.

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

Plan No./ Supporting Document	Prepared by/Reference Details	Cowra Shire Council Reference
Window Schedule A000A	Vision Property Development Hub 21 January 2025 Revision A	Received 11 July 2025 Stamped No. 10.2025.59.1 (A)
Proposed Site Plan A001C	Vision Property Development Hub 4 September 2024 Revision C	Received 11 July 2025 Stamped No. 10.2025.59.1 (A)
Proposed Floor Plan A101C	Vision Property Development Hub 4 September 2024 Revision C	Received 11 July 2025 Stamped No. 10.2025.59.1 (A)
Proposed Elevations A201B	Vision Property Development Hub 21 January 2025 Revision B	Received 11 July 2025 Stamped No. 10.2025.59.1 (A)
Statement of Environmental Effects	Currajong 13 June 2025 Revision B	Received 11 July 2025 Stamped No. 10.2025.59.1 (A)

BASIX Certificate No. I799383M (or as revised)	Vision Town Planning Consultants PTY LTD Issued: 11 June 2025	Received 13 June 2025 Stamped No. 10.2025.59.1
Site Survey	Karl Lupis 20 February 2025 Ref 24-206	Received 13 June 2025 Stamped No. 10.2025.59.1

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

2. The applicant shall comply with all relevant prescribed conditions of development consent under Part 4, Division 2 of the Environmental Planning and Assessment Regulation 2021 (see attached Advisory Note).
3. A retaining wall that does not comply with State Environmental Planning Policy (Exempt & Complying Development Codes) 2008 will require the prior consent of Council. The erection of retaining walls may require the approval and certification of a suitably qualified structural engineer. All works are to be carried out within the boundaries of the property and without affecting the structural integrity of boundary fencing or neighbouring structures.
4. Where the proposed building works necessitate the cutting-in of new stormwater outlets into the existing street kerb, the Applicant and plumbing/drainage contractor shall ensure that the following procedures are carried out:
 - (i) A kerb adaptor suitable for the particular kerb profile and capable of withstanding vehicle loadings is to be utilised;
 - (ii) The opening in the kerb is created by either a saw cut or bored hole only. Breaking out the kerb by impact methods is not permitted;
 - (iii) The kerb adaptor is to be kept flush with the top and outside face of the kerb; and
 - (iv) The fixing of the kerb adapter and filling in of side gaps is to be undertaken by the use of an epoxy resin. Mortar or concrete is not to be used.
5. All traffic movements in and out of the development are to be in a forward direction

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

6. Prior to the issue of a Construction Certificate, the Applicant is to submit a detailed Landscape Plan for the approval of the Principal Certifier which includes details of the proposed plant species and maintenance schedule. The plan is to be prepared in accordance with Part N of Cowra Council Development Control Plan 2021, and include screening of the carpark area from the street.

7. Prior to the issue of a Construction Certificate, a Stormwater Management Plan shall be submitted to Council for approval. The plan is to demonstrate that adequate provision will be made for the estimated potential stormwater runoff from the development to the satisfaction of Council.
8. Prior to the issue of a Construction Certificate, a separate application is to be made to Council, with the appropriate fee being paid, for the provision of a 25mm metered water service to the development.
9. Pursuant to Section 7.12 (formerly Section 94A) of the Environmental Planning & Assessment Act 1979, the monetary contribution set out in the following table is to be paid to Council prior to the issue of a Construction Certificate. The contribution is current as at the date of this consent and is levied in accordance with the Cowra Section 94A Contributions Plan 2016 adopted on 26 April 2016. The contribution payable will be calculated in accordance with the contributions plan current at the time of payment, and will be adjusted at the time of payment in accordance with the Consumer Price Index (CPI) (All Groups Index for Sydney) published by the Australian Bureau of Statistic (ABS). Contribution amounts will be adjusted by Council each financial year.

Contribution Type	Proposed Cost of Development ¹	Levy Percentage	Total Contribution	Contribution Rate Remains Current Until
Section 94A Contribution ²	\$602,441.00	1%	\$6,024.41	30 June 2026
Notes ¹ As shown on the Development Application/Construction Certificate Application/Complying Development Certificate Application ² Council's Section 94A Contributions Plan 2016 may be viewed during office hours at Council's Customer Service Centre, 116 Kendal Street Cowra, or on Council's website www.cowracouncil.com.au				

10. Prior to the issue of a Construction Certificate, the Applicant must obtain consent from the roads authority pursuant to Section 138 of the Roads Act 1993 for the carrying out of works in a road reserve. The proposed driveway must be a minimum of 6 metres wide in accordance with Section M.2.2.b.ii of Part M of the DCP.

CONDITIONS TO BE COMPLIED WITH PRIOR TO THE COMMENCEMENT OF WORKS

11. The Applicant is to obtain a Construction Certificate from either Council or an Accredited Certifier, certifying that the proposed works are in accordance with the Building Code of Australia and applicable Council Engineering Standards prior to any building and or subdivision works commencing. No building, engineering or excavation work is to be carried out in relation to this development until the necessary construction certificates have been obtained. It is the responsibility of the Applicant to ensure that the development complies with the Building Code of Australia and applicable engineering standards in the case of building work and the applicable Council Engineering Standards in the case of subdivision works. This may entail alterations to the proposal so that it complies with these standards.

12. It is the responsibility of the Applicant to ensure that the development complies with the Building Code of Australia and applicable engineering standards in the case of building work.
13. The Applicant is to submit to Cowra Shire Council, at least two days prior to the commencement of any works, a 'Notice of Commencement of Building or Subdivision Works' and 'Appointment of Principal Certifier'.
14. Prior to the commencement of work on the site, all erosion and sediment control measures shall be implemented and maintained prior to, during and after the construction phase of the development. The erosion and sediment control measures are to comply with Part B of Cowra Shire Council Development Control Plan 2021 at all times.

CONDITIONS TO BE COMPLIED WITH DURING CONSTRUCTION

15. While building work is being carried out, any such work must not continue after each critical stage inspection unless the principal certifier is satisfied the work may proceed in accordance with this consent and the relevant construction certificate.
16. Any damage caused to footpaths, roadways, utility installations and the like by reason of construction operations shall be made good and repaired to a standard equivalent to that existing prior to commencement of construction. The full cost of restoration/repairs of property or services damaged during the works shall be met by the Applicant.
17. All storage of goods and building materials and the carrying out of building operations related to the development proposal shall be carried out within the confines of the property. All vehicles must be parked legally and no vehicles are permitted to be parked over the public footpath. The unloading of building materials over any part of a public road by means of a lift, hoist or tackle projecting over the footway will require separate approval under Section 68 of the Local Government Act 1993.
18. Building activities and excavation work involving the use of electric or pneumatic tools or other noisy operations shall be carried out only between 7.00 am and 6.00 pm on weekdays and 8.00 am and 1.00 pm on Saturdays. No work on Sundays or Public Holidays is permitted.
19. All building rubbish and debris, including that which can be windblown, shall be contained on site in a suitable container for disposal at an approved Waste Landfill Depot. The container shall be erected on the building site prior to work commencing and shall be maintained for the term of the construction to the completion of the project. No building rubbish or debris shall be placed or permitted to be placed on any adjoining public reserve, footway or road. The waste container shall be regularly cleaned to ensure proper containment of the building wastes generated on the construction site.
20. All roofed and paved areas are to be properly drained in accordance with the Plumbing Code of Australia and discharged to Council's stormwater management system on Kite Street.

21. As soon as is practical, and within a maximum of 7 days following the placement of any roofing material, all guttering and downpipes must be installed and connected to Council's drainage system. If no Council drainage system is available, the guttering and downpipes must be discharged away from the building site onto a stable vegetated area in a manner that does not discharge concentrated storm water flow and cause nuisance or erosion to adjoining properties.
22. All plumbing work shall be carried out by a licensed plumber and drainer and to the requirements of the Plumbing Code of Australia. The licensed plumber or drainer must submit a Notice of Works form to Council prior to the commencement of any plumbing and drainage works and a Certificate of Compliance at the completion of the works. The plumbing and drainage works must be inspected by Council at the time specified below:
 - (a) Internal Drainage: When all internal drainage work is installed and prior to concealment. Pipes should be under water test.
 - (b) External Drainage: When all external drainage work is installed and prior to concealment. Pipes should be under water test.
 - (c) Water Supply: Hot and cold water supply pipework, when the pipework is installed and prior to concealment. Pipes should be under pressure test.
 - (d) Stormwater: When the stormwater and roof water drainage system has been completed.

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

23. The Applicant must not commence occupation or use of the multi dwelling development until a Whole or Partial Occupation Certificate has been issued from the Principal Certifier appointed for the subject development.
24. Prior to the issue of a Whole Occupation Certificate, the Applicant shall construct an access crossing to the development site from Logan Street in accordance with consent from the road's authority pursuant to Section 138 of the Roads Act 1993 for the carrying out of works in a road reserve. The driveway is to be constructed in accordance with the Section 138 Permit. All costs associated with the construction of the access driveway(s) shall be borne by the Applicant.
25. The Applicant is required to obtain a Certificate of Compliance pursuant to Section 64 of the Local Government Act 1993 certifying that all works, fees and charges required in connection with the provision of water supply and sewerage to the development have been undertaken and complied with in full. The certificate shall include all relevant works verified by appropriate inspections, fees and charges that are currently being applied at the time of the issue of the Occupation Certificate.

Separate reticulated sewer mains and metered water services must be physically provided to the development in accordance with Cowra Infrastructure and Operations Engineering Standards. Council will not issue

the Occupation Certificate until the Compliance Certificate has been issued, verifying that all works have been satisfactorily completed. All monetary contributions in relation to the augmentation of reticulated sewerage must be paid in full to Cowra Shire Council before the Occupation Certificate will be issued. Necessary inspections must be arranged at least 48 hours in advance. Contact Cowra Infrastructure and Operations on (02) 6340 2070.

26. Prior to the issue of any Occupation Certificate the Applicant shall ensure that all new vehicular parking areas, including the proposed staff car parking area are clearly defined and/or line-marked in accordance with Cowra Infrastructure & Operations Engineering Standards and Australian Standard 2890.1-2004 - Off Street Parking Facilities. A sign(s) that are conspicuous and legible from the proposed new access road, and from within the development site, shall be permanently displayed indicating the points of ingress and egress, to the proposed development. All costs associated with the identification and line marking of the car parking areas shall be borne by the Applicant and at no cost to Council.

ADVICE

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

- 4.6 Development Application No. 10.2024.11.1, Lots 9 & 10 DP 1096603, 11-13 Kollas Drive Cowra, 64 self-storage units, lodged by B J Wilkinson. The property owner is B J & N A Wilkinson

RECOMMENDATION

1. That Council notes that the reason for the decision is that the proposal largely complies with Section 4.15 of the Environmental Planning and Assessment Act 1979. The variations to Sections I.1.4.1 and M.1.5.1 of Parts I and M of Council's Development Control Plan 2021 are sufficiently justified and the application was publicly notified and no submissions were received; and
2. That Council approves variations to Sections I.1.4.1 and M.1.5.1 of Parts I and M of Council's Development Control Plan 2021 for this development to allow a minimum 4.65m front boundary setback and 6 car parking spaces; and
3. That Development Application No. 10.2024.11.1, for the construction of 64 self-storage units on Lots 9 & 10 DP 1096603, 11-13 Kollas Drive Cowra

be approved subject to the following conditions:

GENERAL CONDITIONS

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

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

Plan No./ Supporting Document	Prepared by/Reference Details	Cowra Shire Council Reference
Lot Plan Drawing A001	Vision Property Development Hub 13 November 2024	Received 4 June 2025 Stamped No. 10.2024.11.1
Site Plan Drawing A002 C	Vision Property Development Hub 1 April 2025	Received 21 July 2025 Stamped No. 10.2024.11.1
Stage 1 Elevations Drawing A201	Vision Property Development Hub 16 January 2025	Received 4 June 2025 Stamped No. 10.2024.11.1
Stage 2 Elevations Drawing A202	Vision Property Development Hub 16 January 2025	Received 4 June 2025 Stamped No. 10.2024.11.1
Statement of Environmental Effects Version 5	Vision Property Development Hub 16 July 2025	Received 21 July 2025 Stamped No. 10.2024.11.1

2. In the event of any inconsistency between conditions of this development consent and the plans/supporting documents referred to above, the conditions of this development consent prevail.
3. The applicant shall comply with all relevant prescribed conditions of development consent under Part 4, Division 2 of the Environmental Planning and Assessment Regulation 2021 (see attached Advisory Note).
4. All traffic movements in and out of the development are to be in a forward direction.
5. The emission of sound from the premises shall be controlled at all times in accordance with the Noise Policy for Industry (2017) published by NSW EPA.
6. No advertising sign and/or structure other than that which is permissible without consent is to be erected as part of the approved development until a formal application has been submitted to Council and a development consent has been issued.

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

7. Prior to the issue of a Construction Certificate for each stage of the development, the Applicant must demonstrate that the development complies with firefighting capabilities in accordance with AS 2419.1:2021, Fire Hydrant Installations, and Fire and Rescue NSW (FRNSW) guidelines. All costs associated with the augmentation of water reticulation relating to the development shall be borne by the Applicant and at no cost to Council.
8. Prior to the issue of a Construction Certificate for each stage, Council's sewer main alignment and depth shall be accurately located and the greater of the following clearance criteria must be achieved and demonstrated:
 - (i) A line taken at an angle of 45 degrees downwards from the lower edge of the proposed footing will not intersect Council's sewer main and its trench;
 - (ii) A minimum 1100mm between the building's footings and centre line of the sewer main;
 - (iii) The building and its footings are located outside any existing sewer easement.

If the above criteria cannot be achieved, the submission to, and approval by Council of designs prepared by a suitably qualified engineer for special footings adjacent to Council's sewer main is required prior to the issue of a Construction Certificate. Construction is to be supervised by an engineer and certified as being constructed in accordance with the approved design prior to issue of the final certificate or occupation of the premises, whichever is the earliest.

9. Prior to the issue of the Construction Certificate for each stage, the Council's stormwater main alignment and depth shall be accurately located and the greater of the following clearance criteria must be achieved and demonstrated:
 - (i) *A line taken at an angle of 45 degrees downwards from the lower edge of the proposed footing will not intersect Council's stormwater main and its trench;*
 - (ii) *A minimum 1100mm between the building's footings and centre line of the stormwater main;*
 - (iii) *The building and its footings are located outside any existing stormwater easement.*

If the above criteria cannot be achieved, the submission to, and approval by Council of designs prepared by a suitably qualified engineer for special footings adjacent to Council's stormwater main is required prior to the issue of a Construction Certificate. Construction is to be supervised by an engineer and certified as being constructed in accordance with the approved design prior to issue of the final certificate or occupation of the

dwelling, whichever is the earliest.

10. Prior to the issue of the Construction Certificate for the each stage, the Applicant must obtain consent from Council pursuant to Section 138 of the Roads Act 1993 for the construction of the driveway crossings to the development site from Kollas Drive in accordance with Cowra Shire Council's Engineering Standards.
11. Prior to the issue of a Construction Certificate for each stage, a Stormwater Management Plan shall be submitted to Council for approval which shows:
 - all trafficable surfaces to be of an impervious nature.
 - a "vee" shaped drain, to the satisfaction of Council's Infrastructure & Operations Department, over Council's stormwater main located adjacent to the drainage easement parallel to the northern boundary.
 - adequate provision has been made for the estimated potential stormwater runoff from the development to the satisfaction of Council. This is to include a comparison of existing and design flows, and also show control measures for erosion and sedimentation.
12. Prior to the issue of a Construction Certificate for each stage, the Applicant is to submit design details of the proposed retaining wall for the approval of Council's Manager – Assets & Technical services. The design must be prepared by a suitably qualified engineer for retaining walls adjacent to Council's sewer & stormwater mains. Construction is to be supervised by an engineer.
13. Prior to the issue of a Construction Certificate for each stage, the Applicant is to submit a Landscape Plan for the approval of the Principal Certifier which includes details of the proposed plant species and maintenance schedule. The plan is to be prepared in accordance with Part N of Cowra Council Development Control Plan 2021.

CONDITIONS TO BE COMPLIED WITH PRIOR TO THE COMMENCEMENT OF WORKS

14. The Applicant is to obtain a Construction Certificate for each stage of the development from either Council or an Accredited Certifier, certifying that the proposed works are in accordance with the Building Code of Australia and applicable Council Engineering Standards prior to any building and or subdivision works commencing. No building, engineering or excavation work is to be carried out in relation to this development until the necessary construction certificates have been obtained. It is the responsibility of the Applicant to ensure that the development complies with the Building Code of Australia and applicable engineering standards in the case of building work and the applicable Council Engineering Standards in the case of subdivision works. This may entail alterations to the proposal so that it complies with these standards.
15. It is the responsibility of the Applicant to ensure that the development

complies with the Building Code of Australia and applicable engineering standards in the case of building work.

16. The Applicant is to submit to Cowra Shire Council, at least two days prior to the commencement of any works, a 'Notice of Commencement of Building or Subdivision Works' and 'Appointment of Principal Certifier'.
17. Prior to the commencement of work on the site, all erosion and sediment control measures shall be implemented and maintained prior to, during and after the construction phase of the development. The erosion and sediment control measures are to comply with Part B of Cowra Shire Council Development Control Plan 2021 at all times.
18. Any alterations to the ground surface adjacent to the sewerage access chamber in the vicinity/or within the property will require application and payment to Council for alterations to the access chamber level to match the new ground surface level. Access chambers within driveways will require provision of a trafficable lid at the applicant's cost.

CONDITIONS TO BE COMPLIED WITH DURING CONSTRUCTION

19. While building work is being carried out, any such work must not continue after each critical stage inspection unless the principal certifier is satisfied the work may proceed in accordance with this consent and the relevant construction certificate.
20. Any damage caused to footpaths, roadways, utility installations and the like by reason of construction operations shall be made good and repaired to a standard equivalent to that existing prior to commencement of construction. The full cost of restoration/repairs of property or services damaged during the works shall be met by the Applicant.
21. All storage of goods and building materials and the carrying out of building operations related to the development proposal shall be carried out within the confines of the property. All vehicles must be parked legally and no vehicles are permitted to be parked over the public footpath. The unloading of building materials over any part of a public road by means of a lift, hoist or tackle projecting over the footway will require separate approval under Section 68 of the Local Government Act 1993.
22. Building activities and excavation work involving the use of electric or pneumatic tools or other noisy operations shall be carried out only between 7.00 am and 6.00 pm on weekdays and 8.00 am and 1.00 pm on Saturdays. No work on Sundays or Public Holidays is permitted.
23. All building rubbish and debris, including that which can be windblown, shall be contained on site in a suitable container for disposal at an approved Waste Landfill Depot. The container shall be erected on the building site prior to work commencing and shall be maintained for the term of the construction to the completion of the project. No building rubbish or debris shall be placed or permitted to be placed on any adjoining public reserve, footway or road. The waste container shall be regularly cleaned to ensure proper containment of the building wastes

generated on the construction site.

24. All stormwater management works shall be undertaken in accordance with the approved Stormwater Management Plan. Any required stormwater drainage facilities necessary to service the development shall be carried out prior to the issue of any Occupation Certificate.
25. The sizes of all necessary stormwater pits and pipes, and the depth of cover provided over such infrastructure shall be in accordance with the Cowra Council Development Control Plan 2021 and Cowra Infrastructure and Operations Engineering Standards. All costs associated with the management of stormwater relating to the development shall be borne by the Applicant and at no cost to Council.
26. As soon as is practical, and within a maximum of 7 days following the placement of any roofing material, all guttering and downpipes must be installed and connected to Council's drainage system.
27. The Applicant is to obtain all relevant approvals to carry out sewerage work, to carry out stormwater drainage work and to carry out water supply work from Cowra Shire Council prior to commencing works to and comply with any conditions of that permit. All work shall be carried out by a licensed plumber and drainer and to the requirements of the Plumbing Code of Australia. The licensed plumber or drainer must submit a Notice of Works form to Council prior to the commencement of any plumbing and drainage works and a Certificate of Compliance at the completion of the works. The plumbing and drainage works must be inspected by Council at the time specified below:
 - (a) Internal Drainage: When all internal drainage work is installed and prior to concealment. Pipes should be under water test.
 - (b) External Drainage: When all external drainage work is installed and prior to concealment. Pipes should be under water test.
 - (c) Water Supply: Hot and cold water supply pipework, when the pipework is installed and prior to concealment. Pipes should be under pressure test.
 - (d) Stormwater: When the stormwater and roof water drainage system has been completed.

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

28. The Applicant must not commence occupation or use self-storage units until a Whole or Partial Occupation Certificate for each stage of the development has been issued from the Principal Certifier appointed for the subject development.
29. Prior to the issue of a Whole Occupation Certificate, all landscape works for the relevant stage shall be completed in accordance with the approved plans.
30. Prior to the issue of an Occupation Certificate for each stage, the Applicant shall seal or concrete internal driveways, hardstand areas and

the car parking spaces for the relevant stage in accordance with Cowra Infrastructure and Operations Engineering Standards.

31. Prior to the issue of an Occupation Certificate for the relevant stage, the retaining wall is to be engineer certified as being constructed in accordance with the approved design.
32. Parking for disabled persons is to be provided and signposted in accordance with the approved plans and the requirements of Australian Standard 2890.1. The access linking such parking areas to their associated developments shall generally not have gradients steeper than 1:14.
33. Prior to the issue of an Occupation Certificate for each stage, the Applicant shall construct access crossings to the development site from Kollas Drive in accordance with consent from the road's authority pursuant to Section 138 of the Roads Act 1993 for the carrying out of works in a road reserve. The driveway is to be constructed in accordance with the Section 138 Permit. All costs associated with the construction of the access driveway(s) shall be borne by the Applicant.
34. The Applicant is required to obtain a Certificate of Compliance pursuant to Section 64 of the Local Government Act 1993 certifying that all works, fees and charges required in connection with the provision of water supply to the development have been undertaken and complied with in full. The certificate shall include all relevant works verified by appropriate inspections, fees and charges that are currently being applied at the time of the issue of the Occupation Certificate for the relevant stage of development.

Separate reticulated water reticulation mains including a 25mm metered water service must be physically provided to each lot of the development in accordance with Cowra Infrastructure and Operations Engineering Standards. Council will not issue the Occupation Certificate until a Compliance Certificate has been issued, verifying that all works have been satisfactorily completed. Necessary inspections must be arranged at least 48 hours in advance. Contact Cowra Infrastructure and Operations on (02) 6340 2070.

35. A Fire Safety Certificate completed by a competent fire safety practitioner shall be furnished to the Principle Certifier for all the Essential Fire Safety Measures specified in the current fire safety schedule for the building, prior to the issue of any Occupation Certificate. The Fire Safety Certificate must be issued using the standard template form published by the NSW Government. A copy of the Fire Safety Certificate must be predominately displayed in the building and a copy submitted to Council by the Principle Certifier with the Occupation Certificate. An electronic copy of the Final Fire Safety Certificate (together with a copy of the current Fire Safety Schedule) shall also be forwarded to the Fire Commissioner via the following dedicated email address: afss@fire.nsw.gov.au
36. An Annual Fire Safety Statement completed by a competent fire safety practitioner for all the Essential Fire Safety Measures applicable to the

building must be given to Council and a copy forwarded to the Fire Commissioner via the dedicated email address afss@fire.nsw.gov.au:

(i) within 12 months after the date on which an annual fire safety statement was previously given, or

(ii) if a fire safety certificate has been issued within the previous 12 months, within 12 months after the fire safety certificate was issued, whichever is the later.

An Annual Fire Safety Statement must be issued using the standard template form published by the NSW Government. A copy of the Annual Fire Safety Statement (together with a copy of the current fire safety schedule) must also be prominently displayed in the building.

ADVICE

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

4.7 Modification to Council's Access Incentive Scheme Grant Funding Guidelines

RECOMMENDATION

That the Draft Access Incentive Scheme Grant Policy be placed on public exhibition for a period of at least 28 days.

5 GENERAL MANAGER

5.1 Delegations of Authority to Mayor, General Manager, S355 Committees and Working Parties

File Number: D25/1154

Author: Paul Devery, General Manager

RECOMMENDATION

- I. That Council revoke all previous delegations to section 355 committee and adopt the delegations as detailed below:

In accordance with the power under section 377 of the Local Government Act 1993 Cowra Council of 116 Kendal Street, Cowra in the State of New South Wales ("the Council") does hereby delegate to the following Committees established in accordance with section 355 of the Local government Act 1993 the following functions and powers subject to any limitation, condition or restriction expressly provided:

Cowra Access Committee

To act as an advisory body to Council in relation to matters that affect the accessibility of the Shire for all residents and visitors. This will be accomplished through:

- *Foster and advocate for the community to support people with disability so that they can be included in social and economic life to the extent of their ability; to be able to contribute as a valued member of their community; and to achieve good life outcomes;*
- *Provide advice to Council in relation to the actions contained within the Disability Inclusion Action Plan;*
- *Assist in providing a community where people can feel welcome and included with dignified and equal access to places, events, information and opportunities;*
- *Seek to ensure that all public facilities are available to all users regardless of their disability;*
- *Provide advice to Council in relation to the accessibility of road and footpath infrastructure where required; including signage, safety, parking and usability for all users;*
- *Supporting and promoting schemes and programs to encourage people to enjoy all Council facilities and activities;*
- *Providing advice and support to Council in relation to grant funding for infrastructure projects for improved access and facilities throughout the Shire*
- *Make recommendations to Council on applications received under the Access Incentive Scheme.*

Art Gallery Advisory Committee

To assist and support the planning and implementation of the Gallery

program and activities. This will be accomplished through:

- *Meeting on a monthly basis with the Gallery Director to plan and implement public activities that raise the profile of the Gallery in the community.*
- *Forming sub-committees or working groups to address Gallery strategic development and fundraising activities.*
- *In consultation with the Gallery Director, committee members may provide assistance and/or invite volunteers as approved by the Gallery Director, and after a period of training in the following:*
 - *Assist with exhibition front of house duties on a Sunday from 2pm to 4pm, on a rotating roster. Duties include opening and closing the Gallery, meet and greet visitors, assist with the sale of items in the gallery retail area.*
 - *Assist as a volunteer with the packing and installation of exhibitions at the Gallery.*

Australian Chapter of the World Peace Bell Association

To make the people in Australia aware of the significance of attaining World Peace in conformity with objects of the World Peace Bell Association in Tokyo, and to maintain and manage the Peace Bell sited in Cowra. A major role of the Australian Chapter of the World Peace Bell Association Inc is to organise the Peace Day Celebrations.

Cowra Breakout Association

To ensure the Cowra Breakout is not forgotten and that current and future generations will always remember the tragic event that sets Cowra apart from any other Australian community. This is achieved by:

- *Organising the annual 5 August Commemoration of the Cowra POW Breakout.*
- *Encouraging anyone with a direct link to the Breakout or with an ongoing interest in the events of 5 August, 1944 to become involved in the annual commemorations.*
- *Promoting ongoing interest in the Breakout story and the history of the Cowra POW Camp ground amongst locals and visitors alike.*
- *Undertaking projects that encourage interest in the Breakout story and improve interpretation of the Cowra POW Camp precinct.*
- *Liaise with and offer suggestions to other groups attempting to improve facilities and interpretation of the POW Campsite such as working with Cowra Shire Council to promote the Peace Precinct Masterplan.*

Cowra Sport and Recreation Committee

To advise Council in relation to the identification and prioritisation of the recreational and cultural sporting facilities and programs within the Shire. This will be accomplished through:

- *Advising Council on the content of the Cowra Sport and Recreation Plan to support a strategic approach to sporting and recreational development in the Shire.*
- *Identifying and prioritise sporting and recreational needs within the Cowra Community and make recommendations for action to Council.*

- *Facilitating communication on sporting and recreational matters between community organisations and sporting and recreation clubs and groups.*
- *Making recommendations to Council in relation to the fees and charges applicable to sport and recreation facilities as part of the Management Plan development each year.*

Environmental Sustainability Committee

To advise Council in relation to policy and project agenda/direction for Council on ESC issues. This will be accomplished through:

To advise Council in relation to policy and project agenda/direction for Council on ESC issues. This will be accomplished through:

- *Addressing the following themes and how they affect Council and the Cowra Shire:*
 - *Energy*
 - *Water*
 - *Conservation and Land Management*
 - *Waste Management*
 - *Climate Impact*
 - *Community (educational or promotional)*
 - *Providing comment on the ESC aspects of major Council project and initiatives*
- *Identifying Environmental Sustainability projects and practices appropriate for Council and the Shire.*
- *Progressing identified Environmental Sustainability projects within resource constraints.*
- *Providing leadership and building partnerships based upon Environmental Sustainability issues.*
- *Promote Council's and the community's preparedness for adaptability and resilience to climate change and natural disaster impacts.*
- *Make recommendations to Council on applications received under Council's environmental grants program.*

Cowra Saleyards Committee

To advise Council on matters relating to the ongoing operation and development of the Cowra Saleyards facility. This will be accomplished through:

- *Acting as an advisory body to Council for policies and procedures, promotion and associated livestock fee recommendations for the saleyards.*
- *Identifying and prioritising future upgrades of the Saleyards and making the appropriate recommendations to Council.*

Cowra Youth Council

To act as a forum for young people to raised issues of importance with Council and the wider community. This will be accomplished through:

- *To provide Cowra Shire Council with comments and suggestions regarding local government policies and programs for youth*
- *To advise and work with the Community Projects Officer to organise local youth week celebrations and other activities to meet the needs of Cowra's young people*

- To work with other youth agencies to improve coordination and consultation between youth services
- To represent the youth of Cowra at local, State and National youth forums where appropriate.

Cowra Public Art Advisory Panel

That the Cowra Public Art Advisory Panel be delegated purpose and authority as described in the Cowra Public Art Policy Document.

