



Delivery Program

2022-2023 TO 2025-2026

Operational Plan

2023-2024

Long Term Financial Plan

2023-2024 TO 2032-2033



COWRACOUNCIL.COM.AU

ADOPTED Council Meeting 26 June 2023

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Introduction

Message from the General Manager and Mayor

Cowra Council's Integrated Delivery Programs, Operational Plans, Financial plans, and Revenue Policies provide an essential framework for the operation of all major Council financial, construction, and community activity over the period of the plans.

This document covers Council's Integrated Delivery Program 2022-2023 to 2025-2026; Operational Plan 2023-2024; and Long Term Financial Plan 2023-2024 to 2032-2033.

Continued planning on long term infrastructure projects remains a key focus for Council in the coming 2023-2024 year. Major projects that are currently in various stages of planning or delivery include:

- Drought Supply Project – Billimari Borefield
- West Cowra Sewer system
- West Cowra flood mitigation works
- Wyangala Water treatment plant construction
- Cowra Aquatic Centre asset renewal



Through continued prudent financial management Council is in a position to plan for the orderly improvement and/or replacement of major infrastructure whilst continuing to maintain existing assets in a safe and functional manner for the community.

Other objectives Council will aim to deliver include:

- Work with the NSW Government in monitoring the redevelopment of Cowra Hospital
- Commence discussions with the local Indigenous community and Cowra Local Aboriginal Land Council to develop a Reconciliation Action Plan
- Undertake an Integrated Water Cycle Management strategy, including a review of Water and Sewer Strategic Business Plans
- Lobby the NSW Government on the following priorities:
 - construct a new mid-level bridge within the Cowra township
 - plan for a heavy vehicle bypass of the Cowra CBD
 - re-open the Blayney-Demonrille rail line
 - improve the state-owned road network within the shire
 - establish a 24 hour Police Station in Cowra
- Advocate for initiatives that provide greater security for water supply in the shire, such as the proposed raising of the Wyangala wall
- Accept handover of the Wyangala water treatment plant following construction completion by Water NSW
- Pursue funding for projects identified in adopted strategic plans including:
 - Sport and Recreation plan
 - Peace Precinct masterplan
 - Village Improvement plans
 - Pedestrian and Cycling plan
 - Disability Inclusion Action plan
 - Lachlan River Precinct masterplan
- Provide grants for community groups under the Cowra Community Grants scheme

Your Council

NSW Local Government elections are held every four years, the last being held on 4 December 2021. Every two years, these elected members elect a Mayor and Deputy Mayor. Council's elected members are:



Back (LtoR): Cr Sharon D'Elboux, Cr Peter Wright, Cr Bill West (Mayor), Cr Paul Smith, Cr Judi Smith (Deputy Mayor)
Front (LtoR): Cr Ruth Fagan, Cheryl Downing, Cr Nikki Kiss, Cr Erin Watt

Vision & Values

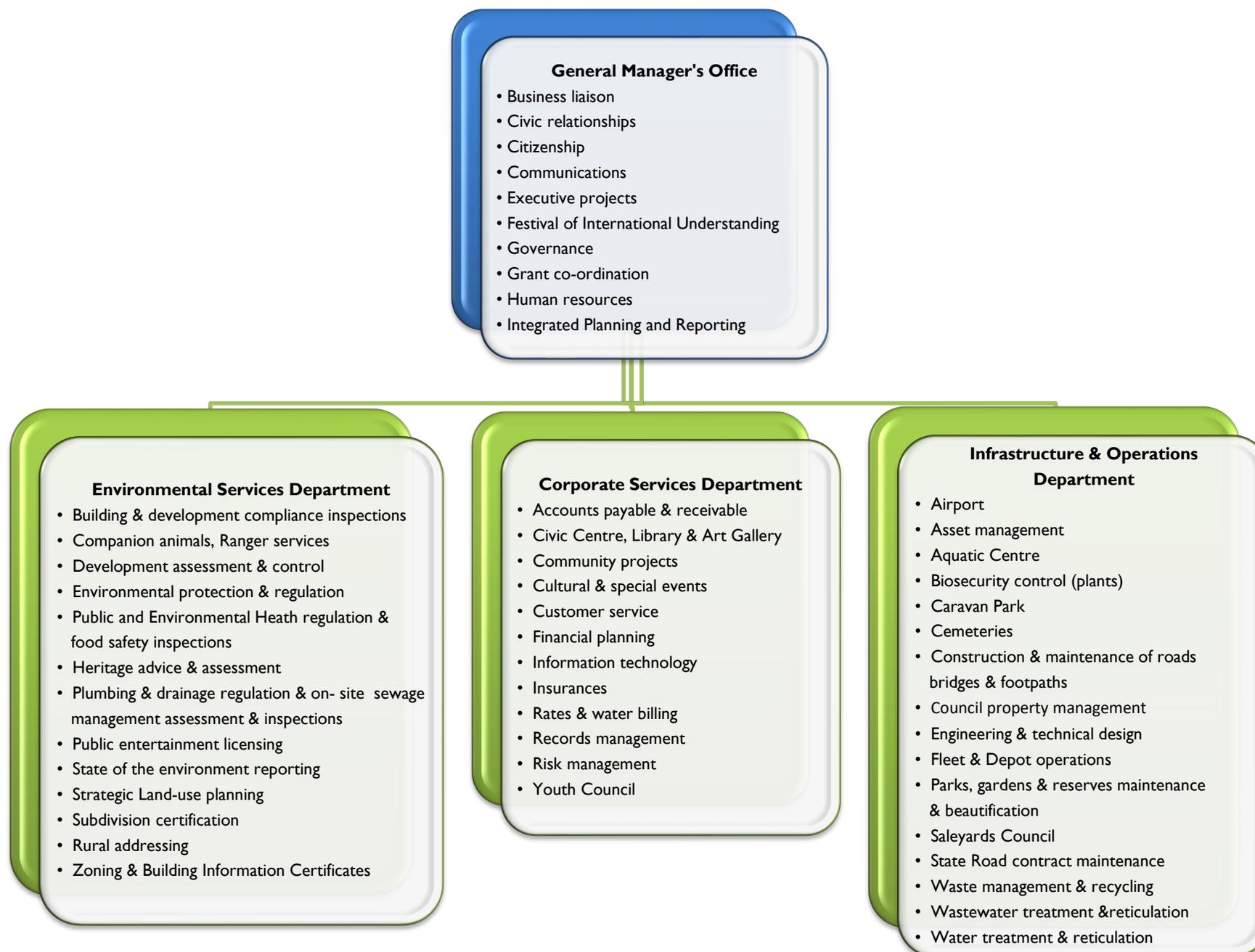
Vision

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

Values

In all our dealings we will.....

- show and grow leadership
- be positive and work together
- value each other and what we have
- create opportunities for our next generation



Delivery Program 2023-2024 to 2025-2026 and Operational Plan 2023-2024

Delivery Program & Operational Plan

The Community Strategic Plan – Cowra 2036 is the overall planning document for Cowra and encompasses a broad range of goals that will need input and support from a range of organisations and government agencies to achieve. It is supported by a Resourcing Strategy that addresses Council's Asset Management, Long Term Financial Planning and Workforce Planning.

The Delivery Program is based on the Community Strategic Plan and outlines the actions that Cowra Council will undertake to work towards meeting the goals of the community. The Delivery Program has a 4 year timeframe, aligned with the term of the elected Council.

The Operational Plan completes the planning documents, and details the activities to be undertaken each financial year to support the Delivery Program.



This process ensures that there are clear links between the long term goals of the community and the activities of Council on an annual basis. The diagram demonstrates these linkages and the table below shows the integration of all these elements.

Plan	What are we Measuring	What measures Will be used	When will results be reported to the community
Cowra 2036 Community Strategic Plan	What progress is being made towards the goals identified in the Community Strategic Plan that focus on the theme areas of: Health & Well-being; Education Training & Research; Lifestyle; Governance; Business & Industry; Transport & Infrastructure; and Natural Resource Management There are a range of stakeholders working towards these goals.	Measures that tell us about the condition of the natural environment, our built infrastructure and our human and social assets. We will use a range of statistics, as well as results from broad community surveys and consultation.	A report will be prepared every four years at the end of each Council term.
Delivery Program 2022/2023 to 2025/2026	The outcomes of the Council's service delivery – whether the Council is making a positive difference for the community through its service delivery.	Service outcome measures that focus on the condition of the built assets Council is responsible for and community satisfaction with the services that Council provides. We will use a range of statistics, service reports and targeted satisfaction surveys.	A progress report will be prepared every six months and tabled in Council.
Operational Plan 2023/2024	The outputs/inputs of Council's service delivery – whether the Council is delivering its activities as planned and within its financial budget.	Service output/input measures with a focus on completion of activities on time and within budget.	A financial progress report will be prepared quarterly and tabled in Council. An annual report (including audited financial reports) will be prepared at the end of the financial year (and will include a report on the state of the environment every four years).
Supporting Documents: Long Term Financial Plan Asset Management Plan Workforce Plan	The sustainability of Council. Whether we are improving our overall performance and viability as an organisation.	Organisational sustainability measures with a focus on financial, asset and human resource measures.	A progress report will be included in Council's Annual Report each year

Measuring & Reporting Progress

Cowra Council is committed to providing open and honest feedback to the community about the progress being made toward meeting community goals and whether the desired results are being achieved. Different strategies will be utilised to measure progress, dependent on whether we are measuring 10+ year goals from the Community Strategic Plan, 4 year goals from the Delivery Program, or 1 year goals from the Operational Plan. Council will focus on measuring in two key ways:

- **Outcomes:** Are the strategies being undertaken and the services we are providing making a difference? Has community satisfaction increased? Has the condition of our natural environment, urban areas and lifestyle improved?
- **Outputs/inputs:** Have we been delivering services and programs on time, within budget, and to stated standards? What did we do and how often did we do it?

Key Directions

The Community Strategic Plan 2036 provides a strategic framework for Cowra. The identified goals and the strategies will only be achieved through the collective input of government and non-government agencies, businesses, community organisations and individuals. These goals are grouped into eight themes.

Strategic Objectives

HEALTH & WELLBEING (STRATEGIC THEME 1)

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

INNOVATION & EDUCATION (STRATEGIC THEME 2)

Supporting lifelong learning is critical to individual and societal health. We must work to make Cowra a centre of excellence for education, training and research.

LIVEABILITY (STRATEGIC THEME 3)

We need to nurture and protect our sense of community spirit and ensure it is vibrant, resilient and embraces diversity and our unique culture. Our community must feel safe in our neighbourhoods and have clean, welcoming and attractive public places to enjoy our sporting, recreational and cultural facilities.

COMMUNITY LEADERSHIP & ENGAGEMENT (STRATEGIC THEME 4)

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

BUSINESS & INDUSTRY (STRATEGIC THEME 5)

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

TRANSPORT & INFRASTRUCTURE (STRATEGIC THEME 6)

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

ENVIRONMENTAL SUSTAINABILITY & STEWARDSHIP (STRATEGIC THEME 7)

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

RECONCILIATION & INCLUSION (STRATEGIC THEME 8)

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

Health & Well-Being (Strategic Theme 1)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEARS DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2023-2024			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
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
		H1.1.b	Mayor represents Council on the Cowra Health Council.	Mayor attends meetings and provides reporting back to Council as required.	General Manager
H2. Provide facilities, infrastructure and programs for health and well-being needs, including disability, mental health and family support services	H2.1 Support Cowra Information and Neighbourhood Centre (CINC), Headspace and other providers in the Cowra Shire community	H2.1.a	Provide rental subsidy to CINC.	Subsidy paid.	Director – Corporate Services
		H2.1.b	Attend interagency meetings and provide support within available resources.	Meetings attended and assistance provided where requested and able to be resourced.	Director – Corporate Services
	H2.2 Support and contribute to partnerships in community health and well-being initiatives.	H2.2.a	Support community-based initiatives for well-being programs and events including Families Week, International Women’s Day, Men’s Health Week, Carers Week and Mental Health Month.	Support provided within available resources and relevant to Council’s role	Director – Corporate Services
	H2.3 Develop and maintain facilities to provide health and well-being benefits in Cowra Shire.	H2.3.a	Promote the benefits of walking communities and cycling to residents and visitors and seek funding for projects identified in the Pedestrian and Cycling Plan.	Promotion undertaken, Funding applications submitted.	Director – Infrastructure & Operations
H2.4 Provide companion animal services across the shire.	H2.4.a	Consider a subsidised companion animal incentive scheme for de-sexing,	Investigation undertaken and report to be provided to Council for consideration.	Director – Environmental Services	

Health & Well-Being (Strategic Theme 1)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEARS DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2023-2024				
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	
			microchipping, registration and vaccination.			
		H2.4.b	Maintain, develop and promote leash-free areas.	Maintenance and promotion undertaken. Erect appropriate directional signage.	Director – Environmental Services	
		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	
		H2.4.d	Undertake improvements to the Cowra pound facility.	Improvements completed within time and on budget,	Director – Environmental Services	
	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
	H2.6	Ensure work, health and safety of both Council staff and others in the workplace.	H2.6.a	Review and monitor work, health and safety issues in the workplace on an ongoing basis.	Maintain an effective relationship with StateCover Mutual Workers Compensation insurers to ensure all cases are managed effectively thus minimising Council's liability. Comply with all relevant legislation and subsidiary codes to provide a safe working environment and protection of the public and within reasonable budget limits provide resources necessary to meet requirements.	Director – Corporate Services

Health & Well-Being (Strategic Theme 1)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEARS DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2023-2024			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
				Ensure WHS provisions are considered for the purchase of goods and services for Council operations. Support Council's Work Health & Safety Committee.	
	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
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
		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
		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
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
	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

Health & Well-Being (Strategic Theme 1)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEARS DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2023-2024			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
H5. Partner with and seek advice from the local Indigenous community and Indigenous health -care services to improve health outcomes.	H5.1 Liaise with local health and Indigenous groups to increase awareness of health challenges.	H5.1.a	Meet with Cowra Local Aboriginal Land Council, Weigelli, Western NSW Health and local schools.	Meetings held and desired actions supported within resources.	General Manager
H6. Provide for future aged care needs and support services. Promote an active retirement.	H6.1 Coordinate and support programs for seniors.	H6.1.a	Organise events for Seniors Week.	Events conducted with good participation.	Director – Corporate Services
	H6.2 Advocate for aged care needs.	H6.2.a	Liaise with aged care providers, other relevant providers and advocate for their needs and services.	Meetings held and advocacy undertaken if required.	General Manager

Innovation and Education (Strategic Theme 2)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2023-2024			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
11. Make Cowra Shire a learning community	I1.1 Support establishment of Country Universities Centre	I1.1.a	Provide support within resources to facilitate establishment of a Cowra-based Country Universities Centre (CUC).	Council to assist the CUC where possible with knowledge and expertise to support the ongoing operations of the Centre within budgets.	Director – Corporate Services
	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
	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
	I1.4 Advocate for increased activity at Cowra TAFE and from other service providers.	I1.4.a	Advocate for an appropriate range of courses at Cowra TAFE and from other service providers to meet community demands.	Liaise with local businesses, schools and TAFE to determine needs and lobby TAFE and relevant MPs to seek delivery of those courses through Cowra TAFE or other service providers.	General Manager
12. Support initiatives to increase education and training outcomes for local Indigenous people.	I2.1 Investigate opportunities for Council to support Indigenous education and skills training.	I2.1.a	Ensure consideration in development of Reconciliation Action Plan.	Demonstrated consideration of this objective and identified strategies adopted.	General Manager
13. 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

Liveability (Strategic Theme 3)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2023-2024				
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	
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 2024 Festival of International Understanding.	Festival conducted with good community support and involvement.	General Manager	
	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	
	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	
	L1.4 Support annual commemoration of POW Breakout.	L1.4.a	Support POW Breakout Association in staging of annual commemorations.	Support provided within resources and feedback from event participants is positive.	General Manager	
	L1.5 Continue to foster and develop the Cowra/Japan relationship.	L1.5.a	Council delegation travel to Japan to further Cowra-Japan relationship.	Delegation visit conducted, meeting with relevant Japanese people and groups.	General Manager	
			L1.5.b	Support the Japanese Garden & Cultural Centre within available resources.	Support provided within available resources.	General Manager
			L1.5.c	Mayor represents the Council on the Japanese Garden & Cultural Centre Board and reports to Council as required.	Meetings attended and reports provided as appropriate.	General Manager
L2. Continue to develop our leisure and cultural facilities and infrastructure and protect and	L2.1 Undertake asset renewal of Cowra Aquatic Centre.	L2.1.a	Work with consultants to finalise design and construction specification.	Tender for hydraulic, mechanical and structural design of all planned work packages. Designs completed.	Director – Infrastructure & Operations	

Liveability (Strategic Theme 3)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2023-2024			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
enhance our natural environment.	L2.2 Deliver projects identified in adopted Sport and Recreation Plan.	L2.2.a	Undertake the redevelopment of Col Stinson Park netball facility.	Construction of new amenities completed.	Director – Infrastructure & Operations
	L2.3 Work with the Sport and Recreation Committee to support and promote sporting and recreation groups across the Shire.	L2.3.a	Committee meets regularly and provides recommendations to Council as required.	Meetings held and regular reports provided to Council.	Director – Corporate Services
	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
		L2.4.b	Maintain and grow the existing features of the Peace Precinct including: <ul style="list-style-type: none"> • Sculpture Park • Nature-Based Adventure Playground • POW campsite. 	Maintenance undertaken to maintain current high standard of presentation.	Director – Infrastructure & Operations
	L2.5 Develop the Lachlan River Precinct as a major focal point for passive recreation.	L2.5.a	Pursue funding and implement when adequate resources are available the following initiatives from the Lachlan River Precinct Masterplan: <ul style="list-style-type: none"> • Investigations into providing better pedestrian access across the Lachlan River 	Works completed as funds become available	Director – Infrastructure & Operations
	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

Liveability (Strategic Theme 3)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2023-2024			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
		L.2.6.b	Prepare a plan to review levels of service, renew and upgrade of Brougham Park.	Review undertaken and renewal plan adopted.	Director – Infrastructure & Operations
	L2.7 Support and provide good quality facilities to meet the needs of sporting and recreational clubs and users.	L.2.7.a	Maintain Council sporting fields for all sporting associations in Cowra.	Sportsfields maintained to current high standard.	Director – Infrastructure & Operations
		L.2.7.b	Support Cowra Showground Trust in their efforts to maintain and improve the facility.	Provide annual contribution to Showground Trust. Lobby relevant Members of Parliament for funding to maintain and improve facility.	General Manager
	L2.8 Maintain and operate the Cowra Caravan Park to its current high standard.	L.2.8.a	Complete design review of proposed Stage 2 upgrade works.	Design works and scope of project finalised, including final cost estimate.	Director – Infrastructure & Operations
		L.2.8.b	Maintain and operate the Cowra Caravan Park to its current high standard.	Park maintained and positive feedback received.	Director – Infrastructure & Operations
	L2.9 Investigate options for the remodeling of the public amenities at Olympic Park.	L.2.9.a	Liaise with relevant groups and businesses to develop scope for asset renewal.	Liaison undertaken and project scope for project adopted.	Director – Infrastructure & Operations
	L2.10 Continue to maintain and develop the Cowra Regional Art Gallery	L.2.10. a	Develop, present and promote a diverse program of high-quality exhibitions, public events and workshop activities at the Cowra Regional Art Gallery. Implement a Gallery Foundation/Arts Trust to support the ongoing development of the Art Gallery	Two-year forward exhibition program developed and implemented. Use established Council publications and media to promote.	Director – Corporate Services

Liveability (Strategic Theme 3)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2023-2024			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
			and Collection (including the Sculpture Park).		
		L2.10.b	Prepare plans for the redevelopment of the Cowra Regional Gallery.	Plans finalised and adopted by Council.	Director – Corporate Services
	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
	L2.12 Maintain and improve the Cowra Civic Centre.	L2.12.a	Develop, present and promote a diverse program of high-quality events, workshops, activities and entertainment at the Cowra Civic Centre.	Performance measured by growth in utilisation and attendance. Operations are within budget.	Director – Corporate Services
	L2.13 Maintain and improve facilities at the Cowra Library.	L2.13.a	Continue liaison with Central West Libraries (CWL) to maintain and operate the facility.	Funding pursued for identified improvements. Attend and participate in CWL meetings.	Director – Corporate Services
	L2.14 Develop the Cowra Sculpture Park as a major attraction within Cowra.	L2.14.a	Subject to funding, undertake works and develop the collection of sculptures in accordance with the masterplan.	Ongoing promotion of the sculpture park and the development of a program to increase the collection.	Director – Corporate Services
	L2.15 Lobby the NSW Government to develop and invest in the Wyangala State Recreation Park.	L2.15.a	In conjunction with Cowra Tourism, lobby the relevant Ministers and local members to fund improvements for the Park.	Advocacy undertaken.	General Manager
	L2.16 Update and adopt a new Cultural Plan.	L2.16.a	Consult with relevant groups and community to review and update the Cowra Council Cultural Plan.	Plan reviewed, updated and adopted by Council.	Director – Corporate Services

Liveability (Strategic Theme 3)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2023-2024			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
L.3. Recognise and grow the talent in our community.	L3.1 Continue to support the Cowra Youth Council.	L3.1.a	Coordinate Youth Week activities. Undertake leadership development activities.	Youth Week events delivered. Leadership activities undertaken	Director – Corporate Services
	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
L4. Develop and provide programs to meet the needs of Cowra Shire’s young people.	L4.1 Build capacity of Cowra’s young people to participate in community life.	L4.1.a	Host annual Youth Leadership Training Workshop	Training workshop conducted.	Director – Corporate Services
	L4.2 Support the principles of Justice Reinvestment.	L4.2.b	Advocate for a trial of a Justice Reinvestment program in Cowra Shire.	Advocacy undertaken.	General Manager
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
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.	Write to relevant members of parliament., Conduct regular meetings with Chifley Local Area Command (LAC), local community organisations and other relevant groups.	General Manager
	L6.2 Improve how we welcome new residents to our community.	L6.2.a	Conduct welcome events for new residents.	Conduct a minimum of two events .	General Manager

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 2023-2024			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
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
	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
		C1.2.b	Finalise review of Section 355 Committees	Review completed and any recommended changes to structure or delegations implemented.	General Manager
	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
			C1.3.b	Provide Councillor Delegates to council Sections 355 committees.	Regular attendance by Councillor representatives.
	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
	C1.5 Build capacity in the local volunteer sector.	C.1.5.a	Undertake workshops on grant writing and meeting procedure and provide	Workshops conducted.	General Manager

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 2023-2024			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
			information on available grant opportunities.		
	C1.6 Support and contribute to the development of Village organisations.	C.1.6.a	Meet at least annually with representatives of villages to discuss issues of importance to each community.	Joint meeting of village representatives and councillors held at least once per year.	General Manager
C2. Engage with our community, in a variety of ways, to increase awareness of key issues and ensure better project and service delivery outcomes.	C2.1 Maintain and improve appropriate mechanisms to consult with the community and other stakeholders and provide information on Council decisions, services and initiatives.	C2.1.a	Issue regular communication informing the community of Council decisions, activities and programs in line with the adopted Community Engagement Strategy.	Community survey indicates improved satisfaction with Council's information dissemination. Website and social media analytics. Increase email subscribers.	General Manager
	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
	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
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
	C3.2 Work closely with local members and other members of	C3.2.a	Meet regularly with local members and other members of parliament to	Meetings held and advocacy undertaken.	General Manager

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 2023-2024			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	parliament to advance the objectives of Council.		advocate for the needs of the Cowra Shire community.		
	C3.3 Collaborate with other Councils to form strategic alliances on areas of common interest.	C3.3.a	Meetings with other Councils to discuss matters of common interest and report proposals to Council for consideration.	Meetings held and proposals reported to Council.	General Manager.
C4. Ensure Council remains financially sustainable and maximises external funding opportunities.	C4.1 Seek funding for projects and infrastructure included in Council's strategic plans.	C4.1.a	Seek funding to progress projects including in adopted strategic plans including: <ul style="list-style-type: none"> • Village Improvement Plan • Energy Efficient and Renewable Energy Plan • Sport and Recreation Plan • Peace Precinct Masterplan • Pedestrian and Cycling Plan • Caravan Park Improvement Plan • Lachlan River Precinct Masterplan 	Applications submitted for all relevant programs.	General Manager
	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
		C4.2.b	Implement improvement plans for all asset classes, transport, water and wastewater, buildings etc	Improvement plans delivered within available resources.	Director – Infrastructure & Operations
	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
	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

Business & Industry (Strategic Theme 5)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2023-2024			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
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
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
	B2.2 Support Business Cowra marketing initiatives.	B2.2.a	Support initiatives within available resources.	Support provided.	General Manager
	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
B3. Add value and support to our existing businesses and industries.	B3.1 Support Business Cowra	B3.1.a	Ensure Council and Business Cowra meet obligations of the MOU between the parties.	Obligations met.	General Manager
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
	B4.2 Review Squire Park café and amenities.	B4.2.a	Investigate options for the redevelopment and possible expansion of the Squire Park café/amenities.	Options investigated and if required project scoped. Design and cost estimates adopted for future delivery.	Director – Infrastructure & Operations
	B4.3 Undertake planning for the future of the Cowra CBD.	B4.3.a	Committee meets regularly and demonstrates achievements of objectives.	Regular updates provided by Committee to Council.	General Manager

Business & Industry (Strategic Theme 5)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2023-2024			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
B5. Advocate for improved digital connectivity for Cowra Shire to the rest of the world.	B5.1 Facilitate the provision of information to the community on the range of technologies available.	B5.1.a	In conjunction with Business Cowra convene relevant forums to present current technology options to the business community.	Forums conducted with good participation.	General Manager
	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
		B5.2.b	Work with village communities and advocate for improved connectivity, with particular emphasis on Gooloogong.	Liaison and advocacy undertaken.	General Manager
		B5.2.c	Lobby mobile phone providers to extend coverage in the Shire.	Advocacy undertaken.	General Manager
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
	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
	B6.3 Provide resources and financial assistance to Cowra Tourism Corporation to effectively support and grow the Shire's tourism sector.	B3.3.a	Provide two representatives on Cowra Tourism Board. Provide annual contribution to Cowra Tourism.	Council representatives attend board meetings and report back to Council.	General Manager

Transport & Infrastructure (Strategic Theme 6)

COMMUNITY STRATEGIC PLAN 2023-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2023-2024			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
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
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
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
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
T5. Develop an integrated transport system that addresses local and regional needs in relation to cycleways and footpaths, road and rail.	T5.1 Maintain, improve and develop footpaths and walkways to ensure the safe and efficient movement of users, including persons living with disabilities, and develop pedestrian and cycling linkages in the shire.	T5.1.a	Review and update the Pedestrian and Cycling plan.	Plan reviewed, updated and adopted.	Director – Infrastructure & Operations
		T5.1.b	Seek funding for projects identified in the Pedestrian and Cycling plan.	Funding applications submitted for appropriate programs.	General Manager
	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 2023/2024.	Projects completed on time and on budget.	Director – Infrastructure & Operations

Transport & Infrastructure (Strategic Theme 6)

COMMUNITY STRATEGIC PLAN 2023-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2023-2024			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	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
	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
		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
	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
T6. Develop the Cowra Airport as a regional aviation precinct.	T6.1 Continue to develop the Cowra Airport.	T6.1.a	Finalise plans for the next stage of development.	Project scope, costing and funding finalised for delivery.	General Manager
		T6.1.b	Continue to maintain Cowra Airport as a certified aerodrome.	Certification maintained.	Director – Infrastructure & Operations
T7. Provide water, Sewerage and stormwater infrastructure and services to meet community needs.	T7.1 Maintain and improve the Shire’s water supply network to meet consumer demand and meet health requirements.	T7.1.a	Accept handover of completed Wyangala water treatment plant.	Plant handed over from NSW Government and operating satisfactorily.	Director Infrastructure & Operations
		T7.1.b	Undertake Integrated Water Cycle Management (IWCM) strategy including review of Water and Sewer Strategic Business Plans.	IWCM finalised and adopted. Strategic Business Plans finalised and adopted.	Director Infrastructure & Operations
		T7.1.c	Drinking Water Management System (DWMS) implemented in accordance	DWMS Annual Report provided to Council.	Director Infrastructure & Operations

Transport & Infrastructure (Strategic Theme 6)

COMMUNITY STRATEGIC PLAN 2023-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2023-2024			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
			with Australian Drinking Water Guidelines (ADWG).		
	T7.2 Continue planning for the completion of the West Cowra Sewer project.	T7.2.a	Finalise design, consultation and tender specifications.	Consultation completed. Project scope and costing adopted ready for delivery.	Director Infrastructure & Operations
	T7.3 Discharge from wastewater treatment plants to meet Environmental Protection Agency (EPA) licence conditions.	T7.3.a	Plant is operated to comply with EPA requirements at all times.	Nil compliance breaches.	Director Infrastructure & Operations
	T7.4 Undertake improvement works to West Cowra Drainage.	T7.4.a	Complete engineering plans of proposed stormwater drainage downstream of Lyall Street and commence stage one works.	Study completed and work commenced subject to available funding.	Director Infrastructure & Operations
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
	T8.2 Advocate for water security measures including the raising of Wyangala wall.	T8.2.a	Advocate for water security measures including the raising of Wyangala wall subject to all appropriate assessments being undertaken.	Advocacy undertaken.	General Manager
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
	T9.2 Efficiently manage and maintain Council's buildings and special purpose facilities.	T9.2.a	Required building maintenance scheduled and completed.	Works completed within budget.	Director Infrastructure & Operations

Transport & Infrastructure (Strategic Theme 6)

COMMUNITY STRATEGIC PLAN 2023-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2023-2024			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	T9.3 Maintain and manage Cowra Cemetery.	T9.3.a	Cemetery maintained to current high standard.	Maintenance undertaken.	Director Infrastructure & Operations
	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
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

Environmental Sustainability & Stewardship (Strategic Theme 7)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2023-2024			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
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
	E1.2 Build an environmentally active community to promote Cowra as a centre of environmental excellence.	E1.2.a	Investigate forming an environmental sustainability Section 355 committee.	Investigation undertaken and reported to Council.	Director Infrastructure & Operations
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.	N2.1.a	Install solar panels at Water Treatment Plant and Wastewater Treatment Plant.	Panels installed and operating.	Director Infrastructure & Operations
	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
	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
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

Environmental Sustainability & Stewardship (Strategic Theme 7)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2023-2024				
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	
E4. Show leadership by taking action and promoting practices to encourage Cowra Shire to be an environmentally responsible community.	E4.1 Develop a Waste Management Strategy to meet the objectives of the "NSW EPA Waste and Sustainable Materials Strategy 2041".	E4.1.a	Undertake consultation and investigation to develop a Waste Management Strategy.	Strategy adopted by Council.	Director Infrastructure & Operations	
	E4.2 Implement Food Organic and Garden Organics (FOGO) in line with State government strategies.	E4.2.a	Investigate requirements to implement FOGO system.	Investigations undertaken and reported to Council.	Director Infrastructure & Operations	
	E4.3 Work with the community to maximise recycling.		E4.3.a	Promote recycling education program.	Promotion and education initiatives undertaken.	Director Infrastructure & Operations
			E4.3.b	Conduct annual Recycled Art for Cowra Awards	Event conducted with good community participation.	Director Infrastructure & Operations
			E4.3.c	Support initiatives of the Tidy Towns committee within available resources.	Support provided where required, subject to available resources.	Director Infrastructure & Operations
			E4.3.d	Participate in Garage Sale Trail.	Event conducted with good participation from the community.	Director Infrastructure & Operations
			E4.3.e	Consider options for and feasibility of bulk rubbish collection.	Investigations undertaken and report provided to Council.	Director Infrastructure & Operations
	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	

Environmental Sustainability & Stewardship (Strategic Theme 7)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2023-2024			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
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
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

Reconciliation and Inclusion (Strategic Theme 8)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2023-2024			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
R1. Foster recognition and connection with the local Indigenous population. Respect, promote and protect Wiradjuri culture.	R1.1 Develop a Reconciliation Action Plan (RAP).	R1.1.a	Liaise with reconciliation Australia, local Indigenous community and wider community to progress development of Reconciliation Action Plan.	Demonstrated progress and meeting of milestones set by Reconciliation Australia.	General Manager
	R1.2 Respect and Protect local culture.	R1.2.a	Consult with the local Indigenous community on all Council works and projects that have the potential to impact on Wiradjuri cultural heritage.	Undertake consultation in accordance with adopted Aboriginal Consultation Policy.	Director – Infrastructure & Operations
		R1.2.b	Consult with local Indigenous community on all development applications that have the potential to impact on Wiradjuri cultural heritage.	Undertake consultation in accordance with adopted Aboriginal Consultation Policy and Community Participation Plan.	Director – Environmental Services
		R1.2.c	Liaise with the local Indigenous community and Cowra Local Aboriginal Land Council to discuss inclusion of Wiradjuri language in the singing of the National Anthem at Council events.	Liaison undertaken and if approved changes implemented.	General Manager
		R1.2.d	Liaise with local Indigenous community and Cowra Local Aboriginal Land Council to discuss inclusion of Wiradjuri language in the Acknowledgement of Country at Council events.	Liaison undertaken and if approved changes implemented.	General Manager
	R1.3 Celebrate local culture.	R1.3.a	Support and participate in NAIDOC Week and other days of significance to the local Indigenous community.	Support provided.	Director – Corporate Services
		R1.3.b	Work with the local Indigenous community and the Cowra Local	Liaison undertaken and project progresses with approval from the local Land Council.	General Manager

Reconciliation and Inclusion (Strategic Theme 8)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2023-2024			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
			Aboriginal Land Council on the Interpretation Centre in line with the Peace Precinct Masterplan.		
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
R3. Continue to deliver and ensure all high movement areas, public buildings and appropriate Council resources and services are accessible for all the community.	R3.1 Review the Disability Inclusion Action Plan (DIAP).	R3.1.a	DIAP reviewed, adopted and commence implementation of recommendations.	Extensive consultation undertaken and updated plan adopted by Council.	Director – Environmental Services
		R3.1.b	Maintain the Access Incentive Fund.	Fund maintained and opportunities publicized to relevant stakeholders.	Director – Environmental Services

Revenue Policy 2023-24

Rates & Annual Charges 2023/2024

Rates & Rate Pegging

Rates are levied under sections 494, 495 and 495A of the LG Act. IPART has imposed a 3.9% (inclusive at a 0.2% population factor) increase on rate income for 2023/24. The previous year's Base Amount and Ad Valorem charges are shown in brackets. The Land Values based as at 1st July 2022 are applicable.

Ordinary Rates:

The ordinary rating structure for 2023/2024 is detailed below:

Rate Category	% of total	\$ to be raised	% to be raised	\$ to be raised	Number of	Base	\$ to be raised	2022	Ad Valorem
	Rate Yield	by category \$	by Base Amount	by Base Amount \$	Assessments	Amount	by Ad Valorem \$	Land Value \$	cents in \$
Residential – Village & Others	4.67%	365,225	48	175,308	954	184	189,187	108,533,410	0.00174985
						(177)			(0.00337800)
Residential – Cowra	26.15%	2,044,599	48	981,408	3835	256	1,063,129	501,563,277	0.00211976
						(246)			(0.00443355)
Residential – Rural	5.81%	454,519	40	181,808	517	352	272,712	122,065,800	0.00223414
						(343)			(0.00424561)
Farmland	43.79%	3,423,204	20	684,641	1595	429	2,738,563	2,058,491,680	0.00133037
						(405)			(0.00257034)
Business	19.28%	1,507,416	0	-	412	0	1,507,416	69,550,893	0.02167358
									(0.03065070)
Mining	0.29%	22,460	0	-	1	0	22,460	358,000	0.06273793
									(0.07994815)
	100.00%	\$7,817,425		\$2,023,164	7314		\$5,794,260	\$2,860,563,060	

Land Categories:

All rateable land in the shire is required to be classified into one of the categories detailed below.

Farmland: (Section 515)

Land is to be categorised as farmland if it is a parcel of rateable land valued as one assessment and its dominant use is for farming or agricultural production. Rural residential land is not categorised as farmland.

Residential: (Section 516)

Land is to be categorised as residential if it is a parcel of rateable land valued as one assessment and its dominant use is for residential accommodation or rural residential land or if it is vacant land and zoned or otherwise designated for use under an environmental planning instrument for residential purposes. Council has three sub-categories for Residential being: -

- (i) Residential – Cowra:

Land defined as being within the boundaries of the Cowra township, and;

- (ii) Residential – Rural:

Land is to be categorised Rural Residential if the land is more than 2 hectares and less than 40 hectares with the primary use being for residential purposes.

- (iii) Residential/Villages And Others:

Land that is deemed residential but not falling into categories (i) and (ii) above.

Mining: (Section 517)

Land is to be categorised as mining if it is a parcel of rateable land valued as one assessment and its dominant use is for mining.

Business: (Section 518)

Land is to be categorised as business if it cannot be categorised as farmland or residential. Caravan parks and manufactured home communities are to be categorised as business.

Water Pricing

Pricing

A 3.9% increase has been applied to Water pricing.

Residential		2022/2023	2023/2024
Access Charge	Meter Size		
	20mm	\$ 235.00	\$ 244.00
	25mm	\$ 366.00	\$ 380.00
	32mm	\$ 602.00	\$ 625.00
	40mm	\$ 939.00	\$ 976.00
	50mm	\$ 1,467.00	\$ 1,524.00
Usage Charge	All kilolitres	\$ 3.62	\$ 3.76

Non-Residential (rural, commercial, government/non-business consumers)		2022/2023	2023/2024
Access Charge	Meter Size		
	20mm	\$ 381.00	\$ 396.00
	25mm	\$ 595.00	\$ 618.00
	32mm	\$ 977.00	\$ 1,015.00
	40mm	\$ 1,527.00	\$ 1,587.00
	50mm	\$ 2,399.00	\$ 2,493.00
	65mm	\$ 2,675.00	\$ 2,779.00
	80mm	\$ 2,951.00	\$ 3,066.00
	100mm	\$ 4,610.00	\$ 4,790.00
	150mm	\$ 10,376.00	\$ 10,781.00
Usage Charge	All Kilolitres	\$ 2.68	\$ 2.78

Non-Residential - (industrial consumers)		2022/2023	2023/2024
Access Charge	Meter Size		
	20mm	\$ 381.00	\$ 396.00
	25mm	\$ 595.00	\$ 618.00
	32mm	\$ 977.00	\$ 1,015.00
	40mm	\$ 1,527.00	\$ 1,587.00
	50mm	\$ 2,399.00	\$ 2,493.00
	80mm	\$ 2,951.00	\$ 3,066.00
	100mm	\$ 4,610.00	\$ 4,790.00
	150mm	\$ 10,376.00	\$ 10,781.00
Usage Charge	All Kilotres	\$ 1.06	\$ 1.10
Council's industrial tariff applies to consumers operating with an industrial purpose using in excess of 100,000kl per annum. This tariff applies to one user being Cowra Abattoirs.			

Residential Raw Water Where majority usage is for domestic purposes.		2022/2023	2023/2024
Access Charge	Meter Size		
	20mm	\$ 381.00	\$ 396.00
	25mm	\$ 595.00	\$ 618.00
	32mm	\$ 977.00	\$ 1,015.00
	40mm	\$ 1,527.00	\$ 1,587.00
	50mm	\$ 2,399.00	\$ 2,493.00
	80mm	\$ 2,951.00	\$ 3,066.00
	100mm	\$ 4,610.00	\$ 4,790.00
	150mm	\$ 10,376.00	\$ 10,781.00
Usage Charge	All Kilotres	\$ 3.49	\$ 3.63

Non-Residential Raw Water Where majority usage is for non-domestic purposes.		2022/2023	2023/2024
Access Charge	Meter Size		
	20mm	\$ 381.00	\$ 396.00
	25mm	\$ 595.00	\$ 618.00
	32mm	\$ 977.00	\$ 1,015.00
	40mm	\$ 1,527.00	\$ 1,587.00
	50mm	\$ 2,399.00	\$ 2,493.00
	80mm	\$ 2,951.00	\$ 3,066.00
	100mm	\$ 4,610.00	\$ 4,790.00
	150mm	\$ 10,376.00	\$ 10,781.00
Usage Charge	All Kilotres	\$ 2.14	\$ 2.22

Wholesale Nurseries		2022/2023	2023/2024
Access Charge	Meter Size		
	20mm	\$ 381.00	\$ 396.00
	25mm	\$ 595.00	\$ 618.00
	32mm	\$ 977.00	\$ 1,015.00
	40mm	\$ 1,527.00	\$ 1,587.00
	50mm	\$ 2,399.00	\$ 2,493.00
	80mm	\$ 2,951.00	\$ 3,066.00
	100mm	\$ 4,610.00	\$ 4,790.00
	150mm	\$ 10,376.00	\$ 10,781.00
Usage Charge	All Kilotres	\$ 2.68	\$ 2.78

Education

The Education Tariff will apply to the Education Providers listed below and serviced by the Cowra Shire Council Water Supply system:

- Cowra High School
- Mulyan Public School
- St Raphael's School
- Holman Place School
- Cowra Public School
- Cowra TAFE
- Gooloogong Public School
- Woodstock Public School
- Wyangala Dam Public School
- Koorawatha Public School
- Greenethorpe Public School
- Holmwood School
- MET School – Cowra Campus

Education Tariff		2022/2023	2023/2024
Access Charge	Meter Size		
	20mm	\$ 381.00	\$ 396.00
	25mm	\$ 595.00	\$ 618.00
	32mm	\$ 977.00	\$ 1,015.00
	40mm	\$ 1,527.00	\$ 1,587.00
	50mm	\$ 2,399.00	\$ 2,493.00
	80mm	\$ 2,951.00	\$ 3,066.00
	100mm	\$ 4,610.00	\$ 4,790.00
	150mm	\$ 10,376.00	\$ 10,781.00
Usage Charge	All Kilolitres	\$ 2.68	\$ 2.78

Water Access Charge - Refunds

Council will provide a refund of 100% of the applicable Water Access Charges to the following bodies in recognition of Council's Community Service Obligation:

- Cowra Showground
- Cowra District Hospital
- Council will provide a refund of 100% of the applicable Water Access Charges to the Cowra Abattoir as an industry incentive.

Vacant Properties

A \$244 access charge will be applied to all vacant un-metered properties as a contribution towards infrastructure costs.

Vacant Properties	2022/2023	2023/2024
Access Charge	\$ 235.00	\$ 244.00

Sewerage Service

Sewer charges to increase by 3.9%.

Sewerage Service - Residential	2022/2023	2023/2024
Access Charge	\$ 787.00	\$ 818.00
Usage Charge	\$ 173.00	\$ 180.00

The Sewerage Usage Charge complies with the New South Wales Government's Best Practice Management of Water Supply and Sewerage.

Non-Residential

Non-Residential Sewer Accounts will be charged on a User-Pays basis calculated on the total water consumption multiplied by a Sewerage Discharge Factor which identifies the percentage of water consumed that goes to the sewer. The following charges have been increased across the board by 3.9%. Non-Residential Sewer Charges are in addition to the Liquid Trade Waste charges set out on the Revenue Policy which are the specific Trade Wastes in the course of a business activity.

Non-Residential	2022/2023	2023/2024
Access Charge		
20mm	\$ 787.00	\$ 818.00
25mm	\$ 811.00	\$ 843.00
32mm	\$ 835.00	\$ 868.00
40mm	\$ 861.00	\$ 895.00
50mm	\$ 886.00	\$ 921.00
65mm		\$ 935.00
80mm	\$ 913.00	\$ 949.00
100mm	\$ 941.00	\$ 978.00
150mm	\$ 969.00	\$ 1,007.00
Usage Charge	\$ 0.90	\$ 0.93

Vacant properties

An \$818.00 Access Charge will be applied to all properties where sewer is available but not connected. This charge will be levied on the annual rate notice.

Vacant Properties	2022/2023	2023/2024
Access Charge	\$ 787.00	\$ 818.00

Waste Charges

Domestic Waste Management Charge

The domestic waste management charge is a single charge with two components being the 'garbage service' and the 'recycling service'. It is proposed to increase all charges by 3.9%.

Council has a strong commitment to a recycling program for the Shire, to reduce the amount of waste material going to landfill at its Materials Recycling Facility and to maximise the sale of recyclable products. As a component of Council's waste management charges, Council will levy under Section 496 of the Local Government Act, a recycling charge of \$135 for a fortnightly pickup service for a 240 litre recycling bin. That charge will be added to the charge for each property depending upon whether they have a 240 litre \$603.00 or a 120 litre \$348.00 garbage bin service.

The charge will be applicable for all serviced properties within the township of Cowra and the villages of Darby's Falls, Wyangala, Woodstock, Wattamondara, Gooloogong, Noonbinna, Billimari and Morongla.

The domestic waste service is available upon request and by agreement, to a limited number of properties situated on the main access roads between Cowra Township and the above villages.

In accordance with Section 496 of the Local Government Act 1993, Council proposes to levy charges on properties for which the domestic waste service is available. For 2023/24 the following charges are to be levied:

Domestic (Residential) Waste	2022/2023	2023/2024
1 x 240 litre garbage bin (weekly pick-up) and	\$ 580.00	\$ 603.00
1 x 240 litre recycling bin (fortnightly pick-up)	\$ 130.00	\$ 135.00
Total	\$ 710.00	\$ 738.00
1 x 120 litre garbage bin (weekly pick-up) and	\$ 335.00	\$ 348.00
1 x 240 litre recycling bin (fortnightly pick-up)	\$ 130.00	\$ 135.00
Total	\$ 465.00	\$ 483.00

In accordance with Section 496 and having regard to the criteria in Section 539 of the 1993 Local Government Act, Council has reviewed the Domestic Waste Management (DWM) Charges for Vacant Land and has decided to charge \$0 for 2023/24. The total revenue raised in 2023/24 through Domestic Waste Management for vacant land will be \$0.

Commercial Waste Management Charge

Council will levy under Section 501 of the 1993 Local Government Act, a Waste Management Charge on commercial properties for which a waste service is provided. For 2023/24 the following charges have been increased by 3.9%.

Commercial Waste Management Charge	2022/2023	2023/2024
1 x 240 litre bin (1 pick-up per week)	\$ 580.00	\$ 603.00
1 x 120 litre bin (1 pick-up per week)	\$ 335.00	\$ 348.00

Commercial Recycling Management Charge

In addition to the above charge, Council will levy under Section 501 of the 1993 Local Government Act, a Commercial Recycling Management Charge which has been increased by 3.9%. A Commercial Recycling service will continue to be rolled out in 2023/24 for all commercial properties wishing to utilise the service.

Commercial Recycling Management Charge	2022/2023	2022/2023
1 x 240 litre recycling bin (1 pick-up per week)	\$ 264.00	\$ 274.00
Subsequent and additional bins	\$ 130.00	\$ 135.00

Other Charges and Rebates

Pensioner Rebates:

In accordance with Section 575 of the Local Government Act 1993, Council provides a rate reduction of 50% of the amount of the rate levy. Of this rate reduction 55% is reimbursed by the NSW Government and the remaining 45% is written off by the Council.

The maximum reductions and estimated costs are as follows and have not changed from prior year:

Pensioner rebates	Maximum reduction
General Rates (including Domestic Waste)	\$ 250.00
Water	\$ 87.50
Sewer Availability & Service Charges	\$ 87.50

Interest – Overdue Rates & Charges

Interest will be calculated at TBA (6% last year) on a daily basis using the simple interest method. The rate of interest is the rate specified by the Minister and published in the Government Gazette.

Private Works Rate

In accordance with Section 67(1) of the Local Government Act 1993, Council may by agreement with the owner or occupier of any private land carry out on the land any kind of work that may lawfully be carried out on the land.

The rates proposed to be adopted by Council are set to recover the full estimated cost (including on-cost) to Council in providing the works on private land plus a profit margin of 20%.

Proposed Borrowings

It is Council's policy to only borrow to fund capital projects that have a life expectancy beyond the term for repayment of the loan. All loans are secured over the income of the Council.

It is also Council's policy to invite quotes for the provision of loan funds from lending institutions and the most competitive quotation is accepted.

The following loans are proposed for 2022/2023:

Loan	Fund	Amount
Depot Redevelopment - Stage 3	General Fund	\$ 400,000
West Cowra Drainage Projects	General Fund	\$ 365,000
Pool Replacement	General Fund	\$ 500,000
Waste Facility - Admin/Amenities & Electricity	Waste Fund	\$ 450,000
West Cowra Sewerage	Sewerage Fund	\$ 11,055,377

Fees and Charges

Council's fees and charges for 2023/24 are historically based on the functions undertaken by Council over the full range of its activities.

In accordance with Section 608 of the Local Government Act 1993, Council may charge and recover an approved fee for any service it provides other than a service provided, or proposed to be provided, on an annual basis for which it may make an annual charge under Section 501.

The fees shown in the Schedule of Fees have been determined to allow for anticipated growth in the cost of providing these services. However, where the fee is based on the costs of providing the service and those costs increase extraordinarily during the year, Council reserves the right to amend the fees to recover the cost increase.

Council's general pricing policy is to ensure that all fees and charges with respect to the goods and services provided by it are levied equitably.

Pricing Policies are adopted as follows:

- Fees and charges for Council's business activities are set in accordance with the prevailing market to maximise Council's return and to be fair and reasonable;
- Fees and charges for community facilities such as swimming pools, civic centre, sporting fields and cemeteries are set at what Council considers to be a reasonable cost for users to bear, the balance being met from general revenues;
- Fees and charges fixed by legislation and regulations such as zoning certificates, building certificates and building approvals are statutory charges;
- Fees and charges such as town planning consents, subdivision fees and dog registrations have maximum fees prescribed by regulation and Council, at its discretion, adopts amounts at or below the maximum fee prescribed;
- Section 94 contributions are fixed in accordance with the relevant Contribution Plan;
- Fees and charges for all other goods and services are fixed on a cost recovery basis.

The Revenue Policy (Fees and Charges) is included in the draft Operational Plan. The general approach where Council is permitted to charge its own fees, is to increase each year's fees by an agreed percentage. These are shown as Code 1 charges. Other charges are set by statute or variations of that requirement.

Library charges are set by Central West Library (Orange City Council).

At the top of each page of the policy the codes for each charge are re explained.

Code 1 Charge set by

Council Code 2 Charge set

by Statute

Code 3 Council charges less than required by Statute Code 4 Council sets charge based on Statutory Guidelines

Civic Centre Charges

Fees and charges for the Civic Centre commercial and community hire are proposed to increase between 5% and 8%. Equipment hire and incidentals will increase between 5% and 16%.

Swimming Pool Charges

Swimming pool admission charges are proposed to increase by \$0.50 per adult/child. Season tickets charges will increase by 7%.

Gravel Charges

Gravel charges have not increased as sales are negligible.

Caravan Park Charges

Caravan park charges have increased marginally in line with market prices.

Sales Yards

Between 7% and

9%

Cemetery

Between 7% -

8%

Sports field Hire

Between 7% - 8%

Aerodrome

Between 7% - 8%

2023/2024 REVENUE POLICY - FEES & CHARGES

Code for Fees and Charges	
Charge set by Council	1
Charge set by Statute	2
Maximum charge set by statute and Council charges less than maximum	3
Charge set by Council in accordance with statutory guidelines	4

Function/Activity	Unit of Measure	GST	Code	Total Charge 2022/2023	Total Charge 2023/2024
GENERAL ADMINISTRATION					
<u>Miscellaneous Charges (including Interest on Overdue Rates)</u>					
INTEREST ON OVERDUE RATES & CHARGES					
Accrual of interest on Rates and Charges (refer s566 Local Government Act 1993)		N	2	6.0%	9.0%
<u>Photocopying, Printing & Document Copies</u>					
PHOTOCOPYING					
• Photocopies - A4 black & white	Per copy	Y	I	\$ 0.80	\$ 1.00
• Photocopies - A3 black & white	Per copy	Y	I	\$ 1.00	\$ 2.00
• Photocopies - A4 colour	Per copy	Y	I	\$ 1.50	\$ 1.50
• Photocopies - A3 colour	Per copy	Y	I	\$ 2.00	\$ 2.50
• Plan Copies - AO size	Per copy	Y	I	\$ 15.00	\$ 16.00
• Plan Copies - A1 size	Per copy	Y	I	\$ 14.00	\$ 15.00
• Plan Copies - A2 size	Per copy	Y	I	\$ 10.00	\$ 12.00
• Large documents	Per document	Y	I	POA	POA
MAP PRODUCTION					
• Coloured A1 & AO maps – plan printer	Per copy	Y	I	\$ 54.00	\$ 60.00
• Black and white A1 & AO maps – plan printer	Per copy	Y	I	\$ 35.00	\$ 40.00
• Coloured A2 & A3 maps – plan printer	Per copy	Y	I	\$ 35.00	\$ 40.00
• Black and white A2 & A3 maps – plan printer	Per copy	Y	I	\$ 19.00	\$ 21.00
• Coloured A4 maps – laser printer	Per copy	Y	I	\$ 2.00	\$ 2.20
DOCUMENT COPIES					
Rate Notice Copies	Per rate year	Y	I	\$ 6.30	\$ 6.50
PUBLICATION DOCUMENTS					
• Operational Plan • Delivery Program • Annual Report • Annual Financial Statements	per document – hard copy	Y	I	\$ 24.00	\$ 25.00
PUBLIC DOCUMENTS - ENVIRONMENTAL SERVICES					
Swimming Pool Resuscitation Chart	Each	Y	I	\$ 25.00	\$ 26.00
<u>Document Lodging and Transmission</u>					
SCANNING AND EMAILING					
First Page	Per page	Y	I	\$ 4.20	\$ 4.50
Subsequent Pages	Per page	Y	I	\$ 0.30	\$ 0.40

Code for Fees and Charges	
Charge set by Council	1
Charge set by Statute	2
Maximum charge set by statute and Council charges less than maximum	3
Charge set by Council in accordance with statutory guidelines	4

Function/Activity	Unit of Measure	GST	Code	Total Charge 2022/2023	Total Charge 2023/2024
ELECTRONIC LODGEMENT					
• A4 or less per page	Per sheet	Y	I	\$ 2.90	\$ 3.00
• A3 or larger per page	Per sheet	Y	I	\$ 22.00	\$ 25.00
Laminating Maps and Plans					
• AO (per sheet)	Each	Y	I	\$ 22.00	\$ 30.00
• A1 (per sheet)	Each	Y	I	\$ 19.00	\$ 25.00
• A2 (per sheet)	Each	Y	I	\$ 12.50	\$ 15.00
• A3 (per sheet)	Each	Y	I	\$ 8.50	\$ 10.00
• A4 (per sheet)	Each	Y	I	\$ 7.50	\$ 9.00
Rates and Charges Certificate (Section 603)					
• Section 603 Certificate	Per certificate	N	2	\$ 90.00	\$ 95.00
• Section 603 Certificate – urgent 1 day processing additional fee	Per certificate	Y	I	\$ 48.00	\$ 50.00
Government Information (Public Access)					
ACCESS TO RECORDS BY PERSON REGARDING THEIR PERSONAL AFFAIRS					
Application Fee - Includes up 20hrs processing time	Per application	N	2	\$ 30.00	\$ 35.00
Per hour of employee time after 20hrs	Per application /Per hour	N	2	\$ 30.00	\$ 35.00
ACCESS BY PERSONS OR CORPORATIONS REGARDING NON-PERSONAL AFFAIRS					
Application Fee - Includes the 1st hour of employee time	Per application	N	I	\$ 30.00	\$ 35.00
Processing charge after the first hour	Per hour	N	I	\$ 30.00	\$ 35.00
Internal Review of Refusal of Access	Per application	N	I	\$ 40.00	\$ 45.00
Records Search fee					
Records search fee including minor photocopying, scanning and printing	Per Search	Y	I	\$ 25.00	\$ 35.00
Classification of Public Land					
Section 54 Certificate - Local Government Act 1993, Classification of public land application fee	Per application	N	I	\$ 70.00	\$ 75.00
ROADS					
Roads Fees (Section 138)					
Section 138 Application fee (Traffic Control Plan is supplied by applicant)	Per application	N	I	\$ 170.00	\$ 183.00
Section 138 Application fee (erect minor structures and perform works within the road where a standard Traffic Control Plan supplied by Council can be utilised)	Per application	N	I	\$ 61.00	\$ 66.00
Section 138 Application fee (when TCP is to be designed by Council)	Per application	N	I	\$ 467.00	\$ 503.00
Section 138 Application - additional urgent processing fee (where permit is required within two days from application)	Per application	N	I	\$ 106.00	\$ 114.00
Section 138 Application - re-inspection fee	Per application	N	I	\$ 74.00	\$ 80.00
Section 138 Application for retrospective approval	Per application	N	I	\$ 540.00	\$ 582.00

Code for Fees and Charges	
Charge set by Council	1
Charge set by Statute	2
Maximum charge set by statute and Council charges less than maximum	3
Charge set by Council in accordance with statutory guidelines	4