Cowra Civic Centre Reference Group

That Council delegate the following functions to the reference group;

- Advocate and promote the activities of Cowra Civic Centre.
- Foster a culture of arts engagement and event attendance within the broader community.
- Provide strategic advice and guidance to the Civic Centre Manager on future plans and strategic directions.
- Facilitate conversation with the arts community about the Civic Centre bringing feedback to meetings.
- Provide strategic recommendations to Council, when required, to help inform elected Councillors on decisions relating to and/or impacting Cowra Civic Centre and general policies around arts and culture in the region.
- Attendance at as many events at Cowra Civic Centre as possible.

CBD Committee

That Council delegate the following functions to the reference group;

- Review relevant economic datasets to inform advice in relation to the CBD
- Advise Council on the delivery and implementation of the Cowra CBD Place Vision and Activation Plan
- Consult with the business and wider community to inform advice to Council
- Work with partners including: other levels of government; Business Cowra; Central West Business Chamber; Biz HQ; Cowra Tourism Corporation or similar organisations to inform advice to Council
- Present findings and recommendations to Council as required
- That, for the purposes of the committee's operation, the CBD refers to
 - Kendal St from the eastern end of the main traffic bridge to Somerset St intersection and one block either side ie Liverpool and Vaux Streets
 - Redfern Street from Lachlan Street intersection to intersection with Bourke Street. This area corresponds with the E3 – Productivity Support land-use zoning.

2. That Council revoke all previous delegations to Working Parties and adopt the delegations as detailed below:

In accordance with the power under section 377 of the Local Government Act 1993 Cowra Council of 116 Kendal Street, Cowra in the State of New South Wales ("the Council") does hereby delegate to the Working Parties of the Council the following

functions and powers subject to any limitation, condition or restriction expressly provided:

Festival of International Understanding Working Party

To provide advice and support in the planning and delivery of Council's annual Festival of International Understanding. This may be achieved by:

- *Selecting proposed guest nations*
- *Reviewing and providing advice on the program of events*
- *Selecting Festival Youth Ambassadors*
- *Hosting dignitaries.*

Australia Day Working Party

To provide advice and support in the staging of the annual Australia program. This may be achieved by:

- *Reviewing and providing advice on the program of events*
- *Co-ordinating the awards program*
- *Selecting award recipients*
- *Hosting the Australia Day Ambassador*
- *Hosting the annual Australia Day awards ceremony.*

Reconciliation Working Party

To undertake investigations and produce findings to council on proposed actions to further the cause of reconciliation within our community. This may be achieved by:

- *Registering with Reconciliation Australia to develop a Reconciliation Action plan under their framework*
- *Liaising with the Cowra Local Aboriginal Land Council and other stakeholders.*

Cultural Plan Working Party

To develop an updated Cultural plan and present it to council. This may be achieved by:

- *Reviewing existing plans*
- *Liaising with key stakeholders.*

General Manager Performance Review Working Party

To conduct the half-yearly and annual performance appraisals of the General Manager.

Cowra Community Grants Working Party

To administer the bi-annual Community Grants program. This may be achieved by:

- *Regularly reviewing the guidelines and recommending any proposed changes to council*
- *Reviewing applications and seeking clarification on issues as required*
- *Recommending to council those applications considered eligible for the granting of funds.*

3. That Council revoke all previous delegations to the Mayor and adopt the

delegations as detailed below:

In accordance with the power under section 377 of the Local Government Act 1993 Cowra Council of 116 Kendal Street, Cowra in the State of New South Wales ("the Council") does hereby delegate to the Mayor of the Council, or to the Councillor acting in the Office of Mayor, the following functions and powers subject to any limitation, condition or restriction expressly provided:

1. Executive

- (a) to supervise the General Manager, on behalf of the Council, in terms of the Local Government Act 1993 and Council's policies and delegations and to advise the General Manager in the execution of Council's decisions and policies*
- (b) to fulfill the functions of the chief elected member of the Council and to perform all duties imposed upon the Mayor under the Local Government Act or other Acts or Regulations*
- (c) to give effect to the resolutions of Council in conjunction with the General Manager*

3. Media Relations

Respond to media publicity on Council matters and issue media releases and make statements to the media on behalf of Council in accordance with Council's adopted policy.

4. Council Meetings

To call extraordinary meetings of the Council as deemed necessary.

5. Legal

When considered necessary or urgent, to request the General Manager to obtain legal advice or legal representation in any matter in which the Council is or may become involved.

6. Expenditure

Authorise any work, which in the opinion of the Mayor, is urgent at a cost not exceeding \$10,000 and report to the next meeting of Council the circumstances necessitating such expenditure.

8. General Manager's Leave

To approve of leave for the General Manager and attendance at conferences, seminars etc.

- 4. That Council revoke all previous delegations to the General Manager and adopt the delegations as detailed below:**

In accordance with the power under section 377 of the Local Government Act 1993 Cowra Council of 116 Kendal Street, Cowra in the State of New South Wales ("the Council") does hereby:

1. Delegate to the General Manager of the Council all of its functions except:

- (a) those functions which must not be delegated pursuant to section 377(1) of the Local Government Act 1993;*
- (b) any function designated in any other Act of Parliament as a function which must not be delegated;*
- (c) the function of the determination of a development application made under the Environmental Planning and Assessment Act 1979 ("EP&A Act"):*
 - (i) where the development is not consistent with Cowra Local Environmental Plan 2012 or other relevant environmental*

- planning instrument;*
 - (ii) *where the development is designated development as defined under Part 2 of Schedule 3 of the Environmental Planning and Assessment Regulation 2021;*
 - (iii) *where the development is inconsistent with a Development Control Plan.*
 - (iv) *where the application involves development that directly impacts on the heritage values of a heritage item listed in Schedule 5 of Cowra Local Environmental Plan 2012;*
 - (v) *where the application involves the use of land or a building for a brothel;*
 - (vi) *where the application involves the use of the land or a building for a place of public worship;*
 - (vii) *where the application involves the subdivision of land into more than 10 new allotments;*
 - (viii) *where the application involves the erection of medium density housing or alterations thereto, exceeding a total of 3 dwelling-units;*
 - (ix) *where an objection has been received that is considered valid on planning grounds and has not been resolved by amendments to the application or by the imposition of conditions.*
 - (x) *where the application is lodged by, on behalf of, or for Cowra Shire Council; except for development on land for public open space purposes; and*
 - (xi) *where the development application shows an estimated value exceeding \$4m dollars.*
- (d) *The function to approve a modification application in accordance with section 4.55 of the Environmental Planning and Assessment Act 1979:*
 - (i) *where the development is inconsistent with Cowra Local Environmental Plan 2012 or other relevant environmental planning instrument;*
 - (ii) *where the development is inconsistent with a Development Control Plan, Code or Policy adopted by Council Shire Council;*
 - (iii) *where the development is designated development as defined under Part 2 of Schedule 3 of the Environmental Planning and Assessment Regulation 2021;*
 - (iv) *where the application involves development that directly impacts on the heritage values of a heritage item listed in Schedule 5 of Cowra Local Environmental Plan 2012*
 - (v) *where the development involves the subdivision of land into more than 10 new allotments;*
 - (vi) *where the development involves the erection of medium density housing or alterations thereto, exceeding a total of 3 dwelling-units;*
 - (vii) *where the development involves the use of land or a building for a brothel;*
 - (viii) *where the development involves the use of the land or a building for a place of public worship;*
 - (ix) *where an objection has been received that is considered valid on planning grounds and has not been resolved by amendments to the application or by the imposition of conditions.*
 - (x) *where the original application or modification application was*

- lodged by, on behalf of, or for Cowra Shire Council;*
- (xi) *where the original application was determined by Council and an objection has been received which is of a complex nature and cannot be dealt with by the imposition of conditions or amendment of plans.*
- (xii) *where the development application shows an estimated value exceeding \$4m dollars.*

2. Sub-delegate to the General Manager of the Council all functions delegated to the Council except as provided in the relevant instrument of delegation to the Council.

INTRODUCTION

It is necessary within 12 months of an ordinary election for Council to review and adopt delegations.

BACKGROUND

The instruments of delegation are reviewed and generally re-endorsed after each council election.

The current delegations, adopted at the council meeting on 21 February 2022 are included at Attachment I.

It is clear upon closer reading that a detailed review has not been undertaken for quite some time as there are numerous changes that should have been and should be made to the delegations currently in place.

The delegations can be divided into the following categories:

- Section 355 Committees Delegation
- Working Parties Delegation
- Mayor's Delegation
- General Manager's Delegation

Section 355 committees

The following changes are proposed to the section 355 committee delegations and are reflected in the tracked changes version in Attachment 2:

Access Committee – The committee reviewed its delegation in 2019 and the amended delegation was subsequently endorsed by council. Unfortunately, it was the older version that was included in the report after the 2021 election. This report seeks to redress that error and revert to the delegation adopted in 2019.

Festival Committee – The Festival s355 committee, including community members, was disbanded some years ago. It has subsequently been replaced by a Working Party, as correctly noted in the Committee Membership & Delegates Register 2024-2026 adopted by council in October last year and in March 2025 following the by-election. The delegation text has been removed and replaced by a new inclusion in the Working Party section.

Audit Risk & Improvement Committee – The ARIC is no longer a s355 committee but rather established by legislation. It should therefore not be included in the delegations register. This is the same situation for the Traffic Committee which for many years has been a legislated committee and not listed in the register as it is not discretionary.

Tidy Towns Committee – The committee has been disbanded therefore the delegation lapses.

Natural Resource Management Committee – This committee has been re-named the Environmental Sustainability committee and the delegation instrument amended accordingly. I am advised the amended delegation has been discussed by the committee but not yet finally endorsed.

CBD Committee – Following the adoption of the Cowra CBD Place Vision and Activation plan it is appropriate to amend the delegation to focus on oversight of implementation. The attached recommended text has been endorsed by the CBD committee at its meeting on 13 August 2025.

Working Parties

To date there has not been a delegation instrument relating to the working parties established by council. The working parties currently operating are:

- Festival of International Understanding
- Australia Day
- Reconciliation
- Cultural Plan
- General Manager's Performance Review
- Cowra Community Grants

Attachment 3 details suggested delegations for each of these working parties for consideration.

Mayor

The Mayor's delegation has also not been thoroughly reviewed for some time. I have sought and received copies of the delegation from a number of councils and the tracked changes in Attachment 4 reflect the findings of reviewing those documents. I have also included at Attachment 5 an excerpt of section 226 of the Act that states the role of the Mayor. If it is in the Act there is no need for it to be in a delegation.

General Manager

There are a number of suggested changes to the delegation to the General Manager that have been suggested to reflect changes in circumstances and to minimise routine matters having to be reported to council given the workload involved in preparing reports and the potential for delay to proponents. The proposed changes are reflected in the tracked changes draft instrument included in Attachment 6.

BUDGETARY IMPLICATIONS

Nil

ATTACHMENTS

1. Current Instrument of Delegation - S355 Committees [↓](#)
2. Instrument of Delegation S355 Committees - tracked changes [↓](#)
3. Instrument of Delegation - Working Parties [↓](#)
4. Instrument of Delegation - Mayor - tracked changes [↓](#)
5. Extract from LG Act 1998 - Section 226 Role of Mayor [↓](#)
6. Instrument of Delegation - General Manager - tracked changes [↓](#)



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Instrument of Delegation – February 2022

SECTION 355 COMMITTEES

In accordance with the power under section 377 of the Local Government Act 1993 Cowra Council of 116 Kendal Street, Cowra in the State of New South Wales (“the Council”) does hereby delegate to the following Committees established in accordance with section 355 of the Local government Act 1993 the following functions and powers subject to any limitation, condition or restriction expressly provided:

(i) Cowra Access Committee

To act as an advisory body to Council in relation to matters that affect the accessibility of the Shire for all residents and visitors. This will be accomplished through:

- Seeking to ensure that all public facilities in the Shire are equipped with appropriate safety rails.
- Advising Council in relation to line-marking of streets and paths where appropriate for the safety of pedestrians, bicycles and mobility scooters.
- Recommending to Council the implementation of signage at areas that are highly patronised by pedestrians and mobility impaired and ensure this signage is clearly visible and in good condition at all times.
- Providing advice to Council to ensure there is enough disability access throughout the Shire in the form of ramps and car parking.
- Supporting and promoting schemes and programs to encourage people with significant and permanent disability to enjoy facilities and activities without discrimination.
- Providing continual planning and advice to Council about future schemes, programs and conveniences to implement to assist disabled or mobility impaired residents and visitors.

(ii) Art Gallery Advisory Committee

To assist and support the planning and implementation of the Gallery program and activities. This will be accomplished through:

- Meeting on a monthly basis with the Gallery Director to plan and implement public activities that raise the profile of the Gallery in the community.
- Forming sub-committees or working groups to address Gallery strategic

- development and fundraising activities.
- In consultation with the Gallery Director, committee members may provide assistance and/or invite volunteers as approved by the Gallery Director, and after a period of training in the following:
 - Assist with exhibition front of house duties on a Sunday from 2pm to 4pm, on a rotating roster. Duties include opening and closing the Gallery, meet and greet visitors, assist with the sale of items in the gallery retail area.
 - Assist as a volunteer with the packing and installation of exhibitions at the Gallery.

(iii) Australian Chapter of the World Peace Bell Association

To make the people in Australia aware of the significance of attaining World Peace in conformity with objects of the World Peace Bell Association in Tokyo, and to maintain and manage the Peace Bell sited in Cowra. A major role of the Australian Chapter of the World Peace Bell Association Inc is to organise the Peace Day Celebrations.

(iv) Cowra Breakout Association

To ensure the Cowra Breakout is not forgotten and that current and future generations will always remember the tragic event that sets Cowra apart from any other Australian community. This is achieved by:

- Organising the annual 5 August Commemoration of the Cowra POW Breakout.
- Encouraging anyone with a direct link to the Breakout or with an ongoing interest in the events of 5 August, 1944 to become involved in the annual commemorations.
- Promoting ongoing interest in the Breakout story and the history of the Cowra POW Camp ground amongst locals and visitors alike.
- Undertaking projects that encourage interest in the Breakout story and improve interpretation of the Cowra POW Camp precinct.
- Liaise with and offer suggestions to other groups attempting to improve facilities and interpretation of the POW Campsite such as working with Cowra Shire Council to promote the Peace Precinct Masterplan.

(v) Cowra Sport and Recreation Council

To advise Council in relation to the identification and prioritisation of the recreational and cultural sporting facilities and programs within the Shire. This will be accomplished through:

- Advising Council on the content of the Cowra Sport and Recreation Plan to support a strategic approach to sporting and recreational development in the Shire.
- Identifying and prioritise sporting and recreational needs within the Cowra Community and make recommendations for action to Council.
- Facilitating communication on sporting and recreational matters between community organisations and sporting and recreation clubs and groups.
- Making recommendations to Council in relation to the fees and charges

applicable to sport and recreation facilities as part of the Management Plan development each year.

(vi) Cowra Festival of International Understanding Committee

To coordinate and assist Council with the events, activities and operations associated with the annual Cowra Festival of International Understanding. This will be accomplished through:

- Coordination of the Festival Parade, Festival Carnival and other events relating to the Festival such as exhibitions, Peace Ceremony and film nights.
- Organisation and assistance with the various events and activities throughout the Festival program.
- Assisting with the 'Taste of Harmony' for the multicultural community.
- Any workshops relating to the Guest Nation such as art dance.
- Assistance with the promotion of the Festival
- Coordination of the Youth Ambassador program and events associated with this aspect of the Festival.
- Identifying ideas for the current and future festivals to improve its appeal and significance to the Cowra community as well as attracting visitors to experience this annual event.

(vii) Natural Resource Management Advisory Committee

To advise Council in relation to policy and project agenda/direction for Council on NRM issues. This will be accomplished through:

- Addressing the following themes and how they affect Council and the Cowra Shire:
 - Air
 - Energy
 - Water
 - Land
 - Biodiversity
 - Waste Management
 - Climate Change
 - Community (educational or promotional)
 - Providing comment on the NRM aspects of major Council project and initiatives
- Identifying NRM projects appropriate for Council and the Shire.
- Progressing identified NRM projects within resource constraints.
- Providing leadership and building partnerships on NRM issues.

(viii) Cowra Saleyards Committee

To advise Council on matters relating to the ongoing operation and development of the Cowra Saleyards facility. This will be accomplished through:

- Acting as an advisory body to Council for policies and procedures, promotion and associated livestock fee recommendations for the saleyards.
- Identifying and prioritising future upgrades of the Saleyards and making the appropriate recommendations to Council.

(ix) Tidy Towns and Urban Landcare Committee

To assist Cowra Council in ensuring that Cowra Shire remains an attractive, tidy and environmentally friendly community. This will be accomplished through:

- Being an advisory committee to Council to achieve these goals for the Shire.
- Recommend and/or undertake advertising and promotional activities.
- Developing ideas and concepts for environmental sustainability in the Cowra Shire and new and innovative ways to promote Cowra and the committee.
- Being the representatives for the Keep Australia Beautiful and Tidy Towns Awards.

(x) Cowra Youth Council

To act as a forum for young people to raised issues of importance with Council and the wider community. This will be accomplished through:

- To provide Cowra Shire Council with comments and suggestions regarding local government policies and programs for youth
- To advise and work with the Community Projects Officer to organise local youth week celebrations and other activities to meet the needs of Cowra's young people
- To work with other youth agencies to improve coordination and consultation between youth services
- To represent the youth of Cowra at local, State and National youth forums where appropriate.

(xi) Audit Committee

That the Audit Committee be delegated purpose and authority as described in the *Audit Committee Charter Policy Document*.

(xii) Cowra Public Art Advisory Panel

That the Cowra Public Art Advisory Panel be delegated purpose and authority as described in the *Cowra Public Art Policy Document*.

(xiii) Cowra Civic Centre Reference Group

That Council delegate the following functions to the reference group;

Instrument of Delegation – Section 333 CommitteesFebruary 2022

- Advocate and promote the activities of Cowra Civic Centre.
- Foster a culture of arts engagement and event attendance within the broader community.
- Provide strategic advice and guidance to the Civic Centre Manager on future plans and strategic directions.
- Facilitate conversation with the arts community about the Civic Centre bringing feedback to meetings.
- Provide strategic recommendations to Council, when required, to help inform elected Councillors on decisions relating to and/or impacting Cowra Civic Centre and general policies around arts and culture in the region.
- Attendance at as many events at Cowra Civic Centre as possible.

Instrument of Delegation – Section 333 Committees

February 2022



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www.cowracouncil.com.au

INSTRUMENT OF DELEGATION

SECTION 355 COMMITTEE: COWRA CBD COMMITTEE

ORDINARY COUNCIL MEETING – 26 JUNE 2023

General Manager - Resolution 104/23

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



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Instrument of Delegation – ~~February 2022~~August 2025

SECTION 355 COMMITTEES

In accordance with the power under section 377 of the Local Government Act 1993 Cowra Council of 116 Kendal Street, Cowra in the State of New South Wales ("the Council") does hereby delegate to the following Committees established in accordance with section 355 of the Local government Act 1993 the following functions and powers subject to any limitation, condition or restriction expressly provided:

(i) ~~Cowra Access Committee~~

To act as an advisory body to Council in relation to matters that affect the accessibility of the Shire for all residents and visitors. This will be accomplished through:

- ~~• Seeking to ensure that all public facilities in the Shire are equipped with appropriate safety rails.~~
- ~~• Advising Council in relation to line-marking of streets and paths where appropriate for the safety of pedestrians, bicycles and mobility scooters.~~
- ~~• Recommending to Council the implementation of signage at areas that are highly patronised by pedestrians and mobility impaired and ensure this signage is clearly visible and in good condition at all times.~~
- ~~• Providing advice to Council to ensure there is enough disability access throughout the Shire in the form of ramps and car parking.~~
- ~~• Supporting and promoting schemes and programs to encourage people with significant and permanent disability to enjoy facilities and activities without discrimination.~~
- ~~• Providing continual planning and advice to Council about future schemes, programs and conveniences to implement to assist disabled or mobility impaired residents and visitors.~~
- ~~• Foster and advocate for the community to support people with disability so that they can be included in social and economic life to the extent of their ability; to be able to contribute as a valued member of their community; and to achieve good life outcomes;~~
- ~~• Provide advice to Council in relation to the actions contained within the Disability Inclusion Action Plan;~~

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Extract from Council Meeting ~~21 February 2022~~August 2025August 2025 – Resolution No. ~~34/2022~~

- Assist in providing a community where people can feel welcome and included with dignified and equal access to places, events, information and opportunities;
- Seek to ensure that all public facilities are available to all users regardless of their disability;
- Provide advice to Council in relation to the accessibility of road and footpath infrastructure where required; including signage, safety, parking and usability for all users;
- Supporting and promoting schemes and programs to encourage people to enjoy all Council facilities and activities;
- Providing advice and support to Council in relation to grant funding for infrastructure projects for improved access and facilities throughout the Shire;
- Make recommendations to Council on applications received under the Access* Incentive Scheme.

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Instrument of Delegation – ~~February 2022~~August 2025

SECTION 355 COMMITTEES

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~~(ii)~~ Art Gallery Advisory Committee

To assist and support the planning and implementation of the Gallery program and activities. This will be accomplished through:

- Meeting on a monthly basis with the Gallery Director to plan and implement public activities that raise the profile of the Gallery in the community.
- Forming sub-committees or working groups to address Gallery strategic development and fundraising activities.
- In consultation with the Gallery Director, committee members may provide assistance and/or invite volunteers as approved by the Gallery Director, and after a period of training in the following:
 - Assist with exhibition front of house duties on a Sunday from 2pm to 4pm, on a rotating roster. Duties include opening and closing the Gallery, meet and greet visitors, assist with the sale of items in the gallery retail area.
 - Assist as a volunteer with the packing and installation of exhibitions at the Gallery.

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~~(iii)~~ Australian Chapter of the World Peace Bell Association

To make the people in Australia aware of the significance of attaining World Peace in conformity with objects of the World Peace Bell Association in Tokyo, and to maintain and manage the Peace Bell sited in Cowra. A major role of the Australian Chapter of the World Peace Bell Association Inc is to organise the Peace Day Celebrations.

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~~(iv)~~ — Cowra Breakout Association

To ensure the Cowra Breakout is not forgotten and that current and future generations will always remember the tragic event that sets Cowra apart from any other Australian community. This is achieved by:

- Organising the annual 5 August Commemoration of the Cowra POW Breakout.
- Encouraging anyone with a direct link to the Breakout or with an ongoing interest in the events of 5 August, 1944 to become involved in the annual commemorations.
- Promoting ongoing interest in the Breakout story and the history of the Cowra POW Camp ground amongst locals and visitors alike.
- Undertaking projects that encourage interest in the Breakout story and improve interpretation of the Cowra POW Camp precinct.
- Liaise with and offer suggestions to other groups attempting to improve facilities and interpretation of the POW Campsite such as working with Cowra Shire Council to promote the Peace Precinct Masterplan.

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~~(v)~~ Cowra Sport and Recreation Council Committee

To advise Council in relation to the identification and prioritisation of the recreational and cultural sporting facilities and programs within the Shire. This will be accomplished through:

- Advising Council on the content of the Cowra Sport and Recreation Plan to support a strategic approach to sporting and recreational development in the Shire.
- Identifying and prioritise sporting and recreational needs within the Cowra Community and make recommendations for action to Council.
- Facilitating communication on sporting and recreational matters between community organisations and sporting and recreation clubs and groups.
- Making recommendations to Council in relation to the fees and charges applicable to sport and recreation facilities as part of the Management Plan development each year.

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Instrument of Delegation – February 2022August 2025

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(vi) – Cowra Festival of International Understanding Committee

To coordinate and assist Council with the events, activities and operations associated with the annual Cowra Festival of International Understanding. This will be accomplished through:

- Coordination of the Festival Parade, Festival Carnival and other events relating to the Festival such as exhibitions, Peace Ceremony and film nights.
- Organisation and assistance with the various events and activities throughout the Festival program.
- Assisting with the 'Taste of Harmony' for the multicultural community.
- Any workshops relating to the Guest Nation such as art dance.
- Assistance with the promotion of the Festival
- Coordination of the Youth Ambassador program and events associated with this aspect of the Festival.
- Identifying ideas for the current and future festivals to improve its appeal and significance to the Cowra community as well as attracting visitors to experience this annual event.

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Instrument of Delegation – ~~February 2022~~ August 2025

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(vii) ~~Natural Resource Management Advisory Committee~~ Environmental Sustainability Committee

To advise Council in relation to policy and project agenda/direction for Council on ~~NRM-ESC~~ issues. This will be accomplished through:

- Addressing the following themes and how they affect Council and the Cowra Shire:
 - ~~Air~~
 - Energy
 - Water
 - ~~Land~~ Conservation and Land Management
 - ~~Biodiversity~~
 - Waste Management
 - Climate ~~Change~~ Impact
 - Community (educational or promotional)
 - Providing comment on the ~~NRM-ESC~~ aspects of major Council project and initiatives
- Identifying ~~NRM-Environmental Sustainability~~ projects and practices appropriate for Council and the Shire.
- Progressing identified ~~NRM-Environmental Sustainability~~ projects within resource constraints.
- Providing leadership and building partnerships based upon ~~NRM-Environmental Sustainability~~ issues.
- ~~Promote Council's and the community's preparedness for adaptability and resilience to climate change and natural disaster impacts.~~

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- Make recommendations to Council on applications received under Council's environmental grants program.

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~~(viii)~~ Cowra Saleyards Committee

To advise Council on matters relating to the ongoing operation and development of the Cowra Saleyards facility. This will be accomplished through:

- Acting as an advisory body to Council for policies and procedures, promotion and associated livestock fee recommendations for the saleyards.
- Identifying and prioritising future upgrades of the Saleyards and making the appropriate recommendations to Council.

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(ix) Tidy Towns and Urban Landcare Committee

To assist Cowra Council in ensuring that Cowra Shire remains an attractive, tidy and environmentally friendly community. This will be accomplished through:

- ▲ Being an advisory committee to Council to achieve these goals for the Shire;
- ▲ Recommend and/or undertake advertising and promotional activities;
- ▲ Developing ideas and concepts for environmental sustainability in the Cowra Shire and new and innovative ways to promote Cowra and the committee;
- ▲ Being the representatives for the Keep Australia Beautiful and Tidy Towns Awards;

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~~(*)~~ Cowra Youth Council

To act as a forum for young people to raised issues of importance with Council and the wider community. This will be accomplished through:

- To provide Cowra Shire Council with comments and suggestions regarding local government policies and programs for youth
- To advise and work with the Community Projects Officer to organise local youth week celebrations and other activities to meet the needs of Cowra's young people
- To work with other youth agencies to improve coordination and consultation between youth services
- To represent the youth of Cowra at local, State and National youth forums where appropriate.

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(xi) ~~Audit Committee~~

~~That the Audit Committee be delegated purpose and authority as described in the Audit Committee Charter Policy Document.~~

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~~(xii)~~ Cowra Public Art Advisory Panel

That the Cowra Public Art Advisory Panel be delegated purpose and authority as described in the *Cowra Public Art Policy Document*.



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~~(xiii)~~—Cowra Civic Centre Reference Group

That Council delegate the following functions to the reference group;

- Advocate and promote the activities of Cowra Civic Centre.
- Foster a culture of arts engagement and event attendance within the broader community.
- Provide strategic advice and guidance to the Civic Centre Manager on future plans and strategic directions.
- Facilitate conversation with the arts community about the Civic Centre bringing feedback to meetings.
- Provide strategic recommendations to Council, when required, to help inform elected Councillors on decisions relating to and/or impacting Cowra Civic Centre and general policies around arts and culture in the region.
- Attendance at as many events at Cowra Civic Centre as possible.

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CBD Committee

That Council delegate the following functions to the reference group:

- Review relevant economic datasets to inform advice in relation to the CBD
- Advise Council on the delivery and implementation of the Cowra CBD Place Vision and Activation Plan
- Consult with the business and wider community to inform advice to Council
- Work with partners including: other levels of government; Business Cowra; Central West Business Chamber; Biz HQ; Cowra Tourism Corporation or similar organisations to inform advice to Council
- Present findings and recommendations to Council as required
- That, for the purposes of the committee's operation, the CBD refers to
 - Kendal St from the eastern end of the main traffic bridge to Somerset St intersection and one block either side ie Liverpool and Vaux Streets
 - Redfern Street from Lachlan Street intersection to intersection with Bourke Street. This area corresponds with the E3 – Productivity Support land-use zoning.

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Instrument of Delegation – August 2025

WORKING PARTIES

In accordance with the power under section 377 of the Local Government Act 1993 Cowra Council of 116 Kendal Street, Cowra in the State of New South Wales (“the Council”) does hereby delegate to the Working Parties of the Council the following functions and powers subject to any limitation, condition or restriction expressly provided:

Festival of International Understanding Working Party

To provide advice and support in the planning and delivery of Council’s annual Festival of International Understanding. This may be achieved by:

- Selecting proposed guest nations
- Reviewing and providing advice on the program of events
- Selecting Festival Youth Ambassadors
- Hosting dignitaries.



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Australia Day Working Party

To provide advice and support in the staging of the annual Australia program. This may be achieved by:

- Reviewing and providing advice on the program of events
- Co-ordinating the awards program
- Selecting award recipients
- Hosting the Australia Day Ambassador
- Hosting the annual Australia Day awards ceremony.



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Reconciliation Working Party

To undertake investigations and produce findings to council on proposed actions to further the cause of reconciliation within our community. This may be achieved by:

- Registering with Reconciliation Australia to develop a Reconciliation Action plan under their framework
- Liaising with the Cowra Local Aboriginal Land Council and other stakeholders.



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Cultural Plan Working Party

To develop an updated Cultural plan and present it to council. This may be achieved by:

- Reviewing existing plans
- Liaising with key stakeholders.



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General Manager Performance Review Working Party

To conduct the half-yearly and annual performance appraisals of the General Manager.