Function/Activity	Unit of Measure	GST	Code	Total Charge 2022/2023	Total Charge 2023/2024
RENT OF UNUSED PUBLIC ROADS					
Fees will vary depending on the size, value and use of the land. Licence maximum 5 years.					
Application Fee	Each	Y	I	\$ 155.00	\$ 162.00
Advertising fee	Each	Y	I	\$ 129.00	\$ 135.00
Notification fee	Each	Y	I	\$ 129.00	\$ 135.00
Annual rent fee	Per road	Y	I	3% of current land value	3% of current land value
Traffic Control Plan					
Prepare and Print Traffic Control Plan (TCP)	Each	Y	I	\$ 299.00	\$ 311.00
Roads - Public Events					
Road Event Permit (Roads Act 1993 - Div. 4, CI 144)	Each	Y	I	\$ 122.00	\$ 127.00
Resident notification for road event	Each	Y	I	\$ 424.00	\$ 441.00
Road Closures					
Investigation and administration fee to process road closure applications	Per application	N	I	POA	POA
Survey, valuation and legal expenses	Per application	Y	I	At cost	At cost
Fees to other authorities and government departments	Per application	Y	I	At cost	At cost
Roads - Public Gates					
Application for approval	Per application	N	I	\$ 163.00	\$ 170.00
Annual Renewal	Each	N	I	\$ 109.00	\$ 114.00
Construction/Maintenance Bond	Each	N	I	\$ 5,000.00	\$ 5,195.00
CROWN RESERVES MANAGED BY COUNCIL					
Native Title assessment of proposed future act	Each	Y	I	\$260.00 per hour (Minimum \$1,000)	\$270.00 per hour (Minimum \$1,000)
HOIST GOODS OVER PUBLIC ROAD					
Swing or hoist goods across or over any part of a public road by means of a lift, hoist or tackle projecting over the footway	Per approval	N	I	\$ 283.00	\$ 306.00
ENVIRONMENTAL SERVICES					
Approval Fees (Local Government Act)					
APPLICATION FEE FOR APPROVALS UNDER SECTION 68					
Solid Fuel Heating Appliance Approval Application fee	Per application	N	I	\$ 283.00	\$ 305.00
AMUSEMENT DEVICES (SHOWS, FAIRS, FUNCTIONS)					
All amusement devices	Per device	N	I	\$ 53.00	\$ 57.00
Inspection fee	Per inspection	N	I	\$ 180.00	\$ 194.00
INSTALL MOVEABLE DWELLING					
Install a manufactured home, moveable dwelling or associated structure in caravan park, manufactured home estate or the like and where existing development consent for such purpose is in place.	Per approval	N	I	\$ 459.00	\$ 495.00
Install a manufactured home, moveable dwelling or associated structure on land other than caravan park or manufactured home estate or the like.	Per approval	N	I	\$ 1,071.00	\$ 1,155.00

Code for Fees and Charges	
Charge set by Council	1
Charge set by Statute	2
Maximum charge set by statute and Council charges less than maximum	3
Charge set by Council in accordance with statutory guidelines	4

Function/Activity	Unit of Measure	GST	Code	Total Charge 2022/2023	Total Charge 2023/2024
Modification to manufactured home, moveable dwelling or associated structure on land other than caravan park or manufactured home estate or the like	Per approval	N	I	New Charge	50% of original fee
Inspection fee	Per inspection	N	I	\$ 180.00	\$ 194.00
INSTALL TEMPORARY STRUCTURE					
Install a temporary structure on land	Per approval	N	I	\$ 283.00	\$ 305.00
Inspection fee	Per inspection	N	I	\$ 180.00	\$ 194.00
AWNINGS					
Expose or allow to be exposed (whether for sale or otherwise) any article in or on or so as to overhang any part of the road or outside a shop window or doorway abutting the road, or hang an article beneath an awning over the road	Per approval	N	I	\$ 283.00	\$ 305.00
Annual approval fee for existing approval to expose or allow to be exposed (whether for sale or otherwise) any article in or on or so as to overhang any part of the road or outside a shop window or doorway abutting the road, or hang an article beneath an awning over the road	Per approval	N	I	\$ 59.50	\$ 64.00
Inspection fee	Per inspection	N	I	\$ 180.00	\$ 194.00
FOOTPATH DINING					
Engage in a trade or business on community land application fee e.g. footpath dining, display goods for sale, portable signage	Per application	N	I	\$ 283.00	\$ 305.00
Annual renewal fee for existing approval to engage in a trade or business on community land.	Per year	N	I	\$ 59.50	\$ 64.00
Inspection fee	Per inspection	N	I	\$ 180.00	\$ 194.00
WASTE STORAGE CONTAINER					
Place a waste storage container in a public place - application fee	Per application	N	I	\$ 283.00	\$ 305.00
BUSKING					
Play a musical instrument or sing on community land for fee or reward -application fee	Per application	N	I	\$ 27.00	\$ 29.00
CARAVAN PARK/MANUFACTURED HOME ESTATE APPROVAL FEES					
Minimum fee	Each	N	I	\$ 180.00	\$ 194.00
Application for Approval – per site	Per site	N	I	\$ 11.00	\$ 11.85
Renewal fee – per site	Per site	N	I	\$ 6.60	\$ 7.10
Annual Compliance Inspection – per site	Per site	N	I	\$ 6.60	\$ 7.10
Inspection other than annual inspection including reinspection for non compliance – per half hour or part thereof	Per 1/2 hour of inspection	N	I	\$ 180.00	\$ 194.00
PLUMBING AND DRAINAGE					
Plumbing and Drainage Approval Permit - includes one inspection	Per approval	N	I	\$ 283.00	\$ 305.00
Plumbing and Drainage Approval Permit - minor alterations and repairs	Per approval	N	I	\$ 59.50	\$ 64.00
Inspection fee	Per inspection	N	I	\$ 180.00	\$ 194.00

Code for Fees and Charges	
Charge set by Council	1
Charge set by Statute	2
Maximum charge set by statute and Council charges less than maximum	3
Charge set by Council in accordance with statutory guidelines	4

Function/Activity	Unit of Measure	GST	Code	Total Charge 2022/2023	Total Charge 2023/2024
ON-SITE SEWERAGE MANAGEMENT SYSTEMS					
Application to install new OSSM - includes one inspection	Per application	N	I	\$ 283.00	\$ 305.00
Alteration to Existing Approved On-Site Sewerage Management	Per application	N	I	\$ 59.50	\$ 64.00
Application for Approval to Operate Existing On-Site Sewerage Management	Per application	N	I	\$ 59.50	\$ 64.00
Registration of existing approved On-Site Sewerage Management	Per application	N	I	\$ 59.50	\$ 64.00
Inspection fee to verify compliance of existing system and/or additional inspections	Per inspection	N	I	\$ 180.00	\$ 194.00
ADDITIONAL INSPECTION FEE					
Additional inspection fee for compliance inspections relating to Section 68 approvals	Per inspection	N	I	\$ 180.00	\$ 194.00
MORTUARY/UNDERTAKERS					
Application to Operate a Mortuary/Undertakers Business	Per application	N	I	\$ 283.00	\$ 305.00
Inspection fee	Per inspection	N	I	\$ 180.00	\$ 194.00
OTHER					
Other S68 Approval not listed	Per application	N	I	\$ 283.00	\$ 305.00
Modification of application for S68 Approval (other than moveable/transportable dwelling)	Per application	N	I	\$ 48.50	\$ 52.30
Inspection fee	Per inspection	N	I	\$ 180.00	\$ 194.00
Miscellaneous Environmental Service Fees					
SECTION 608 FEE FOR ADVICE/SERVICE					
Fee for Advice/Service	Per service	Y	I	\$ 117.00	\$ 126.00
Fee for Service (inspection required)	Per inspection	Y	I	\$ 180.00	\$ 194.00
File Retrieval/Inspection Fee	Per retrieval or inspection	Y	I	\$ 28.00	\$ 30.00
Copy of drainage diagram	Per diagram	Y	I	\$ 45.50	\$ 49.00
RURAL ADDRESSING					
Rural Addressing Application including one plate	Each	Y	I	\$ 117.00	\$ 126.00
Rural Addressing additional plate	Each	Y	I	\$ 44.00	\$ 47.00
FOOD SERVICES					
Food Premises Annual Administration Fee (only where inspection of premises carried out)	Per annum	N	3	\$ 76.00	\$ 82.00
Inspection Fee (minimum charge half hour)	Per hour	N	3	\$ 177.00	\$ 284.00
Re-inspection	Per re-inspection	N	3	New Charge	\$ 147.00
Improvement Notice Fee	Per notice	N	2	\$ 341.00	\$ 330.00
Mobile food premises annual registration and inspection fee	Per hour	N	3	\$ 177.00	\$ 188.00
PUBLIC HEALTH ACT					
Compliance inspection fee for premises regulated under Public Health Act. E.g. skin penetration premises, cooling tower systems	Per inspection	N	I	\$ 180.00	\$ 194.00
Notification of skin penetration premises	Per application	N	2	\$ 100.00	\$ 105.00
Notification of installation of water-cooling and warm-water systems	Per application	N	2	\$ 115.00	\$ 120.00
Notification of public swimming pools and spas	Per application	N	2	\$ 100.00	\$ 105.00
Testing of commercial swimming pools	Per test	N	I	POA	POA
Testing of private drinking water supplies	Per test	N	I	POA	POA

Code for Fees and Charges	
Charge set by Council	1
Charge set by Statute	2
Maximum charge set by statute and Council charges less than maximum	3
Charge set by Council in accordance with statutory guidelines	4

Function/Activity	Unit of Measure	GST	Code	Total Charge 2022/2023	Total Charge 2023/2024
SWIMMING POOLS - ACT 1992					
Clause 22 - Exemption Application	Per application	Y	2	\$ 250.00	\$ 250.00
Clause 22D - Application for Certificate of Compliance:					
• First inspection since person became the owner	Per inspection	Y	2	\$ 150.00	\$ 150.00
• Subsequent inspections after the first inspection since the person became the owner	Per inspection	Y	2	\$ 100.00	\$ 100.00
• First inspection since a certificate of compliance in relation to the premises ceased to be valid	Per inspection	Y	2	\$ 150.00	\$ 150.00
• Subsequent inspections since a certificate of compliance in relation to the premises ceased to be valid	Per inspection	Y	2	\$ 100.00	\$ 100.00
Registration of a swimming pool or spa	Per application	Y	2	\$ 10.00	\$ 10.00
Animals - Companion Animals Act					
ANIMAL REGISTRATION					
Dog - desexed by relevant age	Per animal	N	2	\$ 69.00	\$ 75.00
Dog - desexed by relevant age - owned by eligible pensioner	Per animal	N	2	\$ 29.00	\$ 32.00
Dog - desexed - sold by pound/shelter	Per animal	N	2	No Charge	No Charge
Dog - not desexed or desexed after relevant age	Per animal	N	2	\$ 234.00	\$ 252.00
Dog - not desexed due to medical condition, or owned by a recognised breeder	Per animal	N	2	\$ 69.00	\$ 75.00
Assistance animals, working dogs, and dogs in service of the State	Per animal	N	2	No Charge	No Charge
Cat - desexed or not desexed	Per animal	N	2	\$ 59.00	\$ 65.00
Cat - desexed or not desexed - owned by eligible pensioner	Per animal	N	2	\$ 29.00	\$ 32.00
Cat - desexed - sold by pound/shelter	Per animal	N	2	No Charge	No Charge
Registration late fee	Per animal	N	2	\$ 19.00	\$ 21.00
NOTE:					
<ul style="list-style-type: none"> • Dogs only need to be microchipped and registered if they have been purchased or born since 1 July 1999 • Assistance Animals are required to be microchipped and registered but there is no registration fee • Working dogs are not required to be microchipped and registered but it is recommended for the protection of the dog • Greyhounds registered with the Greyhound Racing Authority Act 1985 are not required to be microchipped and registered but it is recommended for the protection of the dog 					
ANNUAL PERMIT					
Cat not desexed by four months of age	Per animal	N	2	\$ 85.00	\$ 92.00
Dangerous dog	Per animal	N	2	\$ 206.00	\$ 221.00
Restricted dog	Per animal	N	2	\$ 206.00	\$ 221.00
Permit late fee	Per animal	N	2	\$ 19.00	\$ 21.00
OTHER					
Dangerous/Restricted Dog Sign	Per sign	Y	1	\$ 27.00	\$ 29.00
Dangerous/Restricted Dog Collar:					
• Small - 25mm x 450mm	Per collar	Y	1	\$ 38.00	\$ 41.00
• Medium - 40mm x 530mm	Per collar	Y	1	\$ 43.00	\$ 46.00
• Large - 50mm x 650mm	Per collar	Y	1	\$ 48.00	\$ 52.00
• X-Large - 50mm x 850mm	Per collar	Y	1	\$ 55.00	\$ 59.00
Compliance Certificate Dangerous/Restricted Dog Enclosure	Per animal	N	1	New Charge	\$ 150.00

Code for Fees and Charges	
Charge set by Council	1
Charge set by Statute	2
Maximum charge set by statute and Council charges less than maximum	3
Charge set by Council in accordance with statutory guidelines	4

Function/Activity	Unit of Measure	GST	Code	Total Charge 2022/2023	Total Charge 2023/2024
POUND RELEASE FEES					
Cat Traps	Per trap – refundable deposit only	Y	I	\$ 78.00	\$ 84.00
Dog/Cat (first time)	Per animal	N	I	\$ 16.00	\$ 17.25
Second or subsequent time in a 12 month period	Per animal	N	I	\$ 31.00	\$ 33.40
Sustenance per day impounded-Dog/Cat	Per animal per day	N	I	\$ 7.45	\$ 8.00
Conveyance of animals to pound	Per animal	N	I	At cost	At cost
Microchip fee (cat/dog) - excluding registration	Per animal	N	I	\$ 33.00	\$ 44.00
Microchip fee (cat/dog) - excluding registration - performed by vet	Per animal	N	I	New charge	As per vet - full cost recovery
Public Spaces (Unattended Property) Act 2021					
Large Animals	Per animal	N	I	\$ 75.00	\$ 81.00
Sheep, goats, pigs & similar size animals	Per animal	N	I	\$ 16.50	\$ 17.80
Sustenance per day impounded - horses & cattle	Per animal per day	N	I	At cost	At cost
Sustenance per day impounded - sheep, goats, pigs	Per animal per day	N	I	At cost	At cost
Conveyance of animals to pound	Per animal	N	I	At cost	At cost
Release impounded shopping trolleys	Per trolley	N	I	\$ 62.00	\$ 67.00
Release items other than livestock (miscellaneous)	Per item	N	I	New Charge	\$ 10.00
Vehicle Impounding Fee	Per vehicle	N	I	\$240 plus cost of holding and towage	Full cost recovery
For release of article (not a vehicle)	Per article	N	I	\$ 62.00	\$ 67.00
Protection of the Environment - Operations Act 1997					
Administrative cost of prepare and giving clean up notice Clause 94	Per notice	N	2	\$ 605.00	\$ 785.00
Administrative cost of prepare and giving prevention notice Clause 100	Per notice	N	2	\$ 605.00	\$ 785.00
Administrative cost of prepare and giving noise control notice Clause 267A	Per notice	N	2	\$ 605.00	\$ 785.00
Building (Environmental Planning and Assessment)					
DEVELOPMENT APPLICATION FEES					
Development involving the erection of a building, the carrying out of work or the demolition of a work or a building based on estimated cost of development. Based on cost of works as determined under Clause 251 EPAR (2021).					
Minor work under \$5000	Per application	N	2	\$ 129.00	\$ 138.00
\$5,001–\$50,000	Per application	N	2	\$198, plus an additional \$3 for each \$1,000 (or part of \$1,000) over \$5,000.	\$212, plus an additional \$3 for each \$1,000 (or part of \$1,000) over \$5,000.

Code for Fees and Charges	
Charge set by Council	1
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Maximum charge set by statute and Council charges less than maximum	3
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Function/Activity	Unit of Measure	GST	Code	Total Charge 2022/2023	Total Charge 2023/2024
\$50,001–\$250,000	Per application	N	2	\$412 plus an additional \$3.64 for each \$1,000 (or part of \$1,000) over \$50,000	\$442 plus an additional \$3.64 for each \$1,000 (or part of \$1,000) over \$50,000
\$250,001–\$500,000	Per application	N	2	\$1,356 plus an additional \$2.34 for each \$1,000 (or part of \$1,000) over \$250,000	\$1,455 plus an additional \$2.34 for each \$1,000 (or part of \$1,000) over \$250,000
\$500,001–\$1,000,000	Per application	N	2	\$2,041 plus an additional \$1.64 for each \$1,000 (or part of \$1,000) over \$500,000	\$2,189 plus an additional \$1.64 for each \$1,000 (or part of \$1,000) over \$500,000
\$1,000,001–\$10,000,000	Per application	N	2	\$3,058 plus an additional \$1.44 for each \$1,000 (or part of \$1,000) over \$1,000,000	\$3,280 plus an additional \$1.44 for each \$1,000 (or part of \$1,000) over \$1,000,000
More than \$10,000,000	Per application	N	2	\$18,565 plus an additional \$1.19 for each \$1,000 (or part of \$1,000) over \$10,000,000	\$19,915 plus an additional \$1.19 for each \$1,000 (or part of \$1,000) over \$10,000,000

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Charge set by Council in accordance with statutory guidelines	4

Function/Activity	Unit of Measure	GST	Code	Total Charge 2022/2023	Total Charge 2023/2024
Outdoor Advertisement	Per application	N	2	\$333 including one advertisement plus \$93 for each additional advertisement	\$357 including one advertisement plus \$93 for each additional advertisement
Dwelling House \$100,000 or less - maximum fee payable	Per application	N	2	\$ 532.00	\$ 571.00
Additional fee for a DA or modification application that is referred to a Design Review Panel for advice	Per application	N	2	\$ 3,508.00	\$ 3,763.00
Development being change of use (NOT involving the erection of a building, NOT involving the carrying out of a work, NOT involving the subdivision of land or NOT involving the demolition of a building or work)	Per application	N	2	\$ 333.00	\$ 357.00
SUBDIVISION FEES					
Subdivision of land involving opening of public road	Per application	N	2	\$ 777.00	\$ 833.00
Plus per each additional lot created	Per application	N	2	\$ 65.00	\$ 65.00
Subdivision of land not involving opening of public road	Per application	N	2	\$ 386.00	\$ 414.00
Plus per each additional lot created	Per application	N	2	\$ 53.00	\$ 53.00
Subdivision of land for Strata Title	Per application	N	2	\$ 386.00	\$ 414.00
Plus per each additional lot created	Per application	N	2	\$ 65.00	\$ 65.00
NOTE: For example, a plan of subdivision that provides for 5 lots over land that has previously comprised 2 lots will result in the creation of 3 additional lots, and so attract a fee that includes a base amount of \$833 or \$414, as the case requires, together with a further amount of \$65 or \$53, as the case requires, for each of the 3 additional lots.					
Subdivision Certificate Application	Per application	N	I	\$ 202.00	\$ 218.00
Plus per each additional lot created	Per lot per application	N	I	\$ 25.00	\$ 27.00
Signing of Plans of Consolidation & other plans not requiring Subdivision Certificate	Per plan	N	I	\$ 202.00	\$ 218.00
COMPLIANCE CERTIFICATE FEES (INCLUDING SUBDIVISION)					
per inspection required determined by PCA					
1. Water	Per certificate / inspection	Y	I	\$ 78.00	\$ 84.00
2. Sewer	Per certificate / inspection	Y	I	\$ 78.00	\$ 84.00
3. Roads, kerb & gutter, Footpath	Per certificate / inspection	Y	I	\$ 78.00	\$ 84.00
4. Access	Per certificate / inspection	Y	I	\$ 78.00	\$ 84.00
5. Drainage	Per certificate / inspection	Y	I	\$ 78.00	\$ 84.00

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2022/2023	Total Charge 2023/2024
FEES FOR ADVERTISING OF DEVELOPMENT					
Advertising Fee for Designated Development	Per application	N	2	\$ 2,596.00	\$ 2,785.00
Advertising Fee for Advertised Development	Per application	N	1	At cost, to a maximum of \$1,140	At cost, to a maximum of \$1,385
Advertising fee for development for which an environmental planning instrument or development control plan requires notice to be given	Per application	N	1	At cost, to a maximum of \$1,140	At cost, to a maximum of \$1,385
Advertising Fee for Prohibited Development	Per application	N	2	\$ 1,292.00	\$ 1,385.00
Giving of notice for other development for which a community participation plan requires notice to be given	Per application	N	2	\$ 1292.00	\$ 1,385.00
Giving of notice for nominated integrated development, threatened species development or Class 1 aquaculture development	Per application	N	2	\$ 1292.00	\$ 1,385.00
Neighbour notification of Development where Advertising is not required	Per Application	N	3	\$ 115.00	\$ 123.50
Note: Consent authority must refund so much of the fee paid under this clause as is not spent in giving notice					
ADDITIONAL FEES FOR APPROVALS REQUIRING REFERRAL					
Designated Development additional fee (in addition to DA fee and other applicable fees)	Per certificate / inspection	N	2	\$ 1,076.00	\$ 1,154.00
Additional fee for application requiring Concurrence Referral	Per concurrence	N	2	\$ 164.00	\$ 176.00
Concurrence fee payable to a Concurrence Authority	Per concurrence	N	2	\$ 374.00	\$ 401.00
Additional fee for application requiring Integrated Referral	Per integrated approval	N	2	\$ 164.00	\$ 176.00
Integrated Authority approval fee payable to Integrated Approval Authority	Per integrated approval	N	2	\$ 374.00	\$ 401.00
Additional fee for development application that is referred to design review panel for advice	Per referral	N	2	\$ 3,508.00	\$ 3,763.00

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2022/2023	Total Charge 2023/2024
FEE FOR APPLICATION TO REVIEW DEVELOPMENT APPLICATION DETERMINATION UNDER Part 8 of EPAA					
Development involving the erection of a building, the carrying out of work or the demolition of a work or a building based on estimated cost of development. Based on cost of works as determined under Clause 251 of Environmental Planning and Assessment Regulation 2021.					
Up to \$5,000	Per application	N	2	\$ 64.00	\$ 69.00
\$5,001–\$250,000	Per application	N	2	\$100 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) over \$5,000	\$107 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) over \$5,000
\$250,001–\$500,000	Per application	N	2	\$585 plus an additional \$0.85 for each \$1,000 (or part of \$1,000) over \$250,000	\$628 plus an additional \$0.85 for each \$1,000 (or part of \$1,000) over \$250,000
\$500,001–\$1,000,000	Per application	N	2	\$833 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) over \$500,000	\$894 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) over \$500,000
\$1,000,001–\$10,000,000	Per application	N	2	\$1,154 plus an additional \$0.40 for each \$1,000 (or part of \$1,000) over \$1,000,000	\$1,238 plus an additional \$0.40 for each \$1,000 (or part of \$1,000) over \$1,000,000

Code for Fees and Charges	
Charge set by Council	1
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Function/Activity	Unit of Measure	GST	Code	Total Charge 2022/2023	Total Charge 2023/2024
More than \$10,000,000	Per application	N	2	\$5,540 plus an additional \$0.27 for each \$1,000 (or part of \$1,000) over \$10,000,000	\$5,943 plus an additional \$0.27 for each \$1,000 (or part of \$1,000) over \$10,000,000
Appeal against determination of modification under section 8.9 of the Act	Per application	N	2	50% of the original fee	50% of the original fee
Review change of use application	Per application	N	2	50% of the original fee	50% of the original fee
Application for review of development application not involving the erection of a building, the carrying out of work or the demolition of a work or building under section 8.3 of the Act	Per application	N	2	50% of the original DA fee paid	50% of the original DA fee paid
Review of Development Application for Dwelling House <\$100,000	Per application	N	2	\$ 222.00	\$ 238.00
Additional amount if notice of the application is required to be given under section 8.3 of the Act	Per application	N	2	Not more than \$725	Not more than \$778
REVIEW OF DECISION TO REJECT DEVELOPMENT APPLICATION					
If estimated cost of DA is less than \$100,000	Per application	N	2	\$ 64.00	\$ 69.00
If estimated cost of DA is from \$100,000 to \$1,000,000	Per application	N	2	\$ 175.00	\$ 188.00
If estimated cost of DA is more than \$1,000,000	Per application	N	2	\$ 292.00	\$ 313.00
FEE FOR APPLICATION TO MODIFY A CONSENT FOR LOCAL DEVELOPMENT					
Modification for Dwelling house <\$100,000	Per application	N	2	\$ 222.00	\$ 238.00
Modifications involving minor error, misdescription or miscalculation 4.55(1)	Per application	N	2	\$ 83.00	\$ 89.00
Application for modifications involving minimal environmental impact and the development to which the consent as modified relates is substantially the same development as the development for which the consent was originally granted 4.55(1A) or 4.56(1)	Per application	N	2	\$754 or 50% of the fee for the original development application fee, whichever is the lesser	\$809 or 50% of the fee for the original development application fee, whichever is the lesser
Application for modification which, in the opinion of the consent authority, is not of minimal environmental impact. Where the original fee for the original application was less than \$100 4.55(2) or 4.56(1)	Per application	N	2	50% of original fee	50% of original fee

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2022/2023	Total Charge 2023/2024
Application for modification which, in the opinion of the consent authority, is not of minimal environmental impact. Where the original fee for the original application was more than \$100 and does not involve the erection of a building, the carrying out of work or the demolition of a work or building 4.55(2) or 4.56(1)	Per application	N	2	50% of original fee	50% of original fee
Application for modification which, in the opinion of the consent authority, is not of minimal environmental impact. Where the original fee for the original application was more than \$100 and the original development application involved the erection of a dwelling house with an estimated cost of \$100,000 or less 4.55(2) or 4.56(1)	Per application	N	2	\$ 222.00	\$ 238.00
Modification application under the Act, section 4.55(2) or 4.56(1) that does not, in the consent authority's opinion, involve minimal environmental impact, if the fee for the original application was 1 fee unit or more and the application relates to an original development application, other than an original development application specified in item 4.3 or 4.4, with an estimated cost of development of—					
Up to \$5,000		N	2	\$ 64.00	\$ 69.00
\$5,001–\$250,000	Per application	N	2	\$99 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) over \$5,000	\$106 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) over \$5,000
\$250,001–\$500,000	Per application	N	2	\$585 plus an additional \$0.85 for each \$1,000 (or part of \$1,000) over \$250,000	\$628 plus an additional \$0.85 for each \$1,000 (or part of \$1,000) over \$250,000
\$500,001–\$1,000,000	Per application	N	2	\$833 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) over \$500,000	\$899 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) over \$500,000

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2022/2023	Total Charge 2023/2024
\$1,000,001–\$10,000,000	Per application	N	2	\$1,154 plus an additional \$0.40 for each \$1,000 (or part of \$1,000) over \$1,000,000	\$1,238 plus an additional \$0.40 for each \$1,000 (or part of \$1,000) over \$1,000,000
More than \$10,000,000	Per application	N	2	\$5,540 plus an additional \$0.27 for each \$1,000 (or part of \$1,000) over \$10,000,000	\$5,943 plus an additional \$0.27 for each \$1,000 (or part of \$1,000) over \$10,000,000
Plus an additional amount if notification or advertising of the modification is required to be given under section 4.55(2) or 4.56(1) of the EPAA	Per application	N	2	\$ 778.00	\$ 835.00
Plus an additional fee if the modification application is accompanied by statement of qualified designer	Per application	N	2	\$ 889.00	\$ 954.00
Plus an additional fee if the modification application is referred to design review panel for advice	Per application	N	2	\$ 3508.00	\$ 3,763.00
Plus an additional fee for modification of consent for residential apartment buildings where Clause 102 EPAR 2021 applies	Per application	N	2	\$ 889.00	\$ 953.00
COMPLYING DEVELOPMENT CERTIFICATE (CDC) ASSESSMENT FEE					
Complying Development Certificate fee	Per certificate	Y	I	\$168.00 plus equivalent CC fee	\$181.00 plus equivalent CC fees
Administration Fee - Charged for assessment of the Complying Development Certificate (CDC) if it is withdrawn.	Per withdrawn certificate	Y	I	\$ 116.00	\$ 125.00
If the CDC is refused then all fees will be retained.					
COMPLYING DEVELOPMENT MODIFICATION FEE					
Complying Development Certificate Modification Fee	Per certificate	Y	I	50% of original fees	50% of original fees
CONSTRUCTION CERTIFICATE ASSESSMENT FEE					
Base fee - cost up to \$5,000	Per certification	Y	I	\$ 112.00	\$ 121.00
• Plus each additional \$1,000 over \$5,000 up to \$100,000	Per \$1,000	Y	I	\$ 7.35	\$ 7.92
• Plus each additional \$1,000 over \$100,000 up to \$250,000	Per \$1,000	Y	I	\$ 3.75	\$ 4.04
• Plus each additional \$1,000 over \$250,000	Per \$1,000	Y	I	\$ 1.97	\$ 2.12

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2022/2023	Total Charge 2023/2024
CONSTRUCTION CERTIFICATE MODIFICATION FEE					
Classes 1 & 10					
• Minor change	Per application	Y	I	50% of original fees	50% of original fees
Class 2-9					
• Minor change	Per application	Y	I	50% of original fees	50% of original fees
INSPECTION FEES					
Inspection fee	Per inspection	Y	I	\$ 180.00	\$ 194.00
Inspection carried out on behalf of PCA	Per inspection	Y	I	\$ 343.00	\$ 370.00
Occupation Certificate (includes one inspection) - residential	Per application	Y	I	New Charge	\$ 294.00
Occupation Certificate (includes one inspection) – commercial	Per application	Y	I	New Charge	\$ 194.00
Additional inspection fee for Occupation Certificate	Per application	Y	I	New Charge	\$ 194.00
Guideline for charging at CC lodgement stage: Base charge 5 inspections plus Occupation certificate fee for class 1 buildings new dwelling, dwelling additions and the like. Base charge 2 inspections plus Occupation Certificate for class 10 buildings garage carport, swimming pools and the like. Commercial and industrial buildings charge base 5 plus OC. Note: Additional inspection fees may be charged over and above base number per inspection.					
OCCUPATION CERTIFICATE FEE					
per application	Per application	Y	I	\$ 180.00	\$ 194.00
ADMINISTRATION FEE FOR UNAUTHORISED DEVELOPMENT (Additional to DA, CC, OC, Inspection & Building Information Certificate Fees)					
Class 10 Buildings and minor additions to Class 1a buildings i.e. carport, pool, garages, decks, single room	Per development	Y	I	\$ 557.00	\$ 600.00
Class 2 - 9 buildings and larger additions to Class 1a Buildings i.e. larger residential additions, commercial and industrial development	Per development	Y	I	\$ 1114.00	\$ 1,201.00
PLANNING PROPOSAL					
Fee for lodging a Planning Proposal	Per proposal	N	I	\$ 291.00	\$ 314.00
PLANNING CERTIFICATES					
Section 10.7(2)	Per application	N	2	\$ 62.00	\$ 67.00
Section 10.7(5)	Per application	N	2	\$ 94.00	\$ 101.00
Section 121ZP / 735A (Outstanding Notice)	Per application	N	I	\$ 96.00	\$ 103.00
Plus where a certificate requires a site inspection	Per inspection	Y	I	\$ 180.00	\$ 194.00
BUILDING INFORMATION CERTIFICATE FEE - DIV 6.7 OF THE ACT					
Same for each dwelling contained in the building or in any other building on the allotment.					
Class 1 and 10 buildings	Per dwelling	N	I	\$ 259.00	\$ 279.00
Any other class of Building not exceeding 200m ²	Per building	N	I	\$ 259.00	\$ 279.00
ANY OTHER CLASS OF BUILDING EXCEEDING 200M² BUT NOT EXCEEDING 2,000M²					
• base fee	Per application	N	I	\$ 259.00	\$ 279.00
• plus per m ² over 200m ²	Per m ²	N	I	\$ 0.52	\$ 0.56

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Charge set by Council in accordance with statutory guidelines	4

Function/Activity	Unit of Measure	GST	Code	Total Charge 2022/2023	Total Charge 2023/2024
ANY OTHER CLASS OF BUILDING EXCEEDING 2,000M²					
• base fee	Per application	N	I	\$ 1,206.00	\$ 1,300.00
• plus per m ² over 2,000m ²	Per m ²	N	I	\$ 0.080	\$ 0.090
Subsequent Inspections	Per inspection	N	I	\$ 105.00	\$ 113.00
Copy of Building Certificate	Per copy	N	I	\$ 15.00	\$ 16.15
The prescribed fee for a certified copy of a document, map or plan referred to in section 10.8(2) of the Act	Per copy	N	2	\$ 62.00	\$ 66.00
Where required consent not obtained previously, Construction Certificates and Development Application Fees apply in addition to Building Information certificate Fees	Per application	N	I	New Charge	CC + DA Fees apply in addition to BIC Fees
FEES FOR LODGEMENT OF CERTIFICATES (BY PRIVATE CERTIFIER)					
Fee for lodgement of Complying Development Certificate	Per application	N	I	\$ 42.00	\$ 45.00
FEE FOR LODGEMENT OF PART 6 CERTIFICATES					
• construction certificate-per certificate	Per certificate	N	I	\$ 42.00	\$ 45.00
• occupation certificate-per certificate	Per certificate	N	I	\$ 42.00	\$ 45.00
• subdivision certificate-per certificate	Per certificate	N	I	\$ 42.00	\$ 45.00
ASSESSMENT OF ALTERNATIVE SOLUTION					
per performance clause-not fire	Per performance clause	Y	I	\$ 180.00	\$ 194.00
FIRE SAFETY CERTIFICATES & STATEMENT LODGEMENT FEES					
Lodgement/registration of essential service certificates	Per lodgement /registration	N	I	\$ 40.00	\$ 43.00
Registration of Fire Safety Statement	Per registration	N	I	\$ 25.00	\$ 27.00
Drafting of Fire Safety Schedule for existing class 2-9 buildings	Per schedule	Y	I	\$ 40.00	\$ 43.00
Fire Safety Audit	Per audit	Y	I	New Charge	\$ 192.00
SUBDIVISION WORKS CERTIFICATE					
WATER					
Water quality facility or constructed wetland or on-sit stormwater detention basin	Per lot	Y	I	\$ 10.65	\$ 11.50
Water mains - pipes	Per lineal metre	Y	I	\$ 8.00	\$ 8.70
Water mains - structures (pumps, tanks, hydrants)	Per structure	Y	I	\$ 106.00	\$ 114.30
STORMWATER					
Trunk stormwater drainage culvert structure (minimum twin cell 1,200mm diameter)	Per structure	Y	I	\$ 106.00	\$ 114.30
Stormwater drainage pipes (excluding inter-allotment drainage)	Per lineal metre	Y	I	\$ 8.00	\$ 8.70
Stormwater drainage pits, headwalls and gross pollutant traps (excluding inter-allotment drainage)	Per structure	Y	I	\$ 10.65	\$ 11.50
Inter-allotment drainage	Per lineal metre	Y	I	\$ 2.70	\$ 2.90
SEWER					
Sewer mains - pipes	Per lineal metre	Y	I	\$ 8.00	\$ 8.70
Sewer mains - structures (manholes, pumps, junctions)	Per structure	Y	I	\$ 10.65	\$ 11.50

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2022/2023	Total Charge 2023/2024
ROADS					
Half road construction (or up to half road) including kerb and gutter (excluding stormwater drainage and concrete paths). Items that are also applicable include private driveway/access, right of access where flexible pavement is proposed	Per lineal metre	Y	I	\$ 10.65	\$ 11.50
Full road construction including kerb and gutter (excluding stormwater drainage and concrete paths)	Per lineal metre	Y	I	\$ 13.35	\$ 14.40
Full road construction - rural roads with table drains or similar including private access roads	Per lineal metre	Y	I	\$ 5.35	\$ 5.80
MISCELLANEOUS					
Earthworks where separate Construction Certificate is required - lot greater than 750m ²	Per lot	Y	I	\$53.30 per lot (minimum \$200)	\$55.50 per lot (minimum \$200)
Additional compliance inspections - where reinspection is required	Per inspection	Y	I	\$ 175.00	\$ 182.00
Additional design assessment including updating details in the Construction Certificate or civil design considerations	Per hour	Y	I	\$ 133.50	\$ 138.50
Additional fees - depending on extent, scope and number of assessments required. Additional fees range from 5% to 50% of initial fee	Per application	Y	I	By Quote	By Quote
WASTE DISPOSAL					
Waste					
<ul style="list-style-type: none"> Any materials disposed at this facility which are generated from a regulated waste area will attract the appropriate EPA levies. All commercial transactions are to be weighed and the appropriate waste stream tonnage charge applied. 					
MRF CHARGES					
Plastics only – PET, HDPE, PVE	N/A	N/A	-	No Charge	No Charge
Cans – steel & aluminium	N/A	N/A	-	No Charge	No Charge
Paper & cardboard	N/A	N/A	-	No Charge	No Charge
Glass – brown, green & clear	N/A	N/A	-	No Charge	No Charge
GREEN WASTE					
Grass Cuttings		Y	I	New Charge	\$ 5.00
Minimum charge - mixed greens/leaves, branches	Sulo Bin	Y	I	\$ 5.15	\$ 6.00
Ute / single axle trailer (up to 7x4)	1/2 Load	Y	I	\$ 7.75	\$ 11.00
Ute / single axle trailer (up to 7x4)	Full load	Y	I	\$ 15.50	\$ 22.00
Large truck / commercial / dual axle trailer	Per tonne	Y	I	\$ 72.00	\$100.00 (minimum charge \$11.00)
Large tree trunks / roots	Per tonne	Y	I	New Charge	\$150.00 (minimum charge \$22.00)

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2022/2023	Total Charge 2023/2024
FILL					
Clean fill (topsoil/garden soil - no stone or rock)	Per tonne	Y	I	No charge as determined by Site Attendant	10.00
Inert fill (topsoil/clay - with brick/glass/timber or rock)	Per tonne	Y	I	\$ 31.00	\$50.00 (minimum charge \$10.00)
Restricted contaminated solid waste	Per tonne	Y	I	\$ 330.00	\$ 350.00
RESIDENTIAL					
Minimum charge (per bin over weighbridge)	Per Bin	Y	I	\$ 7.25	\$ 8.00
Ute / single axle trailer (up to 7x4)	1/2 Load	Y	I	\$ 20.50	\$ 25.00
Ute / single axle trailer (up to 7x4)	Full load	Y	I	\$ 41.00	\$ 50.00
Large truck / commercial mixed waste	Per tonne	Y	I	\$ 155.00	\$ 167.00
Council garbage truck	Per tonne	Y	I	\$ 155.00	\$ 167.00
Document Security Disposal	Minimum charge	Y	I	\$ 31.00	\$ 30.00
Mattress (single)	Per unit	Y	I	5.15	\$ 15.00
Mattress (double and larger)	Per unit	Y	I	\$ 10.30	\$ 30.00
COMMERCIAL WASTE - 240L MGB HIRE					
Event bin hire per 240L MGB (includes hire / collection / waste disposal)	Per MGB	Y	I	\$ 16.00	\$ 20.00
Bin Hire (waste charges not included)	Per MGB	Y	I	\$ 5.70	\$ 6.80
Drop off / collection fee out of town limits	Per MGB	Y	I	\$ 10.25	\$2.00 per kilometre out of town limits
TYRES					
Push bike	Per unit	Y	I	\$ 5.20	\$ 5.00
Motor bike or car	Per unit	Y	I	\$ 20.70	\$ 20.00
Light Truck or 4WD	Per unit	Y	I	\$ 26.00	\$ 25.00
Heavy truck	Per unit	Y	I	\$ 41.40	\$ 40.00
Tractor front / small	Per unit	Y	I	\$ 41.40	\$ 40.00
Tractor rear	Per unit	Y	I	\$ 124.00	\$ 140.00
Earthmoving up to 2m	Per unit	Y	I	New Charge	\$ 300.00
TYRES - ON RIM					
Motor bike or car	Per unit	Y	I	New Charge	\$ 25.00
Light Truck or 4WD	Per unit	Y	I	New Charge	\$ 30.00
Heavy truck	Per unit	Y	I	New Charge	\$ 45.00
Tractor front / small	Per unit	Y	I	New Charge	\$ 45.00
Tractor rear	Per unit	Y	I	New Charge	\$ 150.00
Earthmoving up to 2m	Per unit	Y	I	New Charge	\$ 310.00

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METAL (CLEAN AND SEPARATED)					
Car Bodies	Each	Y	I	No Charge	\$ 50.00
Car bodies with tyres, batteries and oil removed	Each	Y	I	No Charge	No Charge
Steel/black iron	Per tonne	Y	I	No Charge	No Charge
White goods	Per unit	Y	I	No Charge	No Charge
Fencing wire	Per tonne	Y	I	No Charge	No Charge
Steel drums	Each	Y	I	No Charge	No Charge
Steel tanks	Each	Y	I	No Charge	No Charge
BUILDING MATERIALS (CLEAN)					
Asbestos and asbestos contaminated material	Per tonne	Y	I	\$ 414.00	\$ 400.00
Asbestos contaminated material from one residential house (non-commercial purposes) up to 50 tonnes	First 50 tonnes	Y	I	\$ 11,725.00	\$ 12,000.00
Additional asbestos contaminated material from same residential home	Per tonne	Y	I	\$ 293.00	\$ 167.00
Builders waste mixed / bulk demolition	Per tonne	Y	I	\$ 155.00	\$ 167.00
Builders timber / pallets	Per tonne	Y	I	Quantities as per Green Waste Charge	\$ 167.00
Bricks and/or concrete	Per tonne	Y	I	\$ 72.00	\$ 120.00
ANIMAL DISPOSAL					
Horses, cows and bulls	Per animal	Y	I	\$ 72.00	\$ 70.00
Calves and foals	Per animal	Y	I	\$ 62.00	\$ 60.00
Sheep, goats, deer, pigs, kangaroos etc.	Per animal	Y	I	\$ 41.40	\$ 40.00
Dogs, cats, possums	Per animal	Y	I	\$ 15.50	\$ 15.00
Offal	Per m3	Y	I	\$ 51.75	\$ 30.00
Bulk animal disposal	Per tonne	Y	I	New Charge	\$ 400.00
Other Waste					
e-waste	Item	Y	I	No Charge	No Charge
All types of oils	Each	Y	I	No Charge	No Charge
Batteries (vehicles, cars etc.)	Each	Y	I	No Charge	No Charge
MGB Replacement Charges					
240 litre bin (New)	Per Bin	Y	I	\$ 147.00	\$ 90.00
120 litre bin (New)	Per Bin	Y	I	\$ 131.00	\$ 90.00
Weighbridge Ticket					
Weighbridge Ticket	Each	Y	I	\$ 26.00	\$ 25.00
DISCHARGE OF LIQUID TRADE WASTE TO SEWERAGE SYSTEM					
Application Fee					
Application fee	Per application	N	4	\$ 99.00	\$ 103.00
Renewal fee	Per application	N	4	\$ 49.00	\$ 51.00

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Annual trade waste fee					
• Category 1 discharger	Per year	N	4	\$ 109.00	\$ 113.50
• Category 2/2S discharger	Per year	N	4	\$ 218.00	\$ 226.50
• Category 3 discharger	Per year	N	4	\$ 733.00	\$ 761.50
Re-inspection Fee	Per re-inspection	N	4	\$ 92.00	\$ 95.50
Trade Waste usage Charge	\$/kL	N	4	\$ 1.85	\$ 2.00
Trade Waste usage Charge for dischargers where appropriate pre-treatment facilities are not installed or maintained	\$/kL	N	4	\$ 16.90	\$ 17.50
Substances					
EXCESS MASS CHARGES U VALUE FOR SUBSTANCE (See Section 3.5.5 of Council's Policy 3.60)					
Acid demand, pH>10	\$/kg	N	4	\$ 0.84	\$ 0.87
Alkali demand, pH<7	\$/kg	N	4	\$ 0.84	\$ 0.87
Aluminium	\$/kg	N	4	\$ 0.84	\$ 0.87
Ammonia (as N)	\$/kg	N	4	\$ 2.47	\$ 2.57
Arsenic	\$/kg	N	4	\$ 83.30	\$ 86.55
Barium	\$/kg	N	4	\$ 41.64	\$ 43.26
BOD	\$/kg	N	4	\$ 0.84	\$ 0.87
Boron	\$/kg	N	4	\$ 0.84	\$ 0.87
Bromine	\$/kg	N	4	\$ 16.66	\$ 17.31
Cadmium	\$/kg	N	4	\$ 384.50	\$ 399.50
Chloride	\$/kg	N	4	\$ 0.00	\$ 0.00
Chlorinated Hydrocarbons	\$/kg	N	4	\$ 41.64	\$ 43.26
Chlorinated Phenolics	\$/kg	N	4	\$ 1,665.66	\$ 1,730.62
Chlorine	\$/kg	N	4	\$ 1.69	\$ 1.76
Chromium	\$/kg	N	4	\$ 27.57	\$ 28.65
Herbicides/Defoliant	\$/kg	N	4	\$ 827.21	\$ 859.47
Cobalt	\$/kg	N	4	\$ 16.85	\$ 17.51
Copper	\$/kg	N	4	\$ 16.85	\$ 17.51
Cyanide	\$/kg	N	4	\$ 82.73	\$ 85.96
Fluoride	\$/kg	N	4	\$ 4.14	\$ 4.30
Formaldehyde	\$/kg	N	4	\$ 1.68	\$ 1.75
Total Oil and Grease	\$/kg	N	4	\$ 1.48	\$ 1.54
Iron	\$/kg	N	4	\$ 1.68	\$ 1.75
Lead	\$/kg	N	4	\$ 41.36	\$ 42.97
Lithium	\$/kg	N	4	\$ 8.27	\$ 8.59
Manganese	\$/kg	N	4	\$ 8.27	\$ 8.59
Mercaptans	\$/kg	N	4	\$ 82.73	\$ 85.96

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Mercury	\$/kg	N	4	\$ 2,757.39	\$ 2,864.93
Methylene Blue Active Substances (MBAS)	\$/kg	N	4	\$ 0.83	\$ 0.86
Molybdenum	\$/kg	N	4	\$ 0.83	\$ 0.86
Nickel	\$/kg	N	4	\$ 27.57	\$ 28.65
Total Kjeldahl Nitrogen	\$/kg	N	4	\$ 0.22	\$ 0.23
Organoarsenic Compounds	\$/kg	N	4	\$ 827.21	\$ 859.47
Pesticides General (excludes organochlorines and organophosphates)	\$/kg	N	4	\$ 827.21	\$ 859.47
Petroleum Hydrocarbons (non-flammable)	\$/kg	N	4	\$ 2.75	\$ 2.86
Phenolic Compounds (non-chlorinated)	\$/kg	N	4	\$ 8.27	\$ 8.59
Total Phosphorous	\$/kg	N	4	\$ 1.68	\$ 1.75
Polynuclear Aromatic Hydrocarbons (PAHs)	\$/kg	N	4	\$ 16.85	\$ 17.51
Selenium	\$/kg	N	4	\$ 57.18	\$ 59.41
Silver	\$/kg	N	4	\$ 1.52	\$ 1.58
Sulphate (SO4)	\$/kg	N	4	\$ 0.16	\$ 0.17
Sulphide	\$/kg	N	4	\$ 1.68	\$ 1.75
Sulphite	\$/kg	N	4	\$ 1.84	\$ 1.91
Suspended Solids	\$/kg	N	4	\$ 1.06	\$ 1.10
Thiosulphate	\$/kg	N	4	\$ 0.29	\$ 0.30
Tin	\$/kg	N	4	\$ 8.27	\$ 8.59
Total Dissolved Solids	\$/kg	N	4	\$ 0.06	\$ 0.06
Uranium	\$/kg	N	4	\$ 8.27	\$ 8.59
Zinc	\$/kg	N	4	\$ 16.85	\$ 17.51
Excess Mass Charges C Value for BOD>600mg/L (see section 3.5.5 of Council's policy 3.60)	C - Value	N	4	\$ 0.84	\$ 0.87
Food waste disposal charge	per bed	N	4	\$ 30.64	\$ 31.83
Non-compliance					
NON-COMPLIANCE CHARGES (See Section 3.5.7 of Council's Policy 3.60)					
Non-compliance pH charge	k value	N	4	\$ 0.45	\$ 0.47
NON-COMPLIANCE EXCESS MASS CHARGE (Value as for excess mass charge)					
Discharge of stormwater to the sewerage system	\$/kL	N	4	\$ 16.90	\$ 17.56
Portable toilet waste	\$/kL	N	4	\$ 18.40	\$ 19.12
Septic tank and pan waste disposal charge (where accepted with prior arrangement from Council)	\$/kL	N	4	\$ 2.92	\$ 3.03
Septic tank sludge (where accepted with prior arrangement of Council)	\$/kL	N	4	\$ 24.60	\$ 25.56

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CEMETERY					
COLUMBARIUM (ASHES ONLY)					
Reservation Fee: (Selected position) (Note: Accepted as deposit and to be deducted from amount of charges at time of Internment)	Each	Y	I	\$ 433.00	\$ 466.00
Internment of Ashes: Includes niche for casket, installation and perpetual maintenance and including plaque (to a standard amount of inscription)	Each	Y	I	\$ 682.00	\$ 735.00
MEMORIAL TREE AND MEMORIAL GARDENS (ASHES ONLY)					
<ul style="list-style-type: none"> Gardens to have maximum of two internments per niche. Garden prices to include one vase and one plaque, upon second internment both internments to be on one plaque. 					
Reservation Fee: (Selected position) (Note: Accepted as deposit and to be deducted from amount of charges at time of Internment)	Each	Y	I	\$ 708.00	\$ 763.00
Internment of Ashes: reception and Internment of ashes if desired, perpetual maintenance and plaque (to a standard amount of inscription)	Each	Y	I	\$ 1021.00	\$ 1,100.00
Additional Internment(s) of Ashes: (Memorial Tree Portions A, B, C & D only) Existing tree – includes reception and Internment of ashes if desired, perpetual maintenance, and plaque (to a standard amount of inscription)	Each	Y	I	\$ 701.00	\$ 755.00
LAWN SECTIONS					
Reservation Fee: (Selected position) (Note: Accepted as deposit and to be deducted from amount of charges at time of Internment)	Each	Y	I	\$ 792.00	\$ 853.00
Internment Fee: Land for each grave, first Internment, perpetual maintenance, and large concrete headstone, and provision for and including bronze plaque (to a standard amount of inscription):					
• New Lawn/Old Lawn	Each	Y	I	\$ 3,212.00	\$ 3,462.00
• Catholic Lawn Section (larger plaque)	Each	Y	I	\$ 3,301.00	\$ 3,558.00
• Children's Lawn	Each	Y	I	\$ 1,386.00	\$ 1,494.00
Internment of ashes in existing grave	Each	Y	I	\$ 599.00	\$ 645.00
Extra depth (Below 1.6m to make provision for a second internment)	Each	Y	I	\$ 441.00	\$ 475.00
Re-opening of grave for second internment and provision for and including bronze plaque (to a standard amount of inscription)	Each	Y	I	\$ 1,407.00	\$ 1,516.00
Internment of ashes into new lawn plot	Each	Y	I	\$ 2,586.00	\$ 2,787.00
MONUMENTAL GARDEN SECTION					
Reservation Fee: (Selected position) (Note: Accepted as deposit and to be deducted from amount of charges at time of internment)	Each	Y	I	\$ 565.00	\$ 609.00
Internment Fee: Land for each grave, first internment, perpetual maintenance.	Each	Y	I	\$ 2,858.00	\$ 3,080.00
Extra depth (Below 1.6m to make provision for a second internment)	Each	Y	I	\$ 441.00	\$ 475.00
Re-opening of grave for second internment	Each	Y	I	\$ 859.00	\$ 926.00
Internment of ashes into new plot include perpetual maintenance	Each	Y	I	\$ 2,518.00	\$ 2,714.00
Internment of ashes into an existing grave	Each	Y	I	\$ 599.00	\$ 645.00

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MONUMENTAL SECTION & VILLAGES					
Reservation Fee: (Selected position) (Note: Accepted as deposit and to be deducted from amount of charges at time of interment)	Each	Y	I	\$ 565.00	\$ 609.00
Internment fee: land for each grave, first interment, perpetual maintenance	Each	Y	I	\$ 1,791.00	\$ 1,930.00
Extra depth (Below 1.6m to make provision for a second interment)	Each	Y	I	\$ 441.00	\$ 475.00
Re-opening of grave for second interment	Each	Y	I	\$ 859.00	\$ 926.00
Internment of Ashes - exclusive use includes land for each grave, first interment, perpetual maintenance	Each	Y	I	\$ 1,399.00	\$ 1,508.00
Internment of Ashes into existing Grave	Each	Y	I	\$ 599.00	\$ 645.00
SATURDAY & PUBLIC HOLIDAYS					
Lawn/Monumental Sections (Note: Additional payment over and above normal weekday Internment fee)	Each	Y	I	\$ 1,239.00	\$ 1,335.00
Columbarium/Memorial Sections (Note: additional payment over and above normal weekday Internment fee)	Each	Y	I	\$ 395.00	\$ 425.00
MONUMENT APPLICATIONS					
All applications to Council for approval	Each	N	I	\$ 55.00	\$ 59.00
HEADSTONES					
Large concrete headstone	Each	Y	I	\$ 157.00	\$ 169.00
Small concrete headstone	Each	Y	I	\$ 67.00	\$ 72.00
PLAQUES					
Children's Lawn/Memorial/Tree/Columbarium Sections – 149mm x 111mm bronze die cast plaque – standard of nine lines inscription	Each	Y	I	\$ 366.00	\$ 394.00
New Lawn/Old Lawn Sections – 254mm x 203mm bronze die cast plaque – standard of five lines inscription	Each	Y	I	\$ 643.00	\$ 693.00
Catholic Lawn Section – 279mm x 381mm bronze die cast plaque – standard of eight lines inscription	Each	Y	I	\$ 748.00	\$ 806.00
ULTRA IMAGE PHOTOGRAPHS					
5x7	Each	Y	I	\$ 305.00	\$ 328.00
7x9	Each	Y	I	\$ 360.00	\$ 388.00
TRUE TO LIFE PHOTOGRAPHS					
5x7	Each	Y	I	\$ 454.00	\$ 489.00
7x9	Each	Y	I	\$ 486.00	\$ 523.00
COLOUR CERAMIC PHOTOGRAPHS					
5 x 7	Each	Y	I	\$ 449.00	\$ 484.00
7 x 9	Each	Y	I	\$ 475.00	\$ 512.00
VASES					
Concrete block surround with stainless steel insert	Each	Y	I	\$ 82.00	\$ 142.00
Stainless steel insert for vase	Each	Y	I	\$ 66.00	\$ 125.00
CEMETERY/INFORMATION (EXCLUDING FUNERAL DIRECTORS)					
Search Fee	Per hour	Y	I	No Charge	No Charge

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WATER					
Standpipe Bulk Water Sales					
Avdata Access Key (accounts) - no refund available	Per key	Y	I	\$ 53.00	\$ 55.00
Rate per kL inclusive of Avdata Charge	Per kL	N	I	\$ 4.91	\$ 5.10
Connections (New)					
(Applications and Connections to Council's Water Supply System - A capital contribution charge is applicable)					
New service and meter					
< 4m	20mm	N	I	\$ 1,089.00	\$ 1,131.00
	25mm	N	I	\$ 1,433.00	\$ 1,489.00
> 4m < 15m	Cowra - 20mm	N	I	\$ 1,798.00	\$ 1,868.00
	Cowra - 25mm	N	I	\$ 2,295.00	\$ 2,385.00
	Villages - 20mm	N	I	\$ 1,902.00	\$ 1,976.00
	Villages - 25mm	N	I	\$ 2,392.00	\$ 2,485.00
> 15m < 30m	Cowra - 20mm	N	I	\$ 2,099.00	\$ 2,181.00
	Cowra - 25mm	N	I	\$ 2,804.00	\$ 2,913.00
	Villages - 20mm	N	I	\$ 2,590.00	\$ 2,691.00
	Villages - 25mm	N	I	\$ 3,274.00	\$ 3,402.00
(i) New meter and service greater than 30mm diameter		N	I	POA	POA
(ii) Meter installation only – 20mm		N	I	\$ 234.00	\$ 243.00
Non-Payment of Account					
Disconnection/Reconnection		N	I	\$ 154.00	\$ 160.00
Replacement/Reconnection of service where illegally connected in addition to Penalty Infringement Notice		N	I	Meter at cost, labour at private works rate	Meter at cost, labour at private works rate
Disconnection/Reconnection					
EXISTING CONNECTIONS - DISCONNECTION					
Urban – Cowra, Noonbinna	Each instance	N	I	\$ 106.00	\$ 110.00
Village – Rural	Each instance	N	I	\$ 154.00	\$ 160.00
EXISTING CONNECTIONS - RECONNECTION					
Urban – Cowra, Noonbinna	Each instance	N	I	\$ 149.00	\$ 155.00
Village – Rural	Each instance	N	I	\$ 154.00	\$ 160.00
(i) New meter and service other than 20mm and 25mm diameter	Each instance	N	I	POA	POA
(ii) Meter installation only – 20mm	Each instance	N	I	\$ 234.00	\$ 243.00
Fee to provide quotation for change in water meter size	Each instance	Y	I	\$ 42.00	\$ 44.00
Meters					
Size change	Each instance	N	I	POA	POA