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WORKING PARTIES

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Cowra Community Grants Working Party

To administer the bi-annual Community Grants program. This may be achieved by:

- Regularly reviewing the guidelines and recommending any proposed changes to council
- Reviewing applications and seeking clarification on issues as required
- Recommending to council those applications considered eligible for the granting of funds.



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Instrument of Delegation

MAYOR

In accordance with the power under section 377 of the Local Government Act 1993 Cowra Council of 116 Kendal Street, Cowra in the State of New South Wales ("the Council") does hereby delegate to the Mayor of the Council, or to the Councillor acting in the Office of Mayor, the following functions and powers subject to any limitation, condition or restriction expressly provided:

1. Executive

- (a) to supervise the General Manager, on behalf of the Council, in terms of the Local Government Act 1993 and Council's policies and delegations and to advise the General Manager in the execution of Council's decisions and policies
- (b) to fulfill the functions of the chief elected member of the Council and to perform all duties imposed upon the Mayor under the Local Government Act or other Acts or Regulations
- (c) to give effect to the resolutions of Council in conjunction with the General Manager
- ~~(d) to carry out the regular services and operations of the Council within the sums voted by the Council for expenditure thereon.~~

2. ~~Affixing of Common Seal~~

~~Affix the Common Seal of the Council, in conjunction with the General Manager or any other employee authorised by the General Manager to act on his behalf to:~~

- ~~(a) Transfer of Land where Council has approved the sale or purchase of land~~
- ~~(b) Loan Mortgage documents where Council has approved the raising of the loan~~
- ~~(c) Discharges of Mortgage~~
- ~~(d) Documents in connection with the investment of funds of the Council and/or in relation to Council's overdraft accommodation~~
- ~~(e) Subdivision plans to which the Seal of Council is required to be affixed~~
- ~~(f) Deeds of Agreement between Council and other approved parties, including~~

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Instrument of Delegation – Mayor _____ February
~~2022 August 2025~~

~~servants of Council, where prior approval to enter into agreement in such terms has been granted by Council.~~

3. Communications Media Relations
Respond to media publicity on Council matters and issue media releases and make statements to the media on behalf of Council in accordance with Council's adopted policy.
4. Council Meetings
To call extraordinary meetings of the Council as deemed necessary.
5. Legal
When considered necessary or urgent, to request the General Manager to obtain legal advice or legal representation in any matter in which the Council is or may become involved.
6. Expenditure
Authorise any work, which in the opinion of the Mayor, is urgent at a cost not exceeding \$10,000 and report to the next meeting of Council the circumstances necessitating such expenditure.
7. ~~_____ Policy~~
~~_____ To exercise in cases of necessity for the efficient and effective administration of the Council, the policy making functions of the governing body of the Council between meetings of the Council.~~
8. General Manager's Leave
To approve of leave for the General Manager and attendance at conferences, seminars etc. in the terms and provisions of the General Manager's Contract of Employment (CI-8 & 9) with Council.

Council Meeting ~~21 February 2022 August 2025~~ – Resolution No. ~~31/2022~~



Australasian Legal Information Institute

New South Wales Consolidated Acts

LOCAL GOVERNMENT ACT 1993 - SECT 226 Role of mayor

LOCAL GOVERNMENT ACT 1993 - SECT 226

Role of  **mayor** 

226 ROLE OF  **MAYOR** 

The role of the  **mayor**  is as follows--

- (a) to be the leader of the council and a leader in the local community,
- (b) to advance community cohesion and promote civic awareness,
- (c) to be the principal member and spokesperson of the governing body, including representing the views of the council as to its local priorities,
- (d) to exercise, in cases of necessity, the policy-making functions of the governing body of the council between meetings of the council,
- (e) to preside at meetings of the council,
- (f) to ensure that meetings of the council are conducted efficiently, effectively and in accordance with this Act,
- (g) to ensure the timely development and adoption of the strategic plans, programs and policies of the council,
- (h) to promote the effective and consistent implementation of the strategic plans, programs and policies of the council,
- (i) to promote partnerships between the council and key stakeholders,
- (j) to advise, consult with and provide strategic direction to the general manager in relation to the implementation of the strategic plans and policies of the council,

(k) in conjunction with the general manager, to ensure adequate opportunities and mechanisms for engagement between the council and the local community,

(l) to carry out the civic and ceremonial functions of the mayoral office,

(m) to represent the council on regional organisations and at inter-governmental forums at regional, State and Commonwealth level,

(n) in consultation with the councillors, to lead performance appraisals of the general manager,

(o) to exercise any other functions of the council that the council determines.



Cowra Shire Council
Private Bag 342
Cowra NSW 2794

Phone: 02 6340 2000
council@cowra.nsw.gov.au
www.cowracouncil.com.au

Instrument of Delegation

GENERAL MANAGER

In accordance with the power under section 377 of the Local Government Act 1993 Cowra Council of 116 Kendal Street, Cowra in the State of New South Wales ("the Council") does hereby:

1. Delegate to the General Manager of the Council all of its functions except:

- (a) those functions which must not be delegated pursuant to section 377(1) of the Local Government Act 1993;
- (b) any function designated in any other Act of Parliament as a function which must not be delegated;
- (c) the function of the determination of a development application made under the Environmental Planning and Assessment Act 1979 ("EP&A Act"):
 - (i) where the development is not consistent with Cowra Local Environmental Plan 2012 or other relevant environmental planning instrument;
 - (ii) ~~where the development is designated development as defined under Part 2 of Schedule 3 of the Environmental Planning and Assessment Regulation 2021~~ ~~where the development is designated development as defined under Part 1 of Schedule 3 of the Environmental Planning and Assessment Regulation 2000;~~
 - (iii) where the development is inconsistent with a Development Control Plan.
 - (iv) ~~Where the application involves development that directly impacts on the heritage values of a heritage item listed in Schedule 5 of Cowra Local Environmental Plan 2012~~ ~~where the application involves development on the site of a heritage item listed in Schedule 5 of Cowra Local Environmental Plan 2012;~~
 - (v) where the application involves the use of land or a building for a brothel;
 - (vi) where the application involves the use of the land or a building for a place of public worship;
 - (vii) where the application involves the subdivision of land into more than 10 new allotments;
 - (viii) where the application involves the erection of medium density housing or alterations thereto, exceeding a total of 33 dwelling-units;
 - (ix) ~~Where an objection has been received that is considered valid on planning grounds and has not been resolved by amendments to the~~

Commented [TR1]: (ii) This modification is proposed due to legislative changes since 2000 and will reflect the correct part of Schedule 3.

Commented [TR2]: (iv) This change is proposed to reduce the need to refer development applications to Council for determination when the works proposed have no impact upon items identified as being of heritage significance.

Council Meeting ~~August 2025~~ ~~21 February 2022~~ – Resolution No. ~~31/2022~~

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Instrument of Delegation – General Manager

February 2022 August 2025

- ~~application or by the imposition of conditions, where an objection has been received which cannot be dealt with by the imposition of conditions;~~
- (x) where the application is lodged by, on behalf of, or for Cowra Shire Council; except for development on land for public open space purposes; and
 - (xi) ~~where the development application shows an estimated value exceeding \$4m dollars, where the development application shows an estimated value exceeding \$3m dollars;~~
- (d) The function to approve a modification application in accordance with section ~~96.4.55~~ of the Environmental Planning and Assessment Act 1979:
- (i) where the development is inconsistent with Cowra Local Environmental Plan 2012 or other relevant environmental planning instrument;
 - (ii) where the development is inconsistent with a Development Control Plan, Code or Policy adopted by Council Shire Council;
 - (iii) where the development is designated development as defined under Part 4.2 of Schedule 3 of the Environmental Planning and Assessment Regulation ~~2000~~2021;
 - (iv) ~~Where the application involves development that directly impacts on the heritage values of a heritage item listed in Schedule 5 of Cowra Local Environmental Plan 2012, where the application involves development on the site of a heritage item listed in Schedule 5 of Cowra Local Environmental Plan 2012;~~
 - (v) where the development involves the subdivision of land into more than 10 new allotments;
 - (vi) where the development involves the erection of medium density housing or alterations thereto, exceeding a total of ~~33~~ dwelling units;
 - (vii) where the development involves the use of land or a building for a brothel;
 - (viii) where the development involves the use of the land or a building for a place of public worship;
 - (ix) ~~Where an objection has been received that is considered valid on planning grounds and has not been resolved by amendments to the application or by the imposition of conditions, where an objection to the original development was received or where an objection to the modified development proposal has been received;~~
 - (x) where the original application or modification application was lodged by, on behalf of, or for Cowra Shire Council;
 - (xi) ~~Where the original application was determined by Council and an objection has been received which is of a complex nature and cannot be dealt with by the imposition of conditions or amendment of plans, where the original application was determined by Council and an objection to the proposed modification has been received; and~~

Commented [TR3]: (ix) This modification is proposed to address objections that are not valid on planning grounds and to allow for the resolution of objections by the imposition of conditions or by amendments to the development application.

Commented [TR4]: (xi) This modification is proposed as the costs of materials and works have increased in line with the economy.

Formatted: Justified

Commented [TR5]: (iv) This change is proposed to reduce the need to refer development applications to Council for determination when the works proposed have no impact upon items identified as being of heritage significance.

Commented [TR6]: (ix) This modification is proposed to address objections that are not valid on planning grounds and to allow for the resolution of objections by the imposition of conditions or by amendments to the development application.

Commented [TR7]: (xi) This modification is proposed for situations where the objection received is of a complex nature that cannot be resolved by the imposition of conditions or amendments to plans

Council Meeting ~~24 February 2022 August 2025~~ – Resolution No. ~~34/2022~~

- 3 -

Instrument of Delegation – General Manager

~~February 2022~~ August 2025

- (xii) where the development application shows an estimated value exceeding ~~\$43m~~ dollars.

Commented [TR8]: (xii) This modification is proposed as the costs of materials and works have increased in line with the economy.

2. Sub-delegate to the General Manager of the Council all functions delegated to the Council except as provided in the relevant instrument of delegation to the Council.

Council Meeting ~~21 February 2022~~ August 2025 – Resolution No. ~~34/2022~~

5.2 Acting General Manager

File Number: D25/I44I

Author: Paul Devery, General Manager

RECOMMENDATION

That the Director – Infrastructure & Operations, Mr Dirk Wymer, be appointed Acting General Manager for the period 15-26 September 2025 inclusive due to the General Manager’s absence on leave.

INTRODUCTION

I will be on leave from 15-26 September 2025 inclusive. I recommend that the Director – Infrastructure & Operations, Mr Dirk Wymer, be appointed Acting General Manager for the period 15-26 September 2025 inclusive due to my absence.

BUDGETARY IMPLICATIONS

Nil

ATTACHMENTS

Nil

5.3 Delivery Program 2022-2023 to 2025-2026; Operational Plan 2024-2025; Six-Month Review to 30 June 2025

File Number: D25/1488

Author: Paul Devery, General Manager

RECOMMENDATION

That Council note the Six-Month Review to 30 June 2025 of the Delivery Program 2022-2023 to 2025-2026; Operational Plan 2024-2025.

INTRODUCTION

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.

BACKGROUND

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

Health and Well-being

- Conducted successful Seniors Week in February with a number of well attended events held.
- Maintained regular food shop inspection program to meet the regulatory requirements of the NSW Food Authority.
- Continued successful companion animal re-homing program.
- 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.

BUDGETARY IMPLICATIONS

Nil

ATTACHMENTS

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



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

Executive Summary

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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					
Strategic Direction	Program	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.

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					
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

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					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month review to 31 December 2024	Six Month Review to 30 June 2025
			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>

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					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month review to 31 December 2024	Six Month Review to 30 June 2025
		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.

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					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month review to 31 December 2024	Six Month Review to 30 June 2025
						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 & 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>

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					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month review to 31 December 2024	Six Month Review to 30 June 2025
	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.

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					
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.

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					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month review to 31 December 2024	Six Month Review to 30 June 2025
	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

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					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month review to 31 December 2024	Six Month Review to 30 June 2025
						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					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month review to 31 December 2024	Six Month Review to 30 June 2025
I1. 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).	Council to assist the CUC where possible with knowledge and expertise to support the ongoing operations of the Centre within budgets. Councillor representative allocated to CUC Cowra Region Board.	Director – Corporate Services	Council endorsed an official Council representative on the CUC Cowra Region Board (Cr Cheryl Speechley) Council support for the CUC acknowledged in the CUC's 2024 Annual Report.	Council continues to assist with promotion of CUC and contributes to the management of the Centre through Councillor representation on the Board. 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.
	I1.2 Support initiatives that seek to educate the community.	I1.2.a	Encourage and support expos eg Cowra Show exhibit, weeds expo, careers days.	Support provided within available resources.	General Manager	Council 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.	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. Council has been working with the High Schools to support career initiatives and will again provide support to the Try-a-Trade

Innovation and Education (Strategic Theme 2)							
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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
						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.
	I1.3 Support the local school education sector.	I1.3.a	Meet with local school reps and advocate for needs as appropriate.	Meetings held and advocacy undertaken.	General Manager	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)							
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
	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	Council continues to utilise TAFE courses for professional development of staff and to meet our compliance training needs. 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.	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.

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					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month review to 31 December 2024	Six Month Review to 30 June 2025
			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					
Strategic Direction	Program	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.	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. 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.

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
	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 th 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.

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
			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 Socceroo 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					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2024	Six Month Review to 30 June 2025
		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)							
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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
	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
			from the Lachlan River Precinct Masterplan: <ul style="list-style-type: none"> The Col Newton Park improvements identified in the Masterplan. <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)							
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.
		L2.7.b	Support Cowra Showground Trust in their efforts to maintain and improve the facility.	Provide annual contribution to Showground Trust. Lobby relevant Members of Parliament for funding to maintain and improve facility.	General Manager	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"> • Planning advice provided from Environmental Services for work ahead. • Project Plan drafted and approved. • Organised detailed design to be prepared for inclusion in the RFQ with engineering team. • Native Title Assessment documentation finalised. Site works are planned to commence after peak summer period.	New long-term Project Plan to be completed and approved. Survey and design to complete plans for internal road changes. Investigate better security options for driveway access New riverside slabs delivered.

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
		L2.8.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	Prepare plans for the redevelopment of the Cowra Regional Gallery. 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	Plans finalised and adopted by Council. Funding applications lodged where applicable.	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)							
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			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.	L2.12.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)							
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	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					
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	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.			Cowra Show for Mental Health Month promotion (Oct) and International Day of People with Disability (Nov). Their involvement strengthened their community networks and raised their profile within the community, whilst making a meaningful contribution to community life.	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.
	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.	C1.5.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.	C1.6.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.	Increased interaction and growth in followers is evident in website and social media analytics. Develop an email subscription database and implement digital newsletter. Utilise appropriate engagement method in accordance with adopted Community Engagement Strategy.	General Manager	Regular information shared with the community on social media and through media releases.	Communication with the community is increasing. Regular media releases are at the forefront of the communications team. Facebook followers grew by 7.2% over the year. The monthly E-newsletter is effective, 3 issues have been released to date and feedback is positive. Subscriptions are growing daily. Steps are being taken to have an open and transparent relationship with the Cowra Guardian to ensure council initiatives are being promoted effectively.
	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 2025-2026	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
	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	proposals to Council for consideration. Seek funding to progress projects in adopted strategic plans including: <ul style="list-style-type: none"> Village Improvement Plan Energy Efficient and Renewable Energy Plan Sport and Recreation Plan Peace Precinct Masterplan Pedestrian and Cycling Plan Caravan Park Improvement Plan Lachlan River Precinct Masterplan 	Applications submitted for all relevant programs.	General Manager	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 & 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 & 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"> a. Consider keeping the CBD Committee in place to help implement the Cowra CBD Place Vision & Activation Plan b. Review CBD Committee Instrument of Delegation c. Contact NSW Business Chamber representative Vikki Seccombe for assistance. 	<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					
Strategic Direction	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					
Strategic Direction	Program	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					
Strategic Direction	Program	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	<p>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:</p> <ul style="list-style-type: none"> - 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. <p>EV posts shared to social media.</p> <p>Commenced project to install destination chargers following receipt of \$43,000 funding allocation from NSW Government.</p>	<p>Council remains in contact with NRMA to keep their fast charger infrastructure operational and serviced.</p> <p>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.</p>

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
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.
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. Successful take-up of green waste/FOGO bins by all commercial	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.

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
				businesses and other high waste volume entities.			
	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.	Director – Infrastructure & Operations	Waste Wise Wednesday posts promoted each week via social media.	Waste Wise Wednesday posts promoted each week via social media.

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
				Investigate introduction of waste vouchers for zero contamination. Assess impacts of CDS operations and agreements. Continue to investigate options for the diversion of waste from landfill. Improve site management and pollution mitigation.		Grant funding application being made to undertake a bin audit program.	Grant funding application made to undertake a bin audit program; EPA Joint Procurement fund.
		E4.3.f	Investigate options for recycling and resource recovery.	Investigate increasing variety of accepted products by embracing opportunities to process problem waste. Investigate innovative methods to process recycling and problem waste. Investigate new markets for recycled materials.	Director – Infrastructure & Operations	Ongoing. Potential opportunity for textile recycling delivered at NetWaste meeting November 2024.	Ongoing.

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
	E4.4 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.
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					
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six Month Review to 31 December 2024	Six Month Review to 30 June 2025
			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					
Strategic Direction	Program	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					
Strategic Direction	Program	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.

5.4 Draft Media & Social Media Policy

File Number: D25/1515

Author: Paul Devery, General Manager

RECOMMENDATION**That Council adopt the draft Media & Social Media Policy.**

INTRODUCTION

At the April 2025 council meeting a resolution was passed to place the draft Media – Social Media policy on public exhibition. This report recommends adopting the draft unchanged.

BACKGROUND

During the public exhibition period the draft policy was advertised widely and made available at council's customer service centre and online. The draft policy was also widely distributed to council staff via the Employee Consultative Committee.

At the close of the exhibition period no submissions had been received.

It is now appropriate for council to adopt the policy.

BUDGETARY IMPLICATIONS

Nil

ATTACHMENTS

- I. Draft - Media & Social Media Policy [↓](#)

COUNCIL POLICY



Media & Social Media Policy

Updated by GM 23 April 2025
Draft Document CM9 No. 2023/30578

Draft

Media & Social Media Policy

Commencement Date	[dd/mm/yyyy]
Council Department	General Manager's Office
Contact Officer	Communications Officer
Revision Required	Every 4 years

Policy Review

This policy shall be reviewed at four (4) yearly intervals at least, to ensure it meets all statutory requirements and the needs of council. It may also be reviewed at other times as determined by council.

Revision History

Version	Council Meeting Date	Resolution No.	Responsible Officer
I			Communications Officer

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Media & Social Media Policy

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Media & Social Media Policy

I Introduction

This policy has been developed to provide a framework to assist councils when dealing with the media and when operating in the online social media environment.

It is divided into two sections – Media and Social Media.

The Media section refers to print, broadcast and online media used for communicating information to the public, including but not limited to newspapers, magazines, internet publishers, radio and television broadcasters.

The Social Media section refers to online platforms and applications – such as social networking sites, blogs, video and audio sharing sites and message boards that enable people to publish and share content.

2 Media Policy**2.1 Administrative framework for engagement with the media****2.1.1 Appointment and role of the Media Coordinator**

2.1.1.1 The General Manager will appoint a member of council staff to be the Council's Media Coordinator. The Media Coordinator should be a suitably qualified member of staff.

2.1.1.2 The General Manager may appoint more than one Media Coordinator.

2.1.1.3 The Media Coordinator's role is to:

- a) be the lead point of contact for all media enquiries, requests for interviews, requests to film or photograph councilors, council staff, facilities or events for news and current affairs purposes;
- b) be responsible for preparing all media statements prior to their release;
- c) liaise with relevant staff members within the organisation where appropriate;
- d) ensure that media statements are approved by the Mayor and/or General Manager prior to their release;
- e) develop and/or approve media training and/or induction to be provided to relevant staff and/or councillors;
- f) maintain a record of all media enquiries and responses;
- g) ensure that media organisations and their representatives are treated professionally, equally and without bias;
- h) ensure that media enquiries are dealt with promptly;
- i) provide guidance to councillors approached by the media for comment to avoid communication of misinformation, and
- j) ensure that all media releases are published on the Council's website.

2.2 Who can engage with the media**2.2.1 The General Manager**

2.2.1.1 The General Manager is the official spokesperson for the Council on operational and administrative matters.

2.2.1.2 The General Manager may delegate to other council staff to speak on their behalf where appropriate, (for example, where the delegated staff member has professional expertise regarding the subject matter, or the General Manager is unavailable).

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2.2.2 The Mayor

- 2.2.2.1 The Mayor is the principal member and spokesperson of the governing body of the Council, including representing the views of the Council as to its local priorities (section 226(c) of the *Local Government Act 1993*).
- 2.2.2.2 If the Mayor is unavailable, the Deputy Mayor may act as the Council's spokesperson.
- 2.2.2.3 The Mayor may delegate their role as spokesperson to other councillors where appropriate, (for example, where another councillor is best placed to comment, because the issue is of particular interest to them, or it is within their particular area of expertise).

2.2.3 Councillors

- 2.2.3.1 As a member of the governing body and as a representative of the community, councillors are free to express their personal views to the media.
- 2.2.3.2 When engaging with the media councillors:
- Must not purport to speak for the Council unless authorised to do so;
 - Must clarify when speaking to the media that they are expressing their personal views as an individual councillor and that they are not speaking for the Council (unless authorised to do so);
 - Must uphold and accurately represent the policies and decisions of the Council;
 - Must not disclose council information unless authorised to do so, and
 - Must seek information and guidance from the Media Coordinator where appropriate before providing comment to the media to ensure they have the most up-to-date and relevant information and have considered reputational or other risks.
- 2.2.3.3 In the interests of promoting a positive, safe and harmonious organisational culture, councillors should endeavour to resolve personal differences privately and not prosecute them publicly through the media.
- 2.2.3.4 Where councillors (including the Mayor) become aware of potential issues that could result in media interest, they should provide this information to the Media Coordinator.

2.2.4 Council Staff

- 2.2.4.1 Council staff must not speak to the media about matters relating to the Council unless authorised by the General Manager or Media Coordinator to do so.
- 2.2.4.2 If Council staff receive a media enquiry or they are invited to comment to the media on a matter relating to the Council, they must refer the enquiry to the Media Coordinator.
- 2.2.4.3 Council staff are free to express their personal views to the media on matters that do not relate to the Council, but in doing so, must not make comments that reflect badly on the Council or that bring it into disrepute.
- 2.2.4.4 If authorised to speak to the media, Council staff:
- Must uphold and accurately represent the policies and decisions of the Council;
 - must not disclose Council information unless authorised to do so by the Media Coordinator, and
 - Must seek information and guidance from the Media Coordinator where appropriate before providing comment to the media to ensure they have the most up-to-date and relevant information and have considered reputational or other risks.
- 2.2.4.5 Where Council staff become aware of potential issues that could result in media interest, they should provide this information to the Media Coordinator.

2.2.5 Tone

- 2.2.5.1 All media engagement by Councillors and staff must be conducted in a professional, timely and respectful manner.

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2.2.6 Induction and training

2.2.6.1 The Council shall provide training to Councillors and staff who engage or are authorised to engage with the media.

2.2.6.2 Media engagement training will be provided to councillors as part of their induction or refresher training or as part of their ongoing professional development program.

2.2.7 Councillors' questions about media engagement

2.2.7.1 Councillors must direct any questions about their obligations under this policy to the Media Coordinator or the General Manager.

2.3 Standards of conduct when engaging with the media

2.3.1 Councillors and staff must comply with the Council's code of conduct when engaging with the media in an official capacity or in connection with their role as a council official.

2.3.2 Councillors and staff must not share information or make comments to the media through either direct or indirect mechanisms that:

- a) are defamatory, offensive, humiliating, threatening, or intimidating to other Councillors, staff or members of the public;
- b) contains profane language or is sexual in nature;
- c) constitutes harassment and/or bullying within the meaning of the *Model Code of Conduct for Local Councils in NSW*, or is unlawfully discriminatory;
- d) is contrary to their duties under the *Work Health and Safety Act 2011* and their responsibilities under any policies or procedures adopted by the Council to ensure workplace health and safety;
- e) contains content about the Council, Councillors, staff or members of the public that is misleading or deceptive;
- f) divulges confidential Council information;
- g) breaches the privacy of other Councillors, staff or members of the public;
- h) contains allegations of suspected breaches of the Council's code of conduct or information about the consideration of a matter under the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW*;
- i) could be perceived to be an official comment on behalf of the Council where they have not been authorised to make such comment;
- j) commits the Council to any action;
- k) violates an order made by a court;
- l) breaches copyright;
- m) advertises, endorses, or solicits commercial products or business.

2.4 Use of media during emergencies

2.4.1 During emergencies, such as natural disasters or public health incidents, the General Manager will be responsible for coordinating media releases and statements on behalf of the Council.

2.4.2 Councillors and Council staff must not provide comment or information to the media that is inconsistent with official advice issued by the Council and any other agency coordinating the emergency response.

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2.5 Media engagement in the lead up to elections

- 2.5.1 This policy does not prevent the mayor or councillors who are candidates at a council or any other election from providing comment to the media in their capacity as candidates at the election.
- 2.5.2 Any media comment provided by the mayor or councillors who are candidates at a council or another election must not be provided in an advertisement, newspaper column, or a radio or television broadcast paid for by the council or produced by the council or with council resources.

3 Social Media Policy**3.1 Principles**

- 3.1.1 The councilors and staff of Cowra Council are committed to upholding and promoting the following principles of social media engagement:

Openness	Our social media platforms are places where anyone can share and discuss issues that are relevant to our Council and the community we represent and serve.
Relevance	We will ensure our social media platforms are kept up to date with informative content about our Council and community.
Accuracy	The content we upload onto our social media platforms and any other social media platform will be a source of truth for our Council and community and we will prioritise the need to correct inaccuracies when they occur.
Respect	Our social media platforms are safe spaces. We will uphold and promote the behavioural standards contained in this policy and our Council's code of conduct when using our social media platforms and any other social media platform.

3.2 Administrative Framework for Council's Social Media Platforms**3.2.1 Platforms**

- 3.2.1.1 The Social Media Co ordinator will determine the social media platforms on which Council will maintain a presence.
- 3.2.1.2 Council's social media platforms must specify or provide a clearly accessible link to the 'House Rules' for engaging on the platform.

3.2.2 Establishment and Deletion of Council Social Media Platforms

- 3.2.2.1 A new council social media platform, or a social media platform proposed by a council related entity (for example, a council committee), can only be established or deleted with the written approval of the General Manager or their delegate.

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3.2.3 Appointment and Role of the Social Media Coordinator

- 3.2.3.1 The General Manager will appoint a member of council staff to be the council's Social Media Coordinator (SMC). The SMC should be a senior and suitably qualified member of staff.
- 3.2.3.2 The General Manager may appoint more than one SMC.
- 3.2.3.3 The SMC's role is to:
- a) approve and revoke a staff member's status as an authorised user
 - b) develop and/or approve the training and/or induction to be provided to authorised users
 - c) maintain a register of authorised users
 - d) maintain effective oversight of authorised users
 - e) moderate the Council's social media platforms in accordance with 3.5 of this policy
 - f) ensure the Council complies with its record keeping obligations under the *State Records Act 1998* in relation to social media (see clause 3.7 of this policy)
 - g) ensure the Council adheres to the rules of the social media platform(s)
 - h) coordinate with the Council's Information Services team to ensure the Council's social media platforms are set up and maintained in a way that maximises user friendliness and any technical problems are resolved promptly.
- 3.2.3.4 The SMC may delegate their functions under paragraphs (e) and (f) of clause 3.2.3.3 to authorised users.
- 3.2.3.5 The SMC is an authorised user for the purposes of this policy.

3.2.4 Authorised Users

- 3.2.4.1 Authorised users are members of council staff who are authorised by the SMC to upload content and engage on social media on the Council's behalf.
- 3.2.4.2 Authorised users should be members of council staff that are responsible for managing, or have expertise in, the events, initiatives, programs or policies that are the subject of the social media content.
- 3.2.4.3 The SMC will appoint authorised users when required.
- 3.2.4.4 An authorised user must receive a copy of this policy and induction training on social media use and Council's obligations before uploading content on Council's behalf.
- 3.2.4.5 The role of an authorised user is to:
- a) ensure, to the best of their ability, that the content they upload onto social media platforms is accurate
 - b) correct inaccuracies in Council generated content after consulting the author
 - c) engage in discussions and answer questions on Council's behalf on social media platforms
 - d) keep the Council's social media platforms up to date
 - e) where authorised to do so by the SMC:
 - i) moderate the Council's social media platforms in accordance with clause 3.5 of this policy
 - ii) ensure the Council complies with its record keeping obligations under the *State Records Act 1998* in relation to social media (see clause 3.7 of this policy)
- 3.2.4.6 When engaging on social media on Council's behalf (such as, but not limited to, on a community social media page), an authorised user must identify themselves as a member of Council staff but they are not obliged to disclose their name or position within the Council.
- 3.2.4.7 Authorised users must not use Council's social media platforms for personal reasons.

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3.2.5 Administrative Tone

- 3.2.5.1 Authorised users upload content and engage on social media on the Council's behalf. Authorised users must use language consistent with that function and avoid expressing or appearing to express their personal views when undertaking their role.
- 3.2.5.2 Authorised users may use more personal, informal language when engaging on Council's social media platforms, for example when replying to comments.

3.2.6 Register of Authorised Users

- 3.2.6.1 The SMC will maintain a register of authorised users. This register is to be reviewed annually to ensure it is fit-for-purpose.

3.2.7 Ceasing to be an Authorised User

- 3.2.7.1 The SMC may revoke a staff member's status as an authorised user, if:
 - a) the staff member makes such a request
 - b) the staff member has not uploaded content onto any of the Council's social media platforms in the last six months
 - c) the staff member has failed to comply with this policy
 - d) the SMC is of the reasonable opinion that the staff member is no longer suitable to be an authorised user.

3.3 Administrative framework for councillors' social media platforms**3.3.1 Platforms**

- 3.3.1.1 For the purposes of this policy, councillor social media platforms are not council social media platforms. Section 3.2 of this policy does not apply to councillors' social media platforms.
- 3.3.1.2 Councillors are responsible for the administration and moderation of their own social media platforms (in accordance with Parts 3.3 and 3.5 of this policy), and ensuring they comply with the record keeping obligations under the *State Records Act 1998* (see Part 3.7 of this policy) and council's records management policy in relation to social media.
- 3.3.1.3 Clause 3.3.1.2 also applies to councillors in circumstances where another person administers, moderates, or uploads content onto their social media platform.
- 3.3.1.4 Councillors must comply with the rules of the platform when engaging on social media.

3.3.2 Induction and Training

- 3.3.2.1 Councillors who engage, or intend to engage, on social media shall receive induction training on social media use. Induction training can be undertaken either as part of the councillor's induction program or as part of their ongoing professional development program.

3.3.3 Identifying as a Councillor

- 3.3.3.1 Councillors must identify themselves on their social media platforms in the following format: Councillor "First Name and Last Name".
- 3.3.3.2 A councillor's social media platform must include a profile photo which is a clearly identifiable image of the councillor.

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- 3.3.3.3 If a councillor becomes or ceases to be the mayor, deputy mayor, or the holder of another position (for example, chairperson of a committee), this must be clearly stated on the councillor's social media platforms and updated within 7 days of a change in circumstances.

3.3.4 Other General Requirements for Councillors' Social Media Platforms

- 3.3.4.1 Councillor social media platforms must specify or provide a clearly accessible link to the 'House Rules' for engaging on the platform.
- 3.3.4.2 A councillor's social media platform must include a disclaimer to the following effect:
"The views expressed and comments made on this social media platform are my own and not that of the Council".
- 3.3.4.3 Despite clause 3.3.4.2, mayoral or councillor media releases and other content that has been authorised according to the Council's media and communications protocols may be uploaded onto a councillor's social media platform.
- 3.3.4.4 Councillors may upload publicly available Council information onto their social media platforms.
- 3.3.4.5 Councillors may use more personal, informal language when engaging on their social media platforms.

3.3.5 Councillor Queries Relating to Social Media Platforms

- 3.3.5.1 Questions from councillors relating to their obligations under this policy, technical queries relating to the operation of their social media platforms, or managing records on social media may be directed to the General Manager/SMC in the first instance.

3.3.6 Other Social Media Platforms Administered by Councillors

- 3.3.6.1 A councillor must advise the General Manager/SMC of any social media platforms they administer on which content relating to the Council, Councillors or staff is, or is expected to be, uploaded. The councillor must do so within four weeks of becoming a councillor.

3.4 Standards of Conduct on Social Media

3.4.1 Councillors & Staff

- 3.4.1.1 This policy only applies to Councillors and staff's use of social media in an official capacity or in connection with their role as a council official. The policy does not apply to personal use of social media that is not connected with a person's role as a council official.
- 3.4.1.2 Councillors and staff must comply with the Council's code of conduct when using social media in an official capacity or in connection with their role as a council official.
- 3.4.1.3 Councillors and staff must not use social media to post or share comments, photos, videos, electronic recordings or other information that:
- is defamatory, offensive, humiliating, threatening or intimidating to other Councillors or staff or members of the public
 - contains profane language or is sexual in nature
 - constitutes harassment and/or bullying within the meaning of the *Model Code of Conduct for Local Councils in NSW*, or is unlawfully discriminatory
 - is contrary to their duties under the *Work Health and Safety Act 2011* and their responsibilities under any policies or procedures adopted by the Council to ensure workplace health and safety
 - contains content about the Council, Councillors, staff or members of the public that is misleading or deceptive

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- f) divulges confidential Council information
 - g) breaches the privacy of other Councillors, staff or members of the public
 - h) contains allegations of suspected breaches of the Council's code of conduct or information about the consideration of a matter under the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW*
 - i) could be perceived to be an official comment on behalf of the Council where they have not been authorised to make such comment
 - j) commits the Council to any action
 - k) violates an order made by a court
 - l) breaches copyright
 - m) advertises, endorses or solicits commercial products or business
 - n) constitutes spam
 - o) is in breach of the rules of the social media platform.
- 3.4.1.4 Councillors and staff must:
- a) attribute work to the original author, creator or source when uploading or linking to content produced by a third party
 - b) obtain written permission from a minor's parent or legal guardian before uploading content in which the minor can be identified.
- 3.4.1.5 Councillors and staff must exercise caution when sharing, liking, retweeting content as this can be regarded as an endorsement and/or publication of the content.
- 3.4.1.6 Councillors and staff must not incite or encourage other persons to act in a way that is contrary to the requirements of this Part.
- 3.4.1.7 Councillors must uphold and accurately represent the policies and decisions of the Council's governing body but may explain why they voted on a matter in the way that they did. (see section 232(1)(f) of the *Local Government Act 1993*).

3.5 Moderation of Social Media Platforms**3.5.1 Platforms**

Note: Councils, Councillors and staff should be aware that they may be considered a 'publisher' of any content uploaded onto a social media platform they administer, including content that:

- is uploaded by a third party; and/or
- appears on their social media platform because they have 'liked', 'shared', or 'retweeted' the content, or similar.

- 3.5.1.1 Councillors and staff who are responsible for the moderation of the Council's or councillors' social media platforms may remove content and 'block' or ban a person from those platforms. Such actions must be undertaken in accordance with this Part.
- 3.5.1.2 For the purposes of this Part, 'social media platform' and 'platform' means both the Council's and councillors' social media platforms.

3.5.2 House Rules

- 3.5.2.1 Social media platforms must state or provide an accessible link to the 'House Rules' for engaging on the platform.
- 3.5.2.2 At a minimum, the House Rules should specify:
- a) the principles of social media engagement referred to in clause 1.1 of this policy

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- b) the type of behaviour or content that will result in that content being removed or 'hidden', or a person being blocked or banned from the platform
- c) the process by which a person can be blocked or banned from the platform and rights of review
- d) a statement relating to privacy and personal information (see clause 3.7.2 of this policy)
- e) when the platform will be monitored (for example weekdays 9am – 5pm, during the Council's business hours)
- f) that the social media platform is not to be used for making complaints about the Council, Councillors or staff.

3.5.2.3 For the purposes of clause 3.5.2.2(b), third parties engaging on social media platforms must not post or share comments, photos, videos, electronic recordings or other information that:

- a) is defamatory, offensive, humiliating, threatening or intimidating to Councillors, staff or members of the public,
- b) contains profane language or is sexual in nature
- c) constitutes harassment and/or bullying within the meaning of the *Model Code of Conduct for Local Councils in NSW*, or is unlawfully discriminatory
- d) contains content about the Council, Councillors, staff or members of the public that is misleading or deceptive
- e) breaches the privacy of Councillors, staff or members of the public
- f) contains allegations of suspected breaches of the Council's code of conduct or information about the consideration of a matter under the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW*,
- g) violates an order made by a court
- h) breaches copyright
- i) advertises, endorses or solicits commercial products or business,
- j) constitutes spam
- k) would be in breach of the rules of the social media platform.

3.5.3 **Removal or "Hiding" of Content**

- 3.5.3.1 Where a person uploads content onto a social media platform that, in the reasonable opinion of the moderator, is of a kind specified under clause 3.5.2.3, the moderator may remove or 'hide' that content.
- 3.5.3.2 Prior to removing or 'hiding' the content, the moderator must make a record of it (for example, a screenshot).
- 3.5.3.3 If the moderator removes or 'hides' the content under clause 3.5.3.1, they must, where practicable, notify the person who uploaded the content that it has been removed and the reason(s) for its removal and their rights of review.
- 3.5.3.4 A person may request a review of a decision by a moderator to remove or 'hide' content under clause 3.5.3.1. The request must be made in writing to the General Manager and state the grounds on which the request is being made.
- 3.5.3.5 Where a review request is made under clause 3.5.3.4, the review is to be undertaken by the General Manager/SMC or a member of staff nominated by the General Manager who is suitably qualified and who was not involved in the decision to remove or 'hide' the content.

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3.5.4 Blocking or Banning

- 3.5.4.1 If a person uploads content that is removed or 'hidden' under clause 3.5.3.1 of this policy on more than one occasion, that person may be blocked or banned from the social media platform / all social media platforms.
- 3.5.4.2 A person may only be blocked or banned from a Council social media platform with the approval of the General Manager/SMC. This clause does not apply to blocking or banning a person from a councillor's social media platform.
- 3.5.4.3 Prior to blocking or banning a person from a social media platform, the person must, where practicable, be advised of the intention to block or ban them from the platform/all platforms and be given a chance to respond. Any submission made by the person must be considered prior to a determination being made to block or ban them.
- 3.5.4.4 The duration of the block or ban is to be determined by the General Manager/SMC, or in the case of a councillor's social media platform, the councillor.
- 3.5.4.5 Where a determination is made to block or ban a person from a social media platform/all social media platforms, the person must, where practicable, be notified in writing of the decision and the reasons for it. The written notice must also advise the person which social media platforms they are blocked or banned from and the duration of the block or ban and inform them of their rights of review.
- 3.5.4.6 Despite clauses 3.5.4.1 to 3.5.4.5, where a person uploads content of a kind referred to under clause 3.5.2.3, and the moderator is reasonably satisfied that the person's further engagement on the social media platform poses a risk to health and safety or another substantive risk (such as the uploading of defamatory content), an interim block or ban from the platform/all platforms may be imposed on the person immediately for a period no longer than (Council to specify time period).
- 3.5.4.7 A person who is blocked or banned from the platform/all platforms under clause 3.5.4.6 must, where practicable be given a chance to respond to the interim block or ban being imposed. Any submission made by the person must be considered when determining whether the interim block or ban is to be removed or retained under clauses 3.5.4.1 to 3.5.4.5.
- 3.5.4.8 A person may request a review of a decision to block or ban then from a social media platform. The request must be made in writing to the General Manager and state the grounds on which the request is being made.
- 3.5.4.9 Where a review request is made under clause 3.5.4.8, the review is to be undertaken by the General Manager or a member of staff nominated by the General Manager who is suitably qualified and who was not involved in the decision to block or ban the person. Where the decision to block or ban the person was made by the General Manager, the review must be undertaken by another senior and suitably qualified member of staff who was not involved in the decision.
- 3.5.4.10 Where a person that is the subject of a block or ban continues to engage on a social media platform(s) using an alternative social media account, profile, avatar, etc., a moderator may block or ban the person from the platform(s) immediately. In these circumstances, clauses 3.5.4.1 to 3.5.4.9 do not apply.

3.6 Use of Social Media during Emergencies

- 3.6.1 During emergencies, such as natural disasters or public health incidents, the General Manager will be responsible for the management of content on the Council's social media platforms.
- 3.6.2 To ensure consistent messaging both during and after an emergency, authorised users, Councillors and staff must not upload content onto the Council's or their own social media platforms which contradicts advice issued by the agency coordinating the emergency response, or agencies supporting recovery efforts.

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- 3.6.3 Training on social media use during emergencies should be included in training and/or induction provided to authorised users and councillors.

3.7 Records Management and Privacy Requirements

3.7.1 Records Management

- 3.7.1.1 Social media content created, sent and received by Councillors and staff acting in their official capacity is a council record and may constitute open access information or be subject to an information access application made under the Government Information (Public Access) Act 2009. These records must be managed in accordance with the requirements of the State Records Act 1998 and the Council's approved records management policies and practices.
- 3.7.1.2 You must not destroy, alter, or remove social media content unless authorised to do so. If you need to alter or remove social media content, you must do so in accordance with this policy, and consult with the Council's records manager and comply with the requirements of the State Records Act 1998.
- 3.7.1.3 When/if a councillor's term of office concludes, the councillor must contact the Council's Director-Corporate Services to manage/transfer records of social media content created during their term of office and comply with the requirements of the *State Records Act 1998*.
- 3.7.1.4 In fulfilling their obligations under clause 3.7, Councillors and staff should refer to any guidance issued by the State Archives and Records Authority of NSW relating to retention requirements for councils' and councillors' social media content.

3.7.2 Privacy Considerations and Requirements

- 3.7.2.1 Social media communications are in the public domain. Councillors and staff should exercise caution about what personal information, if any, they upload onto social media. The *Privacy and Personal Information Protection Act 1998* applies to the use of social media platforms by the Council and councillors. To mitigate potential privacy risks, Councillors and staff will:
- advise people not to provide personal information on social media platforms
 - inform people if any personal information they may provide on social media platforms is to be used for official purposes
 - moderate comments to ensure they do not contain any personal information
 - advise people to contact the Council or councillors through alternative channels if they have personal information they do not want to disclose in a public forum.
- 3.7.2.2 Councillors and staff must ensure they comply with the *Health Records and Information Privacy Act 2002* when engaging on and/or moderating social media platforms. In fulfilling their obligations, Councillors and staff should refer to any guidance issued by the Information and Privacy Commission of NSW, such as, but not limited to, the Health Privacy Principles.

3.8 Private Use of Social Media

Note: Activities on social media websites are public activities. Even though privacy settings are available, content can still be shared and accessed beyond the intended recipients.

The terms and conditions of most social media sites state that all content becomes the property of the site on which it is posted.

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3.8.1 What Constitutes 'Private' Use?

- 3.8.1.1 For the purposes of this policy, a Councillor or staff member's social media engagement will be considered 'private use' when the content they upload:
- a) is not associated with, or does not refer to, the Council, any other Councillor and staff, contractors, related entities or any other person or organisation providing services to or on behalf of the Council in their official or professional capacities, and
 - b) is not related to or does not contain information acquired by virtue of their employment or role as a Councillor or staff member.
- 3.8.1.2 If a Councillor or staff member chooses to identify themselves as a Councillor or staff member, either directly or indirectly (such as in their user profile), then they will not be deemed to be acting in their private capacity for the purposes of this policy.

3.8.2 Use of Social Media During Work Hours

- 3.8.2.1 Council staff may only access and engage on social media in their private capacity while at work during breaks.
- 3.8.2.2 Council staff who access and engage on social media in their private capacity during work hours must ensure it not does not interfere with the performance of their official duties.

3.9 Concerns or Complaints

- 3.9.1 Concerns or complaints about the administration of a council's social media platforms should be made to the council's SMC in the first instance.
- 3.9.2 Complaints about the conduct of Councillors or staff in engagement on social media platforms may be directed to the General Manager.
- 3.9.3 Complaints about a General Manager's conduct in engagement on social media platforms may be directed to the Mayor.

5.5 CBD Committee

File Number: D25/I544

Author: Paul Devery, General Manager

RECOMMENDATION

1. That council note the draft minutes of the CBD Committee meeting held on 13 August 2025.
 2. That Council write and thank David Barrand for his contribution to the CBD Committee as the Cowra Tourism Corporation representative.
 3. That Council appoint Courtney Preo to the CBD Committee as the Cowra Tourism Corporation representative.
 4. That Council notes the resignation of Cr Ruth Fagan from the CBD Committee.
 5. That the councillor numbers on the CBD Committee be reduced from five to four.
-

INTRODUCTION

The most recent meeting of the CBD Committee was held on Wednesday 13 August 2025. A copy of the draft minutes from the meeting is included at Attachment I. The numbering in the minutes may look confusing however it reflects the order in which the business was transacted and relates back to the item number in the agenda.

BACKGROUND

The Rescission motion to be dealt with later in this meeting clears the path for new Cowra Tourism Corporation (CTC) Manager Courtney Preo to be appointed to represent CTC and a recommendation is included above for that purpose.

Cr Fagan has indicated the timing of the meetings is regularly clashing with her schedule and she considers it is appropriate to step down as a councillor appointee. I understand there is consensus from councillors to reduce the number of councillor members on the committee to four and the recommendation above reflects that intent.

BUDGETARY IMPLICATIONS

Nil

ATTACHMENTS

1. Draft Minutes - CBD Committee Meeting 13 August 2025 [📄](#)



MINUTES

**CBD Committee Meeting
Wednesday, 13 August 2025**

CBD COMMITTEE MEETING MINUTES**13 AUGUST 2025****Order Of Business**

1	Acknowledgement of Country	3
2	Apologies	3
3	Declarations of Interest	3
4	Confirmation of Minutes.....	3
6.1	Welcome New Members.....	3
5.3	SpendMapp Report.....	3
5	Reports of Council Officers	4
5.2	Adopted Delivery Program - Operational Plan Objectives.....	4
5.1	Amended Instrument of Delegation	4
6	General Business.....	5
6.2	Cowra Business Chamber Update.....	5
7	Next Meeting Date	5
8	Meeting Close.....	5

CBD COMMITTEE MEETING MINUTES**13 AUGUST 2025**

**MINUTES OF COWRA COUNCIL
CBD COMMITTEE MEETING HELD AT THE NGULUWAY ROOM, DARLING
STREET, COWRA
ON WEDNESDAY, 13 AUGUST 2025 AT 6PM**

PRESENT: Cr Erin Watt (Co-Chair), Jesse Murphy (Co-Chair), Cr Cheryl Downing, Cr Paul Smith (Mayor), Ashlea Field, Zachary Jones, Martina Lindsay, Stassi Austin, Adam Gambrill, Bruce Rowston, and Katherine Jeffs

IN ATTENDANCE: Paul Devery, Ponie De Wet, Courtney Preo

1 ACKNOWLEDGEMENT OF COUNTRY

The Acknowledgement of Country was presented by Cr Erin Watt (Co-Chair).

2 APOLOGIES

Cr Tony Horton

3 DECLARATIONS OF INTEREST

Nil

4 CONFIRMATION OF MINUTES

RECOMMENDATION

That the minutes of CBD Committee Meeting held on 11 June 2025 be confirmed.

Moved – S Austin

Seconded – A Field

6.1 Welcome New Members

Co-chair Cr Watt welcomed new business representatives Adam Gambrill, Katherine Jeffs and Bruce Rowston.

New Tourism Manager Courtney Preo was also introduced to the committee.

RESOLVED

That council thank David Barrant for his contribution to the committee as Cowra Tourism Corporation representative.

That Council appoint Courtney Preo to the CBD Committee as the representative of Cowra Tourism Corporation.

5.3 SpendMapp Report

CBD COMMITTEE MEETING MINUTES**13 AUGUST 2025**

Business Officer Ponie De Wet presented the 23/24 – 24/25 year on year comparative report to the committee.

The committee discussed and noted the contents of the reports.

M Lindsay arrived at 6.37pm

5 REPORTS OF COUNCIL OFFICERS**5.2 Adopted Delivery Program - Operational Plan Objectives****RESOLVED**

That the Committee note the report on the adopted Delivery Program – Operational Plan Objectives from the General Manager.

Moved – M Lindsay

Seconded – K Jeffs

Workshop

Co-chair Cr E Watt led the committee through an exercise seeking to answer the following 3 questions:

1. How can we meet community expectations?
2. What does the Cowra community expect?
3. How can we get the CBD Place Vision and Activation plan implemented to meet community and business desires?

A general consensus emerged of needing to see action and promotion.

5.1 Amended Instrument of Delegation**RESOLVED**

That the committee recommend the following delegation to Council:

- **That the committee be delegated the following functions:**
 - a) **Review relevant economic datasets to inform advice in relation to the CBD**
 - b) **Advise Council on the delivery and implementation of the Cowra CBD Place Vision and Activation Plan to activate the CBD**
 - c) **Consult with the business and wider community to inform advice to Council**
 - d) **Work with partners including**
 - i) **Other levels of government**
 - ii) **Business Cowra**
 - iii) **Central West Business Chamber**
 - iv) **Biz HQ or similar organisations**
 - v) **Cowra Tourism Corporation****to inform advice to Council**

Page 4

CBD COMMITTEE MEETING MINUTES**13 AUGUST 2025**

- e) Present findings and recommendations to Council as required.
- That, for the purposes of the committee's operation, the CBD refers to
 - a) Kendal St from the eastern end of the main traffic bridge to Somerset St intersection and one block either side ie Liverpool and Vaux Streets
 - b) Redfern Street from Lachlan Street intersection to intersection with Bourke Street. This area corresponds with the E3 – Productivity Support land-use zoning.

Moved – J Murphy

Seconded – K Jeffs

6 GENERAL BUSINESS**6.2 Cowra Business Chamber Update**

Business Chamber representative Zach Jones provided an update to the committee on the chamber's continued efforts to rebuild. Updates were provided on membership, initial event at Ability Network, website, Small Business Month and Cowra Ca\$h cards.

7 NEXT MEETING DATE

The next meeting will be held on Wednesday 8 October at 6pm at a venue tbc.

8 MEETING CLOSE

The Meeting closed at 8.06pm.

.....
CHAIRPERSON

6 DIRECTOR-CORPORATE SERVICES

6.1 Donation - Cowra Japanese Garden and Cultural Centre - Sakura Matsuri

File Number: D25/1475

Author: Alan Dalton, Director - Corporate Services

RECOMMENDATION

That Council:

- note that in finalising the Long Term Financial Plan, Council approved \$2,000 for the 2025 Sakura Matsuri Festival; and
- approve the donation of a further \$500 towards the Festival, drawn from the section 356 general donations budget.

INTRODUCTION

The Cowra Japanese Garden and Cultural Centre has written to Council requesting a \$2,500 donation towards the Sakura Matsuri Festival to be held on 27 September 2025.

BACKGROUND

The Sakura Matsuri Festival is one of Cowra's largest public events bringing an influx of tourists to the Shire. It provides the opportunity to see and experience entertainment and education of a different culture during the festival through a variety of events hosted at the Japanese Garden. Council has made similar donations towards the event in previous years, namely:

- 2024 - \$2,200 and \$313.50 to provide and collect waste bins.
- 2023 - \$2,000
- 2022 - \$1,500

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

- Festivals and special events which enhance community spirit.

No other donation requests have been received from the Cowra Japanese Garden and Cultural Centre this financial year.

BUDGETARY IMPLICATIONS

Council allocated \$2,000 in the 2025-26 budget for the 2025 Sakura Matsuri event. Providing the full amount requested will require that a further \$500 be drawn from the unallocated s.356 budget of \$11,497.

ATTACHMENTS

- I. Application - Donation - Cowra Japanese Garden and Cultural Centre - Sakura Matsuri 2025





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

Application for Financial Assistance/Donation

Applicant Information

Local Sporting Team/Organisation

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

Contact Name/ Sporting Applicant: Cowra Japanese Garden & Cultural Centre Limited
Mailing address: PO Box 248 Cowra NSW 2794
Phone: (Home) [REDACTED] (Business) [REDACTED]
Email: manager@cowragarden.com.au
Signature: [REDACTED] Date: 06 08 2025

Organisation Details

Organisation responsible for the event/activity: Cowra Japanese Garden & Cultural Centre Limited
President/Secretary Contact Details: Jo Baker
Organisation Type (please circle): Non Profit / Charity / Incorporated / Business /other:
Do membership fees apply ? ☐ YES ☒ NO
If yes, annual membership/fees \$ [REDACTED]

Event Details

Description of the event/project/request/person for which assistance is sought
Our flagship annual festival celebrating Spring, the beauty of Cherry Blossoms and Japanese Culture
Date/s of the proposed event/project 27th September, 2025
Venue where will the event/project take place? Cowra Japanese Garden & Cultural Centre

Financial Details

Amount of assistance being sought: \$2,500.00
Total Estimated cost of the total event/project \$4,000.00 (night function)
How are funds to be raised? Tickets sales & Stall holders
Funds available at present to go towards event \$ [REDACTED]
Will the event/project support charities ☐ YES ☒ NO
If YES, value of support \$ [REDACTED]
Previous / Other Assistance: [REDACTED]
Has Council previously assisted you/your organisation? ☒ YES ☐ NO
If so what was the amount of the assistance from Council? \$2,200.00
When was it provided? 2024
Have you applied for funding from other organisations? ☐ YES ☒ NO Not for this part of the festival
If YES, how much has been sought \$3,000.00

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

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

Request Details – Please complete either A or B below**A. Sporting applications** – Please select relevant sporting category below

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

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

Attachments required for sporting applications:

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

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

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

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

Sakura Matsuri fosters community pride and cultural enrichment by offering inclusive, family-friendly programming that celebrates Japanese traditions. The event attracts residents of all ages, supports local businesses through increased visitation, and provides volunteer and engagement opportunities that strengthen community bonds.

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

Sakura Matsuri is a unique cultural celebration that promotes Japanese heritage and strengthens ties between Australia and Japan. Despite its significance and popularity, the event faces funding challenges due to limited sponsorship. Grant support is essential to maintain the high quality of programming, including performances, workshops, and installations that would otherwise be scaled back or lost. We are running the event to enrich community life, boost tourism, and celebrate cultural diversity in Cowra.

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

Sakura Matsuri is held at the Cowra Japanese Garden, a cherished community facility that offers accessible pathways, amenities, and inclusive programming. The event ensures equitable access by providing activities suitable for all ages and abilities, including sensory-friendly zones, seating options, and clear signage. We actively engage with local support services to accommodate special needs groups, ensuring that everyone in the community can participate and enjoy the celebration.

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

Sakura Matsuri invites broad community involvement through volunteer opportunities, local vendor participation and interactive workshops. The event showcases performances and

demonstrations from cultural groups. By celebrating shared values and traditions, Sakura Matsuri fosters a sense of belonging and pride across the Cowra community.

Attachments required for Community/Event applications:

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

Please check:

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

6.2 Draft Minutes - Audit, Risk and Improvement Committee - 7 August 2025

File Number: D25/I529

Author: Alan Dalton, Director - Corporate Services

RECOMMENDATION

That Council note the draft minutes of the 7 August 2025 Audit, Risk and Improvement Committee meeting.

INTRODUCTION

The Audit, Risk and Improvement Committee most recently met on 7 August 2025. This was the first ARIC meeting Chaired by Mr Alan Pigott, who was appointed as the ARIC Chairperson by Council at the 26 May 2025 Council Meeting.

The draft minutes are attached for Council's reference.

BUDGETARY IMPLICATIONS

Nil.

ATTACHMENTS

- I. Draft Minutes - Audit, Risk & Improvement Committee - 7 August 2025 [↓](#)



MINUTES

Audit, Risk & Improvement Committee Meeting Thursday, 7 August 2025

**AUDIT, RISK & IMPROVEMENT COMMITTEE MEETING
MINUTES****7 AUGUST 2025****Order Of Business**

1	Welcome	
2	Apologies	
3	Declarations of Interest	
4	Confirmation of Minutes	3
5	Business Arising from Previous Minutes	3
5.1	Audit, Risk & Improvement Committee - Appointment of Position of Chair	3
5.2	Outstanding Action Items from Previous Minutes	4
6	Audit Office Correspondence	4
6.1	Audit Engagement Plan and Interim Management Letter 2025	4
6.2	Other Audit Office Correspondence	4
7	Reports of Council Officers	5
7.1	2025 Integrated Planning and Reporting Process	5
7.2	Business Continuity Plan	5
7.3	Policy Updates	6
7.4	Legislative Compliance Management System - Policy Actions Update	6
7.5	Overview of Mandatory Audits	6
7.6	Internal Audit of Chemical Handling & Storage - Post-Audit Report	6
7.7	Internal Audit of Development Application Process - Post-Audit Report	7
7.8	Internal Audit of Record Management System - Post-Audit Report	7
7.9	Internal Audit of Biosecurity Compliance - Post-Audit Report	7
7.10	2025-26 Internal Audit Plan	7
7.11	High Risk Item Review - Cyber Security Risk	8
8	Standing Items	8
8.1	Compliance Matters	8
8.2	OLG Circulars	8
8.3	Enterprise Risk Register	8
9	General Business	8
9.1	Review of Meeting Calendar	8
9.2	Call for Other General Business Items	9
10	Next Meeting Date	9
11	Meeting Close	9

**AUDIT, RISK & IMPROVEMENT COMMITTEE MEETING
MINUTES****7 AUGUST 2025**

**MINUTES OF COWRA COUNCIL
AUDIT, RISK & IMPROVEMENT COMMITTEE MEETING
HELD AT THE COMMITTEE ROOM 1, COWRA SHIRE COUNCIL, 116 KENDAL
STREET, COWRA
ON THURSDAY, 7 AUGUST 2025 AT 10 AM**

PRESENT: Mr Alan Pigott (Chair), Mr Geoff Twomey, Mr Shannon Buckley, Cr Nikki Kiss OAM (Deputy Mayor)

IN ATTENDANCE: Mr Gabriel Faponle (Crowe), Mr Dirk Wymer (Director - Infrastructure & Operations), Mr Alan Dalton (Director – Corporate Services), Mr Glenn Oakley (Acting Director – Environmental Services) Mr Scott Ellison (Manager - Finance), Mr Ken Apps (Manager – IT), Mr Justin Troy (Governance and Risk Officer)

1 WELCOME

The Chair declared the meeting open at 10.13 am.

The Chair reiterated and confirmed the Committee's prior agreement that the Independent Members would make its recommendations by a consensus approach and that any dissent by voting members would be duly recorded.

2 APOLOGIES

Cr Paul Smith (Mayor), Mr Paul Devery (General Manager), Mrs Larissa Hackett (Director-Environmental Services).

3 DECLARATIONS OF INTEREST

Nil

4 CONFIRMATION OF MINUTES**RECOMMENDATION**

That the minutes of Audit, Risk & Improvement Committee Meeting held on 12 February 2025 be confirmed.

CARRIED

5 BUSINESS ARISING FROM PREVIOUS MINUTES**5.1 Audit, Risk & Improvement Committee - Appointment of Position of Chair****RECOMMENDATION**

That the Committee note that on 26 May 2025 Council agreed to appoint Mr Alan Pigott as Chair of the Committee for a four-year term, with effect from 2 June 2025.

**AUDIT, RISK & IMPROVEMENT COMMITTEE MEETING
MINUTES****7 AUGUST 2025**

CARRIED

The Chair thanked Council for his appointment and expressed his excitement at working with the Committee.