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Ancillary Services					
METER TESTING (FOR ACCURACY)					
- Cowra	Each instance	N	I	\$ 106.00	\$ 330.00
- Other	Each instance	N	I	\$ 144.00	\$ 370.00
FLOW & PRESSURE TESTS					
Cowra	Each instance	N	I	\$ 86.00	\$ 89.00
Other	Each instance	N	I	\$ 143.00	\$ 149.00
for fire rating purposes & report	Each instance	N	I	\$ 159.00	\$ 165.00
SPECIAL ONE-OFF METER READS					
Cowra	Each instance	N	I	\$ 69.00	\$ 72.00
Other	Each instance	N	I	\$ 99.00	\$ 103.00
CAPITAL CONTRIBUTION					
Capital contribution charge for developments on existing unconnected lots, not subject to subdivision (in-fill blocks) and not previously paying water availability charge. This charge is in addition to the connection fee.					
The base capital charge:					
A – Darbys Falls, Wyangala, Cowra, Billimari		N	I	\$ 3,827.00	\$ 3,976.00
B – ICI Zone		N	I	\$ 9,811.00	\$ 10,194.00
C – Southern Section		N	I	\$ 7,732.00	\$ 8,034.00
D – Central Tablelands Water		N	I	\$ 9,999.00	\$ 10,389.00
Headworks Charge/ET					
As per Developer Servicing Plan (Section 64 Local Government Association, Section 306 Water Management Act)					
A – Darbys Falls, Wyangala, Cowra, Billimari		N	I	\$ 3,942.00	\$ 4,096.00
B – ICI Zone		N	I	\$ 10,105.00	\$ 10,499.00
C – Southern Section		N	I	\$ 7,964.00	\$ 8,275.00
D – Central Tablelands Water		N	I	\$ 10,299.00	\$ 10,701.00
SEWER					
Supply and install new junction	Each instance	N	I	POA	POA
Inspect line with camera	Per hour	Y	I	\$ 181.00	\$ 188.00
Pipe cleaning with water jet	Per hour	Y	I	\$ 249.00	\$ 259.00
Headworks Charge/ET					
As per Developer Servicing Plan (Section 64 Local Government Association, Section 306 Water Management Act)					
Cowra		N	I	\$ 5,887.00	\$ 6,117.00
VENUE HIRE					
Nguluway Room					
Hire of Nguluway Room for community or non-profit groups	Per hour	Y	I	No Charge	No Charge
Cleaning Fee if room not left in clean and tidy condition	Per hire	Y	I	\$ 68.00	\$ 75.00
Lost key fee will be charged for any keys lost or damaged	Per key	Y	I	\$ 26.00	\$ 30.00

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Public Meeting Room					
Hire of Public Meeting Room for commercial purposes.	Per hour	Y	I	\$ 35.00	\$ 40.00
Bookings for community or non profit groups	Per booking			No Charge	No Charge
Cleaning Fee if room not left in clean and tidy condition	Per hire	Y	I	\$ 40.00	\$ 45.00
Lost key fee will be charged for any keys lost or damaged	Per key	Y	I	\$ 26.00	\$ 30.00
Civic Centre - Auditorium - for All Events (includes dressing rooms, stage, green room, auditorium seating for up to 335 patrons, basic lighting and sound, some staffing, and a post-event clean)					
COMMERCIAL RATES					
Monday - Friday					
- Bump in / Rehearsal - 4 hour block (Includes 1 Technician)	Per 4 Hour Block	Y	I	\$ 510.00	\$ 536.00
- Bump in / Rehearsal - additional time per hour (Includes 1 Technician)	Per Hour	Y	I	\$ 76.50	\$ 80.00
- Performance / Event / Session - 4 hour block (Includes 1 Technician and 2 Front of House Staff)	Per 4 Hour Block	Y	I	\$ 765.00	\$ 805.00
- Performance / Event / Session - additional time per hour (Includes 1 Technician and 2 Front of House Staff)	Per Hour	Y	I	\$ 191.00	\$ 200.00
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 39.00	\$ 41.00
Saturday					
- Bump in / Rehearsal - 4 hour block (Includes 1 Technician)	Per 4 Hour Block	Y	I	\$ 637.50	\$ 670.00
- Bump in / Rehearsal - additional time per hour (Includes 1 Technician)	Per Hour	Y	I	\$ 153.00	\$ 161.00
- Performance / Event / Session - 4 hour block (Includes 1 Technician and 2 Front of House Staff)	Per 4 Hour Block	Y	I	\$ 956.00	\$ 1,005.00
- Performance / Event / Session - additional time per hour (Includes 1 Technician and 2 Front of House Staff)	Per Hour	Y	I	\$ 239.50	\$ 250.00
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 48.50	\$ 51.00
Sunday					
- Bump in / Rehearsal - 4 hour block (Includes 1 Technician)	Per 4 Hour Block	Y	I	\$ 765.00	\$ 805.00
- Bump in / Rehearsal - additional time per hour (Includes 1 Technician)	Per Hour	Y	I	\$ 191.00	\$ 200.00
- Performance / Event / Session - 4 hour block (Includes 1 Technician and 2 Front of House Staff)	Per 4 Hour Block	Y	I	\$ 1,147.50	\$ 1,205.00
- Performance / Event / Session - additional time per hour (Includes 1 Technician and 2 Front of House Staff)	Per Hour	Y	I	\$ 285.50	\$ 300.00
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 58.00	\$ 61.00

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2022/2023	Total Charge 2023/2024
Public Holidays					
- Bump in / Rehearsal - 4 hour block (Includes 1 Technician)	Per 4 Hour Block	Y	I	\$ 765.00	\$ 805.00
- Bump in / Rehearsal - additional time per hour (Includes 1 Technician)	Per Hour	Y	I	\$ 191.00	\$ 200.00
- Performance / Event / Session - 4 hour block (Includes 1 Technician and 2 Front of House Staff)	Per 4 Hour Block	Y	I	\$ 1,721.00	\$ 1,810.00
- Performance / Event / Session - additional time per hour (Includes 1 Technician and 2 Front of House Staff)	Per Hour	Y	I	\$ 430.50	\$ 450.00
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 97.00	\$ 102.00
For Good Friday and Christmas public holidays an additional 20% is added to the above hire rates due to triple time staff pay rates.					
COMMUNITY RATES					
Monday - Friday					
- Bump in / Rehearsal - 4 hour block (Includes 1 Technician)	Per 4 Hour Block	Y	I	\$ 306.00	\$ 322.00
- Bump in / Rehearsal - additional time per hour (Includes 1 Technician)	Per Hour	Y	I	\$ 51.00	\$ 55.00
- Performance / Event / Session - 4 hour block (Includes 1 Technician and 2 Front of House Staff)	Per 4 Hour Block	Y	I	\$ 510.00	\$ 535.00
- Performance / Event / Session - additional time per hour (Includes 1 Technician and 2 Front of House Staff)	Per Hour	Y	I	\$ 127.50	\$ 135.00
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 39.00	\$ 45.00
Saturday					
- Bump in / Rehearsal - 4 hour block (Includes 1 Technician)	Per 4 Hour Block	Y	I	\$ 306.00	\$ 325.00
- Bump in / Rehearsal - additional time per hour (Includes 1 Technician)	Per Hour	Y	I	\$ 76.50	\$ 80.00
- Performance / Event / Session - 4 hour block (Includes 1 Technician and 2 Front of House Staff)	Per 4 Hour Block	Y	I	\$ 637.50	\$ 670.00
- Performance / Event / Session - additional time per hour (Includes 1 Technician and 2 Front of House Staff)	Per Hour	Y	I	\$ 159.00	\$ 170.00
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 48.50	\$ 50.00
Sunday					
- Bump in / Rehearsal - 4 hour block (Includes 1 Technician)	Per 4 Hour Block	Y	I	\$ 306.00	\$ 325.00
- Bump in / Rehearsal - additional time per hour (Includes 1 Technician)	Per Hour	Y	I	\$ 76.50	\$ 80.00

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- Performance / Event / Session - 4 hour block (Includes 1 Technician and 2 Front of House Staff)	Per 4 Hour Block	Y	I	\$ 765.00	\$ 805.00
- Performance / Event / Session - additional time per hour (Includes 1 Technician and 2 Front of House Staff)	Per Hour	Y	I	\$ 191.00	\$ 200.00
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 58.00	\$ 61.00
Public Holidays					
- Bump in / Rehearsal - 4 hour block (Includes 1 Technician)	Per 4 Hour Block	Y	I	\$ 510.00	\$ 536.00
- Bump in / Rehearsal - additional time per hour (Includes 1 Technician)	Per Hour	Y	I	\$ 122.50	\$ 130.00
- Performance / Event / Session - 4 hour block (Includes 1 Technician and 2 Front of House Staff)	Per 4 Hour Block	Y	I	\$ 1,479.00	\$ 1,555.00
- Performance / Event / Session - additional time per hour (Includes 1 Technician and 2 Front of House Staff)	Per Hour	Y	I	\$ 369.50	\$ 390.00
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 97.00	\$ 102.00
For Good Friday and Christmas public holidays an additional 20% is added to the above hire rates due to triple time staff pay rates.					
EQUIPMENT / INCIDENTALS					
Yamaha Upright Piano	Per Day	Y	I	\$ 50.00	\$ 55.00
Yamaha C3 Grand Piano	Per Day	Y	I	\$ 150.00	\$ 160.00
Roland Electric Piano	Per Day	Y	I	\$ 30.00	\$ 35.00
Piano Tuning	Per Tune	Y	I	\$ 230.00	\$ 245.00
Smoke Machine	Per Day	Y	I	\$ 50.00	\$ 55.00
Mirror Ball	Per Day	Y	I	\$ 50.00	\$ 55.00
Projector	Per Day	Y	I	\$ 50.00	\$ 55.00
Follow Spot (staff additional)	Per Day	Y	I	\$ 50.00	\$ 55.00
Tarkett Flooring	Per Day	Y	I	\$ 50.00	\$ 55.00
Lectern (includes lamp and microphone)	Per Day	Y	I	\$ 30.00	\$ 35.00
Use of Kitchen	Per Day	Y	I	\$ 200.00	\$ 210.00
Extra Cleaning and Damages	Per Booking	Y	I	Cost plus 20%	Cost plus 20%
Merchandise - including DVDs, Clothing and Programs, etc.	Per Booking	Y	I	10%	10%
Ticketing	Pet Ticket	Y	I	\$ 2.00	\$ 2.00
Civic Centre - Theatre for Performance / Cinema Based Events					
(Includes seating up to 80 people and a post-event clean)					

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COMMERCIAL & COMMUNITY RATES					
Monday - Friday					
- Bump in / Rehearsal - 4 hour block (Includes 1 Technician)	Per 4 Hour Block	Y	I	\$ 204.00	\$ 215.00
- Bump in / Rehearsal - additional time per hour (Includes 1 Technician)	Per Hour	Y	I	\$ 51.00	\$ 55.00
- Performance / Event / Session - 4 hour block (Includes 1 Technician and 1 Front of House Staff)	Per 4 Hour Block	Y	I	\$ 306.00	\$ 325.00
- Performance / Event / Session - additional time per hour (Includes 1 Technician and 1 Front of House Staff)	Per Hour	Y	I	\$ 89.00	\$ 95.00
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 39.00	\$ 41.00
Saturday					
- Bump in / Rehearsal - 4 hour block (Includes 1 Technician)	Per 4 Hour Block	Y	I	\$ 255.00	\$ 270.00
- Bump in / Rehearsal - additional time per hour (Includes 1 Technician)	Per Hour	Y	I	\$ 63.50	\$ 67.00
- Performance / Event / Session - 4 hour block (Includes 1 Technician and 1 Front of House Staff)	Per 4 Hour Block	Y	I	\$ 438.60	\$ 460.00
- Performance / Event / Session - additional time per hour (Includes 1 Technician and 1 Front of House Staff)	Per Hour	Y	I	\$ 109.50	\$ 115.00
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 48.50	\$ 51.00
Sunday					
- Bump in / Rehearsal - 4 hour block (Includes 1 Technician)	Per 4 Hour Block	Y	I	\$ 306.00	\$ 325.00
- Bump in / Rehearsal - additional time per hour (Includes 1 Technician)	Per Hour	Y	I	\$ 76.50	\$ 80.00
- Performance / Event / Session - 4 hour block (Includes 1 Technician and 1 Front of House Staff)	Per 4 Hour Block	Y	I	\$ 510.00	\$ 536.00
- Performance / Event / Session - additional time per hour (Includes 1 Technician and 1 Front of House Staff)	Per Hour	Y	I	\$ 127.50	\$ 135.00
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 58.00	\$ 61.00

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Public Holidays					
- Bump in / Rehearsal - 4 hour block (Includes 1 Technician)	Per 4 Hour Block	Y	I	\$ 510.00	\$ 536.00
- Bump in / Rehearsal - additional time per hour (Includes 1 Technician)	Per Hour	Y	I	\$ 127.50	\$ 135.00
- Performance / Event / Session - 4 hour block (Includes 1 Technician and 1 Front of House Staff)	Per 4 Hour Block	Y	I	\$ 1,020.00	\$ 1,070.00
- Performance / Event / Session - additional time per hour (Includes 1 Technician and 1 Front of House Staff)	Per Hour	Y	I	\$ 255.00	\$ 270.00
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 97.00	\$ 102.00
For Good Friday and Christmas public holidays an additional 20% is added to the above hire rates due to triple time staff pay rates.					
EQUIPMENT / INCIDENTALS					
Roland Electric Piano	Per Day	Y	I	\$ 30.00	\$ 35.00
Projector / Cinema System	Per Session	Y	I	\$ 30.00	\$ 35.00
Lectern (includes lamp and microphone)	Per Day	Y	I	\$ 30.00	\$ 35.00
Use of Kitchen	Per Day	Y	I	\$ 200.00	\$ 210.00
Extra Cleaning and Damages	Per Booking	Y	I	Cost plus 20%	Cost plus 20%
Merchandise - including DVDs, Clothing and Programs, etc.	Per Booking	Y	I	10%	10%
Ticketing	Per Ticket	Y	I	\$ 2.00	\$ 2.00
Civic Centre - Theatre - for Meeting Style Events (Includes seating up to 80 people, tables and chairs, a single staff member, and a post-event clean)					
COMMERCIAL & COMMUNITY RATES					
Monday - Friday					
- 4 hour block (Includes 1 Front of House Staff Member)	Per 4 Hour Block	Y	I	\$ 204.00	\$ 215.00
- Additional time per hour (Includes 1 Front of House Staff Member)	Per Hour	Y	I	\$ 51.00	\$ 55.00
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 39.00	\$ 45.00
Saturday					
- 4 hour block (Includes 1 Front of House Staff Member)	Per 4 Hour Block	Y	I	\$ 255.00	\$ 270.00
- Additional time per hour (Includes 1 Front of House Staff Member)	Per Hour	Y	I	\$ 63.50	\$ 67.00
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 48.50	\$ 51.00

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2022/2023	Total Charge 2023/2024
Sunday					
- 4 hour block (Includes 1 Front of House Staff Member)	Per 4 Hour Block	Y	I	\$ 306.00	\$ 325.00
- Additional time per hour (Includes 1 Front of House Staff Member)	Per Hour	Y	I	\$ 76.50	\$ 80.00
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 58.00	\$ 61.00
Public Holidays					
- 4 hour block (Includes 1 Front of House Staff Member)	Per 4 Hour Block	Y	I	\$ 510.00	\$ 536.00
- Additional time per hour (Includes 1 Front of House Staff Member)	Per Hour	Y	I	\$ 127.50	\$ 135.00
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 97.00	\$ 102.00
For Good Friday and Christmas public holidays an additional 20% is added to the above hire rates due to triple time staff pay rates.					
EQUIPMENT / INCIDENTALS					
Projector / Cinema System	Per Session	Y	I	\$ 30.00	\$ 35.00
Lectern (includes lamp and microphone)	Per Day	Y	I	\$ 30.00	\$ 35.00
Additional Microphone (handheld radio)	Per Day	Y	I	\$ 20.00	\$ 25.00
Tea / Coffee service per person per day (station set-up)	Per Person Per Day	Y	I	\$ 5.00	\$ 5.50
Catering	As Required	Y	I	Quoted upon request	Quoted upon request
Use of Kitchen	Per Day	Y	I	\$ 200.00	\$ 210.00
Extra Cleaning and Damages	Per Booking	Y	I	Cost plus 20%	Cost plus 20%
Merchandise - including DVDs, Clothing and Programs, etc.	Per Booking	Y	I	10%	10%
DEPOSITS					
A deposit may be required to confirm a booking. This may be a percentage of the total hire or the cost of the total hire as per the estimate of charges.					
ADDITIONAL COMMENTS					
<ul style="list-style-type: none"> - Hire cannot exceed 14 hours per day including staff breaks with staff completing no more than 12 hours excluding breaks. A production schedule is required no less than 7 days prior to the first date of the event. - The bar and box office is operated by Cowra Civic Centre. Ticketing for all events is done through Cowra Civic Centre. No other ticketing methods are permitted. - The foyer is a shared public space - use of this space is by negotiation including the installation of posters, signage, artwork, tables etc. - Sticky-tape, bluetac and any other adhesives are not permitted anywhere in the venue without prior permission from the Venue Manager. Additional cleaning fees will apply if used. - Additional hours are charged at a per hour rate in 30 minute increments. 					
AFTER HOURS					
Failure to vacate hall by 1.30 a.m.	Per hour or part thereof	Y	I	\$ 400.00	\$ 420.00

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CANCELLATION					
Notification of cancellation is to be made in writing. The following charges apply to the deposit held.					
Cancellation within 7 days of event	Deposit	Y	I	100%	100%
Cancellation within 14 days of event	Deposit	Y	I	75%	75%
Cancellation within 21 days of event	Deposit	Y	I	50%	50%
Cancellation within 28 days of event	Deposit	Y	I	25%	25%
Cancellation within 29 days or more of event	Deposit	Y	I	Full Refund of Deposit	Full Refund of Deposit
Portable Stage Hire					
Costs include Council staff to move and construct stage, delivery truck, lifting equipment, basic clean and penalty rates for weekends and public holidays)					
Up to 4 sections	Per day			\$ 100.00	\$ 125.00
Up to 8 sections	Per day			\$ 150.00	\$ 175.00
All sections	Per day			\$ 200.00	\$ 225.00
Plus staffing and transportation costs as relevant and required	Per Booking			Quoted upon request	Quoted upon request
Extra Cleaning and Damages	Per Booking	Y	I	Cost plus 20%	Cost plus 20%
SWIMMING POOL ADMISSION					
Conditions					
DAILY PASS					
Daily pass outs are to be issued at the discretion of the pool customer service staff and are to be non-transferable between customers (enforced through digital photo id linking the customer with the card).					
TICKET CLASSIFICATION					
<ul style="list-style-type: none"> Family tickets, including pensioner family tickets, comprise two adults (either parents or grandparents of the children) and all children as identified on the family Medicare Card. Child tickets refer to children of school age. Children under school age are admitted free of charge. 					
REDUCED RATE ENTRY					
Aged, Disability Support and/or Veterans Affairs card must be shown to receive Pensioner entry.					
CONCESSIONS					
The definition of a Pension cardholder is as follows:					
<ul style="list-style-type: none"> Person(s) in possession of a Department of Veterans' Affairs or Centrelink Pension Card or low income card. To receive entry at a reduced rate an application must be completed at the pool. On approval an Aquatic Centre Concession Card will be issued. This card would be valid for one season, renewable annually, and be shown on entry to the Aquatic Centre 					

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Admission					
GENERAL ADMISSION					
Adult	Per person	Y	I	\$ 4.50	\$ 5.00
Child	Per person	Y	I	\$ 2.50	\$ 3.00
Pensioner (aged, invalid & Veterans Affairs only)	Per person	Y	I	\$ 2.50	\$ 3.00
Family ticket	Per "Family"	Y	I	\$ 13.00	\$ 15.00
Non-swimmer/Spectator	Per person	Y	I	\$ 2.50	\$ 2.50
Daily Pass Outs		N/A	-	No Charge	No Charge
School Students completing regular structured classes/carnivals	Per student	Y	I	\$ 2.00	\$ 2.00
SEASON TICKETS					
Adult	Per person	Y	I	\$ 125.00	\$ 134.00
Child	Per person	Y	I	\$ 75.00	\$ 80.50
Family	Per "Family"	Y	I	\$ 265.00	\$ 285.00
Pensioner Family	Per "Family"	Y	I	\$ 125.00	\$ 134.00
Non-swimmer/Spectator	Per person	Y	I	\$ 75.00	\$ 80.50
Pensioner (aged, invalid & Veterans Affairs only)	Per person	Y	I	\$ 75.00	\$ 80.50
HALF SEASON TICKETS - AVAILABLE FROM 1ST JANUARY					
Adult	Per person	Y	I	\$ 75.00	\$ 80.50
Child	Per person	Y	I	\$ 45.00	\$ 48.50
Family	Per "Family"	Y	I	\$ 159.00	\$ 171.00
Pensioner Family	Per "Family"	Y	I	\$ 75.00	\$ 80.50
Non-swimmer/Spectator	Per person	Y	I	\$ 45.00	\$ 48.50
Pensioner (aged, invalid & Veteran Affairs only)	Per person	Y	I	\$ 45.00	\$ 48.50
Low Income Admission					
The definition of Low Income Family cardholder is as follows: Person(s) in possession of a Centrelink Health Care Card with listed dependants.					
LOW INCOME ADMISSION					
Adult	Per person	Y	I	\$ 2.50	\$ 3.00
Child	Per person	Y	I	\$ 2.50	\$ 2.50
Family Ticket	Per "Family"	Y	I	\$ 8.50	\$ 10.00
LOW INCOME SEASON TICKETS					
Adult	Per person	Y	I	\$ 75.00	\$ 80.50
Child	Per person	Y	I	\$ 75.00	\$ 80.50
Family Ticket	Per "Family"	Y	I	\$ 125.00	\$ 134.00
Other Entry					
LEARN TO SWIM LESSONS					
Per half hour lesson	Per 30 minutes per person	Y	I	\$ 14.50	\$ 15.60
SCHOOL BASED LEARN-TO-SWIM (10 DAY PROGRAM)					
Child	Per person/Per day	Y	I	\$ 2.00	\$ 2.00

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10 ENTRY PASS					
Adult	Per person	Y	I	\$ 39.00	\$ 42.00
Child	Per person	Y	I	\$ 20.00	\$ 21.50
Family	Per "Family"	Y	I	\$ 120.00	\$ 129.00
Pensioner (aged, invalid & Veterans Affairs only)	Per person	Y	I	\$ 20.00	\$ 21.50
Non-swimmer/Spectator	Per person	Y	I	\$ 20.00	\$ 21.50
The 10 entry pass is valid for the duration of the season in which it was purchased and can be re-activated with another 10 entries upon payment. The cards are non-transferable between customers (enforced through digital photo id linking the customer with the card).					
Hire of Aquatic Centre for School Carnivals					
With the exception of the Cowra Swimming Club & all Learn to Swim Classes, use of the pool for the purpose of conducting private Aquatic classes for the public (where a fee is being charged to participants)	Per person, per day	Y	I	\$ 1.00	\$ 1.00
Other Fees					
LOCKER HIRE					
Per Day	Each	Y	I	\$ 1.00	\$ 1.10
Per Week	Each	Y	I	\$ 5.00	\$ 5.30
Per Season	Each	Y	I	\$ 60.00	\$ 64.60
LOST OR DAMAGED POOL SEASON CARDS					
Per card	Per card	Y	I	\$ 6.50	\$ 7.00
SWIM TEACHER HIRE					
Per swim teacher	Per hour	Y	I	New charge	\$ 55.00
CLEANING FEE					
Cleaning/Litter collection when cleaning is not carried out by the hirer to the satisfaction of Council	Per hour	Y	I	New Charge	\$ 156.00
SPORTSFIELDS HIRE & USAGE					
Variations to Sports Field season fees should be calculated according to the following formula: padlock charge + capital maintenance charge + kiosk (if used) + amenities (if used) + mowing (base rate X frequency X no. fields) + wicket preparation (base rate X frequency X no. wickets) = Season Fee."					
One off hire of facility/Special Event (junior, school and charities exempt)	Each event	Y	I	\$ 102.50	\$ 110.50
Netball - Summer	Per season	Y	I	\$ 1,164.00	\$ 1,254.00
Netball - Winter	Per season	Y	I	\$ 901.00	\$ 971.00
Touch Football	Per season	Y	I	\$ 1,980.00	\$ 2,134.00
7-a-side Soccer	Per season	Y	I	\$ 1,621.00	\$ 1,747.00
Senior Soccer	Per season	Y	I	\$ 1,356.00	\$ 1,461.00
Cricket	Per season	Y	I	\$ 6,749.00	N/A - see below new fee structure

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Cricket	Per ground preparation	Y	I	New Charge \$	200.00
AFL	Per season	Y	I	\$ 2,160.00	\$ 2,328.00
Hockey	Per season	Y	I	\$ 1,741.00	\$ 1,876.00
Rugby League	Per season	Y	I	\$ 2,160.00	\$ 2,328.00
Other					
Lights	Per hour	Y	I	\$ 99.00	\$ 106.50
Cleaning/Litter collection when cleaning is not carried out by the hirer to the satisfaction of Council	Per hour	Y	I	\$ 145.00	\$ 156.00
Waste disposal per 240L MGB	Per MGB	Y	I	\$ 17.50	\$ 18.80
Padlock/Key Deposit	Each instance	Y	I	\$ 84.00	\$ 90.50
DISABLED ACCESS KEY					
Key which gives people with disabilities 24/7 access to participating public facilities Australia-wide.					
Master Locksmiths Access Key (MLAK)	Per key	Y	I	\$ 22.50	\$ 23.50
BANNERS AND STREET SIGNS					
Fee for installation and dismantling of banners as per Council's Street Banner Policy.					
Zone 1 - Kendal Street (east)	Per installation	Y	I	\$ 523.00	\$ 563.00
Zone 2 - Kendal Street (between Brisbane Street & Lachlan Street)	Per installation	Y	I	\$ 747.00	\$ 805.00
Zone 3 - Railway Lane	Per installation	Y	I	\$ 523.00	\$ 563.00
Zone 4 - Olympic Park	Per installation	Y	I	\$ 245.00	\$ 264.00
QUARRY CHARGES					
Private sale of gravel	Per tonne	Y	I	\$ 15.00	\$ 15.60
AERODROME					
Landing Charge - Emergency aircraft (Careflight, Child Flight, Health Admin Corp of NSW, Air Ambulance Service, NSW Department Health, NSW Police Service, Sydney Helicopter Rescue Service, Sydney Helicopter Rescue) and any defence force aircraft.	Per aircraft	N/A	I	No Charge	No Charge
Annual Fee - Locally owned or regular aircraft: (in accordance with written agreement with Council)	Per annum	Y	I	\$ 804.00	\$ 866.00
LOCAL PASSENGER AIRCRAFT					
• landing fees	Per passenger	Y	-	\$ 8.30	\$ 8.90
• minimum fee	Each	N/A	-	No Charge	No Charge
• terminal rental	Per week	N/A	-	No Charge	No Charge
• all other aircraft - per tonne in excess of 7 tonnes M.T.O.W.	Per tonne	Y	I	\$ 14.40	\$ 15.50
Aero Club:					
• room rent	Per annum	Y	I	\$ 520.00	\$ 560.00
• hangar rent	Per annum	Y	I	\$ 216.00	\$ 232.00
Aerodrome Hire Fee	Each event	Y	I	\$ 1,080.00	\$ 1,164.00
Land and Terminal Lease Agreements (refer to individual contracts for details)					