5.2 Outstanding Action Items from Previous Minutes

RECOMMENDATION

That the Committee note the status of progress to address new actions arising from its February 2025 meeting.

CARRIED

6 **AUDIT OFFICE CORRESPONDENCE**

6.1 Audit Engagement Plan and Interim Management Letter 2025

RECOMMENDATION

That the Committee note the NSW Audit Office Audit Engagement Plan and Interim Management Letter 2025.

CARRIED

Mr Gabriel Faponle – Crowe Representative, left the meeting.

6.2 Other Audit Office Correspondence

RECOMMENDATION

That the Committee note that, other than matters separately reported to the Committee regarding the 2024-25 annual audit of Council, no material correspondence was received from the NSW Audit Office.

CARRIED

**AUDIT, RISK & IMPROVEMENT COMMITTEE MEETING
MINUTES****7 AUGUST 2025**

7 REPORTS OF COUNCIL OFFICERS

The meeting moved forward to agenda item 7.6, the time being 10.28 am.

7.1 2025 Integrated Planning and Reporting Process**RECOMMENDATION**

That the Committee note that on 23 June 2025 Council adopted the following documents, consistent with the *Local Government Act 1993*:

- **Community Strategic Plan 2036**
- **Community Engagement Strategy**
- **Long Term Financial Plan 2025-26 to 2034-35**
- **Revenue Policy 2025-2026**
- **Workforce Management Strategy 2025-2029**
- **Delivery Program 2025-2026 to 2028-2029**
- **Operational Plan 2025-2026**

CARRIED

7.2 Business Continuity Plan**RECOMMENDATION**

That the Committee note that a scope of works is being prepared for engagement of a professional services firm to develop a new **Business Continuity Plan** within the first half of 2025-26.

CARRIED

**AUDIT, RISK & IMPROVEMENT COMMITTEE MEETING
MINUTES****7 AUGUST 2025****7.3 Policy Updates****RECOMMENDATION****That the Committee note Council's:**

- **adoption of its:**
 - **Code of Conduct for Councillors.**
 - **Code of Conduct for Council Staff.**
 - **Code of Conduct for Council Committee Members, Delegates of Council and Council Advisers.**
 - **Code of Meeting Practice.**
- **public exhibition of its proposed:**
 - **Donation Policy.**
 - **Media and Social Media Policy.**
 - **Payment of Expenses and the Provision of Facilities to the Mayor and Councillors Policy.**

CARRIED**7.4 Legislative Compliance Management System - Policy Actions Update****RECOMMENDATION****That the Committee note the Management Document – Legislative Compliance Procedures as presented.****CARRIED**

The meeting moved to agenda item 7.11, the time being 11.20 am.

7.5 Overview of Mandatory Audits**RECOMMENDATION****That the overview of mandatory external audits be noted.****CARRIED****7.6 Internal Audit of Chemical Handling & Storage - Post-Audit Report****RECOMMENDATION****That the Committee note the progress of Council's internal audit of chemical handling and storage.****CARRIED**

The meeting moved to agenda item 7.10, the time being 11.05 am.

**AUDIT, RISK & IMPROVEMENT COMMITTEE MEETING
MINUTES****7 AUGUST 2025**7.7 Internal Audit of Development Application Process - Post-Audit Report**RECOMMENDATION**

That the Committee note that implementation of recommendations arising from the Internal Audit of Council's Planning Assessment and Building Certification Processes, is complete and that reporting on progress is therefore concluded.

CARRIED

7.8 Internal Audit of Record Management System - Post-Audit Report**RECOMMENDATION**

That the Committee note:

1. NSW State Records' mandatory Records Management Assessment Tool (RMAT) duplicates and adds to the scope of matters reported on by the 2023 Centium internal audit report on records management.
2. The attached Action Plan for improving records management and compliance with related standards, informed by the RMAT assessment.
3. Council's executive management team, Manex, has agreed that future oversight of Council's records management will be undertaken within the RMAT framework, and that otherwise duplicative monitoring of the Centium recommendations will conclude.

CARRIED

Mr Scott Ellison – Manager Finance, left the room at 10.40 am, returning at 10.45 am.

7.9 Internal Audit of Biosecurity Compliance - Post-Audit Report**RECOMMENDATION**

That the Committee note the Assessment Report of the Biosecurity Audit.

CARRIED

The meeting moved to agenda item 7.5, the time being 10.57 am.

7.10 2025-26 Internal Audit Plan**RECOMMENDATION**

That the Committee note that Council's executive management team will select the subject of its 2025-26 internal audit, based on the forthcoming WHS Priority Action Plan.

CARRIED

Mr Glenn Oakley – Acting Director Environmental Services and Mr Dirk Wymer – Director Infrastructure and Operations, left the meeting, the time being 11.09 am.

**AUDIT, RISK & IMPROVEMENT COMMITTEE MEETING
MINUTES****7 AUGUST 2025**

The meeting moved to agenda item 7.1, the time being 11.09 am.

7.1.1 High Risk Item Review - Cyber Security Risk**RECOMMENDATION**

That the Committee note the report on Cyber Security Risks.

CARRIED

8 STANDING ITEMS**8.1 Compliance Matters**

The Committee confirmed that they would like Council to continue reporting only on ‘top-tier’ governance matters in this agenda item, with any significant issues emerging from audits of general operating functions reported on an exceptions basis.

CARRIED

8.2 OLG Circulars**RECOMMENDATION**

That the Committee note the Office of Local Government Circulars issued since the previous Committee meeting.

CARRIED

8.3 Enterprise Risk Register**RECOMMENDATION**

That the Committee note that one change to the Enterprise Risk Register has been made since its February 2025 meeting, to update comments for Item 25 – Missed or Poor Food Business Inspections.

CARRIED

9 GENERAL BUSINESS**9.1 Review of Meeting Calendar****RECOMMENDATION**

That the Committee agree to the proposed calendar of meetings to be held on 6 November 2025 (as previously scheduled), 5 February 2026 and 7 May 2026.

CARRIED

**AUDIT, RISK & IMPROVEMENT COMMITTEE MEETING
MINUTES****7 AUGUST 2025****9.2 Call for Other General Business Items**

Mr Geoff Twomey identified that his term on the Committee as a member is coming to an end, prompting considerations towards recruitment over the early months of the 2026 calendar year.

Mr Geoff Twomey also requested that Council report to the Committee on quarterly budget reviews. Mr Alan Dalton – Director Corporate Services, confirmed that this is reported to Council on a quarterly basis and can be provided to the Committee as well as a standing report item.

Cr Nikki Kiss OAM raised concerns around whether Council should be promoting service as a Councillor in advance of the 2028 Local Government Elections. Mr Alan Dalton – Director Corporate Services, confirmed that this would be a matter for the Office of Local Government to consider, rather than Council.

10 NEXT MEETING DATE

The next meeting will be held on Thursday, 6 November 2025 at 10 am in the Committee Room 1, Cowra Shire Council, 116 Kendal Street, Cowra.

11 MEETING CLOSE

The Meeting closed at 11.50 am.

.....
CHAIRPERSON

6.3 Release of Closed Decisions

File Number: D25/1541

Author: Alan Dalton, Director - Corporate Services

RECOMMENDATION

That Council note the release of the resolutions made in Closed Council at the Ordinary Council Meeting held on 28 July 2025:

Request for Tender 2-2025: Gravel Production (2025-2027)**RESOLUTION 157/25**

That Council:

1. *accept the schedule of rates tenders, in preferential order, from:*
 - a) *Calvani Crushing Pty Ltd (ABN: 89 136 711 576); and*
 - b) *Cooper Civil and Crushing Pty Ltd (ABN: 30 142 617 847)**for RFT 2/2025 (Gravel Production 2025-2027) in accordance with the budgetary allocation for 2025/26; and*
2. *authorise the General Manager to execute any documentation required to award Contracts 2/2025 (Gravel Production 2025-2027).*

Request for Tender 3-2025: Gravel Road Grading Wet Plant Hire (2025-26)**RESOLUTION 158/25**

That Council:

1. *accept the schedule of rates tender from:*
 - a) *Cooper Civil and Crushing Pty Ltd (ABN: 30 142 617 847);*
 - b) *Gledhills Earthmoving Pty Ltd (ABN: 89 633 715 821);*
 - c) *Grassit Pty Ltd T/as RECS Group Australia (ABN: 78 614 737 914);*
 - d) *McNaught Earthworks Pty Ltd (ABN: 83 651 295 288);*
 - e) *Roadworx Surfacing Pty Ltd (ABN: 41 080 549 145); and*
 - f) *Rollers Australia Pty Ltd (ABN: 50 087 309 09).**for RFT 3/2025 (Gravel Road Grading Wet Plant Hire 2025-26) in accordance with budgetary allocation for 2025/26; and*
2. *authorise the General Manager to execute any documentation required to award Contract 3/2025 (Gravel Road Grading Wet Plant Hire 2025-26).*

Request for Tender: Cowra Aquatic Centre Renewal**RESOLUTION 159/25**

1. *That Council proceed to Request for Tender for the Cowra Aquatic Centre Renewal Project*
2. *That Council receive and note the intention to potentially allocate contingency funding to the project transferred from the 'Cowra Services Projects' reserve funds or additional loan funding; subject to the tenders received.*

INTRODUCTION

The above decisions were made at the Council Meeting on 28 July 2025 and have now been released by the Chair.

BUDGETARY IMPLICATIONS

Nil

ATTACHMENTS

Nil

6.4 Donation - Conner Moriarty - Squash Australian Junior Championships 2025

File Number: D25/1545

Author: Alan Dalton, Director - Corporate Services

RECOMMENDATION

That Council approve a donation of \$500 to Conner Moriarty to assist with attending the Australian Junior Championships over September and October 2025.

INTRODUCTION

Ms Jess Moriarty has written to Council seeking financial assistance to facilitate her son, Conner Moriarty, representing the NSW Junior Squash Team in attending the Australian Junior Championship over September and October 2025.

The application is eligible for support under Council's Donation Policy, with \$500 being requested.

BACKGROUND

Squash Australia hosts the annual Australian Junior Championship event, with the 2025 Championships being held in Ballarat from 28 September to 1 October 2025. This is an opportunity for junior players across Australia to challenge the best players from each state for the national team championship title. Council has previously donated similar amounts to Conner Moriarty to facilitate attendance at previous events.

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

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

As the current Policy, which provides for a donation up to \$400, has been in force since 2014. After accounting for inflation and that the applicant is funding the majority of costs, it is recommended that \$500 be provided on this occasion. It is also noted that an updated Donation Policy is on public exhibition which, if adopted, would re-set the maximum donation for this category to \$550.

No other donation requests have been received from the applicant this financial year.

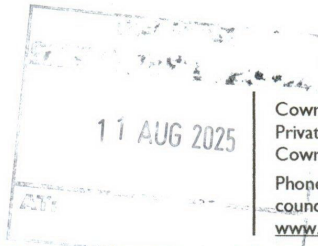
BUDGETARY IMPLICATIONS

The request for \$500 is within the 2025-26 unallocated s.356 budget of \$11,497.

ATTACHMENTS

- I. Application - Conner Moriarty - Australian Junior Championships 2025 [↓](#)

2025/26196



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

Application for Financial Assistance/Donation

Applicant Information

Local Sporting Team/Organisation

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

Contact Name/ Sporting Applicant: CORNER NORIARTY - SQUASH NSW(Business) ☒Date: 3 / 08 / 2025J-Jess Noriarty (mum)

Organisation Details

Organisation responsible for the event/activity: SQUASH NSWPresident/Secretary Contact Details: JAY KRASSOrganisation Type (please circle) Non Profit / Charity / Incorporated / Business / other:Do membership fees apply ? ☒ YES ☐ NOIf yes, annual membership/fees \$100

Event Details

Description of the event/project/request/person for which assistance is sought AUSTRALIANJUNIOR CHAMPIONSHIPS - TEAMS & INDIVIDUAL EVENTSDate/s of the proposed event/project 28th Sept - 4th Oct 2025Venue where will the event/project take place? Ballarat Squash & Fitness Centre

Financial Details

Amount of assistance being sought: \$ 500Total Estimated cost of the total event/project \$1500

How are funds to be raised?

Funds available at present to go towards event \$500Will the event/project support charities ☐ YES ☒ NO

If YES, value of support \$

Previous / Other Assistance: None for this event.Has Council previously assisted you/your organisation? ☒ YES ☐ NOIf so what was the amount of the assistance from Council? \$500 ?When was it provided? 2023Have you applied for funding from other organisations? ☐ YES ☒ NO

If YES, how much has been sought \$

2025/26196

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

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

Request Details – Please complete either **A** or **B** below**A. Sporting applications** – Please select relevant sporting category below

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

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

Attachments required for sporting applications:

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

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

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

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

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

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

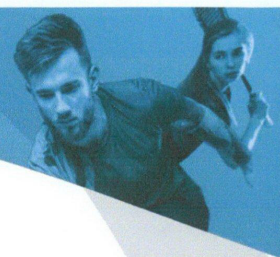
Objective 4: To encourage and enable broad community participation in cultural/ community service programs.

Attachments required for Community/Event applications:

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

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

2025/26196



Tuesday 5th August 2025

Dear Sir/Madam,

I am writing as the Squash NSW Manager of Performance and Pathways to confirm that Conner Moriarty (Cowra Services Squash Club) has been selected in the NSW Junior Squash Team to compete at the Australian Junior Championships in Ballarat from the 28th September to the 4th October 2025.

Conner is also expected to attend the NSW Team Compulsory Camp to be held at Thornleigh Squash & Fitness Centre on the 6th and 7th September 2025.

I am happy to provide further detail or discuss further if required.

Kind regards,

Jay Kross

Squash NSW Manager Performance and Pathway

[REDACTED]

[REDACTED]



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

nswsquash.com.au
squash@nswsquash.com.au



2025/26196

From: Joshua Bell [REDACTED]
Subject: Conner Moriarty | Application
Date: 8 Aug 2025 at 9:07:34 am
To: [REDACTED]

Hi Jess

I'm writing to you with the Cowra Services Squash Club support in Conner obtaining a grant to assist with his squash commitments and development.

Conner's involvement with our club as a junior squad member as well as a regular squash competition player, Cowra Open Men's A grade winner along with his selection in the State Bluetongues Team shows his commitment and dedication to the game of squash.

We fully support Conner for this grant application.

If anyone needs to contact me please don't hesitate to provide my contact details.

Yours sincerely,
Josh Bell
President | Cowra Services Squash Club

7 DIRECTOR-INFRASTRUCTURE & OPERATIONS

7.1 Committee Minutes - Traffic Committee

File Number: D25/1489

Author: Dirk Wymer, Director-Infrastructure & Operations

RECOMMENDATION

1. That the minutes of the Traffic Committee meeting held on 11 August 2025 be noted.
2. That Council approves the Class 3 special event, to be held by Lachlan Endurance Riders Club Inc as the “Woodstock Spring Ride” on 13 & 14 September 2025, subject to compliance with the requirements of Transport for New South Wales (TfNSW) and NSW Police.
3. That Council approves the Class 2 special event known as “Bell Beats Music and Arts Festival”, to be held by Cowra Council on Saturday 4 October 2025, subject to compliance with the requirements of Transport for NSW (TfNSW) and NSW Police.
4. That Council approves, in principle, the Class 2 special event to be held by Morongla Show Society Inc. on 6 October 2025 subject to compliance with the requirements of Transport for New South Wales (TfNSW) and NSW Police.
5. That Council approves, in principle, the Class 2 special event to be held by Cowra Show Society on 17 October 2025 to 18 October 2025, in principle, subject to compliance with the requirements of Transport for New South Wales (TfNSW) and NSW Police.
6. That Council amend the ‘Committee Membership and Delegates Register’, section (d) Appointment of Delegates by replacing section 16 ‘Traffic Committee’ with section 16 ‘Transport Forum’.
7. That the delegates to the Transport Forum remain Cr P Smith and Cr K Cave.
8. That Council adopt Schedule 4 of the ‘Authorisation and Delegation, Prescribed Traffic Control Devices and Regulation of Traffic; Roads Act 1993, Road Transport Act 2013’ as the scope of the Transport Forum.

INTRODUCTION

The draft minutes and recommendations of the Traffic Committee meeting are presented for Council’s consideration.

BACKGROUND

The minutes and recommendations from the recent Traffic Committee meeting are attached for the information of Councillors and consideration of the above recommendations.

BUDGETARY IMPLICATIONS

N/A

ATTACHMENTS

- I. Draft Minutes of the Traffic Committee meeting held on 7 August 2025 [↓](#)

DRAFT



MINUTES

**Traffic Committee Meeting
Monday, 11 August 2025**

TRAFFIC COMMITTEE MEETING MINUTES**11 AUGUST 2025****Order Of Business**

1	Apologies	3
2	Confirmation of Minutes.....	3
3	Business Arising From Previous Minutes.....	3
3.1	Traffic Committee Meeting Action Sheet.....	3
4	Reports of Council Officers	4
	Woodstock Endurance Ride 2025.....	4
4.1	Bell Beats Music and Arts Street Festival 2025	4
4.2	Morongla Show 2025	4
4.3	Cowra Show - 2025	4
4.4	Amended Transport for NSW Delegation to Council.....	5
5	General Business.....	5
5.1	Cowra Hospital Redevelopment	5
6	Next Meeting Date	5
7	Meeting Close.....	5

TRAFFIC COMMITTEE MEETING MINUTES**11 AUGUST 2025**

**MINUTES OF COWRA COUNCIL
TRAFFIC COMMITTEE MEETING HELD AT THE COWRA COUNCIL
CHAMBERS, 116 KENDAL STREET, COWRA
ON MONDAY, 11 AUGUST 2025 AT 9.30AM**

PRESENT: Cr Paul Smith (Mayor), Ms Anne Jeffery (Local MP Representative), Mr Jason Nicholson (TfNSW), Sgt Steve Chaplin (NSW Police)

IN ATTENDANCE: Dirk Wymer (Director - Infrastructure & Operations), Rodney Stammers (Development & Traffic Engineer)

1 APOLOGIES

Ian Thomas (Manager – Assets & Technical Services)

2 CONFIRMATION OF MINUTES

Local Traffic Committee advice to Council on proposal: Unanimous support

COMMITTEE RESOLUTION

That the minutes of Traffic Committee Meeting held on 10 June 2025 be confirmed.

CARRIED

Local Traffic Committee advice to Council on proposal: Unanimous support

COMMITTEE RESOLUTION

That the minutes of Extraordinary Traffic Committee Meeting held on 17 July 2025 be confirmed.

CARRIED

3 BUSINESS ARISING FROM PREVIOUS MINUTES**3.1 Traffic Committee Meeting Action Sheet****4.2 Heavy Vehicle Parking – Kendal Street East**

Motel owner expressed concerns with recommended sign locations. To be reviewed in conjunction with TfNSW.

Local Traffic Committee advice to Council on proposal: Unanimous support

COMMITTEE RESOLUTION

That the Action List as presented be received and noted by the Committee.

CARRIED

TRAFFIC COMMITTEE MEETING MINUTES11 AUGUST 2025

4 REPORTS OF COUNCIL OFFICERS

Local Traffic Committee advice to Council on proposal: Unanimous support

Woodstock Endurance Ride 2025

COMMITTEE RESOLUTION

That Council approves the Class 3 special event, to be held by Lachlan Endurance Riders Club Inc as the “Woodstock Spring Ride” on 13 & 14 September 2025, subject to compliance with the requirements of Transport for New South Wales (TfNSW) and NSW Police.

CARRIED

4.1 Bell Beats Music and Arts Street Festival 2025

It was noted that the Certificate of Currency was not included in the Agenda. Copy to be emailed to Committee members.

Local Traffic Committee advice to Council on proposal: Unanimous support

COMMITTEE RESOLUTION

That Council approves the Class 2 special event known as “Bell Beats Music and Arts Festival”, to be held by Cowra Council on Saturday 4 October 2025, subject to compliance with the requirements of Transport for NSW (TfNSW) and NSW Police.

CARRIED

4.2 Morongla Show 2025

Local Traffic Committee advice to Council on proposal: Unanimous support

COMMITTEE RESOLUTION

That Council approves, in principle, the Class 2 special event to be held by Morongla Show Society Inc. on 6 October 2025 subject to compliance with the requirements of Transport for New South Wales (TfNSW) and NSW Police.

CARRIED

4.3 Cowra Show - 2025

Local Traffic Committee advice to Council on proposal: Unanimous support

COMMITTEE RESOLUTION

That Council approves, in principle, the Class 2 special event to be held by Cowra Show Society on 17 October 2025 to 18 October 2025, in principle, subject to compliance with the requirements of Transport for New South Wales (TfNSW) and NSW Police.

CARRIED

Page 4

TRAFFIC COMMITTEE MEETING MINUTES**11 AUGUST 2025****4.4 Amended Transport for NSW Delegation to Council**

Local Traffic Committee advice to Council on proposal: Unanimous support

COMMITTEE RESOLUTION

1. That Council amend the 'Committee Membership and Delegates Register', section (d) Appointment of Delegates by replacing section 16 'Traffic Committee' with section 16 'Transport Forum'.
2. That the delegates to the Transport Forum remain Cr P Smith and Cr K Cave.
3. That Council adopt Schedule 4 of the 'Authorisation and Delegation, Prescribed Traffic Control Devices and Regulation of Traffic; Roads Act 1993, Road Transport Act 2013' as the scope of the Transport Forum.

CARRIED

5 GENERAL BUSINESS**5.1 Cowra Hospital Redevelopment**

Discussions were held regarding traffic implications during demolition of the old hospital and the need for a social media campaign to be implemented to improve community awareness.

6 NEXT MEETING DATE

The next meeting of the Transport Forum will be held on Monday, 20 October 2025 at 9.30am in the Cowra Council Chambers, 116 Kendal Street, Cowra.

7 MEETING CLOSE

The Meeting closed at 10.20am.

.....
CHAIRPERSON

7.2 Section 355 Committee Minutes - Saleyards Committee

File Number: D25/I490

Author: Dirk Wymer, Director-Infrastructure & Operations

RECOMMENDATION

- 1. That the minutes of the draft Saleyards Committee meeting held on 7 August 2025 be noted.**
 - 2. That Council prepare a business case for the installation of a third truck wash bay at the Cowra Saleyards and present the business case to the February 2026 Saleyards Committee meeting.**
-

INTRODUCTION

The Minutes and recommendations of Cowra Shire Council's Section 355 Committee are presented for noting and consideration.

BACKGROUND

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

BUDGETARY IMPLICATIONS

N/A

ATTACHMENTS

- I. Draft Minutes of the Saleyards Meeting held on 7 August 2025 [↓](#)

DRAFT



MINUTES

Saleyards Committee Meeting
Thursday, 7 August 2025

SALEYARDS COMMITTEE MEETING MINUTES**7 AUGUST 2025****Order Of Business**

1	Apologies	3
2	Confirmation of Minutes.....	3
3	Reports of Council Officers	3
	3.1 Stock Figures Update	3
	3.2 Cowra Saleyards 2024-2025 Financial Figures Update.....	3
4	General Business.....	3
	4.1 Monthly Non-Sale use of Yards by Local Transport Operators and Agents	3
	4.2 Updates on Pricing New Amenities	4
	4.3 Updates on Pricing to Install Third Truck Wash Bay	4
	4.4 Update on Replacing Existing Truck Wash Pump House, Pumps and Associated Equipment	4
	4.5 Briefing on Saleyards Conference.....	5
	4.6 Promotion of the Saleyards	5
	4.7 Scanner Repairs	5
	4.8 B Triple Truck Access to Cowra Saleyards	5
5	Next Meeting Date	5
6	Meeting Close.....	6

SALEYARDS COMMITTEE MEETING MINUTES**7 AUGUST 2025**

**MINUTES OF COWRA COUNCIL
SALEYARDS COMMITTEE MEETING HELD AT THE COUNCIL MEALS ROOM,
COUNCIL ADMINISTRATION BUILDING, 116 KENDAL STREET, COWRA
ON THURSDAY, 7 AUGUST 2025 AT 8AM**

PRESENT: Cr Peter Wright (Chairman), Mr Craig Oliver, Mr Luke Pye, Mr John Sullivan (Agent's Representative), Mr Will Ousby, Mr Bill West, Mr Damien Stephenson, Mr Andrew Wilson, Mr Daniel Wright

IN ATTENDANCE: Mr Rod Hayes (Acting Manager – Cowra Services), Ms Elizabeth Bryce (Supervisor – Airport, Cemeteries & Saleyards), Mr Chris Gailey (Saleyards Tradesperson)

1 APOLOGIES

Cr Paul Smith, Mr Patrick Waters

2 CONFIRMATION OF MINUTES**COMMITTEE RESOLUTION**

Moved: Cr Peter Wright

Seconded: Mr Bill West

That the minutes of Saleyards Committee Meeting held on 8 May 2025 be confirmed.

CARRIED

3 REPORTS OF COUNCIL OFFICERS**3.1 Stock Figures Update**

The stock figures were noted by the Committee.

Currently numbers reflect a late season and pressures of other available yards.

3.2 Cowra Saleyards 2024-2025 Financial Figures Update

The financial figures were noted by the Committee. These figures are still in 'draft' form.

4 GENERAL BUSINESS**4.1 Monthly Non-Sale use of Yards by Local Transport Operators and Agents**

Negotiations will take place over the next month for 'Monthly non-sale use of yards' fees. Transport companies will be contacted to hold discussions.

SALEYARDS COMMITTEE MEETING MINUTES**7 AUGUST 2025****4.2 Updates on Pricing New Amenities**

- A proposal with pricing has been organised with a supplier and will be presented to the next Committee meeting.
- AVDATA could be used to recoup some costs.
- The area has electric hot water only at present, discussions on whether a gas instant hot water service may be worthwhile.

4.3 Updates on Pricing to Install Third Truck Wash Bay

- Concept site plan and information was presented and discussed.
- Options A and B in the concept plan were discussed with Option B being the preferred site of the two locations presented.
- Effluent dump point may be considered and can be billed via a swipe card on entry to the site (AVDATA).
- Increased volumes of effluent must be considered and planned.
- Not permissible to take the effluent material as fertiliser etc must be disposed of correctly under EPA licence requirements.
- EPA licence for extra effluent will need consideration.
- Check past AVDATA to assist with the business case to be prepared.
- Additional water consumption would not be an issue as there is supply available (town water supply).

COMMITTEE RESOLUTION

Moved: Mr Damien Stephenson

Seconded: Mr Craige Oliver

That Council prepare a business case for the installation of a third truck wash bay at the Cowra Saleyards and present the business case to the February 2026 Saleyards Committee meeting.

CARRIED

4.4 Update on Replacing Existing Truck Wash Pump House, Pumps and Associated Equipment

Committee were informed of plans to upgrade the old pump shed, pumps and associated equipment. Plans are underway to select a suitable location to also accommodate any future third truck wash area.

The plan is to locate the new pump house as near as possible to the available three phase power and water services near the existing truck wash area.

The new pumphouse would be built with a large enough footprint to accommodate a third truck wash area pumps etc.

The new shed, pumps and associated equipment would be built and once ready for connection to services, the old pump house and equipment would be disconnected and the new pump house commissioned and tested. This would be timed to minimise interruption of the truck wash bay service.

SALEYARDS COMMITTEE MEETING MINUTES**7 AUGUST 2025****4.5 Briefing on Saleyards Conference**

Staff and Committee member/s who attended the Saleyards conference provided information learnt with a general discussion held with those in attendance at the meeting.

- MSA accreditation and the fact Cowra is accredited. There are extended times when stock is taken direct to the abattoirs rather than through a saleyard.
- EID can also be useful for growers to better manage stock on the farm.
- Discussions held on disposal of stock and Wagga Saleyards process.

4.6 Promotion of the Saleyards

It was suggested that Council's media officer attend the next Committee meeting with a view to discussing promotion of the saleyards.

There are various sources that could be utilised such as local agents already publishing pertinent information.

Council will look to promote the yards as much as possible while following its media policies.

Messaging about the Cowra Saleyards services should be consistent with a focus on getting more stock numbers to the yards but also look at opportunities to provide other areas of interest such as the truck wash service.

Those present are encouraged to forward suitable photos to Cowra Council which may be used in media releases.

4.7 Scanner Repairs

Bottom scanner in the yards is 'playing up'. Allflex have been notified to repair the reader. The issue has not affected accurate record keeping of stock to date.

4.8 B Triple Truck Access to Cowra Saleyards

B triple trucks are not able to travel to Cowra Saleyards. The Mayor has been investigating with NHVR the possibility of allowing access by these combinations to Cowra Saleyards. Currently the closest allowable location to the Cowra Saleyards is Gooloogong.

'Triples' can transport between 1000-1200 sheep and makes it viable to send trucks to saleyards over very long distances. Forbes, Wagga and Dubbo can accommodate triples.

The largest PBS (under 30m length) can access the Cowra Saleyards however the price for transport companies to set these up is not viable. The more stock that can be delivered by one truck is obviously more attractive to sellers and transport companies.

5 NEXT MEETING DATE

The next meeting will be held on Thursday, 6 November 2025 at 8am in the Council Administration Building, 116 Kendal Street, Cowra.

SALEYARDS COMMITTEE MEETING MINUTES

7 AUGUST 2025

6 MEETING CLOSE

The Meeting closed at 9.05am.

.....
CHAIRPERSON

7.3 West Cowra Stormwater Progress Report

File Number: D25/I565

Author: Dirk Wymer, Director-Infrastructure & Operations

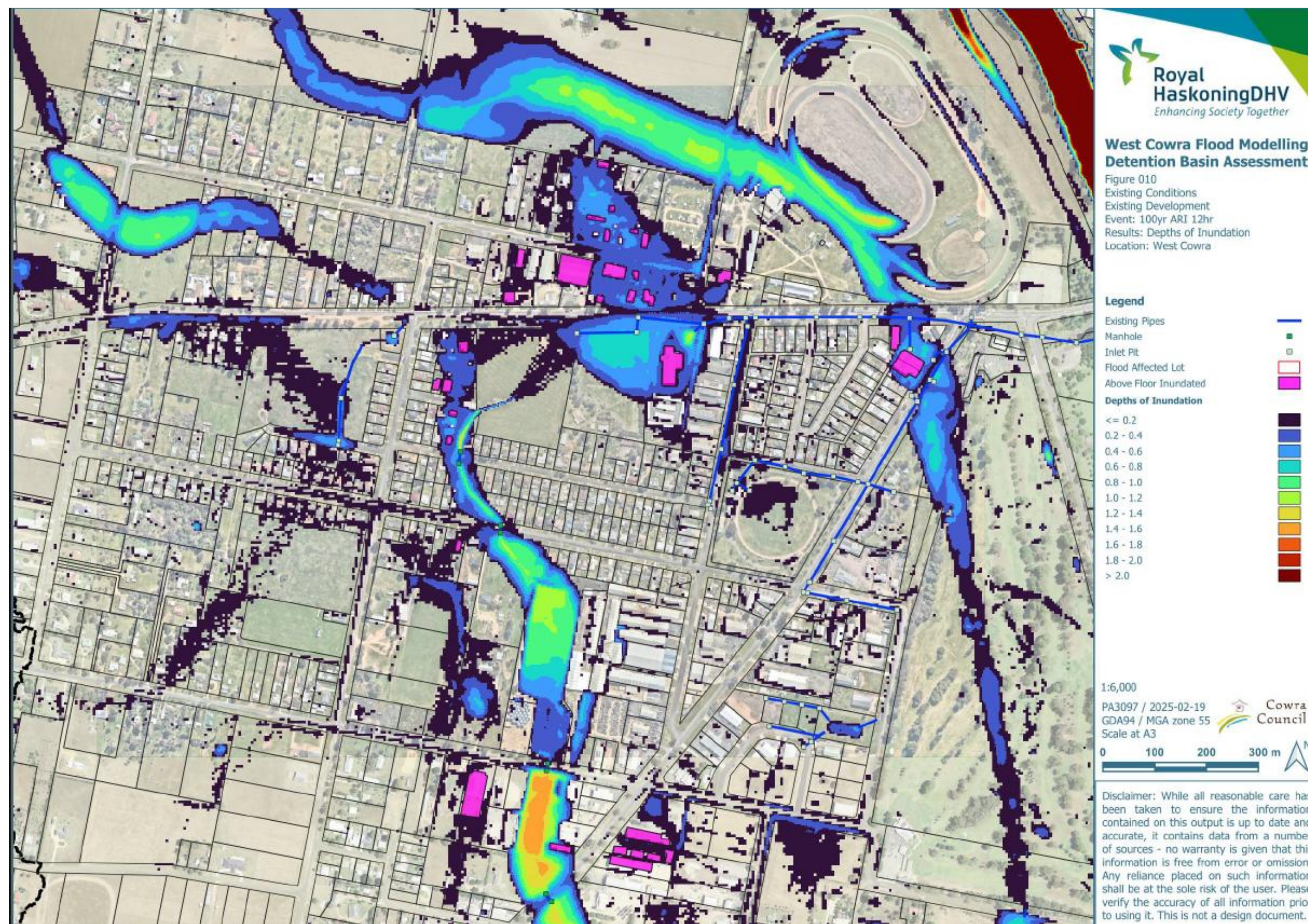
RECOMMENDATION

That Council continue the investigation of the West Cowra Channel Stormwater as follows:

- 1. investigate other options for managing West Cowra channel flooding upstream of Grenfell Road:**
 - a. field survey and confirmation of floor levels of properties estimated to experience overfloor flooding**
 - b. alternate options for properties with overfloor flooding; including flood boards to protect the property.**
- 2. Complete further modelling:**
 - Update to ARR19 Hydrology and Climate Change as per most up to date guidelines**
 - Undertaken additional hydraulic assessment of potential options or adjustments to options including:**
 - To maximise the benefit of 'Proposed Stage 1' works; amend 'Proposed Stage 1' works to include West Cowra Channel west of the Olive Grove channel being collected into the Olive Grove pipeline and overland swale.**
 - Adjustment of arrangement and design of low flow pipe and inlet pits to reduce surcharging.**
 - Further adjustment to mitigate the back flow of the low flow pipe due to pit structures and downstream ponding.**
 - Reroute low flow pipe options around culverts to reduce potential additional construction costs involved in construction in close vicinity of the Walker Street and Lyall Street culverts.**
 - Further adjustments to the low flow pipe with the OpIC larger basin to increase benefit for 5yr.**
 - Further adjustments to the low flow pipe to reduce sewer main clashes.**
 - Design of inlet pit and wall structure to capture flow where the swale invert approaches ground level, where it ends on Grenfell Road.**
 - Further modelling should be undertaken for final design to confirm hydraulic conditions.**
 - Further survey of utilities and topography should be undertaken by Council for civil design of proposed concept options with an updated DBYD Enquiry.**

INTRODUCTION

The base case modelling of the impacts of the West Cowra Channel is shown in Figure 010 as follows:



To reduce the level of property inundation and over-floor inundation in the West Cowra Channel upstream of Grenfell Road, Council has been investigating the option to:

- Construct a detention basin in Waratah Street
- Construct a low flow pipeline from the detention basin to the existing stormwater system in Grenfell Road.

At the February Ordinary meeting Council considered a report on the continued flood modelling of the West Cowra channel and resolved:

- I. That the following options be modelled to ensure there are no adverse downstream impacts:*
 - a) The ultimate detention basin constructed as per the 2019 study; with a 900mm low flow pipeline and overland swale through 72-78 Grenfell Road; for both the existing level of development in the catchment, and for the developed catchment.*
 - b) A sensitivity analysis be completed to ensure the low flow pipeline diameter is optimised.*
 - c) To reflect the proposed staged delivery model, the optimised diameter low flow pipeline as per (a) and (b) is modelled without the detention basin; but stage 1 of the pipeline commences at a surface inlet pit downstream of Walker Street at the boundary of 72-78 Grenfell Road; for both the existing level of development in the catchment, and for the developed catchment.*

The general arrangement of the options being investigated is shown in Figures 6-1 and 6-2 following.

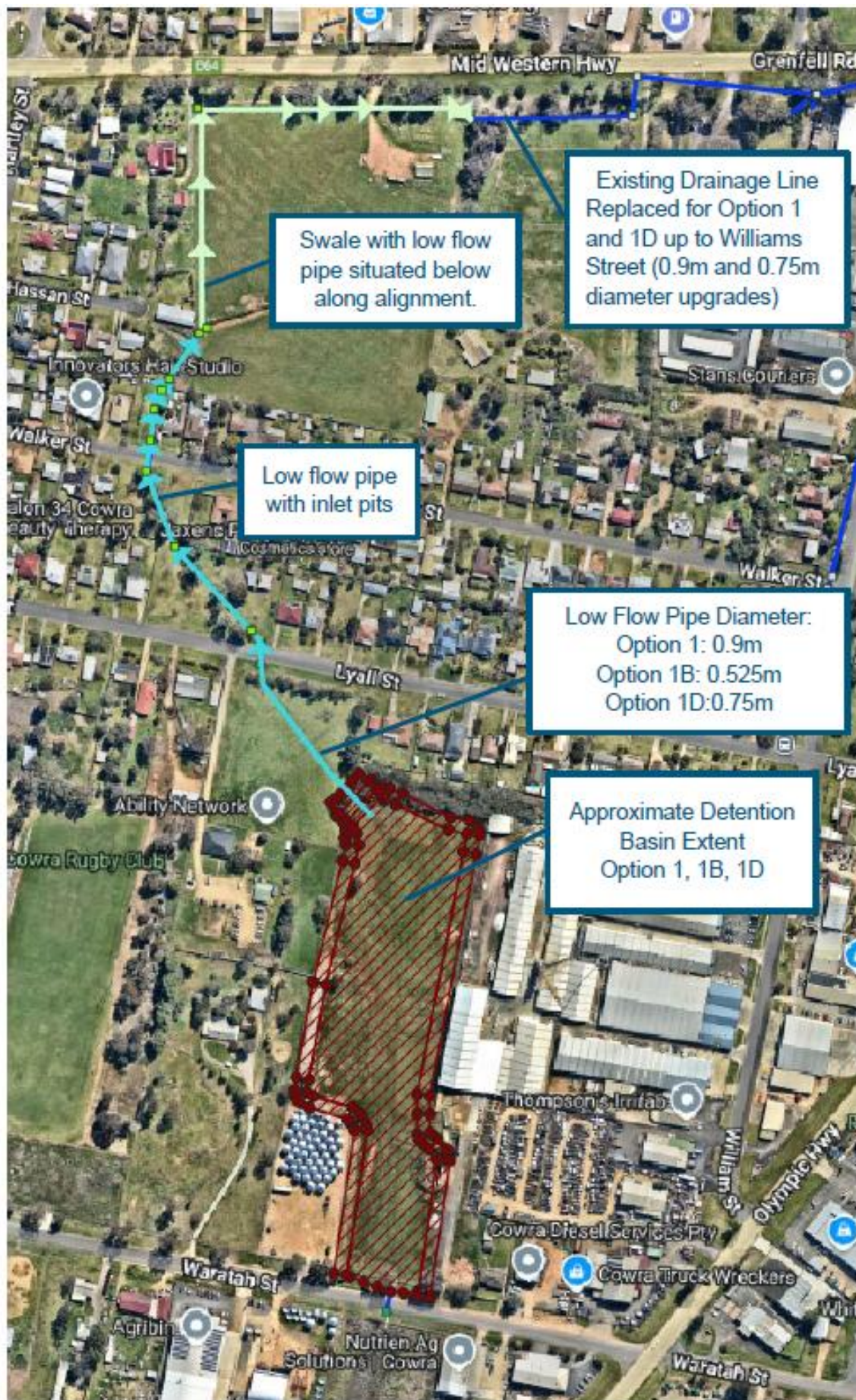


Figure 6-1 Option 1, Option 1B, and Option 1D - Layout

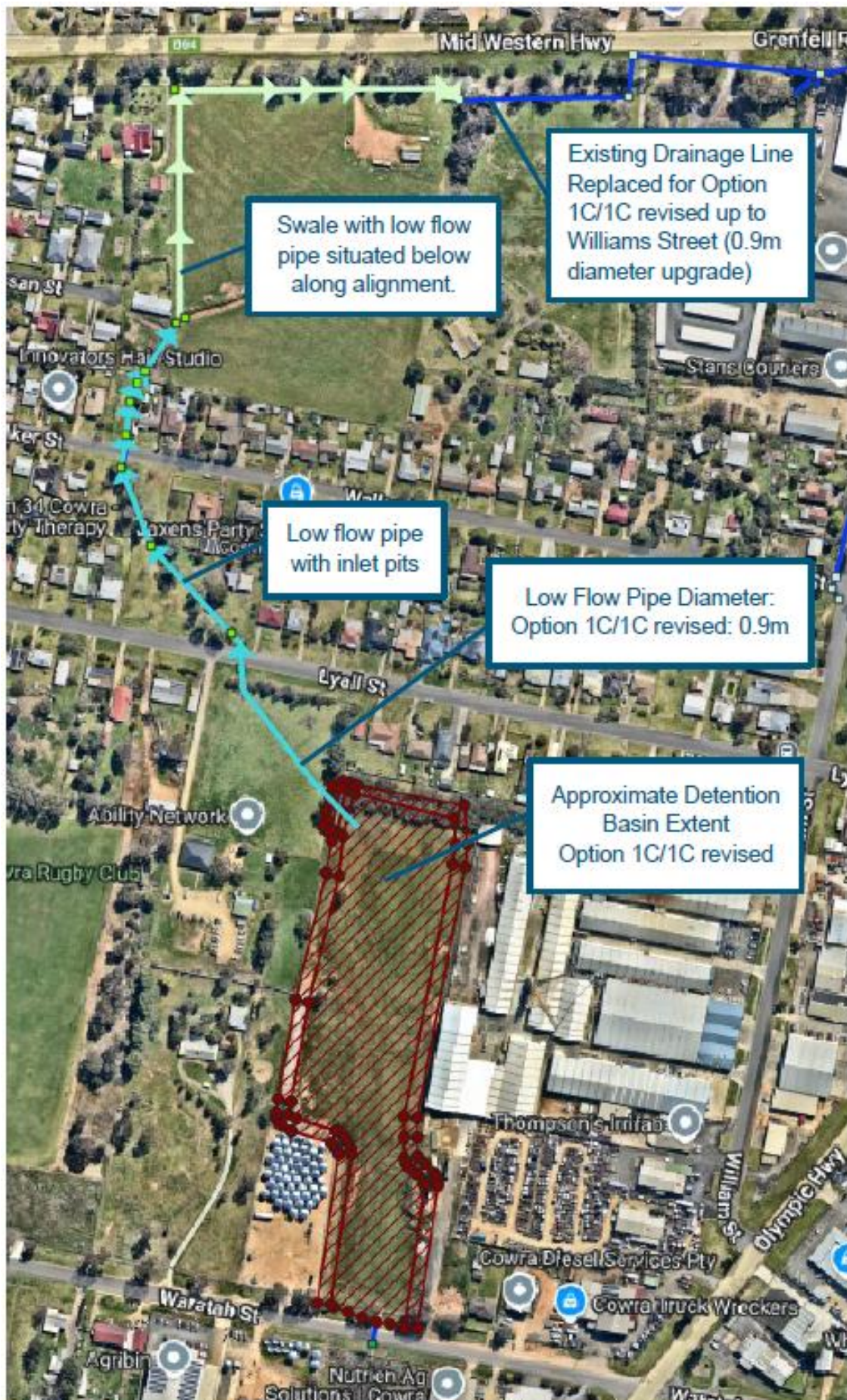


Figure 6-2 Options 1C and 1C revised – Layout

Noting: Annual Exceedance Probability (AEP) is the probability that a given rainfall event will be exceeded in any one year.

The modelling of the options has been completed and in summary:

- a. The comparison of options examined is provided in the table following; in summary
 - i. All options have similar reductions in flood levels downstream in the 20% AEP modelled storm event
 - ii. Option 1C has the most beneficial impact in the 1% AEP storm event.
- b. The low flow pipeline diameter is optimised at 900mm diameter; with the largest reduction in flood levels downstream;
 - i. A smaller diameter increases inundation areas
 - ii. A larger diameter will have no further beneficial impact.
- c. The remainder of this report recommends continued modelling and discusses the potential staging options; given the capital cost of the detention basin is estimated at \$3.5M plus 40% contingencies in the most recent modelling report.

Existing Catchment Conditions Detention Basin Options: Reduction in flood levels 20% AEP and 1% AEP:

Figure	Option I: Figure 007	ID: Figure 008	Option IB: Figure 009	IC: Figure 010
20% AEP Legend Change in Peak Water Level >25 cm lower 10 - 25 cm lower 3 - 10 cm lower 1 - 3 cm lower <1cm difference 1 - 3 cm higher 3 - 5 cm higher 5 - 10 cm higher 10 - 20 cm higher 20 - 30 cm higher 30 - 40 cm higher >40 cm higher Change in Flood Extent Was Wet, Now Dry Was Dry, Now Wet				
Figure	Option I: Figure 016	ID: Figure 017	Option IB: Figure 018	IC: Figure 019
1% AEP Legend Change in Peak Water Level >25 cm lower 10 - 25 cm lower 3 - 10 cm lower 1 - 3 cm lower <1cm difference 1 - 3 cm higher 3 - 5 cm higher 5 - 10 cm higher 10 - 20 cm higher 20 - 30 cm higher 30 - 40 cm higher >40 cm higher Change in Flood Extent Was Wet, Now Dry Was Dry, Now Wet				
Low flow pipe diameter	900mm	750mm	525mm	900mm; basin sized so that spillway not activated until > 1% AEP.

BACKGROUND

The identified benefits (reduced flood damages) of the detention basin using the methodology prescribed in the Floodplain Development Manual (NSW DIPNR 2005) are relatively low; with resulting Benefit Cost Ratio of 1.16.

The BCR is unlikely to qualify the detention basin construction for future Office of Environment & Heritage Floodplain Management grant funding. It should be noted that indirect tangible impacts such as business disruption or intangible costs such as social impacts are not quantified in the flood damages financial assessment.

The results of the Proposed Stage 1 option are shown in Figure 7.31 below:

- The Olive Grove site is shown as 'Was Wet Now Dry'
- The West Cowra Channel west of the Olive Grove channel is shown with reductions in inundation depths of 30mm to 100m. The depth of inundation in this area in the base case is 200mm to 400mm; so the depth of inundation remaining after Proposed Stage 1 works will be of the order of 100mm to 370mm.

Given the properties downstream of Grenfell Road are identified as flood affected from the Lachlan River flooding, it is recommended Council investigate other options for managing West Cowra channel flooding upstream of Grenfell Road:

- Field survey and confirmation of floor levels of properties estimated to experience overfloor flooding
- Investigate alternate options for properties with overfloor flooding; including flood boards to protect the property, and potential purchase.

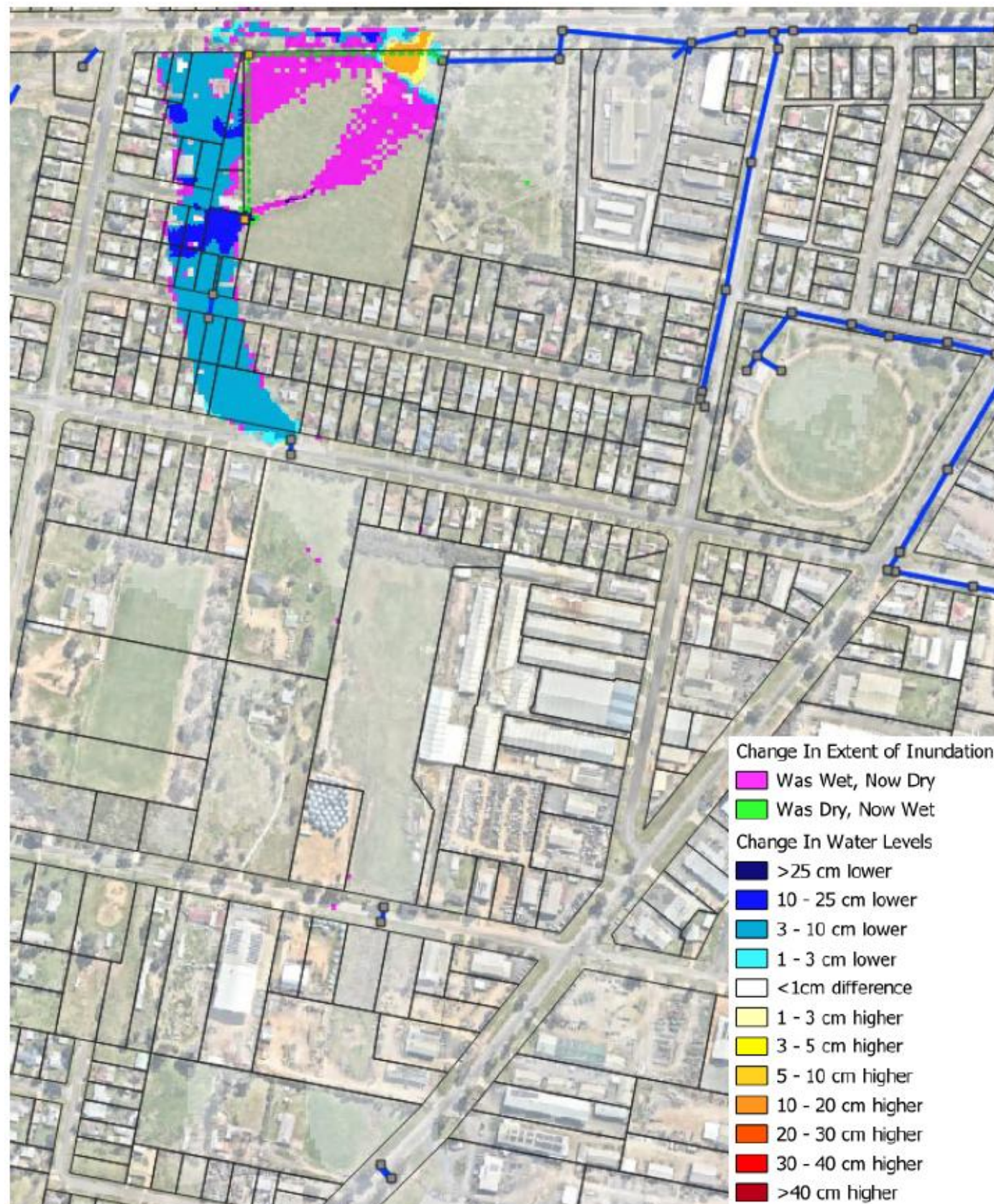


Figure 7-31 Peak Flood Level Impacts – 1% AEP – Option 1C revised Stage 1 vs Existing Conditions scenario – “Existing Conditions” Catchment Scenario

Along with the investigation above; further modelling is recommended:

- Update to ARR19 Hydrology and Climate Change as per most up to date guidelines
- Undertaken additional hydraulic assessment of potential options or adjustments to options including:
 - To maximise the benefit of 'Proposed Stage 1' works; amend 'Proposed Stage 1' works to include West Cowra Channel west of the Olive Grove channel being collected into the Olive Grove pipeline and overland swale.
 - Adjustment of arrangement and design of low flow pipe and inlet pits to reduce surcharging.
 - Further adjustment to mitigate the back flow of the low flow pipe due to pit structures and downstream ponding.
 - Reroute low flow pipe options around culverts to reduce potential additional construction costs involved in construction in close vicinity of the Walker Street and Lyall Street culverts.
 - Further adjustments to the low flow pipe with the OpIC larger basin to increase benefit for 5yr.
 - Further adjustments to the low flow pipe to reduce sewer main clashes.
- Design of inlet pit and wall structure to capture flow where the swale invert approaches ground level, where it ends on Grenfell Road.
- Further modelling should be undertaken for final design to confirm hydraulic conditions.
- Further survey of utilities and topography should be undertaken by Council for civil design of proposed concept options with an updated DBYD Enquiry.

BUDGETARY IMPLICATIONS

The adopted Long-Term Financial Plan includes \$340,398 for drainage improvements, Walker Street to Grenfell Road.

ATTACHMENTS

Nil

8 DIRECTOR-ENVIRONMENTAL SERVICES

8.1 Section 355 Committee Draft Minutes - Natural Resource Management Advisory Committee meeting held Monday 19 May 2025

File Number: D25/1175

Author: Larissa Hackett, Director - Environmental Services

RECOMMENDATION

- I. That Council note the draft minutes of the Natural Resource Management Advisory Committee meeting held on 19 May 2025.**
-

INTRODUCTION

The Minutes and recommendations of Cowra Shire Council's Section 355 Committee – Natural Resource Management Advisory Committee are presented for noting and consideration.

A copy of the minutes is included in Attachment I.

ATTACHMENTS

- I. Draft Natural Resource Management Advisory Committee Minutes - 19 May 2025 [↓](#)



MINUTES

Natural Resource Management Advisory Committee Meeting Monday, 19 May 2025

**NATURAL RESOURCE MANAGEMENT ADVISORY
COMMITTEE MEETING MINUTES**

19 MAY 2025

Order Of Business

1	Apologies and Leaves of Absence.....	3
2	Confirmation Of Minutes.....	3
3	Business Arising from Previous Minutes.....	3
3.1	Archibird	3
3.2	Waste 2 Art	3
3.3	FOGO - Food Organics & Garden Organics.....	4
3.4	Roadside Vegetation Management Plan (RVMP).....	4
4	Reports of Council Officers	4
4.1	Draft Instrument of Delegation - Environmental Sustainability Committee.....	4
5	Action Items.....	4
5.1	NRM Action Items	4
6	General Business.....	5
6.1	Cool Burn	5
7	Next Meeting Date	5
8	Next Workshop Date.....	5
9	Meeting Close.....	5

**NATURAL RESOURCE MANAGEMENT ADVISORY
COMMITTEE MEETING MINUTES**

19 MAY 2025

**MINUTES OF COWRA COUNCIL
NATURAL RESOURCE MANAGEMENT ADVISORY COMMITTEE MEETING
HELD AT THE COMMITTEE ROOM 1, COUNCIL ADMINISTRATION BUILDING,
116 KENDAL STREET, COWRA
ON MONDAY, 19 MAY 2025 AT 9.00AM - 11.00AM**

PRESENT: Mr John Rankin, Mr Dylan Gower, Mr Rob Davidson, Mr Ian McColl, Mr Ian Packer, Chair Cr Ruth Fagan, Cr Peter Wright, Mr Ken Hutchinson

IN ATTENDANCE: Cassandra Gailey (Secretariat), Belinda O'Reilly (Project Manager – Sustainability)

1 APOLOGIES AND LEAVES OF ABSENCE**Apology**

The Committee notes apologies from Tracee Burke, Casey Proctor and Larissa Hackett

Not Present

Mr Jayden Gunn

2 CONFIRMATION OF MINUTES**COMMITTEE RESOLUTION**

That the minutes of the Natural Resource Management Advisory Committee Meeting held on 17 March 2025 be confirmed.

Moved R Davidson

Seconded I McColl

3 BUSINESS ARISING FROM PREVIOUS MINUTES**3.1 Archibird**

Further discussion is needed around the Archibird competition and its viability for 2025. One option is to hold the competition earlier to enable the Archibird exhibition to align with the Cowra Show.

Guidelines on the Archibird competition are to be distributed to the committee for review.

3.2 Waste 2 Art

A community workshop was held 1 April at the Materials Recycling Facility (MRF) and was highly successful, attracting a large number of participants. Entries to the Waste 2 Art competition close 2 June with judging scheduled for 13 June.

Page 3

**NATURAL RESOURCE MANAGEMENT ADVISORY
COMMITTEE MEETING MINUTES****19 MAY 2025****3.3 FOGO - Food Organics & Garden Organics**

Surveys from councils that have already implemented FOGO show that approximately 98% of garden organics are being correctly placed in the green bin. However, the biggest obstacle is diverting food organics from the red bin to the green bin. The committee acknowledged that encouraging the community to correctly dispose of food waste into the green bin will be one of the main challenges. A significant effort in community education, including workshops and marketing campaigns will be required to drive changes in behaviour.

A visit to the Materials Recycling Facility (MRF) will be organised for the committee to observe firsthand the sorting and processing operations of Cowra's existing recycling and waste collection.

As part of an EPA grant, Council is developing a Landfill Masterplan that will outline the MRF's current footprint, operations and landfill capacity and identify the infrastructure and requirements needed to support the implementation of FOGO.

3.4 Roadside Vegetation Management Plan (RVMP)

The RVMP is currently under review. Proposed changes to legislation need to be identified and taken into account. Additionally, guidelines need to be updated to support Council in effectively managing protected areas.

The NSW Roadside Environmental Committee may have funding to provide highlight guideposts along roadsides so that Council can identify protected areas.

4 REPORTS OF COUNCIL OFFICERS**4.1 Draft Instrument of Delegation - Environmental Sustainability Committee**

A Draft Instrument of Delegation was presented to the committee for review. The committee are to review the proposed changes and provide comment prior to the next NRM meeting.

5 ACTION ITEMS**5.1 NRM Action Items**

The Action List as presented was received and updated, as follows:

- AI# 20 – Workshops - Billygoat Hill tour arranged for the next NRM Workshop to be held Monday 23 June 2025.
- AI# 57 – Waste 2 Art – information circulated to the committee on 24/3/2025 and reminder sent 28/5/2025
- AI# 51 – Membership – Tracee Burke and Ken Hutchinson both appointed to the NRM Committee at the Council meeting held 24 February 2025.

New Action items

Page 4

**NATURAL RESOURCE MANAGEMENT ADVISORY
COMMITTEE MEETING MINUTES****19 MAY 2025**

- AI# 59 – Archibird - guidelines to be distributed to the committee for review.
- AI# 60 – Highlighted Guideposts – Information to be sought from the Roadside Environmental Committee to determine if funding available for highlighted guideposts to be placed along roadside areas that are protected.
- AI# 61 – Instrument of Delegation (IOD) – committee to review draft IOD and provide comment prior to NRM meeting on 21 July 2025.
- AI# 62 – POW Management Plan – share a link with the committee to the plan on Council's website.

6 GENERAL BUSINESS**6.1 Cool Burn**

The committee discussed the need for a cool burn at the POW, noting that the current cooler weather presents an ideal opportunity to carry it out. They noted that the area has a significant weed problem and that the network of concrete footpaths create a patchwork of manageable sections for a controlled burn.

The committee also enquired whether the POW Management Plan includes provisions for weed management and requested a copy of the plan to view.

7 NEXT MEETING DATE

The next meeting will be held on Monday, 21 July 2025 at 10.00am - 12.00pm in the Committee Room 1, Council Administration Building, 116 Kendal Street, Cowra.

8 NEXT WORKSHOP DATE

The next workshop will be held on Monday, 23 June 2025 at 10am - 12pm at

BillyGoat Hill near the Adventure Playground carpark.

Tour being conducted by Ken Hutchinson to show the work that is being done by the Billygoat Hill Appreciation Society Landcare group.

9 MEETING CLOSE

The Meeting closed at 10.30am

.....
CHAIRPERSON

8.2 Draft Disability Inclusion Action Plan 2025

File Number: D25/1280

Author: Larissa Hackett, Director - Environmental Services

RECOMMENDATION**That Council adopt the Draft Disability Inclusion Action Plan 2025.**

INTRODUCTION

The purpose of this report is to seek Council's endorsement to adopt the Draft Disability Inclusion Action Plan 2025.

The Plan was placed on Public Exhibition for 28 days and received (1) one submission, which has been addressed further in this report.

Following feedback received from Council in response to the previous draft Disability Inclusion Action Plan a further review has been undertaken and a revised draft DIAP is presented. The revised DIAP comprises new measures to be undertaken, additional data, a simplified action plan and inclusion of legislative requirements and where Council fits within this area.