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CARAVAN PARK					
Note: Figures in brackets are the range of fees that can be charged based on market fluctuations.					
Cabin - deluxe	per night	Y	I	\$ 110.00 (90.00-140.00)	\$ 120.00 (100.00-150.00)
Cabin - studio queen	per night	Y	I	\$ 130.00 (110.00-160.00)	\$ 130.00 (110.00-160.00)
Cabin - superior deluxe	per night	Y	I	\$ 150.00 (120.00-180.00)	\$ 150.00 (120.00-180.00)
Cabin - Lachlan	per night	Y	I	\$ 170.00 (120.00-220.00)	\$ 170.00 (120.00-220.00)
Site - powered	per night	Y	I	\$ 38.00 (25.00-55.00)	\$ 40.00 (30.00-60.00)
Site - unpowered	per night	Y	I	\$ 30.00 (20.00-40.00)	\$ 30.00 (20.00-40.00)
Extra person - cabin	per night	Y	I	\$ 20.00	\$ 20.00
Extra person - site	per night	Y	I	\$ 8.00	\$ 8.00
Extra person - site (holiday periods)	per night	Y	I	\$ 8.00	\$ 10.00
Extra person - site (under 5 years old)	per night	Y	I	No Charge	No Charge
SALEYARDS					
Advertising Fee	Per application	Y	I	On Application	On Application
Auctioneer's Permit					
Regular sales	Per agent	Y	I	\$ 85.00	\$ 91.60
Special sales	Per agent	Y	I	\$ 85.00	\$ 91.60
NLIS levy for cattle	Per head	Y	I	\$ 1.13	\$ 1.22
NLIS levy for sheep	Per head	Y	I	\$ 0.13	\$ 0.14
Emergency NLIS Cattle Device	Per device	Y	I	\$ 18.60	\$ 20.05
Emergency NLIS Sheep Tag	Per tag	Y	I	\$ 1.81	\$ 1.95
Saleyard Fees (per head per day including GST)					
REGULAR & SPECIAL SALES					
Cattle/Head	Per head	Y	I	\$ 7.90	\$ 8.52
Sheep/Head	Per head	Y	I	\$ 1.55	\$ 1.70
SPECIAL USE OF YARDS (NO SCALES)					
Minimum Charge	Per head	Y	I	\$ 14.20	\$ 15.30
NOTE: Additional to special sales and special use of yards (where used)					
Truck Wash Key	Per key	Y	I	\$ 54.00	\$ 59.20
Truck-Wash (per minute)	Per minute	Y	I	\$ 1.04	\$ 1.12
Truck-Wash turn on fee	Each	Y	I	\$ 4.90	\$ 5.15
Saleyard Scales Private Use	Per head	Y	I	\$ 6.85	\$ 7.35

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Maximum charge set by statute and Council charges less than maximum	3
Charge set by Council in accordance with statutory guidelines	4

Function/Activity	Unit of Measure	GST	Code	Total Charge 2022/2023	Total Charge 2023/2024
Re-transporting of Stock					
Minimum charge	Per load	Y	I	\$ 14.20	\$ 15.30
Cattle/Head	Per head	Y	I	\$ 3.95	\$ 4.25
Sheep/Head	Per head	Y	I	\$ 0.57	\$ 0.61
Disposal of Dead Animals					
Sheep/Head	Per head	Y	I	\$ 65.55	\$ 70.60
Sale Cattle/Head	Per head	Y	I	\$ 181.00	\$ 195.00
Transit Cattle	Per head	Y	I	\$ 237.50	\$ 256.00
NOTE: A cow and calf offered for sale together shall be charged the fee applicable for one head only. Per day means any continuous period of 24 hours from arrival of stock at saleyards.	Per head	Y	I	\$ 3.80	\$ 4.10
LIBRARY (Set by Central West Library - Orange)					
General					
LOST BORROWER CARD					
Lost or damaged material - replacement cost and processing fee	Per Item	Y	I	\$ 2.20	\$ 2.20
Lost or damaged library materials	Per Item Replacement cost plus processing fee	Y	I	\$ 22.70	\$ 22.70
INTER LIBRARY LOANS					
Search Fee	Per Item	Y	I	\$ 5.50	\$ 5.50
Lending library imposed fee	Per Item	Y	I	Various	Various
Copying					
PHOTOCOPYING AND PRINTING					
Photocopying					
- A4/A3 Black & White	Per sheet	Y	I	\$ 0.20	\$ 0.20
- A4 Colour	Per sheet	Y	I	\$ 1.00	\$ 1.00
- A3 Colour	Per sheet	Y	I	\$ 2.00	\$ 2.00
Printing					
- A4/A3 Black & White	Per sheet	Y	I	\$ 0.20	\$ 0.20
- A4 Colour	Per sheet	Y	I	\$ 1.00	\$ 1.00
- A3 Colour	Per sheet	Y	I	\$ 2.00	\$ 2.00

Code for Fees and Charges	
Charge set by Council	1
Charge set by Statute	2
Maximum charge set by statute and Council charges less than maximum	3
Charge set by Council in accordance with statutory guidelines	4

Function/Activity	Unit of Measure	GST	Code	Total Charge 2022/2023	Total Charge 2023/2024
<u>Other</u>					
Local History Research	Per hour	Y	I	\$ 25.00	First hour is free, then \$40 per hour
School Holiday Activities	Per activity	Y	I	Various	Various
PRIVATE WORKS					
Private Works - Payment required upfront in accordance with Debt Recovery Plan 1.10	Each instance	Y	I	Cost + 20%	Cost + 20%

Budget

**Cowra Shire Council
2024-2033 Long Term Financial Plan**

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Consolidated - All Funds											
Budget Income Statement	Revised	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
\$'000	Budget	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Income from continuing operations											
Rates and annual charges	15,371	16,234	16,675	17,128	17,594	18,073	18,565	19,071	19,590	20,124	20,673
User charges and fees	15,982	15,197	13,702	14,100	14,480	14,872	15,274	15,688	16,114	16,552	17,003
Other revenues	2,088	1,465	1,500	1,535	1,570	1,167	743	759	776	794	812
Grants and contributions provided for operating purposes	8,585	11,669	10,658	7,841	7,989	8,148	8,311	8,478	8,650	8,825	9,005
Grants and contributions provided for capital purposes	11,811	6,059	1,948	1,628	663	679	695	712	21,729	747	765
Interest and investment revenue	1,134	1,289	1,267	1,249	1,260	1,246	1,214	1,209	1,242	1,246	1,172
Other income	227	236	243	251	258	266	274	282	290	299	308
Net gain from the disposal of assets	284	170	-	178	242	-	-	-	-	-	-
Total Income	55,482	52,318	45,993	43,910	44,056	44,450	45,075	46,199	68,392	48,587	49,739
Expenses from continuing operations											
Employee benefits and on-costs	16,742	17,401	17,910	18,608	18,949	19,328	19,712	20,290	20,884	21,496	22,126
Borrowing costs	953	883	1,503	1,616	1,543	1,566	1,286	1,305	1,220	2,208	2,080
Materials and contracts	18,292	16,842	15,820	13,035	13,365	13,640	14,006	14,213	14,500	15,124	15,668
Depreciation and amortisation	8,514	8,684	8,858	9,035	9,216	9,400	9,588	9,780	9,976	10,175	10,379
Other expenses	1,599	1,544	1,580	1,617	1,654	1,692	1,731	1,772	1,813	1,855	1,898
Net loss from the disposal of assets											
Total Expenses	46,100	45,354	45,671	43,911	44,727	45,626	46,324	47,360	48,392	50,858	52,151
Net Operating Result	9,382	6,964	322	(1)	(670)	(1,176)	(1,249)	(1,160)	20,000	(2,271)	(2,412)
Net operating result before grants and contributions provided for capital purposes	(2,429)	904	(1,626)	(1,629)	(1,333)	(1,855)	(1,944)	(1,872)	(1,730)	(3,018)	(3,177)

General Fund											
Budget Income Statement	Revised	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
\$'000	Budget	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Income from continuing operations											
Rates and annual charges	7,438	7,728	7,913	8,102	8,296	8,495	8,699	8,907	9,121	9,339	9,563
User charges and fees	9,193	7,699	5,980	6,147	6,288	6,434	6,584	6,737	6,895	7,057	7,223
Other revenues	621	390	397	405	413	421	429	437	446	455	464
Grants and contributions provided for operating purposes	8,372	11,651	10,640	7,834	7,989	8,148	8,311	8,478	8,650	8,825	9,005
Grants and contributions provided for capital purposes	7,248	5,959	1,845	1,522	554	568	582	596	6,610	625	640
Interest and investment revenue	1,001	1,159	1,140	1,126	1,140	1,131	1,102	1,101	1,138	1,146	1,077
Other income	202	210	216	223	229	236	243	250	258	266	274
Net gain from the disposal of assets	284	170	0	178	242	0	0	0	0	0	0
Total Income	34,358	34,965	28,131	25,537	25,152	25,432	25,949	26,507	33,117	27,713	28,246
Expenses from continuing operations											
Employee benefits and on-costs	13,241	13,744	14,069	14,641	14,909	15,344	15,791	16,252	16,726	17,215	17,718
Borrowing costs	209	188	236	399	373	352	330	309	288	265	241
Materials and contracts	8,813	7,058	6,601	3,352	3,363	3,559	3,805	3,780	3,274	4,191	4,428
Depreciation and amortisation	4,968	5,067	5,168	5,272	5,377	5,485	5,594	5,706	5,820	5,937	6,056
Other expenses	1,569	1,512	1,546	1,582	1,619	1,656	1,695	1,734	1,774	1,815	1,857
Net loss from the disposal of assets											
Total Expenses	28,799	27,568	27,621	25,245	25,641	26,396	27,215	27,781	27,882	29,423	30,300
Net Operating Result	5,559	7,397	510	291	(489)	(963)	(1,266)	(1,274)	5,235	(1,711)	(2,054)
Net operating result before grants and contributions provided for capital purposes	-1,689	1,438	(1,334)	(1,231)	(1,043)	(1,531)	(1,847)	(1,869)	(1,375)	(2,335)	(2,694)

Water Fund											
Budget Income Statement	Revised	Budget									
\$'000	Budget	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Income from continuing operations											
Rates and annual charges	1,954	2,057	2,119	2,183	2,249	2,316	2,386	2,458	2,532	2,609	2,687
User charges and fees	4,941	5,745	5,917	6,095	6,278	6,466	6,660	6,860	7,066	7,278	7,496
Other revenues	5	0	0	0	0	0	0	0	0	0	0
Grants and contributions provided for operating purposes	213	17	17	7	0	0	0	0	0	0	0
Grants and contributions provided for capital purposes	4,498	34	35	35	36	37	38	39	15,040	41	42
Interest and investment revenue	37	37	37	37	37	37	37	37	37	37	37
Other income	0	0	0	0	0	0	0	0	0	0	0
Net gain from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0
Total Income	11,648	7,890	8,125	8,357	8,600	8,857	9,122	9,394	24,675	9,965	10,263
Expenses from continuing operations											
Employee benefits and on-costs	1,192	1,225	1,288	1,331	1,355	1,395	1,436	1,479	1,523	1,568	1,615
Borrowing costs	243	208	181	167	154	139	123	106	88	1,147	1,099
Materials and contracts	4,482	4,131	4,352	4,578	4,735	4,893	5,086	5,193	6,187	5,424	5,569
Depreciation and amortisation	2,252	2,297	2,343	2,389	2,437	2,486	2,536	2,586	2,638	2,691	2,745
Other expenses	27	29	30	30	31	32	32	33	34	35	36
Net loss from the disposal of assets											
Total Expenses	8,195	7,889	8,193	8,497	8,711	8,944	9,213	9,397	10,470	10,865	11,063
Net Operating Result	3,453	1	(68)	(140)	(111)	(87)	(92)	(3)	14,205	(900)	(800)
Net operating result before grants and contributions provided for capital purposes	(1,045)	(33)	(103)	(175)	(148)	(124)	(130)	(42)	(835)	(941)	(843)

Sewer Fund											
Budget Income Statement	Revised	Budget									
\$'000	Budget	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Income from continuing operations											
Rates and annual charges	2,973	3,326	3,426	3,529	3,635	3,745	3,857	3,973	4,093	4,216	4,342
User charges and fees	946	1,033	1,064	1,096	1,128	1,162	1,197	1,232	1,269	1,306	1,345
Other revenues	0	0	0	0	0	0	0	0	0	0	0
Grants and contributions provided for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Grants and contributions provided for capital purposes	65	67	68	70	72	74	76	77	79	81	83
Interest and investment revenue	75	76	72	68	64	60	55	51	46	42	37
Other income	23	24	24	25	26	27	27	28	29	30	31
Net gain from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0
Total Income	4,083	4,526	4,655	4,788	4,925	5,066	5,212	5,362	5,516	5,675	5,839
Expenses from continuing operations											
Employee benefits and on-costs	495	506	529	546	558	575	592	609	627	646	665
Borrowing costs	490	479	1,059	1,026	993	1,053	812	870	824	778	722
Materials and contracts	2,026	3,019	2,181	2,274	2,333	2,401	2,478	2,533	2,385	2,654	2,730
Depreciation and amortisation	977	997	1,017	1,037	1,058	1,079	1,100	1,122	1,145	1,168	1,191
Other expenses	1	2	2	2	2	2	2	2	2	2	2
Net loss from the disposal of assets											
Total Expenses	3,990	5,002	4,787	4,884	4,943	5,109	4,983	5,137	4,983	5,247	5,311
Net Operating Result	93	(477)	(132)	(96)	(18)	(43)	229	225	533	428	528
Net operating result before grants and contributions provided for capital purposes	27	(544)	(200)	(166)	(90)	(116)	153	148	454	347	445

Waste Fund											
Budget Income Statement	Revised	Budget									
\$'000	Budget	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Income from continuing operations											
Rates and annual charges	3,006	3,123	3,217	3,314	3,414	3,517	3,623	3,732	3,845	3,961	4,080
User charges and fees	902	719	741	763	786	809	834	859	885	911	938
Other revenues	1,463	1,075	1,103	1,130	1,158	746	314	322	330	339	348
Grants and contributions provided for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Grants and contributions provided for capital purposes	0	0	0	0	0	0	0	0	0	0	0
Interest and investment revenue	20	17	18	18	19	19	19	20	20	21	21
Other income	3	3	3	3	3	3	3	3	3	3	4
Net gain from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0
Total Income	5,393	4,937	5,081	5,228	5,379	5,094	4,793	4,936	5,083	5,235	5,391
Expenses from continuing operations											
Employee benefits and on-costs	1,814	1,926	2,023	2,090	2,128	2,015	1,893	1,950	2,008	2,067	2,129
Borrowing costs	12	7	27	24	23	22	21	20	19	18	17
Materials and contracts	2,971	2,634	2,686	2,831	2,934	2,787	2,638	2,707	2,654	2,855	2,940
Depreciation and amortisation	318	324	331	337	344	351	358	365	372	380	387
Other expenses	2	2	2	2	2	3	3	3	3	3	3
Net loss from the disposal of assets											
Total Expenses	5,116	4,895	5,070	5,284	5,431	5,178	4,913	5,045	5,056	5,323	5,476
Net Operating Result	277	42	12	(56)	(52)	(83)	(120)	(109)	27	(89)	(86)
Net operating result before grants and contributions provided for capital purposes	277	42	12	(56)	(52)	(83)	(120)	(109)	27	(89)	(86)

Consolidated - All Funds												
Budget Balance Sheet \$'000	Annual Statements 2022	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
ASSETS												
Current Assets												
Cash and cash equivalents	38,262	34,896	35,007	34,515	34,149	34,574	34,285	33,425	33,412	34,490	34,720	32,666
Investments												
Receivables	4,816	4,816	4,816	4,816	4,816	4,816	4,816	4,816	4,816	4,816	4,816	4,816
Inventories	1,418	1,418	1,418	1,418	1,418	1,418	1,418	1,418	1,418	1,418	1,418	1,418
Contract Assets	829	829	829	829	829	829	829	829	829	829	829	829
Other	42	42	42	42	42	42	42	42	42	42	42	42
Total Current Assets	45,367	42,001	42,112	41,620	41,254	41,679	41,390	40,530	40,517	41,595	41,825	39,771
Non-Current Assets												
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	148	148	148	148	148	148	148	148	148	148	148	148
Infrastructure, property, plant and equipment	710,121	721,788	740,252	743,282	742,540	740,516	738,570	737,203	734,966	772,720	768,475	766,255
Other	174	174	174	174	174	174	174	174	174	174	174	174
Total Non-Current Assets	710,443	722,110	740,574	743,604	742,862	740,838	738,892	737,525	735,288	773,042	768,797	766,577
TOTAL ASSETS	755,810	764,110	782,686	785,224	784,115	782,517	780,282	778,055	775,804	814,636	810,622	806,348
LIABILITIES												
Current Liabilities												
Payables	3,158	3,158	3,158	3,158	3,158	3,158	3,158	3,158	3,158	3,158	3,158	3,158
Borrowings	1,447	1,447	1,447	1,447	1,447	1,447	1,447	1,447	1,447	1,447	1,447	1,447
Provisions	5,038	5,038	5,038	5,038	5,038	5,038	5,038	5,038	5,038	5,038	5,038	5,038
Contract Liabilities	5,277	5,277	5,277	5,277	5,277	5,277	5,277	5,277	5,277	5,277	5,277	5,277
Total Current Liabilities	14,920	14,920	14,920	14,920	14,920	14,920	14,920	14,920	14,920	14,920	14,920	14,920
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	13,852	12,584	23,969	25,939	24,578	23,389	22,061	20,806	19,430	37,968	35,922	33,748
Provisions	633	819	1,046	1,292	1,546	1,807	2,076	2,353	2,638	2,932	3,235	3,547
Total Non-Current Liabilities	14,485	13,403	25,015	27,231	26,124	25,196	24,137	23,158	22,068	40,900	39,157	37,295
TOTAL LIABILITIES	29,405	28,323	39,935	42,151	41,044	40,116	39,057	38,078	36,988	55,820	54,077	52,215
Net Assets	726,405	735,787	742,751	743,072	743,072	742,402	741,225	739,977	738,817	758,816	756,545	754,133
EQUITY												
Retained Earnings	228,120	237,502	244,466	244,787	244,787	244,117	242,940	241,692	240,532	260,531	258,260	255,848
Revaluation Reserves	498,285	498,285	498,285	498,285	498,285	498,285	498,285	498,285	498,285	498,285	498,285	498,285
TOTAL EQUITY	726,405	735,787	742,751	743,072	743,072	742,402	741,225	739,977	738,817	758,816	756,545	754,133

General Fund												
Budget Balance Sheet \$'000	Final 2022	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
ASSETS												
Current Assets												
Cash and cash equivalents	16,854	16,673	16,912	16,600	16,177	16,464	16,274	15,247	14,443	15,039	14,312	13,344
Investments												
Receivables	1,454	1,454	1,454	1,454	1,454	1,454	1,454	1,454	1,454	1,454	1,454	1,454
Inventories	1,418	1,418	1,418	1,418	1,418	1,418	1,418	1,418	1,418	1,418	1,418	1,418
Contract Assets	784	784	784	784	784	784	784	784	784	784	784	784
Other	42	42	42	42	42	42	42	42	42	42	42	42
Total Current Assets	20,552	20,371	20,610	20,298	19,875	20,162	19,972	18,945	18,141	18,737	18,010	17,042
Non-Current Assets												
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	148	148	148	148	148	148	148	148	148	148	148	148
Infrastructure, property, plant and equipment	581,273	586,740	594,867	598,645	598,980	598,050	597,108	596,715	596,098	600,577	599,418	598,140
Other	174	174	174	174	174	174	174	174	174	174	174	174
Total Non-Current Assets	581,595	587,062	595,189	598,967	599,302	598,372	597,430	597,037	596,420	600,899	599,740	598,462
TOTAL ASSETS	602,147	607,433	615,799	619,266	619,177	618,534	617,402	615,982	614,561	619,636	617,750	615,504
LIABILITIES												
Current Liabilities												
Payables	3,016	3,016	3,016	3,016	3,016	3,016	3,016	3,016	3,016	3,016	3,016	3,016
Borrowings	656	656	656	656	656	656	656	656	656	656	656	656
Provisions	4,310	4,310	4,310	4,310	4,310	4,310	4,310	4,310	4,310	4,310	4,310	4,310
Contract Liabilities	2,226	2,226	2,226	2,226	2,226	2,226	2,226	2,226	2,226	2,226	2,226	2,226
Total Current Liabilities	10,208	10,208	10,208	10,208	10,208	10,208	10,208	10,208	10,208	10,208	10,208	10,208
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	4,236	3,811	4,582	7,324	6,724	6,343	5,941	5,545	5,150	4,734	4,296	3,833
Provisions	566	718	916	1,130	1,350	1,577	1,811	2,052	2,300	2,555	2,818	3,089
Total Non-Current Liabilities	4,802	4,529	5,498	8,454	8,074	7,920	7,752	7,597	7,450	7,289	7,114	6,922
TOTAL LIABILITIES	15,010	14,737	15,706	18,662	18,282	18,128	17,960	17,805	17,658	17,497	17,322	17,130
Net Assets	587,137	592,696	600,093	600,603	600,895	600,406	599,443	598,177	596,903	602,138	600,428	598,374
EQUITY												
Retained Earnings	171,472	177,031	184,428	184,938	185,230	184,741	183,778	182,512	181,238	186,473	184,763	182,709
Revaluation Reserves	415,665	415,665	415,665	415,665	415,665	415,665	415,665	415,665	415,665	415,665	415,665	415,665
TOTAL EQUITY	587,137	592,696	600,093	600,603	600,895	600,406	599,443	598,177	596,903	602,138	600,428	598,374

Water Fund												
Budget Balance Sheet \$'000	Final 2022	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
ASSETS												
Current Assets												
Cash and cash equivalents	9,332	6,724	6,734	6,499	6,372	6,532	6,642	6,769	7,122	6,751	7,104	5,814
Investments												
Receivables	1,808	1,808	1,808	1,808	1,808	1,808	1,808	1,808	1,808	1,808	1,808	1,808
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract Assets	45	45	45	45	45	45	45	45	45	45	45	45
Other												
Total Current Assets	11,185	8,577	8,587	8,352	8,225	8,385	8,495	8,622	8,975	8,604	8,957	7,667
Non-Current Assets												
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories												
Infrastructure, property, plant and equipment	82,290	87,735	87,073	87,057	86,848	86,368	85,948	85,490	84,880	119,183	117,145	116,802
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	82,290	87,735	87,073	87,057	86,848	86,368	85,948	85,490	84,880	119,183	117,145	116,802
TOTAL ASSETS	93,475	96,312	95,660	95,409	95,073	94,753	94,443	94,113	93,855	127,787	126,102	124,469
LIABILITIES												
Current Liabilities												
Payables	67	67	67	67	67	67	67	67	67	67	67	67
Borrowings	633	633	633	633	633	633	633	633	633	633	633	633
Provisions	339	339	339	339	339	339	339	339	339	339	339	339
Contract Liabilities	3,051	3,051	3,051	3,051	3,051	3,051	3,051	3,051	3,051	3,051	3,051	3,051
Total Current Liabilities	4,090	4,090	4,090	4,090	4,090	4,090	4,090	4,090	4,090	4,090	4,090	4,090
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	3,511	2,878	2,210	2,011	1,798	1,572	1,331	1,073	799	20,507	19,702	18,849
Provisions	27	44	59	75	92	110	128	146	165	185	205	226
Total Non-Current Liabilities	3,538	2,921	2,269	2,086	1,890	1,681	1,458	1,219	964	20,692	19,907	19,074
TOTAL LIABILITIES	7,628	7,011	6,359	6,176	5,980	5,771	5,548	5,309	5,054	24,782	23,997	23,164
Net Assets	85,847	89,300	89,301	89,233	89,093	88,982	88,895	88,803	88,800	103,005	102,105	101,305
EQUITY												
Retained Earnings	22,217	25,670	25,671	25,603	25,463	25,352	25,265	25,173	25,170	39,375	38,475	37,675
Revaluation Reserves	63,630	63,630	63,630	63,630	63,630	63,630	63,630	63,630	63,630	63,630	63,630	63,630
TOTAL EQUITY	85,847	89,300	89,301	89,233	89,093	88,982	88,895	88,803	88,800	103,005	102,105	101,305

Sewer Fund												
Budget Balance Sheet \$'000	Final 2022	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
ASSETS												
Current Assets												
Cash and cash equivalents	10,014	9,362	9,047	8,837	8,758	8,465	8,397	8,610	8,811	9,286	9,621	9,545
Investments												
Receivables	675	675	675	675	675	675	675	675	675	675	675	675
Inventories	0	0	0	0	0	0	0	0	0	0	0	0
Contract Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other												
Total Current Assets	10,689	10,037	9,722	9,512	9,433	9,140	9,072	9,285	9,486	9,961	10,296	10,220
Non-Current Assets												
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories												
Infrastructure, property, plant and equipment	43,762	44,348	55,074	54,652	54,102	53,812	53,169	52,600	51,936	51,260	50,572	50,340
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	43,762	44,348	55,074	54,652	54,102	53,812	53,169	52,600	51,936	51,260	50,572	50,340
TOTAL ASSETS	54,451	54,385	64,796	64,164	63,535	62,951	62,241	61,885	61,422	61,221	60,868	60,560
LIABILITIES												
Current Liabilities												
Payables	58	58	58	58	58	58	58	58	58	58	58	58
Borrowings	158	158	158	158	158	158	158	158	158	158	158	158
Provisions	62	62	62	62	62	62	62	62	62	62	62	62
Contract Liabilities												
Total Current Liabilities	278	278	278	278	278	278	278	278	278	278	278	278
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	5,941	5,783	16,669	16,167	15,632	15,065	14,396	13,809	13,119	12,383	11,600	10,762
Provisions	10	10	12	13	15	17	18	20	22	24	26	28
Total Non-Current Liabilities	5,951	5,793	16,680	16,180	15,647	15,082	14,414	13,830	13,141	12,407	11,626	10,790
TOTAL LIABILITIES	6,229	6,071	16,958	16,458	15,925	15,360	14,692	14,108	13,419	12,685	11,904	11,068
Net Assets	48,222	48,315	47,838	47,706	47,610	47,592	47,549	47,777	48,003	48,536	48,964	49,492
EQUITY												
Retained Earnings	29,743	29,836	29,359	29,227	29,131	29,113	29,070	29,298	29,524	30,057	30,485	31,013
Revaluation Reserves	18,479	18,479	18,479	18,479	18,479	18,479	18,479	18,479	18,479	18,479	18,479	18,479
TOTAL EQUITY	48,222	48,315	47,838	47,706	47,610	47,592	47,549	47,777	48,003	48,536	48,964	49,492

Waste Fund												
Budget Balance Sheet \$'000	Final 2022	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
ASSETS												
Current Assets												
Cash and cash equivalents	2,062	2,136	2,314	2,579	2,841	3,114	2,972	2,800	3,035	3,414	3,684	3,964
Investments												
Receivables	879	879	879	879	879	879	879	879	879	879	879	879
Inventories	0	0	0	0	0	0	0	0	0	0	0	0
Contract Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other												
Total Current Assets	2,941	3,015	3,193	3,458	3,720	3,993	3,851	3,679	3,914	4,293	4,563	4,843
Non-Current Assets												
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories												
Infrastructure, property, plant and equipment	2,796	2,965	3,238	2,927	2,610	2,286	2,345	2,397	2,052	1,700	1,340	972
Other												
Total Non-Current Assets	2,796	2,965	3,238	2,927	2,610	2,286	2,345	2,397	2,052	1,700	1,340	972
TOTAL ASSETS	5,737	5,980	6,431	6,385	6,330	6,279	6,196	6,076	5,967	5,993	5,903	5,815
LIABILITIES												
Current Liabilities												
Payables	17	17	17	17	17	17	17	17	17	17	17	17
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	327	327	327	327	327	327	327	327	327	327	327	327
Contract Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	344	344	344	344	344	344	344	344	344	344	344	344
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	164	114	509	437	423	409	394	378	361	343	324	305
Provisions	30	47	59	74	88	103	119	135	151	168	186	204
Total Non-Current Liabilities	194	160	568	511	512	512	513	513	512	512	510	509
TOTAL LIABILITIES	538	504	912	855	856	856	857	857	856	856	854	853
Net Assets	5,199	5,476	5,519	5,530	5,474	5,422	5,339	5,219	5,110	5,137	5,048	4,963
EQUITY												
Retained Earnings	4,688	4,965	5,008	5,019	4,963	4,911	4,828	4,708	4,599	4,626	4,537	4,452
Revaluation Reserves	511	511	511	511	511	511	511	511	511	511	511	511
TOTAL EQUITY	5,199	5,476	5,519	5,530	5,474	5,422	5,339	5,219	5,110	5,137	5,048	4,963

Consolidated - All Funds											
Budget Cash-Flow Statement \$'000	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
Cash flows from operating activities											
Receipts:											
Rates and annual charges	15,371	16,234	16,675	17,128	17,594	18,073	18,565	19,071	19,590	20,124	20,673
User charges and fees	15,982	15,197	13,702	14,100	14,480	14,872	15,274	15,688	16,114	16,552	17,003
Investment and interest revenue received	1,134	1,289	1,267	1,249	1,260	1,246	1,214	1,209	1,242	1,246	1,172
Grants and contributions	20,015	17,317	12,185	9,038	8,211	8,376	8,544	8,717	29,894	9,076	9,262
Other Revenue	2,088	1,465	1,500	1,535	1,570	1,167	743	759	776	794	812
Other Income	227	236	243	251	258	266	274	282	290	299	308
Net gain from the disposal of assets	284	170	0	178	242	0	0	0	0	0	0
Payments:											
Employee benefits and on-costs	-16,236	-16,882	-17,362	-18,044	-18,368	-18,729	-19,096	-19,655	-20,230	-20,823	-21,433
Materials and contracts	-18,292	-16,842	-15,820	-13,035	-13,365	-13,640	-14,006	-14,213	-14,500	-15,124	-15,668
Borrowing costs	-953	-883	-1,503	-1,616	-1,543	-1,566	-1,286	-1,305	-1,220	-2,208	-2,080
Other	-1,599	-1,544	-1,580	-1,617	-1,654	-1,692	-1,731	-1,772	-1,813	-1,855	-1,898
LSL Paid - reduce liability	-320	-291	-302	-311	-320	-329	-339	-350	-360	-371	-382
Net cash provided (or used in) operating activities	17,701	15,465	9,006	8,858	8,366	8,042	8,154	8,432	29,785	7,710	7,770
Cash flows from investing activities											
Receipts:											
Sale of infrastructure, property, plant and equipment	107	64	0	71	96	0	0	0	0	0	0
Deferred debtors receipts	0	0	0	0	0	0	0	0	0	0	0
Internal Loan Repayments	0	0	0	0	0	0	0	0	0	0	0
Payments:											
Purchase of property, plant and equipment	-19,907	-26,802	-11,467	-7,934	-6,848	-7,003	-7,758	-7,070	-47,245	-5,434	-7,651
Net cash provided (or used in) investing activities	-19,800	-26,738	-11,467	-7,863	-6,751	-7,003	-7,758	-7,070	-47,245	-5,434	-7,651
Cash flows from financing activities											
Receipts:											
New loans	179	12,770	3,293	0	0	0	0	0	20,000	0	0
Payments:											
Repayment of borrowings and advances	-1,447	-1,385	-1,323	-1,361	-1,189	-1,328	-1,255	-1,376	-1,462	-2,046	-2,174
Net cash provided (or used in) financing activities	-1,268	11,385	1,970	-1,361	-1,189	-1,328	-1,255	-1,376	18,538	-2,046	-2,174
Net increase / (decrease) in cash	-3,366	112	-492	-366	426	-289	-859	-14	1,078	231	-2,054
Cash at the beginning of the year	38,262	34,896	35,007	34,515	34,149	34,574	34,285	33,425	33,412	34,490	34,720
Cash at the end of the year	34,896	35,007	34,515	34,149	34,574	34,285	33,425	33,412	34,490	34,720	32,666

General Fund											
Budget Cash-Flow Statement \$'000	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
Cash flows from operating activities											
Receipts:											
Rates and annual charges	7,438	7,728	7,913	8,102	8,296	8,495	8,699	8,907	9,121	9,339	9,563
User charges and fees	9,193	7,699	5,980	6,147	6,288	6,434	6,584	6,737	6,895	7,057	7,223
Investment and interest revenue received	1,001	1,159	1,140	1,126	1,140	1,131	1,102	1,101	1,138	1,146	1,077
Grants and contributions	15,239	17,200	12,065	8,926	8,103	8,265	8,431	8,601	14,775	8,954	9,137
Other revenue	621	390	397	405	413	421	429	437	446	455	464
Other income	202	210	216	223	229	236	243	250	258	266	274
Net gain from the disposal of assets	284	170	0	178	242	0	0	0	0	0	0
Payments:											
Employee benefits and on-costs	-12,816	-13,309	-13,610	-14,168	-14,422	-14,841	-15,274	-15,719	-16,177	-16,649	-17,135
Materials and contracts	-8,813	-7,058	-6,601	-3,352	-3,363	-3,559	-3,805	-3,780	-3,274	-4,191	-4,428
Borrowing costs	-209	-188	-236	-399	-373	-352	-330	-309	-288	-265	-241
Other	-1,569	-1,512	-1,546	-1,582	-1,619	-1,656	-1,695	-1,734	-1,774	-1,815	-1,857
LSL Paid - reduce liability	-273	-237	-246	-253	-261	-269	-277	-285	-293	-302	-311
Net cash provided (or used in) operating activities	10,298	12,251	5,472	5,353	4,674	4,304	4,107	4,207	10,826	3,993	3,764
Cash flows from investing activities											
Receipts:											
Sale of infrastructure, property, plant and equipment	107	64	0	71	96	0	0	0	0	0	0
Deferred debtors receipts	0	0	0	0	0	0	0	0	0	0	0
Internal Loan Repayments	0	0	0	0	0	0	0	0	0	0	0
Payments:											
Purchase of property, plant and equipment	-10,160	-12,848	-8,526	-5,247	-4,103	-4,091	-4,739	-4,616	-9,815	-4,281	-4,269
Net cash provided (or used in) investing activities	-10,053	-12,784	-8,526	-5,176	-4,007	-4,091	-4,739	-4,616	-9,815	-4,281	-4,269
Cash flows from financing activities											
Receipts:											
New loans	179	1,265	3,293	0	0	0	0	0	0	0	0
Payments:											
Repayment of borrowings and advances	-605	-494	-550	-600	-381	-402	-396	-395	-416	-438	-463
Net cash provided (or used in) financing activities	-425	771	2,743	-600	-381	-402	-396	-395	-416	-438	-463
Net increase / (decrease) in cash	-181	238	-311	-423	287	-190	-1,027	-804	596	-727	-968
Cash at the beginning of the year	16,854	16,673	16,912	16,600	16,177	16,464	16,274	15,247	14,443	15,039	14,312
Cash at the end of the year	16,673	16,912	16,600	16,177	16,464	16,274	15,247	14,443	15,039	14,312	13,344

Water Fund											
Budget Cash-Flow Statement \$'000	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
Cash flows from operating activities											
Receipts:											
Rates and annual charges	1,954	2,057	2,119	2,183	2,249	2,316	2,386	2,458	2,532	2,609	2,687
User charges and fees	4,941	5,745	5,917	6,095	6,278	6,466	6,660	6,860	7,066	7,278	7,496
Investment and interest revenue received	37	37	37	37	37	37	37	37	37	37	37
Grants and contributions	4,711	51	52	42	36	37	38	39	15,040	41	42
Other revenue	5	0	0	0	0	0	0	0	0	0	0
Other income	0	0	0	0	0	0	0	0	0	0	0
Net gain from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0
Payments:											
Employee benefits and on-costs	-1,156	-1,188	-1,249	-1,291	-1,313	-1,352	-1,392	-1,434	-1,476	-1,520	-1,565
Materials and contracts	-4,482	-4,131	-4,352	-4,578	-4,735	-4,893	-5,086	-5,193	-6,187	-5,424	-5,569
Borrowing costs	-243	-208	-181	-167	-154	-139	-123	-106	-88	-1,147	-1,099
Other	-27	-29	-30	-30	-31	-32	-32	-33	-34	-35	-36
LSL Paid - reduce liability	-19	-22	-23	-23	-24	-25	-25	-26	-27	-28	-29
Net cash provided (or used in) operating activities	5,721	2,313	2,291	2,266	2,343	2,417	2,462	2,603	16,863	1,811	1,965
Cash flows from investing activities											
Receipts:											
Sale of infrastructure, property, plant and equipment	0	0	0	0	0	0	0	0	0	0	0
Deferred debtors receipts	0	0	0	0	0	0	0	0	0	0	0
Internal Loan Repayments	0	0	0	0	0	0	0	0	0	0	0
Payments:											
Purchase of property, plant and equipment	-7,696	-1,635	-2,327	-2,180	-1,957	-2,066	-2,078	-1,976	-36,942	-653	-2,402
Net cash provided (or used in) investing activities	-7,696	-1,635	-2,327	-2,180	-1,957	-2,066	-2,078	-1,976	-36,942	-653	-2,402
Cash flows from financing activities											
Receipts:											
New loans	0	0	0	0	0	0	0	0	20,000	0	0
Payments:											
Repayment of borrowings and advances	-633	-668	-199	-213	-226	-241	-257	-274	-292	-806	-853
Net cash provided (or used in) financing activities	-633	-668	-199	-213	-226	-241	-257	-274	19,708	-806	-853
Net increase / (decrease) in cash	-2,608	10	-235	-127	160	110	127	353	-371	353	-1,290
Cash at the beginning of the year	9,332	6,724	6,734	6,499	6,372	6,532	6,642	6,769	7,122	6,751	7,104
Cash at the end of the year	6,724	6,734	6,499	6,372	6,532	6,642	6,769	7,122	6,751	7,104	5,814

Sewer Fund											
Budget Cash-Flow Statement \$'000	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
Cash flows from operating activities											
Receipts:											
Rates and annual charges	2,973	3,326	3,426	3,529	3,635	3,745	3,857	3,973	4,093	4,216	4,342
User charges and fees	946	1,033	1,064	1,096	1,128	1,162	1,197	1,232	1,269	1,306	1,345
Investment and interest revenue received	75	76	72	68	64	60	55	51	46	42	37
Grants and contributions	65	67	68	70	72	74	76	77	79	81	83
Other revenue	0	0	0	0	0	0	0	0	0	0	0
Other income	23	24	24	25	26	27	27	28	29	30	31
Net gain from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0
Payments:											
Employee benefits and on-costs	-489	-499	-522	-539	-550	-567	-584	-601	-619	-637	-656
Materials and contracts	-2,026	-3,019	-2,181	-2,274	-2,333	-2,401	-2,478	-2,533	-2,385	-2,654	-2,730
Borrowing costs	-490	-479	-1,059	-1,026	-993	-1,053	-812	-870	-824	-778	-722
Other	-1	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2
LSL Paid - reduce liability	-6	-5	-5	-6	-6	-6	-6	-6	-6	-7	-7
Net cash provided (or used in) operating activities	1,070	521	886	943	1,041	1,038	1,331	1,350	1,680	1,598	1,721
Cash flows from investing activities											
Receipts:											
Sale of infrastructure, property, plant and equipment	0	0	0	0	0	0	0	0	0	0	0
Deferred debtors receipts	0	0	0	0	0	0	0	0	0	0	0
Internal Loan Repayments	0	0	0	0	0	0	0	0	0	0	0
Payments:											
Purchase of property, plant and equipment	-1,563	-11,723	-594	-487	-767	-436	-532	-458	-469	-480	-959
Net cash provided (or used in) investing activities	-1,563	-11,723	-594	-487	-767	-436	-532	-458	-469	-480	-959
Cash flows from financing activities											
Receipts:											
New loans	0	11,055	0	0	0	0	0	0	0	0	0
Payments:											
Repayment of borrowings and advances	-158	-169	-502	-535	-567	-669	-587	-690	-736	-783	-838
Net cash provided (or used in) financing activities	-158	10,886	-502	-535	-567	-669	-587	-690	-736	-783	-838
Net increase / (decrease) in cash	-652	-315	-210	-79	-294	-68	213	202	475	335	-76
Cash at the beginning of the year	10,014	9,362	9,047	8,837	8,758	8,465	8,397	8,610	8,811	9,286	9,621
Cash at the end of the year	9,362	9,047	8,837	8,758	8,465	8,397	8,610	8,811	9,286	9,621	9,545

Waste Fund											
Budget Cash-Flow Statement \$'000	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
Cash flows from operating activities											
Receipts:											
Rates and annual charges	3,006	3,123	3,217	3,314	3,414	3,517	3,623	3,732	3,845	3,961	4,080
User charges and fees	902	719	741	763	786	809	834	859	885	911	938
Investment and interest revenue received	20	17	18	18	19	19	19	20	20	21	21
Grants and contributions	0	0	0	0	0	0	0	0	0	0	0
Other revenue	1,463	1,075	1,103	1,130	1,158	746	314	322	330	339	348
Other income	3	3	3	3	3	3	3	3	3	3	4
Net gain from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0
Payments:											
Employee benefits and on-costs	-1,775	-1,887	-1,981	-2,047	-2,083	-1,969	-1,846	-1,901	-1,957	-2,016	-2,076
Materials and contracts	-2,971	-2,634	-2,686	-2,831	-2,934	-2,787	-2,638	-2,707	-2,654	-2,855	-2,940
Borrowing costs	-12	-7	-27	-24	-23	-22	-21	-20	-19	-18	-17
Other	-2	-2	-2	-2	-2	-3	-3	-3	-3	-3	-3
LSL Paid - reduce liability	-22	-27	-28	-29	-29	-30	-31	-32	-33	-34	-35
Net cash provided (or used in) operating activities	612	380	356	296	307	283	254	273	416	309	320
Cash flows from investing activities											
Receipts:											
Sale of infrastructure, property, plant and equipment	0	0	0	0	0	0	0	0	0	0	0
Deferred debtors receipts	0	0	0	0	0	0	0	0	0	0	0
Internal Loan Repayments	0	0	0	0	0	0	0	0	0	0	0
Payments:											
Purchase of property, plant and equipment	-487	-597	-20	-20	-20	-410	-410	-20	-20	-20	-20
Net cash provided (or used in) investing activities	-487	-597	-20	-20	-20	-410	-410	-20	-20	-20	-20
Cash flows from financing activities											
Receipts:											
New loans	0	450	0	0	0	0	0	0	0	0	0
Payments:											
Repayment of borrowings and advances	-50	-55	-72	-14	-14	-15	-16	-17	-18	-19	-20
Net cash provided (or used in) financing activities	-50	395	-72	-14	-14	-15	-16	-17	-18	-19	-20
Net increase / (decrease) in cash	74	178	264	262	273	-142	-172	236	378	270	280
Cash at the beginning of the year	2,062	2,136	2,314	2,579	2,841	3,114	2,972	2,800	3,035	3,414	3,684
Cash at the end of the year	2,136	2,314	2,579	2,841	3,114	2,972	2,800	3,035	3,414	3,684	3,964

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
CIVIC ACTIVITIES												
	Income from continuing operations											
1225	Sale of Cowra History Book	1,500										
	Total income	1,500	0									
	Expenses from continuing operations											
42	Mayoral Expenses	2,048	2,208	2,261	2,315	2,371	2,428	2,486	2,546	2,607	2,670	2,734
40	Mayoral Allowance	27,600	37,925	38,835	39,767	40,721	41,698	42,699	43,724	44,773	45,848	46,948
51	Mayor - Vehicle Running Expenses	17,549	18,918	19,372	19,837	20,313	20,801	21,300	21,811	22,334	22,870	23,419
57	Executive Meetings	12,695	13,685	14,013	14,349	14,693	15,046	15,407	15,777	16,156	16,544	16,941
54	Community Event Attendance	3,212	3,463	3,546	3,631	3,718	3,807	3,898	3,992	4,088	4,186	4,286
43	Councillor Travelling Costs/Allowances	13,299	14,336	14,680	15,032	15,393	15,762	16,140	16,527	16,924	17,330	17,746
44	Councillor Communication Expenses	13,421	14,468	14,815	15,171	15,535	15,908	16,290	16,681	17,081	17,491	17,911
45	Councillor Training & Conference Attendance	24,790	26,724	27,365	28,021	28,693	29,382	30,087	30,809	31,548	32,305	33,080
49	Councillor Partners/Spouses Expenses	694	748	766	784	803	822	842	862	883	904	926
61	Membership Fees	1,589	1,713	1,754	1,796	1,839	1,883	1,928	1,974	2,021	2,070	2,120
67	Prospective Councillor Introductory Sessions			5,000					5,000			5,000
50	Councillor Carers Expenses	614	662	678	694	711	728	745	763	781	800	819
56	Staff Meeting Expenses	12,974	13,986	14,322	14,666	15,018	15,378	15,747	16,125	16,512	16,908	17,314
55	Council & Staff Functions	11,572	12,475	12,774	13,081	13,395	13,716	14,045	14,382	14,727	15,080	15,442
38	Councillor Insurance	31,646	34,115	34,934	35,772	36,631	37,510	38,410	39,332	40,276	41,243	42,233
37	Local Government NSW - Membership	31,260	33,698	34,507	35,335	36,183	37,051	37,940	38,851	39,783	40,738	41,716
1658	Election Expenses			142,854				157,139				172,853
39	Section 356 Donations	29,544	31,849	32,613	33,396	34,198	35,019	35,859	36,720	37,601	38,503	39,427
60	Information & Neighbourhood Centre Contribution	11,436	12,328	12,624	12,927	13,237	13,555	13,880	14,213	14,554	14,903	15,261
58	Cowra / Japan Relationship	6,713	25,000	5,000	5,000	25,000	25,000	5,000	5,000	5,000	5,000	5,000
52	Civic Receptions	6,656	7,175	7,347	7,523	7,704	7,889	8,078	8,272	8,471	8,674	8,882
53	Civic Expenses	2,399	2,586	2,648	2,712	2,777	2,844	2,912	2,982	3,054	3,127	3,202
41	Councillor Fees	113,849	159,120	162,939	166,850	170,854	174,954	179,153	183,453	187,856	192,365	196,982
2015	Councillor Super Equivalent	9,444	17,503	18,738	20,022	20,502	20,994	21,498	22,014	22,543	23,084	23,638
70	Civic Square Masterplan	26,350										
68	Breakout Anniversary			25,000					25,000			
62	Central NSW Joint Organisation Membership & Admin	25,423	27,406	28,064	28,738	29,428	30,134	30,857	31,598	32,356	33,133	33,928
63	Central NSW Joint Organisation Operational Membership	11,491	12,387	12,684	12,988	13,300	13,619	13,946	14,281	14,624	14,975	15,334
59	Cowra Community Grants Scheme	57,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
71	Cowra History Book - Cost of Goods Sold	1,200										
	Total expenses	506,468	574,478	740,133	580,407	613,017	625,928	781,287	657,689	646,553	660,751	853,142
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(504,968)	(574,478)	(740,133)	(580,407)	(613,017)	(625,928)	(781,287)	(657,689)	(646,553)	(660,751)	(853,142)
	Funded by / (to) reserves											
	Transfer to Election Reserve	(35,000)	(35,000)	(40,000)	(40,000)	(40,000)	(40,000)	(43,000)	(43,000)	(43,000)	(43,000)	(46,000)
	Transfer from Election Reserve			142,854				157,139				172,853
	Transfer from Carryover Reserve	26,350										
	Funded by / (to) general revenues	513,618	609,478	637,279	620,407	653,017	665,928	667,147	700,689	689,553	703,751	726,289

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
LAND DEVELOPMENT												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
1146	Land Development - Holding Costs	8,271	8,593	8,799	9,010	9,226	9,447	9,674	9,906	10,144	10,387	10,636
	Total expenses	8,271	8,593	8,799	9,010	9,226	9,447	9,674	9,906	10,144	10,387	10,636
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(8,271)	(8,593)	(8,799)	(9,010)	(9,226)	(9,447)	(9,674)	(9,906)	(10,144)	(10,387)	(10,636)
	<i>Funded by / (to) reserves</i>											
	Funded by / (to) general revenues	8,271	8,593	8,799	9,010	9,226	9,447	9,674	9,906	10,144	10,387	10,636

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
GENERAL MANAGERS OFFICE												
	Income from continuing operations											
30	Festival Revenue	7,016	7,290	7,509	7,734	7,966	8,205	8,451	8,705	8,966	9,235	9,512
2028	Grant - Reconnecting Regional NSW - Community Events Program	239,651										
2110	Grant - Cowra Voices Audio Archive Project	4,245										
	Total income	250,912	7,290	7,509	7,734	7,966	8,205	8,451	8,705	8,966	9,235	9,512
	Expenses from continuing operations											
1	General Manager's Office - Operating Expenses	586,841	600,859	621,233	639,504	658,314	677,679	697,617	718,143	739,275	761,031	783,429
4	Advertising	70,716	76,232	78,062	79,935	81,853	83,817	85,829	87,889	89,998	92,158	94,370
6	Public Relations	10,244	11,043	11,308	11,579	11,856	12,141	12,432	12,730	13,035	13,348	13,668
8	Sponsorship	9,990	10,769	11,027	11,292	11,563	11,841	12,125	12,416	12,714	13,019	13,331
10	Cowra Business Officer Working Expenses	18,696										
9	Local Government NSW Management Services - General Manager - Performance Review	7,079	7,631	7,814	8,002	8,194	8,391	8,592	8,798	9,009	9,225	9,446
5	Printing	19,504	21,025	21,530	22,047	22,576	23,118	23,673	24,241	24,823	25,419	26,029
11	Business Assistance	13,049	37,425	38,323	39,243	40,185	41,149	42,137	43,148	44,184	45,244	46,330
14	Community/Customer Surveys	15,945		16,752		17,600		18,491		19,427		20,411
17	Main Street Banners	10,768	5,519	5,519	11,314	5,798	11,886	6,092	12,488	6,400	13,120	6,724
15	Festival Operations	100,581	107,631	110,492	113,301	116,182	119,136	122,166	125,273	128,461	131,731	135,084
16	Festival Coordinator	30,171	32,524	33,305	34,104	34,922	35,760	36,618	37,497	38,397	39,319	40,263
1894	Cultural Outreach Program - Festival	10,000										
12	Cowra Business Chamber - Secretarial Support	11,529										
13	Donation - Business Chamber - Business Hub	31,188										
1876	Contribution - Cowra Ca\$h Christmas Shop Local Campaign	29,250										
2070	Contribution - Christmas Lights Competition	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
	Business/Economic Data		25,000	25,600	26,214	26,843	27,487	28,147	28,823	29,515	30,223	30,948
2111	Cowra Voices Audio Archive Project	4,245										
	Reconnecting Regional NSW Grant Expenditure											
2058	Events Coordination & Administration	22,693										
2057	Woodstock Public School Time Capsule Unearthing	4,249										
2056	Bringing Harrington Circus to Woodstock	10,000										
2055	Festival of Small Halls Woodstock	3,637										
2054	Wattamondara Community Hall Opening	8,256										
2053	Cowra Community NYE Beach Party & Fireworks	9,141										
2052	Chalk Up Festival	13,636										
2051	NSW Seniors Festival: Cowra Songs & Scones & Cinema	4,360										
2050	International Day of People with a Disability	1,700										
2049	2023 Cowra Australia Day Service	19,900										
2048	World Peace Bell 30th Anniversary & 2022 International Day of Peace	9,960										
2047	Cowra Comedy Festival	30,000										
2046	Cowra Christmas Festival 2022	45,455										
2045	Cowra Festival of International Understanding 2023	56,664										
	Total expenses	1,224,447	940,658	985,965	1,001,535	1,040,886	1,057,405	1,098,919	1,116,446	1,160,238	1,178,837	1,225,033
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(973,535)	(933,368)	(978,456)	(993,801)	(1,032,920)	(1,049,200)	(1,090,468)	(1,107,741)	(1,151,272)	(1,169,602)	(1,215,521)
	<i>Funded by / (to) reserves</i>											
	Transfer from Business Assistance Reserve	31,188	28,558	(3,379)								
	Funded by / (to) general revenues	942,347	904,810	981,835	993,801	1,032,920	1,049,200	1,090,468	1,107,741	1,151,272	1,169,602	1,215,521

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
TOURISM ACTIVITIES												
	Income from continuing operations											
1030	Japanese Garden Rent	1,845	1,989	2,037	2,086	2,136	2,187	2,239	2,293	2,348	2,404	2,462
1029	Visitor's Centre Rent	46,371	48,179	49,624	51,113	52,646	54,225	55,852	57,528	59,254	61,032	62,863
2100	Insurance Claim Income - Visitor's Centre	69,351										
	Total income	117,567	50,168	51,661	53,199	54,782	56,412	58,091	59,821	61,602	63,436	65,325
	Expenses from continuing operations											
1993	Japanese Garden Raw Water	107,465	115,847	118,627	121,474	124,389	127,374	130,431	133,561	136,766	140,048	143,409
1021	Cowra Tourism Contribution	282,470	293,486	300,530	307,743	315,129	322,692	330,437	338,367	346,488	354,804	363,319
	Building Maintenance - Visitor's Centre	17,465	18,827	19,279	19,742	20,216	20,701	21,198	21,707	22,228	22,761	23,307
2099	Insurance Excess - Flood 15/11/2022	25,000										
	Visitor's Centre - Flood Damage Repairs	69,351										
1022	Cowra Tourism Contribution - Events Management Officer	46,962	50,625	51,840	53,084	54,358	55,663	56,999	58,367	59,768	61,202	62,671
1026	Cowra Japanese Garden & Cultural Centre - Plant/Labour Contribution	20,934	11,272	11,543	11,820	12,104	12,394	12,691	12,996	13,308	13,627	13,954
1023	Christmas Decorations	300	5,798	300	6,092	300	6,400	300	6,724	300	7,064	300
1028	Visitor's Centre Rent Contribution	32,374	34,899	35,737	36,595	37,473	38,372	39,293	40,236	41,202	42,191	43,204
	Building Depreciation	36,267	36,992	37,732	38,487	39,257	40,042	40,843	41,660	42,493	43,343	44,210
	Total expenses	638,588	567,746	575,588	595,037	603,226	623,638	632,192	653,618	662,553	685,040	694,374
	Capital items											
	Total Capital Items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(36,267)	(36,992)	(37,732)	(38,487)	(39,257)	(40,042)	(40,843)	(41,660)	(42,493)	(43,343)	(44,210)
	Total adjustment for non-cash items	(36,267)	(36,992)	(37,732)	(38,487)	(39,257)	(40,042)	(40,843)	(41,660)	(42,493)	(43,343)	(44,210)
	Increase / (decrease) in cash	(484,754)	(480,586)	(486,195)	(503,351)	(509,187)	(527,184)	(533,258)	(552,137)	(558,458)	(578,261)	(584,839)
	<i>Funded by / (to) reserves</i>											
	Funded by / (to) general revenues	484,754	480,586	486,195	503,351	509,187	527,184	533,258	552,137	558,458	578,261	584,839

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
HUMAN RESOURCES												
	Income from continuing operations											
141	Training Subsidy	63,640	40,000	41,000	42,025	43,076	44,153	45,257	46,388	47,548	48,737	49,955
	Total income	63,640	40,000	41,000	42,025	43,076	44,153	45,257	46,388	47,548	48,737	49,955
	Expenses from continuing operations											
133	Human Resources - Operating Expenses	208,401	237,726	246,046	253,427	261,030	268,861	276,927	285,235	293,792	302,606	311,684
134	Training	213,702	211,963	217,050	222,259	227,593	233,055	238,648	244,376	250,241	256,247	262,397
138	Employee Health & Welfare Programs	26,774	28,862	29,555	30,264	30,990	31,734	32,496	33,276	34,075	34,893	35,730
135	Employee Assistance Program	31,734	4,025	4,122	4,221	4,322	4,426	4,532	4,641	4,752	4,866	4,983
136	Indoor Staff Uniforms	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
139	Recruitment Expense	28,631	20,610	21,105	21,612	22,131	22,662	23,206	23,763	24,333	24,917	25,515
137	Pre-Employment Expenses	12,016	12,953	13,264	13,582	13,908	14,242	14,584	14,934	15,292	15,659	16,035
140	HR Management Software	28,405	30,621	31,356	32,109	32,880	33,669	34,477	35,304	36,151	37,019	37,907
1957	Training Contribution - Saleyards, Waste, Water, Sewer	(85,657)	(89,512)	(92,644)	(95,424)	(98,287)	(101,235)	(104,272)	(107,400)	(110,622)	(113,942)	(117,360)
	Total expenses	476,006	469,248	481,854	494,050	506,567	519,414	532,598	546,129	560,014	574,265	588,891
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(412,366)	(429,248)	(440,854)	(452,025)	(463,491)	(475,261)	(487,341)	(499,741)	(512,466)	(525,528)	(538,936)
	<i>Funded by / (to) reserves</i>											
	Transfer from Statecover Reserve	58,508	32,887	33,677	34,485	35,312	36,160	37,028	37,917	38,827	39,759	40,713
	Funded by / (to) general revenues	353,858	396,361	407,177	417,540	428,179	439,101	450,313	461,824	473,639	485,769	498,223