BACKGROUND

In June 2017 Council adopted the existing DIAP. This document is provided to ensure that there is a concerted whole of Council and community approach in identifying and addressing the areas that people with disability have communicated as their priorities and to promote inclusion and acceptance within the Cowra community.

The intent of the Disability Inclusion Action Plan is to promote inclusion and provide for positive change through:

Employment and financial security:

Providing jobs and career opportunities for people with disability and making sure they have enough income to meet their needs.

Inclusive homes and communities:

Increasing the number of accessible, affordable and well-designed homes and creating a community that is inclusive and accessible.

Safety, rights and justice:

Ensuring the rights of people with disability are promoted, upheld and protected, and people with disability feel safe and enjoy equality before the law.

Personal and community support:

Providing people with disability access to supports so they can live independently and engage in their communities.

Education and learning:

Supporting people with disability to access education and learning throughout their lives so they reach their full potential.

Health and wellbeing:

Increasing support and capability in the healthcare sector to meet the needs of people with disability, and ensuring disaster preparedness and emergency responses include the needs of people with disability.

Community attitudes:

Recognising the positive contribution people with disability make to society, and building confidence in the community to work and engage with people with disability.

The draft DIAP has been created to assist in improving the way we as a community interact and live with people faced with disability. The DIAP outlines specific actions that will be undertaken by Council in committing to accessibility and inclusion for staff, stakeholders and the broader community.

There are four key outcome areas within the Draft DIAP:

Developing Positive Community Attitudes and Behaviours

The attitudes and behaviours of the general community towards people with disability have been described as the single greatest barrier to full access and inclusion. Attitudes and behaviour permeate all aspects of life.

Creating Liveable communities

Creating liveable communities for people with disability is more than modifying the physical environment, it covers areas such as accessible housing, access to transport, community recreation, social engagement and universal design.

Creating Job Opportunities for People with a Disability

Employment and economic security for most people are closely related. Employment contributes to feelings of self-worth, social interaction and mental health, and increases opportunities to support individual choice and control. Employment rates for people with disability are significantly lower than those without disability across all sectors.

Improving Access to Services through Better Systems and Processes

A common issue for people with disability is the difficulty in navigating systems and processes to access the services and supports they need in the community. Some of these difficulties stem from the quality of service and training of front-line personnel, the systems and processes required to access services, and the lack of accessible options for communicating, accessing information or providing input or feedback.

As part of the review and remaking of the DIAP key outcomes from the 2024 community survey have been included in the Draft DIAP. The survey was provided online and hard copies circulated to all community groups to complete and return to Council. Council's Access Advisory

Committee has provided valuable insights and feedback as to areas within the Cowra Local Government area which require attention and which areas Council excels in.

Public Submission:

One submission was received during Public Exhibition and in response to the submission received the following comments are provided:

The Disabled Access provisions referred to were in response to the NSW government not adopting the Silver Level Liveable Housing Design Standards 2022. On 30 April 2021, the majority of Building Ministers across the country agreed to support the inclusion of the Liveable Housing Design Guidelines Silver Standard in the 2022 National Construction Code. This would mean that all new residential dwellings would be required to be built with the following accessible silver standards:

- A safe continuous and step-free path of travel from the street entrance and / or parking area to a dwelling entrance that is level.
- At least one, level (step-free) entrance into the dwelling.
- Internal doors and corridors that facilitate comfortable and unimpeded movement between spaces.
- A toilet on the ground (or entry) level that provides easy access.
- A bathroom that contains a hob less (step free) shower recess.
- Reinforced walls around the toilet, shower and bath to support the safe installation of grab rails at a later date.
- Stairways designed to reduce the likelihood of injury and also enable future adaptation.

These standards apply only to residential dwellings. While Council has included these requirements within the Cowra DCP, Council can only recommend that residential dwellings comply with these requirements as the standard has not been adopted in NSW. Further consideration will be given during the review of the current Cowra Development Control Plan as to whether the inclusion of the Silver Standard for residential development should be retained.

Council will continue to require full compliance with the disabled access provisions as outlined within the National Construction Code for all developments of Class 2-9 classification (commercial and industrial developments).

ATTACHMENTS

1. Disability Inclusion Action Plan 2025 [↓](#)
2. Submission to Draft Disability Inclusion Action Plan [↓](#)



COUNCIL POLICY

Draft Disability Inclusion Action Plan 2025

Disability Inclusion Action Plan (DIAP)

Commencement Date

Council Department Environmental Services

Contact Officer Director-Environmental Services

Revision Required Every 4 years

Policy Review

This policy shall be reviewed at four (4) yearly intervals at least, to ensure it meets all statutory requirements and the needs of council. It may also be reviewed at other times as determined by council.

Revision History

Version	Council Meeting Date	Resolution No.	Responsible Officer
1	26 June 2017	168/2017	Director-Environmental Services
2			Director-Environmental Services

COWRA COUNCIL DISABILITY INCLUSION ACTION PLAN 2025



This plan seeks to foster and advocate for a community and environment that supports people with disability of all ages so that they can be included in social and economic life to the extent of their ability; to be able to contribute as valued members of their community; and to achieve liveable outcomes.

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Disability Inclusion Action Plan (DIAP)

1.0 MESSAGE FROM THE MAYOR

Cowra Council is delighted to unveil our revised Disability Inclusion Action Plan. A society's measure is its treatment of all members, and the aim of this plan is to guarantee that every individual, regardless of ability, within the Cowra Shire, can fully participate, contribute, and have a sense of belonging within our vibrant community.

Cowra Shire has a rich tradition of embracing diversity, promoting equality and inclusivity through our annual events such as World Peace Day and the Festival of International Understanding. Additionally, our hosting of Australia's World Peace Bell, Japanese Garden, and the Japanese and Australian War Cemetery underscores our commitment to celebrating different cultures and histories. It is imperative, therefore, that we prioritise efforts to recognise, promote, and uplift the diversity within our own community, including individuals from all backgrounds and with all levels of abilities.



Inclusion revolves around fostering a profound sense of belonging for all individuals. It entails acknowledging and appreciating the diverse spectrum of individuals and communities while guaranteeing equitable access to opportunities and resources for everyone. Inclusion transcends mere physical accessibility; it encompasses cultivating a culture grounded in respect and empathy.

In line with this ethos, the initiatives outlined in the Plan are designed to promote the full inclusion and representation of people with disabilities in our community. Moreover, businesses stand to gain from this plan as it paves the way for heightened economic engagement by individuals with disabilities and from people and groups of diverse backgrounds.

The Plan will cultivate and champion a community and environment conducive to supporting people with disabilities of all ages, enabling their inclusion in both social and economic spheres commensurate with their abilities. This initiative aims for them to contribute as equal members of their community and attain favourable life outcomes.

Such efforts will undoubtedly fortify our community, making it a more resilient and compassionate place to call home.

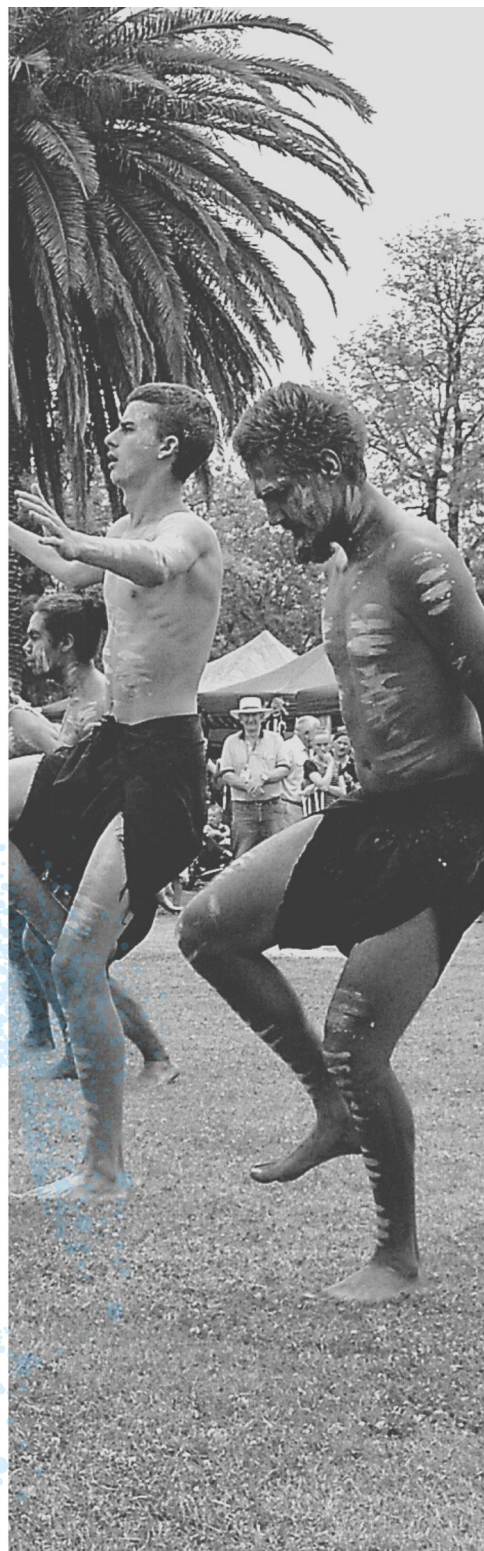
Cowra Mayor, Councillor Paul Smith

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Disability Inclusion Action Plan (DIAP)

**COUNCIL
ACKNOWLEDGES
THE WIRADJURI
PEOPLE AS THE
TRADITIONAL
CUSTODIANS OF
THIS LAND AND
PAYS RESPECT TO
THEIR ELDERS
BOTH PAST AND
PRESENT**



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Disability Inclusion Action Plan (DIAP)

2.0 INTRODUCTION

The Local Government Area of Cowra with its villages, rural lifestyle and urban environment, offer a rewarding quality of life ideal for families and a work/life balance that many are seeking. With small town hospitality, the tranquil Lachlan River and valleys, beautiful parks, gardens and tree lined streets full of history and tradition are all backed by a progressive and modern community.

Cowra has a vibrant lifestyle with a range of boutique food and wine experiences, supportive services and amenities and a focus on being a liveable community.

The community has a vision for Cowra to be a leading, innovative and creative community, proud of its place in history. By offering opportunity through the best of country living, community, education, employment and diversity, Cowra strives to meet the challenge through the Community Strategic Plan and this, our second Disability Inclusion Action Plan ('The Plan').

The Plan seeks to make things equitable, dignified and more spontaneous for all people within our community.

Access and inclusion within our communities takes many forms such as physical barriers, language, auditory, visual and communication. This includes people across the full spectrum of our community.

This is best understood by looking to the definition of disability in the Disability Discrimination Act:

Disability, in relation to a person, means:

- (a) total or partial loss of the person's bodily or mental functions; or*
- (b) total or partial loss of a part of the body; or*
- (c) the presence in the body of organisms causing disease or illness; or*
- (d) the presence in the body of organisms capable of causing disease or illness; or*
- (e) the malfunction, malformation or disfigurement of a part of the person's body; or*
- (f) a disorder or malfunction that results in the person learning differently from a person without the disorder or malfunction; or*
- (g) a disorder, illness or disease that affects a person's thought processes, perception of reality, emotions or judgment or that results in disturbed behaviour; and includes a disability that:*
 - presently exists; or*
 - previously existed but no longer exists; or*
 - may exist in the future (including because of a genetic predisposition to that disability); or*
 - is imputed to a person.*

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Disability Inclusion Action Plan (DIAP)

To avoid doubt, a disability that is otherwise covered by this definition includes behaviour that is a symptom or manifestation of the disability.

This reaches all of us either directly or indirectly and includes autism, neurological, intellectual, sensory and/or physical disability, mental health and chronic health conditions. Some disabilities, such as Crohn's Disease and diabetic retinopathy may not be physically noticeable but are very real.

Ensuring that our environment promotes inclusivity for all people who face day to day barriers, has advantages for those who participate in our community and for the businesses that operate within our towns.

Adequate seating, rest areas along pathways, and ramps instead of stairs may appear to be mere conveniences for some. However, for older individuals, families with prams, or even local sports individuals recovering from injuries, these installations can make all the difference between active engagement in their community and feeling isolated from it.

Over the years, Cowra Council has been dedicated to enhancing accessibility throughout the community. Numerous innovative installations have been implemented since the inception of this policy. Central to this effort is a focus on designing public and community facilities with inclusivity in mind, coupled with fostering a fair and equitable community attitude.

Cowra Council strives to change not just the physical environment but our behaviours and perceptions that presents one of the greatest challenges for a close community like Cowra.

KEY ACHIEVEMENTS OF DISABILITY INCLUSION ACTION PLAN 2017 - 2025

- The Access Incentive Scheme Grant has been reviewed and promoted with an increase in applications received for accessibility upgrades.
- Council's Access Committee has continued to identify and review accessibility concerns with membership continuing to expand and evolve.
- Accessibility to Council's Civic Centre facility has been reviewed and upgraded.
- Council's public toilets have been audited and will be upgraded subject to receipt of grant funding.
- Accessible pathways have continued to be upgraded and modified to ensure continuity of paths.
- The availability of group home accommodation has increased within the Cowra Local Government area.
- Council has implemented and promotes a workplace health and wellbeing program.
- Voting venues are identified by the Australian Electoral Commission according to accessibility.

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Disability Inclusion Action Plan (DIAP)

3.0 POLICY AND LEGISLATIVE CONTEXT

The NSW Government through the Disability Inclusion Act 2014, requires that a community has a Disability Inclusion Action Plan. Though Council has always endeavoured to ensure equity in the community for all, implementation of the plan helps to focus those efforts and improve accessibility and achieve the goal that most of us want to live in a fair and inclusive community.

The social model of disability, outlined in the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD), states, “people with disability are not disabled by their impairment but by the barriers in the community that prevent them gaining equal access to information, services, transport, housing, education, training, employment, and social opportunities”.

Australia is a signatory of the United Nations Convention on the Rights of Persons with Disability (UNCRPD). The National Disability Strategy describes some of the things that Australia will do to progress a society that is inclusive, enabling and seeking equality for all within our communities.

The Commonwealth Government’s National Disability Insurance Scheme (NDIS) is an integral part of the framework for the reasonable and necessary support for people with significant and permanent disability.

With other legislation such as the Disability Discrimination Act, the rights of people with a disability to exercise choice and control over their lives, access mainstream services and participate and contribute to social and economic life is ensured.

The NSW Disability Inclusion Plan provides a framework for the development and implementation of disability action plans across NSW Government agencies and local councils to drive disability inclusion and access in continued consultation and partnership with people with disability, key agencies and members of the community.

The NSW Disability Inclusion Plan sets out four key government objectives to work towards:

- the development of positive community attitudes and behaviours towards people with disability through community awareness and education;
- the creation of more liveable communities for people with disability through improving the environment and supports;
- the achievement of a higher rate of meaningful employment participation by people with disability through inclusive employment practices and education, and;
- more equitable access to mainstream services for people with disability through better systems and processes, and access to information.

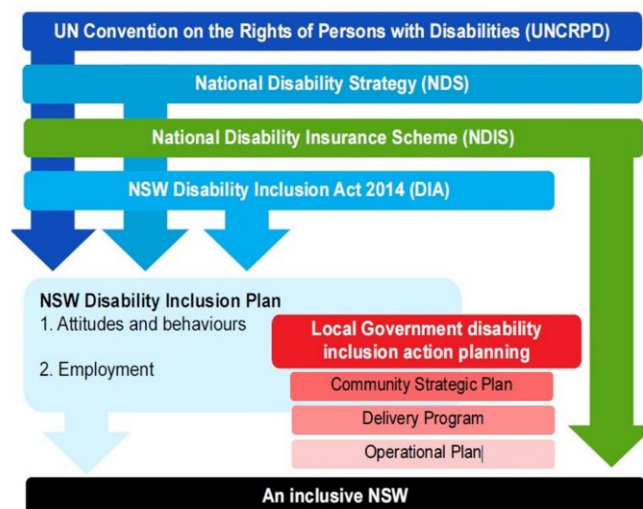
Council, through our Development Control Plan and Cowra Housing Strategy 2025, aims to ensure that the growth and development in Cowra is inclusive, safe, resilient and sustainable that the future of our housing stock will be fit for purpose by utilising the qualities of the Liveable Housing Standard to ensure the adaptability of our homes into the transition for aging.

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Disability Inclusion Action Plan (DIAP)

Legislation is the foundation we build upon in ensuring as a community we protect the rights of people with diverse needs.



3.1 DISCRIMINATION LEGISLATION

LEGISLATION	DESCRIPTION
United Nations Convention on the Rights of Persons with Disabilities	The Convention on the Rights of Persons with Disabilities (CRPD) is an international human rights convention which sets out the fundamental human rights of people with disability. The purpose of the United Nations Convention on the Rights of Persons with Disabilities (CRPD) is to promote, protect and ensure the full and equal enjoyment of all human rights and fundamental freedoms by all persons with disabilities, and to promote respect for their inherent dignity.
Australian Human Rights Commission Act 1986	Discrimination on the basis of race, colour, sex, religion, political opinion, national extraction, social origin, age, medical record, criminal record, marital or relationship status, impairment, mental, intellectual or psychiatric disability, physical disability, nationality, sexual orientation, and trade union activity.
The Disability Discrimination Act (1992) (DDA):	Discrimination on the basis of physical, intellectual, psychiatric, sensory, neurological or learning disability, physical disfigurement, disorder, illness or disease that affects thought processes, perception of reality, emotions or judgement, or results in disturbed behaviour, and presence in body of organisms causing or capable of causing disease or illness (e.g., HIV virus).



Disability Inclusion Action Plan (DIAP)

The Racial Discrimination Act 1992:	Discrimination on the basis of race, colour, descent or national or ethnic origin and in some circumstances, immigrant status. Racial hatred, defined as a public act/s likely to offend, insult, humiliate or intimidate on the basis of race, is also prohibited under this Act.
The Sex Discrimination Act 1984:	Discrimination on the basis of sex, marital or relationship status, pregnancy or potential pregnancy, breastfeeding, family responsibilities, sexual orientation, gender identity, and intersex status.
The Aged Discrimination Act 2004:	The Acts works to prevent discrimination based on age no matter the age. This includes the stereo typing of a person's age and is inclusive of discrimination in employment, education, access to premises, provision of goods, services and facilities, accommodation, disposal of land, administration of Commonwealth laws and programs, and requests for information.
The NSW Disability Inclusion Act (2014):	<p>The DIA reinforces that people with disability have the same human rights as other people, including a right to be respected and to participate in and contribute to the social and economic life of their communities. It also requires plans from the State Government and its departments, and local governments, to improve the inclusion of people with disability. The NSW Disability Inclusion Plan provides four focus areas for government and community action:</p> <ul style="list-style-type: none"> - Developing positive community attitudes and behaviours. - Creating liveable communities. - Supporting access to meaningful employment. - Improving access to mainstream services.

3.2 COUNCIL FRAMEWORK

LEGISLATION	DESCRIPTION
The NSW Local Government Act 1993:	The LGA also upholds the principles of social justice equity, access, participation and rights. It requires that each council have a Community Strategic Plan, supported by a resourcing strategy, delivery program and operational plan. Their Disability Inclusion Plans can be stand-alone, or delivered through the Integrated Planning and Reporting Framework.
Organisational Plan	<p>The LGA requires that all Councils have a Community Strategic Plan. The Community Strategy Plan describes the community's vision and aspirations for a period of ten or more years.</p> <p>Creation of the CSP is led by the Mayor and Councillors and through engagement with the community.</p>



Disability Inclusion Action Plan (DIAP)

DIAP	Disability Inclusion Action Plans operationalise the four focus areas of the NSW Disability Inclusion Plan and provide an approach to addressing issues through engagement, planning and co-design of solutions.
Equal Employment Opportunity and Anti-Discrimination Management Plan	The Cowra Council Equal Employment Opportunity (EEO) Plan 2020-2024 has been prepared in accordance with Equal Employment Opportunity legislation requiring Council to take appropriate action to eliminate and ensure the absence of discrimination in employment on the grounds of race, sex, marital or domestic status and disability. Council must promote equal employment opportunity for women, members of racial minorities and persons with disabilities.

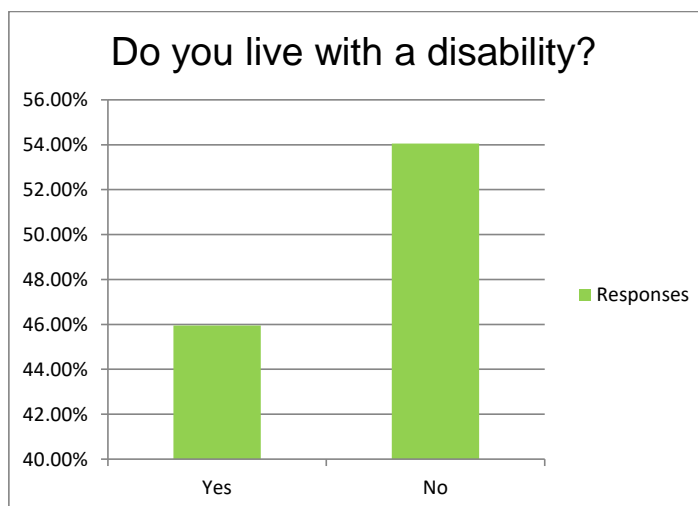
3.3 KEY SURVEY FINDINGS

A survey was undertaken by Council in 2024 asking questions regarding people's view on the accessibility and inclusiveness of public spaces, Cowra CBD, Council facilities, services, resources, the liveability of the community and the employment opportunities.

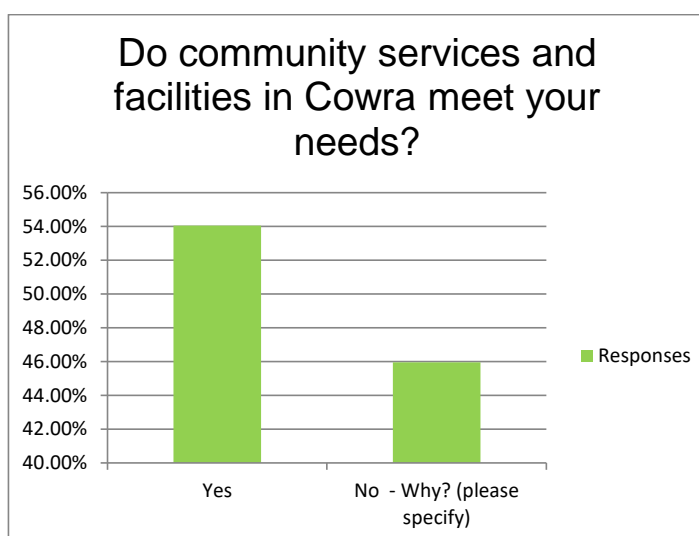
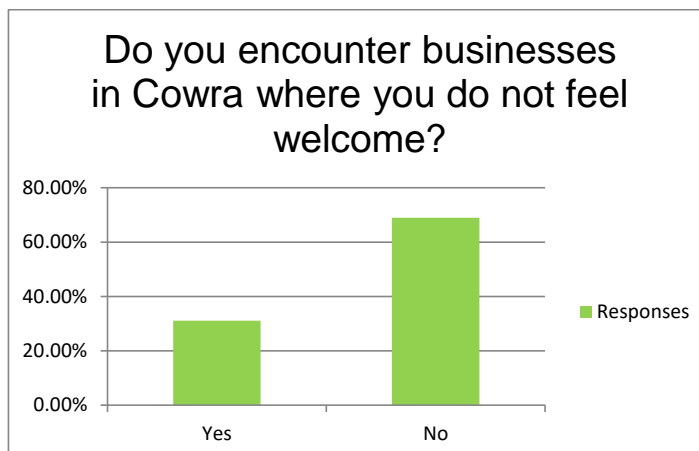
The online version of the survey was available through Council's website and in hard copy form at Council's Administration Building, Public Library and through service providers and agencies.

For the most part members of the Cowra community felt that their needs were being met in terms of accessibility, provision of services and being accepted as part of the Cowra Community.

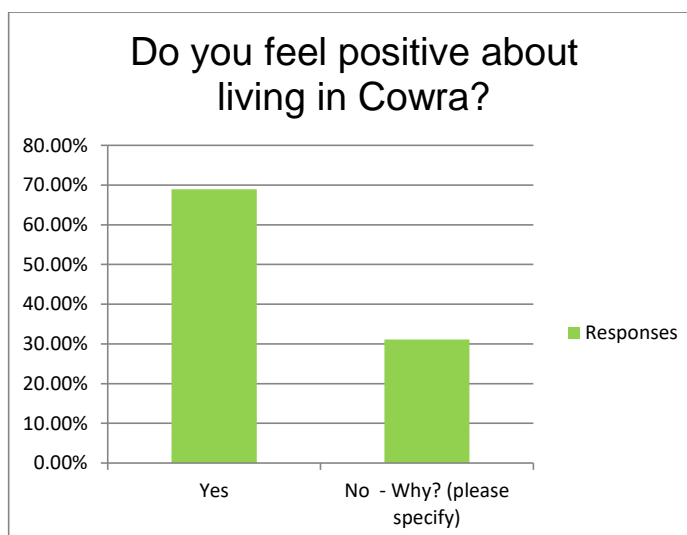
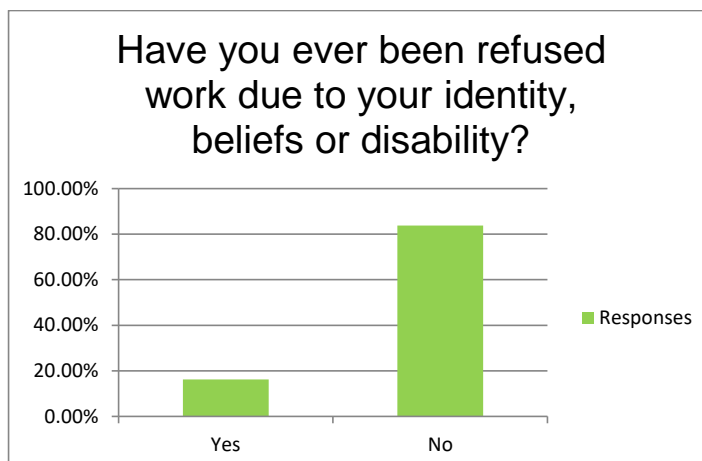
The following graphs detail the results from 74 survey responses.



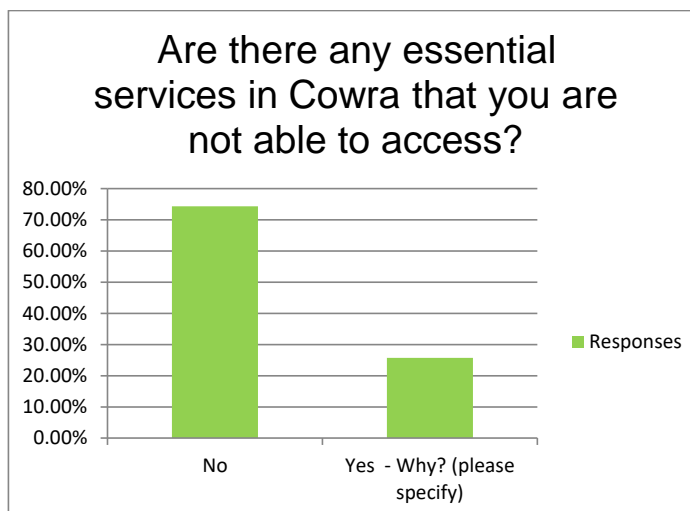
Disability Inclusion Action Plan (DIAP)



Disability Inclusion Action Plan (DIAP)



Disability Inclusion Action Plan (DIAP)



4.0 FACTS AT A GLANCE

The population of Australia is diverse and the way these impact the needs and designs of our environment is influenced by where we live and how our community is structured. We also want our communities to be accessed by those passing through, like the nomadic caravan population moving up and down the eastern sea board each Autumn and Spring.

4.1 AUSTRALIA AT A GLANCE

DIVERSITY OF POPULATION	
27.3 Million	The total population of Australia (27, 309,396 – 30/09/2024, ABS)).
21%	The proportion of the population that speak a language other than English at home (LoTE)(ABS)
1 Million	The approximate number of children 3 years and under in prams and strollers. (Australian Institute of Health & Welfare)
44%	The proportion of the population that will experience a mental health condition during their lifetime. (Australian Institute of Health & Welfare)
5.5 Million	The number of people who have a disability in Australia. (Australian Institute of Health & Welfare)
1:3 Homes	The number of households which include someone with a disability. (Australian Institute of Health & Welfare)
11%	The proportion of the population that is sexually diverse (LGBTQI+)(Australian Human Rights Commission)



Disability Inclusion Action Plan (DIAP)

DISABILITY BY AGE	
52.3%	The percentage of people over 65 years with a disability.
15%	The proportion of people under 65 years of age that have a disability.
9.3%	People between 15 – 24 with a Disability (in 2009). (Australian Institute of Health and Welfare)
7.6%	The proportion of Australians with a disability that were children aged between 0-14 years (in 2009). (Australian Institute of Health & Welfare)

DISABILITY IN THE ELDERLY	
1.9 Million	The number of people with a disability that are over 65 years of age.
49%	The proportion of people over 65 years of age that have a disability.
12.5%	The proportion of people under 65 years of age that have a disability.
> 65 +	The number and percentage of people aged 65 years and over is increasing.
1 Million	The number of people in Australia that receive aged care services.
3.5 Million	The number of people in Australia that are expected to receive aged care services by 2050
3.9 Million	The number of older people (+65 years) in the Australian population (15.9%).

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Disability Inclusion Action Plan (DIAP)

DISABILITY BY TYPE	
7.7%	Speech Difficulties
24.6%	The percentage of people in Australia that have hearing loss. (Dept. Health & Ages Care)
5.8%	The percentage of people that are blind or have low vision. (Vision Australia). (However, the ABS record up to 13 million Australians have a permanent or chronic condition).
14.5%	The number of people in Australia that live with nervous/Emotional condition.
16.7%	Learning Difficulties
9.9%	Respiratory conditions
5.3%	Seizures and loss of conscience
33.4%	Chronic Pain
29.6%	Difficulties with limbs and strength
38.3%	Physical Restrictions
10.2%	Mental illness
10.4%	Social/ Behavioural



Disability Inclusion Action Plan (DIAP)

4.2 COWRA AT A GLANCE

DIVERSITY OF POPULATION	
12,724	The total population of Cowra (12,724 – 30/09/2024, ABS)).
8%	The proportion of the Cowra’s population that reported needing help in their day to day lives due to a disability
13.8%	The proportion of Cowra’s population that provided unpaid assistance to a person with a disability or long-term illness or old age.
1052	The number of Cowra’s population that provided unpaid assistance to a person with a disability or long-term illness or old age.
2477	The number of people in Cowra’s population that are aged 70 years or older.
8.8%	The proportion of Cowra’s population that identify as Aboriginal or Torres Strait Islander.
11%	The proportion of the population that is sexually diverse (LGBTQI+)(Australian Human Rights Commission)

LANGUAGE SPOKEN AT HOME	
88.3%	Population speaking English only at home
4.7%	Households where a non-English language is used
0.3%	Population speaking Wiradjuri at home
0.2%	Population speaking Kinyarwanda (Rwanda) at home
0.2%	Population speaking Mandarin at home
0.2%	Population speaking Greek at home
1.2%	Population speaking Filipino at home



Disability Inclusion Action Plan (DIAP)

5.0 THE PLAN

Sections 5.1 through to 5.4 of this Plan describe focus areas and associated key actions that Cowra Council will commit to over the period 2025-2029.

The NSW Government requires all Council's to have a Community Strategic Plan. This plan is the overall planning document for the Cowra Council LGA. The Cowra Council Disability Inclusion Action Plan (the 'Plan') is a planning document that provides increased detail about how some of the intents of the Strategic Plan will be progressed. It will inform the Cowra Council's Delivery Programs and Operational Plans of the key elements of strategic inclusion for the development policy and projects.

The Plan will be available and accessible on the Cowra Council website. It will be provided to the Disability Council NSW and lodged with the Human Rights Commission.

The Plan will be overseen by senior management at Cowra Council in consultation with the Cowra Council Access Advisory Committee. A progress report will be provided to the Cowra Council's General Manager and Council for review and inclusion in its annual reporting.

This report on the implementation of the Plan will be included in the Cowra Council Annual Report and a progress Report will be tabled for Parliament each year.

Cowra Council will review this Plan with the Access Advisory Committee for currency over time and at least each four years.



Disability Inclusion Action Plan (DIAP)

5.1 FOCUS AREA 1

Developing Positive Community Attitudes & Behaviours

The attitudes and behaviours of the general community towards people with disability have been described as the single greatest barrier to full access and inclusion. This is often characterised by the misunderstanding of what inclusion is and how we see disability.

Disability discrimination has a very real impact on the lives of those who experience it. It also damages the strength of our community and results in additional costs for health care and unemployment benefits. There can also be legal costs and damage to reputation if a case is made that an organisation has breached the Disability Discrimination Act.

By educating the community about disability, including invisible disabilities, we can improve understanding and reduce discrimination. Better attitudes will lead to better outcomes in other areas such as employment and access to mainstream services. Positive attitudes and behaviours towards people with disability will lead to a more welcoming and inclusive community.

Often people aren't aware that the ways they act within the community are affecting other people's lives. Sometimes people don't know what to do to make things easier for others, nor appreciate what people with disability and inclusive needs can do for our community and offer to our businesses.

The physicist Stephen Hawkins said of disability that:

In 20 years, man may be able to live on the Moon. In 40 years, we may get to Mars.

During the next 400 years, we may be able to leave the solar system and head for the stars,

But meanwhile, we would like to get to the supermarket, the cinema and restaurants.

The Plan seeks to shift public perception of disability and inclusiveness, raise awareness of how we all contribute to the community and help make Cowra Shire an inclusive community.

Action 1.1

Continue to support and improve representation by people with a disability on the Cowra Council Access Advisory Committee.

The Access Advisory Committee provides advice to the Cowra Council on the barriers and lived experiences of people within the community that have a disability.

The committee comprises members of the community living with disabilities, care givers and service providers. This Committee is valued by the Council and by the development of the range of knowledge and experience; this committee can enrich the understanding and acceptance of the needs and actions

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Disability Inclusion Action Plan (DIAP)

that Council can take to address inclusiveness here in Cowra.

This action empowers the continued contribution of this Committee, and will also review its Terms of Reference to ensure the focus, membership and vision can better reflect the inclusive community we all envisage for our Cowra community.

Action 1.2

Continue to support and improve representation by people with a disability with ongoing support for the Access Incentive fund.

The consultation for this Plan included significant feedback that doors, car parks, shop layouts, steps and sidewalk billboards and seating create significant barriers to people accessing services. These are a common issue in our communities with the tradition of main streets not having imagined accessibility in mind.

This action will continue the Council's Access Incentive Fund to provide financial incentives for business owners to provide improved access. This is a rolling grant and applications can be accepted any time.

During the term of the 2017 plan, grants included funding for the Cowra Tennis Club, Datavoice, Cowra Dental Group, Oak on Kendal and more.

Council will renew its plans for an awareness education program to help businesses understand the importance of providing good access and how this impacts the commerce of the whole community.

This will drive confidence through action that will contribute to business goals and optimise service engagement and employment for people with disability and older people.

Action 1.3

Further develop the Principles of Universal Design to the Council Policy platform

Universal design has been with us for a long time but in the 1990's the now late Ron Mace along with a team including engineers, designers and architects developed the 7 principles of Universal Design.

These are:

1. Equitable Use
2. Flexibility in Use
3. Simple and Intuitive to Use
4. Perceptible Information
5. Tolerance for Error
6. Low Physical Effort
7. Size and Space for Approach and Use

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Disability Inclusion Action Plan (DIAP)

These are not about any one specific part of our environment but can be applied to everything we do. Universal design can speak to policy, employment, community engagement, buildings and almost everything we do in and for community.

These principles help by asking important questions of our community plans to take actions or plan ideas that will move us all forward to a more inclusive place to live.

**Action 1.4**

Increase the visibility of people with a disability on Cowra Council publications, communications, website and social media.

Despite high representation in the community, people with disability are often absent from publications and advertising. When they are included, it is often to highlight an inspirational story and get an emotional response. This influences what is acceptable about how someone looks, who might be the 'customer' and what role models it is acceptable to admire, associate with, and value.

This action will ensure that Cowra Council publications, advertising and online avenues are representative of their community and include people with disability.

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Disability Inclusion Action Plan (DIAP)

5.2 FOCUS AREA 2

Creating Liveable Communities

Liveable Communities' is about making sure that people with disability have access to all the important parts of community life. That includes access to buildings, public areas and natural places across the Cowra Local Government area. It includes opportunities for social engagement and entertainment through community events and activities. It can also include access to transport and housing.

'Universal design' is about creating buildings, spaces, places or activities that everyone can access. This means from the start, thinking about and addressing the needs of all people who might use a place or space, including people with disability. Making something accessible for all people from the start means there is less need for special assistance or adaptations later. This makes for a more inclusive and liveable community and also saves money in the longer term.

The actions in this Plan will consider how to make things more universally accessible to as many people as possible keeping in mind that access is for the 90th Percentile of people.



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Disability Inclusion Action Plan (DIAP)

Action 2.1**Continue to improve physical access to all Cowra Council buildings and facilities.**

While any major renovations or buildings are bound by the Disability (Access to Premises – Buildings) Standards 2010, Cowra Council also takes a proactive approach to improving access to its buildings and venues. This includes the 2017 installation of a stage lift and more recent upgrades to the Civic Centre. Improvements such as this will be ongoing.

**Action 2.2****Investigate options to deliver new Accessible Adult Changing Facilities in a key location**

Hygienic public toilets are one of the core requirements of a healthy community. Yet many people with diverse needs are not able to access existing toilets – even those labelled as ‘accessible’. Adults with higher support needs do not currently have access to a purpose-built changing facility to change safely and comfortably.

Because of their design, location, signage or way they are being used, community members and visitors to the region may not be able to access these amenities due to them being locked or inappropriate for use. Many people with profound and multiple learning disabilities, as well as other disabilities that severely limit mobility, cannot use standard accessible toilets.

The diversification to more inclusive and complete amenities in our community are part of the

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Disability Inclusion Action Plan (DIAP)

ongoing vision in Cowra. Accessible, adult change facility, all gender, ambulant and assistance animal areas, are all part of the plan.

Action 2.3**Improve seating in public spaces.**

Improve seating in public spaces, including supporting infrastructure like pathways and kerb ramps. People being able to move about their neighbourhood is a marker of a healthy, vibrant community. But people may need a rest along the way. This includes some people with disability, older people and those experiencing chronic health conditions, such as arthritis, back problems or heart disease.

This action will improve access to public seating and pathways so that it is safe, well designed and located for accessibility and to not interfere with other needs such as wayfinding.

**Action 2.4****Improve inclusion and access to recreational activities.**

Sport, recreation and leisure activities provide opportunity for people to develop friendships and improve physical and emotional health. This is particularly important for people with disability who may also use the pool and other activities as therapy. The Cowra Shire offers an abundance of activities including fishing, swimming, bowling, cinema, croquet, golf, picnic areas and bike riding. These activities are also important to tourism.

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Disability Inclusion Action Plan (DIAP)

This action will improve and promote access and information for recreational options and will consider:

- Improvements and extensions to cycling paths and signage (See the Cowra Council Pedestrian and Cycling Plan)
- Research how to increase accessible and continuous paths of travel from car parks to recreation activities.
- Investigate participant access to amenities and facilities for inclusive participation.

This action will identify how to make these activities more inclusive so that people with disability feel welcomed and confident about participating in the community.

Action 2.5

Improve playgrounds so that they are accessible and inclusive, with designs informed by the “Everyone Can Play Guidelines”.

Public playgrounds are important for all children to have fun. They also offer opportunities for learning, problem solving, motor skills and socialising. An inclusive and accessible playground is somewhere that is open and safe, enables exploration and interactive and sensory play, has smooth surfaces, handrails and accessible paths. It gives children with and without a disability the same platform to play, learn and grow together while breaking down barriers, both physically and socially. The inclusion created by these parks and playgrounds encourages children, adults, and families to experience the benefits and enjoyment of playing together.



Playgrounds that consider all abilities look like ordinary playgrounds, but are designed so that everyone can join in the activities and play. As playgrounds get redeveloped or upgraded,

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Disability Inclusion Action Plan (DIAP)

consideration is to be given as to how to best provide an area where all users can equitably utilise the recreation facilities. It is also recommended that Council considers developing a new inclusive playground that can attract a wide range of participants and promote inclusivity.

All new and upgraded play spaces have continuous paths of travel and where possible, inclusive play elements.

These ongoing improvements will be based around the NSW DPIE Guidelines “Everyone can Play”

Action 2.6**Improve accessible car parking design**

A greater number of people are utilising vans with hoists and minibuses to transport disabled members of the community around the local government area.

Accessible car parking spaces are required to facilitate the safe use of ramps and hoists from these vehicles. This action will investigate opportunities to provide suitable parking for minibuses/ vans with rear hoist.



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Action 2.7**Improve Community access to Parks and Pathways**

Access to parks and pathways ensures that everyone can enjoy the outdoors and fosters a more inclusive and equitable society. They promote physical activity, improve mental well-being.

Connecting pathways to playgrounds, amenities, seating, car parks and picnic areas is crucial in enabling everyone to participate in daily living activities.

This action will identify and determine locations where improvements, continuation and new pathways should be implemented in line with Council's adopted Pedestrian and Cycle Plan.

**Action 2.8****Encourage an increase in the level of accessible housing stock in Cowra Shire.**

Most people with disability access the mainstream housing market by either renting or buying. People who are ageing are also often seeking accommodation that has accessible features such as wide doors, big bathrooms and easy paths and ramps. Increasingly, people have expectations of living in their home for as long as they can. For disability, there is a move away from congregate living where everyone you live with also has a disability.

The Cowra Development Control Plan gives direction regarding residential and multi premise developments being able to meet the Silver level standards in the Liveable Housing Design Guidelines,

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and encourage making these developments more versatile for current and future generations. Review of the Development Control Plan is underway with controls for residential development to be reviewed of the adoption of the National Construction Codes - Liveable Housing requirements for all single residential development.

Action 2.9**Continue to Promote the Companion Card.**

The NSW Government Companion Card program enables people with permanent disability, who need significant assistance, to attend a venue or activity without paying for the person who is there to help them.

At the time of preparing this Plan the following were Companion Card members: Cowra Civic Centre, Cowra Japanese Gardens and Cultural Centre, Central West Library (Cowra), Cowra Regional Art Gallery, PCYC and the Morongla Show Society.

This action will promote the Companion Card to eligible people with disability and to other venues and events. The Cowra Council will ensure that its venues and activities participate in this scheme.



Disability Inclusion Action Plan (DIAP)

5.3 FOCUS AREA 3

Creating job opportunities for people with a disability

People with disability experience many barriers in finding and keeping a job. The greatest barriers to employment within Cowra were related to discrimination and assumptions about ability, physical access in the workplace and lack of flexibility by employers.

Despite the many benefits of employing people with disability, rates of employment for people with severe or profound disability have declined, full-time work for people with disability has declined and part-time work has increased steadily since 2003. The trends are going the wrong way and people with disability are increasingly underrepresented in the workforce.

Inclusive employment means increased income, reduced social isolation and independence for people with disability. For businesses, benefits include access to a broader range of skills and dedicated and hard-working staff. If we don't employ people with disability, there are higher costs to the community through income support and increased health costs.

Action 3.1**Subscribe to the Australian Network on Disability.**

The Australian Network on Disability is a national, membership based, for-purpose organisation that makes it easier for organisations to welcome people with disability in all aspects of business.

This action will consider Cowra Council membership to the Australian Network on Disability.

Action 3.2**Create pathways for people with disability to undertake work experience and apply for jobs at the Cowra Council.**

The Cowra Council employs over 200 people, but there are very few who have identified as having a disability.

Cowra Council is committed to providing equal opportunity and wants to be known as an inclusive employer of choice, attracting and retaining employees from a diverse population, including people with disability. It will lead by example as an employer that focuses on equal access and opportunity for everyone.

This action will identify career pathways, recruitment processes, staff awareness, flexible working options and support for people with disability to engage in the Council's workforce. This will also consider young people in their final year of school and those supported by employment agencies.

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Disability Inclusion Action Plan (DIAP)

5.4 FOCUS AREA 4

Improving access to services through better systems and processes

This section is about looking at systems and processes to see if there are any barriers that stop people from being able to get the support and services that they need. People with disability should be able to access all the services that are available to the rest of the community and have a say about issues that affect them. Systems and processes can include how you get information, how you can make an enquiry or payment, or how you can give feedback or have a say.

Through the consultation, people told us that they need more information and it needs to be in accessible formats. People want to know what's on in their community, what's accessible and how to get support. Websites need to be accessible and easy to use. We also need to make information available in hard copy for people without access to the internet.

Action 4.1**Continue operating a workplace wellbeing program for staff.**

Studies show that Australian people in rural areas are happier than those living in the city and the prevalence of people experiencing mental illness is similar. Despite this, the incidence of suicide in rural areas is nearly twice as high. Many people don't seek professional help, and available mental health services are stretched and not always able to respond in a timely manner.

Cowra Council has promoted the wellbeing of its staff and the broader community for some years. This action will implement an ongoing wellbeing program for Cowra Council that will offer its staff a range of lifestyle and health supports in and outside the office. It will also help staff to identify signs that someone may be experiencing a mental health issue, and how they may be supported.

This will complement the existing Employee Assistance Program that offers confidential professional counselling for Council employees.

Action 4.2**Provide information on accessibility and disability, mental health and aged services on the Cowra Council website.**

Good web design always caters to the needs of the user. The NSW Department of Communities and Justice has developed strategies, including a Digital Accessibility Standard that provides guides on how to make digital products accessible.

This action will:

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- Review the Cowra Council website against this Standard.
- Ensure Council contact details include contact details for teletypewriter (TTY), the National Relay Service and the Telephone Interpreting Service.
- Include accessibility information on the website about Cowra Council services, facilities and the community that will be useful for residents, visitors and those thinking about moving to Cowra Shire.
- Include a directory of disability, mental health and aged service providers on the website.
- Develop a strategy to keep the accessibility information on the website up to date.

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Disability Inclusion Action Plan (DIAP)

6.0 MEASURING SUCCESS

The following is an accountability framework that the Council and the Access Advisory Group will use to monitor progress against the Actions in this Plan.

No.	Action	Performance Measure	Timeframe
1.1	Continue to support and improve representation by people with a disability on the Cowra Council Access Advisory Committee.	Membership to the committee is promoted and encouraged through accessibility organisations and Council social media.	6 Months
1.2	Continue to support and improve representation by people with a disability with ongoing support for the Access Incentive fund.	Continue to have an open rolling grant process to encourage disabled access to businesses and community organisations. Promote the availability of the grant through social media and newspapers.	Ongoing
1.3	Further develop the Principals of Universal Design to the Council Policy platform	Utilise these principals when reviewing and updating Council's Development Control Plan and with the creation of the Cowra Housing Strategy.	On going
1.4	Ensure that people with a disability are included in Cowra Council publications, communications, website and social media.	Council publications are to be created to provide inclusivity across the community.	On going
2.1	Continue to improve physical access to all Cowra Council buildings and facilities.	Where access is provided to people with disabilities, ensure that it is compliant with the relevant standards. Undertake an audit of Council buildings for compliance with disability standards	12 months
2.2	Investigate options to deliver new Accessible Adult Changing Facilities in a key location	A review of Council's parks and amenities is undertaken and grant application lodged and supported for the provision of an accessible changing facility	On going
2.3	Improve seating in public places	Undertake upgrades or replacement of seating in public places as identified and subject to allocation of funds	Ongoing
2.4	Improve inclusion and access to recreational activities	Cycle paths and signage be updated as required. Ensure public pathways are continuous from carparks to facilities, including picnic areas	Ongoing



Disability Inclusion Action Plan (DIAP)

No.	Action	Performance Measure	Timeframe
2.5	Improve playgrounds so that they are accessible and inclusive, with designs informed by the "Everyone Can Play Guidelines"	Council playground equipment to be upgraded as equipment requires replacement.	Ongoing
2.6	Improve accessible car parking design.	Council's car parks be audited and accessible car parking areas be upgraded to ensure compliance with the current standards	Ongoing
2.7	Improve Community access to Parks and Pathways	Ensure that any new pathways are implemented in accordance with Council's Pedestrian and Cycle Plan. Ensure that pathways are continuous and provide linkages to Council Parks and facilities	Ongoing
2.8	Encourage an increase in the level of accessible housing stock in Cowra Shire.	Review Council's DCP and incorporate the National Construction Code – Liveable Housing Requirements	6 Months
2.9	Continue to Promote the Companion Card	Ensure that Council Venues participate in the scheme and promote at all facilities.	Ongoing
3.1	Subscribe to the Australian Network on Disability	Consider membership options	Annually
3.2	Create pathways for people with disability to undertake work experience and apply for jobs at Cowra Council	Council continues to provide an equal Opportunity Employment service to all members staff and the community	Ongoing
4.1	Continue operating a workplace wellbeing program for staff	Council continues to offer Health and Wellbeing days and provide an Employee Assistance Program	Ongoing
4.2	Provide Information on accessibility and disability, mental health and aged services on the Cowra Council website	Undertake a review of Council's website and ensure compliance against the Digital Accessibility Standard	Annually



7.0 REFERENCES

The following sources were referenced in the production of the Cowra Council Disability Inclusion Action Plan:

- Australian Network on Disability, www.and.org.au
- Australian Bureau of Statistics, www.abs.gov.au
- Australian Government Department of Social Services, www.agedcare.health.gov.au
- 'Aged Care changes – the journey so far', Department of Social Services. www.agedcare.health.gov.au.
- Cowra.localstats.com.au
- Universal Design, www.universaldesign.i.e
- National Disability Services, www.nds.org.au
- 'Targeted Study of Injury Data Involving Motorised Mobility Scooters', Australian Competition and Consumer Commission.
- Tourism Australia, www.tourism.australia.com
- 'Mental Health in Rural and Remote Australia', National Rural Health Alliance Inc.



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2 July 2025

2025 Draft Disability Inclusion Action Plan (DIAP) (Public exhibition: Council Documents and Policies) Submission for Consideration.

Mr General Manager,

Thank you for reviewing my view regarding the 2025 Draft Disability Inclusion Action Plan (DIAP).

I first learnt of this proposal from the Cowra Council meeting held on the 26 June 2025, raised by Cr Kiss. I also noted that Ms Larrissa Hackett Director of Environmental Services confirmed the status "disability accessibility" within the Cowra Shire.

My broad notes from the meeting, stated the following: -

- a) Disabled Access provision is not compulsory in New South Wales and similarly in Western Australia.
- b) Considering a), Ms Hackett added that "those standards have yet not been adopted" and that submissions have been forwarded to the NSW Local Government executive.
- c) Cr Kiss, mentioned that "Disability Access should be considered with a DA.
- d) That disability access was not compulsory (mentioned by Cr Wright)
- e) Cr Wright added "how far do we go?", adding in relation to size of doors, ramps.
- f) The mayor further stated, "that it was an individual's right", where the individual makes the decision", (with a kind reference to Big Brother).
- g) In reference to the tabling by Cr Kiss, this matter was spoken at length.
- h) The motion was voted on.

I also note from the 2025 Draft Disability Inclusion Action Plan (DIAP), that the Cowra's DCP is currently under review, specifically in view of the "liveable housing design guidelines" in view of adoption aligned to the National Construction Code.

The Australian Human Rights Commissioner is in concert with Cr Kiss, Cr Wright and Ms Hackett, that Convention on the Rights of Persons with Disabilities CRPD recommended in 2019 that Australia create mandatory accessibility requirements in the National Construction Code, New South Wales and Western Australia have not followed the recommendation.

Firstly, I totally agree that disabled access require accessible features such as wide doors, big bathrooms and easy paths and ramps, with people have expectations of living in their home (or rental accommodation) for as long as practicable, however this should be limited to the individual's decision in any private building or a building approved for such requirements.

I understand the Cowra Development Control Plan gives direction regarding residential and multi premise developments being able to meet the silver level standards in the Liveable Housing Design Guidelines, however I believe that any amendment to the DCP that would be retrospective to “new” or single residential development may compromise future housing, if one was to cater for the provision of disabled access. It is accuracy that the cost of such development would be “circa” thirty thousand dollars beyond construction cost fundamentals where access is required. Further, “It is twenty-two times more expensive to modify a house to make it accessible once built and only 5% of houses are accessible but to modify a house you also need available tradespeople.”

Gauntlett, Ben (16 August 2022). "Australia's Disability Strategy, Human Rights and the Convention on the Rights of Persons with Disabilities". Australian Human Rights Commission. Retrieved 30 September 2022.

In regard to public buildings and spaces I totally agree that all developments within our community have access to all the important parts of community life.

Within the Cowra Local Government area, the inclusion should extend to all social engagement and entertainment venues and as mentioned to include access to transport and housing.

In summation-

I cite from the (CRPD) Committee on the Rights of Persons with Disabilities is also based on a concept of “inclusive equality”, where in its general comments such as “embraces a model of equality”, to make space for difference as a matter of human dignity. However, this should be limited to public spaces, certain accommodation and to venues that are conducive to attract all members of the general public.

It is in balance and with commercial consideration (I feel) that private developments and any owner-occupied facilities should not be required to adhere compulsory disabled access. It is the realities of contemporary business that we cannot always accommodate one hundred percent of the broad spectrum of people’s requirements and in doing so would compromise the economic growth of the generations of the future and create provisions that in many cases would not be utilised.

Thank you for your consideration

David Smaluck

2 June 2025

8.3 Section 355 Committee Draft Minutes - Access Committee Meeting held 16 June 2025

File Number: D25/1491

Author: Larissa Hackett, Director - Environmental Services

RECOMMENDATION

- 1. That Council notes the draft minutes of the Access Committee meeting held on 5 May 2025.**
 - 2. That Council acknowledges Ms Katy Oliver's resignation from the Access Committee and that the Mayor sends a letter of appreciation.**
-

INTRODUCTION

The Minutes and recommendations of Cowra Shire Council's Section 355 Committee – Access Committee are presented for noting and consideration.

A copy of the minutes is included in Attachment 1.

BACKGROUND

The committee recognised Katy Oliver's valuable contribution to the committee since September 2022.

The total Access Committee membership including the above changes will be 10 members.

ATTACHMENTS

1. Draft Access Committee Minutes - Monday 16 June 2025 [↓](#)



MINUTES

Access Committee Meeting Monday, 16 June 2025

ACCESS COMMITTEE MEETING MINUTES**16 JUNE 2025****Order Of Business**

1	Apologies	3
2	Confirmation of Minutes.....	3
3	Business Arising from Previous Minutes	3
	3.1 Application - Access Incentive Fund - St Raphael's Catholic School.....	3
4	Action Items.....	3
	3.1 Access Committee Action Items - Monday 16 June 2025.....	3
5	General Business.....	4
	5.1 Katy Oliver Resignation.....	4
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	5.3 Garry Starr Cabin	4
6	Next Meeting Date	4
7	Meeting Close.....	4

ACCESS COMMITTEE MEETING MINUTES**16 JUNE 2025**

**MINUTES OF COWRA COUNCIL
ACCESS COMMITTEE MEETING HELD AT THE MEALS ROOM, COUNCIL
ADMINISTRATION BUILDING, 116 KENDAL STREET, COWRA
ON MONDAY, 16 JUNE 2025 AT 10.30AM - 12.30PM**

PRESENT: Chairperson Nikki Kiss OAM (Deputy Mayor), Ms Jayne Hook, Ms Emma Roberts, Mr Paul McCaffery, Ms Julie Stephenson, Mr Michael Aston-Brien, Ms Robyn Ambachtsheer, Mr Peter Dawson

IN ATTENDANCE: Larissa Hackett (Director - Environmental Services), Ian Thomas (Manager-Assets & Technical Services), Cassandra Gailey (Secretariat)

1 APOLOGIES

The committee notes apologies from Katy Oliver, Cr Karren Cave and Rod Stammers.

2 CONFIRMATION OF MINUTES**RECOMMENDATION**

That the minutes of the Access Committee Meeting held on 5 May 2025 be confirmed.

3 BUSINESS ARISING FROM PREVIOUS MINUTES**3.1 Application - Access Incentive Fund - St Raphael's Catholic School**

The committee noted that Council refused the application and has requested a review of the Access Incentive Fund to make schools funded by the Department of Education ineligible to the grant. The amended draft policy will be presented at the July Council meeting.

4 ACTION ITEMS**4.1 Access Committee Action Items - Monday 16 June 2025**

The Action List as presented was received and updated, as follows;

- AI# 40 – Brougham Park footpath & picnic bench upgrades - submission made to Council to include in the Operational Plan
- AI# 51 – MLAK facility – grant was unsuccessful, recommendation to include in the Operational Plan
- AI# 75 – 40km CBD – TfNSW Safety Division will do an assessment. No further information at this stage.
- AI# 77 – Kendal Street seating – requested to be included in the Operational Plan
- AI# 78 – Garry Starr Plaque – the plaque has been completed and a reveal to be organised

ACCESS COMMITTEE MEETING MINUTES**16 JUNE 2025**

- AI# 82 – Disabled Parking at Salvation Army – further investigation to be conducted
- AI# 83 – Disabled Parking at Club Cowra – one space is actually only a set-down, the faded disabled parking markings will be covered over in consultation with the Club.

5 GENERAL BUSINESS**5.1 Katy Oliver Resignation**

The committee acknowledged Katy Oliver's resignation and expressed their appreciation of her valuable contributions to the committee.

RECOMMENDATION

Moved: Chairperson Nikki Kiss OAM

Seconded: Ms Jayne Hook

That Council accept Katy Oliver's resignation from the Access Committee and that the Mayor send a letter of thanks.

5.2 Membership

Committee to be promoted to attract new members.

5.3 Garry Starr Cabin

The committee noted that the Garry Starr plaque for the accessible cabin at the Caravan Park is ready for installation and an opening will be arranged in the near future.

The committee acknowledged the cabin as a positive step forward and congratulated Council on its completion.

6 NEXT MEETING DATE

The next meeting will be held on Monday, 18 August 2025 at 10.30am - 12.30pm in the Committee Room 1, Council Administration Building, 116 Kendal Street, Cowra.

7 MEETING CLOSE

The Meeting closed at 10.53am.

.....
CHAIRPERSON

9 LATE REPORTS

10 NOTICES OF MOTIONS

10.1 Notice of Rescission - CBD Committee

File Number: D25/I520

We, Councillors Paul Smith, Erin Watt and Cheryl Speechley, give notice that at the next Ordinary Meeting of Council to be held on 25 August 2025, we intend to move the following rescission motion:

MOTION

That

1. The part of resolution 124/25 titled *CBD Committee* that was passed at the meeting of 23 June 2025 be rescinded as outlined below:

5. That Council appoint David Barrand to the CBD Committee as a representative of Cowra Tourism Corporation.

RATIONALE

Council has been advised by the Cowra Tourism Corporation that they would like to amend their representative on Council's s355 CBD Committee from Board member David Barrand to the new Tourism Manager, Courtney Preo.

We commend this Notice of Rescission to Council.

Cr Paul Smith

Cr Erin Watt

Cr Cheryl Speechley

ATTACHMENTS

Nil

11 CONFIDENTIAL MATTERS**RECOMMENDATION**

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

12 CONFIDENTIAL DIRECTOR-INFRASTRUCTURE & OPERATIONS**12.1 West Cowra Stormwater Easements**

This matter is considered to be confidential under Section 10A(2)(c) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

12.2 Request for Tender: 5/2025 - Sealing and Resealing Contract (Local and State Roads 2025/26)

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