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
GENERAL MANAGER - OVERHEADS												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
18	Superannuation	108,367	110,247	117,535	124,606	128,344	132,195	136,161	140,245	144,452	148,785	153,248
18	Public Holidays	36,583	37,104	38,402	39,554	40,741	41,963	43,222	44,519	45,855	47,231	48,648
18	Workers Comp. Insurance	28,448	37,273	38,168	39,084	40,022	40,983	41,967	42,974	44,005	45,061	46,142
18	Annual Leave	65,849	74,207	76,805	79,109	81,482	83,926	86,444	89,037	91,708	94,459	97,293
	Long Service Leave - Accrual	32,326	33,781	34,963	36,012	37,092	38,205	39,351	40,532	41,748	43,000	44,290
18	Sick Leave	24,693	27,828	28,802	29,666	30,556	31,473	32,417	33,390	34,392	35,424	36,487
	Lump Sum Payment			7,429	7,429							
	Total expenses	296,266	320,440	342,104	355,460	358,237	368,745	379,562	390,697	402,160	413,960	426,108
	Capital items											
18	Long Service Leave	18,429	18,552	19,201	19,777	20,370	20,981	21,610	22,258	22,926	23,614	24,322
	Total capital items	18,429	18,552	19,201	19,777	20,370	20,981	21,610	22,258	22,926	23,614	24,322
	Cash reconciliation items											
	LSL Accrual	(32,326)	(33,102)	(34,963)	(36,012)	(37,092)	(38,205)	(39,351)	(40,532)	(41,748)	(43,000)	(44,290)
	Total adjustment for non-cash items	(32,326)	(33,102)	(34,963)	(36,012)	(37,092)	(38,205)	(39,351)	(40,532)	(41,748)	(43,000)	(44,290)
	Increase / (decrease) in cash	(282,369)	(305,890)	(326,342)	(339,225)	(341,515)	(351,521)	(361,821)	(372,423)	(383,338)	(394,574)	(406,140)
	<i>Funded by / (to) reserves</i>											
	Transfer to Long Service Leave Reserve	(19,481)	(16,462)	(19,201)	(19,777)	(20,370)	(20,981)	(21,610)	(22,258)	(22,926)	(23,614)	(24,322)
	Transfer from Long Service Leave Reserve	18,429	16,462	19,201	19,777	20,370	20,981	21,610	22,258	22,926	23,614	24,322
	Funded by / (to) general revenues	283,421	305,890	326,342	339,225	341,515	351,521	361,821	372,423	383,338	394,574	406,140

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
CORPORATE SERVICES												
	Income from continuing operations											
99	Statewide - Insurance Rebates	33,903	36,547	37,424	38,322	39,242	40,184	41,148	42,136	43,147	44,183	45,243
100	Statecover - Performance Rebate	47,760	51,485	52,721	53,986	55,282	56,609	57,968	59,359	60,784	62,243	63,737
	Total income	81,663	88,032	90,145	92,308	94,524	96,793	99,116	101,495	103,931	106,426	108,980
	Expenses from continuing operations											
74	Corporate Services - Operating Expenses	838,760	896,898	924,457	950,050	976,359	1,003,404	1,031,209	1,059,793	1,089,176	1,119,383	1,150,438
81	Insurance Expenses	339,889	366,401	375,194	384,199	393,418	402,860	412,527	422,428	432,567	442,949	453,580
90	Employee Service Awards	5,868	6,326	6,478	6,633	6,792	6,955	7,122	7,293	7,468	7,647	7,831
FINANCIAL SERVICES												
2009	Financial Services - Operating Expenses	468,323	508,185	525,971	541,750	558,003	574,743	591,985	609,745	628,037	646,878	666,284
102	Fringe Benefits Tax	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
103	Bank Charges	50,615	54,563	55,873	57,214	58,587	59,993	61,433	62,907	64,417	65,963	67,546
106	Audit Fees	53,686	57,874	59,263	60,685	62,141	63,632	65,159	66,723	68,324	69,964	71,643
107	Internal Audit	26,000	28,028	28,701	29,390	30,095	30,817	31,557	32,314	33,090	33,884	34,697
110	Accounting Software	12,499	11,291	11,562	11,839	12,123	12,414	12,712	13,017	13,329	13,649	13,977
111	Revaluation of Council Assets	27,000		30,000		20,000	20,000		30,000		20,000	20,000
1668	Audit - New Ledger Structure	5,000										
ADMINISTRATION BUILDING - WORKING EXPENSES												
85	Administration Building - Maintenance & Operating Expenses	172,226	196,166	200,874	205,695	210,632	215,688	220,864	226,164	231,591	237,148	242,840
	Building Depreciation	118,435	120,804	123,220	125,684	128,198	130,762	133,377	136,045	138,766	141,541	144,372
	Total expenses	2,153,301	2,281,536	2,376,593	2,408,139	2,491,348	2,556,268	2,602,945	2,701,429	2,741,765	2,834,006	2,908,208
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(118,435)	(120,804)	(123,220)	(125,684)	(128,198)	(130,762)	(133,377)	(136,045)	(138,766)	(141,541)	(144,372)
	Total adjustment for non-cash items	(118,435)	(120,804)	(123,220)	(125,684)	(128,198)	(130,762)	(133,377)	(136,045)	(138,766)	(141,541)	(144,372)
	Increase / (decrease) in cash	(1,953,202)	(2,072,700)	(2,163,228)	(2,190,147)	(2,268,626)	(2,328,713)	(2,370,452)	(2,463,889)	(2,499,068)	(2,586,039)	(2,654,856)
	<i>Funded by / (to) reserves</i>											
	Transfer to Statewide Reserve	(33,903)	(34,717)	(37,424)	(38,322)	(39,242)	(40,184)	(41,148)	(42,136)	(43,147)	(44,183)	(45,243)
	Transfer to Statecover Reserve	(47,760)	(51,348)	(52,721)	(53,986)	(55,282)	(56,609)	(57,968)	(59,359)	(60,784)	(62,243)	(63,737)
	Transfer from Carryover Reserve	5,000										
	Transfer to Bad Debts Reserve	(7,500)	(7,500)	(7,500)	(8,000)	(8,000)	(8,000)	(8,500)	(8,500)	(9,000)	(9,000)	(9,000)
	Funded by / (to) general revenues	2,037,365	2,166,265	2,260,873	2,290,455	2,371,150	2,433,506	2,478,068	2,573,884	2,611,999	2,701,465	2,772,836

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
GENERAL PURPOSE REVENUE												
	Income from continuing operations											
	Residential - Cowra	1,964,820	2,041,448	2,090,443	2,140,614	2,191,989	2,244,597	2,298,467	2,353,630	2,410,117	2,467,960	2,527,191
	Residential	351,853	365,575	374,349	383,333	392,533	401,954	411,601	421,479	431,594	441,952	452,559
	Residential - Rural	442,525	459,784	470,819	482,119	493,690	505,539	517,672	530,096	542,818	555,846	569,186
	Farmland	3,271,494	3,399,082	3,480,660	3,564,196	3,649,737	3,737,331	3,827,027	3,918,876	4,012,929	4,109,239	4,207,861
	Mining	21,586	22,428	22,966	23,517	24,081	24,659	25,251	25,857	26,478	27,113	27,764
	Business	1,456,237	1,513,031	1,549,344	1,586,528	1,624,605	1,663,596	1,703,522	1,744,407	1,786,273	1,829,144	1,873,043
	Interest on Overdue Rates	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000
	Income - Rate Legal Action	13,820	13,820	13,820	13,820	13,820	13,820	13,820	13,820	13,820	13,820	13,820
	Write off Bad & Doubtful Debts	(5,000)	(5,390)	(5,519)	(5,651)	(5,787)	(5,926)	(6,068)	(6,214)	(6,363)	(6,516)	(6,672)
	Pensioner Rates Abandoned	(174,210)	(181,004)	(185,348)	(189,797)	(194,352)	(199,016)	(203,792)	(208,683)	(213,692)	(218,821)	(224,072)
	Pensioner Rates Subsidy	95,055	98,762	101,132	103,559	106,044	108,589	111,195	113,864	116,597	119,395	122,260
	Interest on Investments	952,833	1,112,082	1,095,826	1,083,822	1,098,356	1,088,718	1,059,805	1,059,496	1,096,102	1,104,069	1,034,757
1583	Financial Assistance Grant - Local Roads	1,356,719	1,781,128	1,825,657	1,871,298	1,918,080	1,966,032	2,015,183	2,065,563	2,117,202	2,170,132	2,224,385
1582	Financial Assistance Grant - General	3,034,092	3,983,218	4,082,798	4,184,868	4,289,490	4,396,727	4,506,645	4,619,311	4,734,794	4,853,164	4,974,493
	Total income	12,823,824	14,645,964	14,958,947	15,284,226	15,644,286	15,988,620	16,322,328	16,693,502	17,110,669	17,508,497	17,838,575
	Expenses from continuing operations											
105	Valuer General Land Value Fee	62,223	67,076	68,686	70,334	72,022	73,751	75,521	77,334	79,190	81,091	83,037
108	Debt Recovery Expenses	13,820	14,898	15,256	15,622	15,997	16,381	16,774	17,177	17,589	18,011	18,443
116	S.611 Charges - Water/Sewer	(950,000)	(950,000)	(950,000)	(950,000)	(950,000)	(950,000)	(950,000)	(950,000)	(950,000)	(950,000)	(950,000)
109	Refund S.611 Charges to Water & Sewer	180,000	180,000	180,000	120,000	80,000	50,000					
	Total expenses	(693,957)	(688,026)	(686,058)	(744,044)	(781,981)	(809,868)	(857,705)	(855,489)	(853,221)	(850,898)	(848,520)
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	13,517,781	15,333,990	15,645,005	16,028,270	16,426,267	16,798,488	17,180,033	17,548,991	17,963,890	18,359,395	18,687,095
	<i>Funded by / (to) reserves</i>											
	Transfer to Unexpended Grants Reserve	(2,741,547)	(2,810,086)	(3,028,083)	(3,103,785)	(3,181,380)	(3,260,914)	(3,342,437)	(3,425,998)	(3,511,648)	(3,599,439)	(3,689,425)
	Transfer from Unexpended Grants Reserve	4,012,019	2,741,547	2,810,086	3,028,083	3,103,785	3,181,380	3,260,914	3,342,437	3,425,998	3,511,648	3,599,439
	Transfer to Built Asset Replacement Program Reserve	(46,000)	(46,000)	(46,000)	(46,000)	(46,000)	(46,000)	(46,000)	(46,000)	(46,000)	(46,000)	(46,000)
	Funded by / (to) general revenues	(14,742,254)	(15,219,451)	(15,381,008)	(15,906,568)	(16,302,672)	(16,672,953)	(17,052,510)	(17,419,430)	(17,832,240)	(18,225,604)	(18,551,109)

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
OTHER REVENUE												
	Income from continuing operations											
	Interest on Internal Loans	6,470	4,477	2,325								
113	S.603 Certificates	40,575	42,157	43,422	44,725	46,067	47,449	48,872	50,338	51,848	53,403	55,005
115	AGL Gas Distribution Revenue	3,512	3,649	3,758	3,871	3,987	4,107	4,230	4,357	4,488	4,623	4,762
98	Sundry	4,669	4,851	4,997	5,147	5,301	5,460	5,624	5,793	5,967	6,146	6,330
	Total income	55,226	55,134	54,502	53,743	55,355	57,016	58,726	60,488	62,303	64,172	66,097
	Expenses from continuing operations											
1965	AODE Distribution	(1,852,510)	(2,595,201)	(1,973,667)	(2,189,558)	(2,311,077)	(2,439,628)	(2,599,955)	(2,670,087)	(3,138,293)	(2,838,519)	(2,983,667)
1963	Waste Dividend	(57,265)	(61,732)	(63,214)	(64,731)	(66,285)	(67,876)	(69,505)	(71,173)	(72,881)	(74,630)	(76,421)
1960	Saleyards Dividend	-	(21,778)	(22,301)	(22,836)	(23,384)	(23,945)	(24,520)	(25,108)	(25,711)	(26,328)	(26,960)
1961	Caravan Park Dividend	0	(42,245)	(43,259)	(44,297)	(45,360)	(46,449)	(47,564)	(48,706)	(49,875)	(51,072)	(52,298)
1962	Dividend - Water	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
1964	Dividend - Sewer	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
1966	Contribution - Waste Fund	(1,319,572)	(965,001)	(864,357)	(921,625)	(960,283)	(895,628)	(825,859)	(849,289)	(965,316)	(895,523)	(913,450)
	Total expenses	(3,379,347)	(3,835,957)	(3,116,798)	(3,393,047)	(3,556,388)	(3,623,526)	(3,717,403)	(3,814,363)	(4,402,076)	(4,036,072)	(4,202,796)
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	3,434,573	3,891,091	3,171,299	3,446,790	3,611,743	3,680,542	3,776,129	3,874,851	4,464,379	4,100,244	4,268,893
	Funded by / (to) reserves											
	Funded by / (to) general revenues	(3,434,573)	(3,891,091)	(3,171,299)	(3,446,790)	(3,611,743)	(3,680,542)	(3,776,129)	(3,874,851)	(4,464,379)	(4,100,244)	(4,268,893)

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
INFORMATION TECHNOLOGY												
	Income from continuing operations											
123	Information Services - Sundry Income	588	588	588	588	588	588	588	588	588	588	588
	Total income	588	588	588	588	588	588	588	588	588	588	588
	Expenses from continuing operations											
123	Information Services - Operating Expenditure	644,749	659,631	677,958	695,639	713,785	732,410	751,528	771,150	791,292	811,966	833,185
	Website Operations		50,000	51,310	52,604	53,931	55,291	56,686	58,116	59,583	61,087	62,630
	Desktop PC/Laptop Replacement		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
	Migration of Phone System		18,430									
124	Purchase of iPads - New Councillors			7,500				8,000				8,500
	RECORDS											
2010	Records Management - Operating Expenditure	131,531	136,939	141,477	145,580	149,802	154,147	158,618	163,220	167,956	172,830	177,847
	DEPRECIATION											
	Equipment Depreciation	91,029	92,850	94,707	96,601	98,533	100,504	102,514	104,564	106,655	108,788	110,964
	Other Asset Depreciation	10,593	10,805	11,021	11,241	11,466	11,695	11,929	12,168	12,411	12,659	12,912
	Total expenses	877,902	978,655	993,973	1,011,665	1,037,517	1,064,047	1,099,275	1,119,218	1,147,897	1,177,330	1,216,038
	Capital items											
	Major Software & Infrastructure Upgrades	100,000	100,000									
	Total capital items	100,000	100,000	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(101,622)	(103,655)	(105,728)	(107,842)	(109,999)	(112,199)	(114,443)	(116,732)	(119,066)	(121,447)	(123,876)
	Total adjustment for non-cash items	(101,622)	(103,655)	(105,728)	(107,842)	(109,999)	(112,199)	(114,443)	(116,732)	(119,066)	(121,447)	(123,876)
	Increase / (decrease) in cash	(875,692)	(974,412)	(887,657)	(903,235)	(926,930)	(951,260)	(984,244)	(1,001,898)	(1,028,243)	(1,055,295)	(1,091,574)
	Funded by / (to) reserves											
	Transfer to IT Equipment Reserve				(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
	Funded by / (to) general revenues	875,692	974,412	887,657	953,235	976,930	1,001,260	1,034,244	1,051,898	1,078,243	1,105,295	1,141,574

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
RISK & GOVERNANCE												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
143	Risk Management - Operating Expenses	88,128	91,038	93,963	96,636	99,386	102,214	105,124	108,117	111,195	114,362	117,620
150	Assessment of Workstations & Chair Replacements	35,198										
149	Replenish First Aid Kits	7,379	7,015	7,183	7,355	7,532	7,713	7,898	8,088	8,282	8,481	8,685
151	Defibrillator Maintenance	2,565	2,765	2,831	2,899	2,969	3,040	3,113	3,188	3,265	3,343	3,423
	LEMO											
146	LEMO Service	31,259	33,204	34,248	35,209	36,197	37,213	38,258	39,332	40,437	41,574	42,743
1977	Contribution from SES for LEMO	(5,764)	(6,214)	(6,363)	(6,516)	(6,672)	(6,832)	(6,996)	(7,164)	(7,336)	(7,512)	(7,692)
	Total expenses	158,765	127,808	131,862	135,583	139,412	143,348	147,397	151,561	155,843	160,248	164,779
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(158,765)	(127,808)	(131,862)	(135,583)	(139,412)	(143,348)	(147,397)	(151,561)	(155,843)	(160,248)	(164,779)
	Funded by / (to) reserves											
	Transfer from Statecover Reserve	35,198										
	Funded by / (to) general revenues	123,567	127,808	131,862	135,583	139,412	143,348	147,397	151,561	155,843	160,248	164,779

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
LIBRARY												
	Income from continuing operations											
958	Library Subsidy	99,424	96,754	96,754	96,754	96,754	96,754	96,754	96,754	96,754	96,754	96,754
959	Sundry Income	7,354	7,641	7,870	8,106	8,349	8,599	8,857	9,123	9,397	9,679	9,969
960	Special Purpose Grant	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
2124	2022/23 Public Library Infrastructure Grant	276,662										
	Total income	389,440	110,395	110,624	110,860	111,103	111,353	111,611	111,877	112,151	112,433	112,723
	Expenses from continuing operations											
954	Contribution to Central West Libraries	352,729	380,242	389,368	398,713	408,282	418,081	428,115	438,390	448,911	459,685	470,717
952	Building Maintenance - Library	26,072	28,105	28,779	29,470	30,177	30,902	31,644	32,404	33,182	33,979	34,794
2008	Loan No. 226 - Library - 50%	3,235	2,239	2,239	1,163							
951	Library - Working Expenses	40,469	43,625	44,672	45,744	46,842	47,966	49,117	50,296	51,503	52,739	54,004
955	Local Projects Grant Expenditure	34,563	7,575	7,870	8,106	8,349	8,599	8,857	9,123	9,397	9,679	9,969
956	Collaboration - Central West Libraries	4,355										
1926	National Backyard Cricket	1,500										
2123	Cowra Library Refurbishment - Shelving Upgrade	276,662										
	Building Depreciation	49,252	50,237	51,242	52,267	53,312	54,378	55,466	56,575	57,707	58,861	60,038
	Total expenses	788,837	512,023	524,170	535,463	546,962	559,926	573,199	586,788	600,700	614,943	629,522
	Capital items											
	Loan No. 226 - Library - 50%	12,456	13,453	14,529								
957	Revitalising Regional Libraries	16,000										
	Total capital items	28,456	13,453	14,529	0							
	Cash reconciliation items											
	Depreciation	(49,252)	(50,237)	(51,242)	(52,267)	(53,312)	(54,378)	(55,466)	(56,575)	(57,707)	(58,861)	(60,038)
	Internal Loan Principal - Back	(12,456)	(13,453)	(14,529)								
	Total adjustment for non-cash items	(61,708)	(63,690)	(65,771)	(52,267)	(53,312)	(54,378)	(55,466)	(56,575)	(57,707)	(58,861)	(60,038)
	Increase / (decrease) in cash	(366,145)	(351,391)	(362,304)	(372,336)	(382,547)	(394,195)	(406,122)	(418,336)	(430,842)	(443,649)	(456,761)
	Funded by / (to) reserves											
	Transfer from Unexpended Grants Reserve	33,064										
	Transfer from Unexpended Grants Reserve (Capital)	16,000										
	Transfer from S94 Growth Reserve	2,234	2,290	2,347	2,406	2,466	2,528	2,591	2,656	2,722	2,790	2,860
	Funded by / (to) general revenues	314,847	349,101	359,957	369,930	380,081	391,667	403,531	415,680	428,120	440,859	453,901

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
ART GALLERY												
	Income from continuing operations											
864	Gallery Income - Art Awards - Subscription/Program	11,658	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
870	Gallery Income - Retail Shop Sales	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
865	Gallery Income - Workshops	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
868	Gallery Income - Art Sales (Net of Commission)	6,848	6,848	6,848	6,848	6,848	6,848	6,848	6,848	6,848	6,848	6,848
869	Gallery Income - Art Sales Commission	2,390	2,483	2,557	2,634	2,713	2,794	2,878	2,964	3,053	3,145	3,239
866	Gallery Income - Other Special Events	200	200	200	200	200	200	200	200	200	200	200
867	Gallery Income - Cash Donations	200	200	200	200	200	200	200	200	200	200	200
2118	Grant - Gordon Darling Foundation	3,000										
	Total income	31,796	27,231	27,305	27,382	27,461	27,542	27,626	27,712	27,801	27,893	27,987
	Expenses from continuing operations											
841	Gallery - Salaries	155,307	169,338	175,265	180,523	185,939	191,517	197,263	203,181	209,276	215,554	222,021
842	Gallery - Building & Utilities	71,000	76,538	78,375	80,256	82,183	84,155	86,174	88,242	90,360	92,528	94,749
845	Gallery - Administration & Marketing Expenses	24,885	26,826	27,470	28,129	28,804	29,495	30,203	30,928	31,670	32,430	33,208
847	Gallery - Collection Storage & Conservation	7,912	8,529	8,734	8,944	9,159	9,379	9,604	9,834	10,070	10,312	10,559
851	Gallery - Art Awards	11,658	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
850	Gallery - Exhibitions Expenses	22,775	24,551	25,140	25,743	26,361	26,994	27,642	28,305	28,984	29,680	30,392
848	Gallery - Exhibition Development	1,328	1,432	1,466	1,501	1,537	1,574	1,612	1,651	1,691	1,732	1,774
844	Gallery - Public Programs/Outreach	16,539	17,829	18,257	18,695	19,144	19,603	20,073	20,555	21,048	21,553	22,070
843	Gallery - Shop Sales Expenses	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
852	Gallery - Artist Payments (Art Sales)	6,848	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
849	Gallery - Workshop Expenses	1,518	1,344	1,376	1,409	1,443	1,478	1,513	1,549	1,586	1,624	1,663
2119	NATSIAA Conference & Exhibition Darwin	3,000										
863	Loan No. 226 - Gallery - 50%	3,235	2,239	2,239	1,163							
COWRA SCULPTURE PARK												
855	Cowra Sculpture Park	50,000	20,000	20,000	20,000							
	Building Depreciation	49,252	50,237	51,242	52,267	53,312	54,378	55,466	56,575	57,707	58,861	60,038
	Other Asset Depreciation	26,253	26,778	27,314	27,860	28,417	28,985	29,565	30,156	30,759	31,374	32,001
	Total expenses	459,510	449,641	460,878	470,490	460,299	471,558	483,115	494,976	507,151	519,648	532,475
	Capital items											
	Loan No. 226 - Gallery - 50%	12,456	13,453	14,529								
	Total capital items	12,456	13,453	14,529	0							
	Cash reconciliation items											
	Internal Loan Principal - Back	(12,456)	(13,453)	(14,529)								
	Depreciation	(75,505)	(77,015)	(78,556)	(80,127)	(81,729)	(83,363)	(85,031)	(86,731)	(88,466)	(90,235)	(92,039)
	Total adjustment for non-cash items	(87,961)	(90,468)	(93,085)	(80,127)	(81,729)	(83,363)	(85,031)	(86,731)	(88,466)	(90,235)	(92,039)
	Increase / (decrease) in cash	(352,209)	(345,395)	(355,017)	(362,981)	(351,109)	(360,653)	(370,458)	(380,533)	(390,884)	(401,520)	(412,449)
	Funded by / (to) reserves											
	Transfer from S94 Growth Reserve	2,234	2,290	2,347	2,406	2,466	2,528	2,591	2,656	2,722	2,790	2,860
	Funded by / (to) general revenues	349,975	343,105	352,670	360,575	348,643	358,125	367,867	377,877	388,162	398,730	409,589

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
CIVIC CENTRE												
	Income from continuing operations											
2023	Grant - Civic Centre Accessibility Upgrade	87,000	250,000									
831	Equipment Funds - Civic Centre	10,250	5,513	5,678	5,848	6,023	6,204	6,390	6,582	6,779	6,982	7,191
832	Other Income - Civic Centre	1,050	1,103	1,136	1,170	1,205	1,241	1,278	1,316	1,355	1,396	1,438
833	Bar Sales - Civic Centre	33,600	35,280	36,338	37,428	38,551	39,708	40,899	42,126	43,390	44,692	46,033
835	Booking Fees - Civic Centre	8,150	3,308	3,407	3,509	3,614	3,722	3,834	3,949	4,067	4,189	4,315
836	Equipment Hire - Civic Centre	3,150	3,308	3,407	3,509	3,614	3,722	3,834	3,949	4,067	4,189	4,315
837	Venue Hire Fees - Civic Centre	41,850	106,943	110,151	113,456	116,860	120,366	123,977	127,696	131,527	135,473	139,537
838	Ticket Sales - Civic Centre	68,400	8,820	9,085	9,358	9,639	9,928	10,226	10,533	10,849	11,174	11,509
839	Merchandise Sales - Civic Centre	1,050	1,103	1,136	1,170	1,205	1,241	1,278	1,316	1,355	1,396	1,438
829	Grant - CCC Digital Drama Series	10,000										
1763	Grant - Performance Arts COVID Support Package	8,366										
2069	Grant - Creative Capital Funding Program		1,500,000									
830	Grant - Word	20,000										
	Total income	292,866	1,915,378	170,338	175,448	180,711	186,132	191,716	197,467	203,389	209,491	215,776
	Expenses from continuing operations											
	WAGES AND SALARIES											
1667	Civic Centre - Manager's Wages	80,682	86,288	89,308	91,987	94,747	97,589	100,517	103,533	106,639	109,838	113,133
810	Civic Centre - General Expenditure - Wages	59,896	37,908	37,908	37,908	37,908	37,908	37,908	37,908	37,908	37,908	37,908
816	Civic Centre - Venue Hire - Wages	13,104	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
817	Civic Centre - Projects - Wages	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
811	Civic Centre - Bar - Wages	36,000										
818	Civic Centre - Cinema - Wages	21,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
	OTHER OPERATING EXPENSES											
810	Civic Centre - General Expenditure	37,100	35,100	35,100	35,100	35,100	35,100	35,100	35,100	35,100	35,100	35,100
818	Civic Centre - Cinema	23,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
811	Civic Centre - Bar	19,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000
813	Civic Centre - Maintenance & Cleaning	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
812	Civic Centre - Box Office	7,727	7,727	7,727	7,727	7,727	7,727	7,727	7,727	7,727	7,727	7,727
814	Civic Centre - Marketing	40,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
815	Civic Centre - Technical Expenditure	12,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
816	Civic Centre - Venue Hire	16,103	26,103	26,103	26,103	26,103	26,103	26,103	26,103	26,103	26,103	26,103
817	Civic Centre - Projects	75,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
819	CCC Digital Drama Series	10,000										
821	Event Expenses - Word	20,000										
1762	Performance Arts COVID Support	8,366										
	FIXED COSTS											
1932	Loan No. 249 - Civic Centre Refurbishment	77,367	72,673	68,434	62,793	57,093	51,053	44,089	36,867	29,269	20,611	11,312
1933	Loan No. 245 - Civic Centre Refurbishment	10,174	8,998	7,674	6,262	4,729	3,073	979				
	Building Depreciation	93,221	95,085	96,987	98,927	100,906	102,924	104,982	107,082	109,224	111,408	113,636
	Equipment Depreciation	8,295	8,461	8,630	8,803	8,979	9,159	9,342	9,529	9,720	9,914	10,112
	Furniture & Fittings Depreciation	4,000	4,080	4,162	4,245	4,330	4,417	4,505	4,595	4,687	4,781	4,877
	Other Asset Depreciation	5,750	5,865	5,982	6,102	6,224	6,348	6,475	6,605	6,737	6,872	7,009
	Total expenses	712,785	541,288	541,015	538,957	536,846	534,401	530,727	528,049	526,114	523,262	519,917
	Capital items											
	Loan No. 249 - Civic Centre Refurbishment	53,272	57,965	62,204	67,845	73,546	79,586	86,549	93,771	101,370	110,027	119,327
	Loan No. 245 - Civic Centre Refurbishment	14,111	15,287	16,610	18,023	19,555	21,211	20,779				
2024	Accessibility Upgrade - Grant Funded	87,000	250,000									
2068	Auditorium Seating Upgrade - Grant Funded		1,500,000									
	Total capital items	154,383	1,823,252	78,815	85,868	93,101	100,797	107,328	93,771	101,370	110,027	119,327
	Cash reconciliation items											
	Depreciation	(111,266)	(113,491)	(115,761)	(118,077)	(120,439)	(122,848)	(125,304)	(127,811)	(130,368)	(132,975)	(135,634)
	Total adjustment for non-cash items	(111,266)	(113,491)	(115,761)	(118,077)	(120,439)	(122,848)	(125,304)	(127,811)	(130,368)	(132,975)	(135,634)

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
	Increase / (decrease) in cash	(463,035)	(335,671)	(333,731)	(331,300)	(328,797)	(326,218)	(321,036)	(296,543)	(293,727)	(290,824)	(287,834)
	Funded by / (to) reserves											
	Transfer to Civic Centre Reserve	(10,250)	(5,513)	(5,678)	(5,848)	(6,023)	(6,204)	(6,390)	(6,582)	(6,779)	(6,982)	
	Transfer from S94 Growth Reserve	8,256	8,463	8,674	8,891	9,113	9,341	9,575	9,814	10,059	10,311	10,568
	Funded by / (to) general revenues	465,029	332,721	330,735	328,257	325,707	323,081	317,851	293,311	290,446	287,495	277,265

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
COMMUNITY DEVELOPMENT												
	Income from continuing operations											
983	Youth Week Grant	3,313	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
982	Youth Week - Sundry Income	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
976	Australia Day Events - Sundry Income	1,233										
	Total income	5,546	3,000									
	Expenses from continuing operations											
961	Community Projects - Operating Expenses	86,413	93,297	96,435	99,257	102,162	105,152	108,230	111,399	114,661	118,019	121,476
963	Showground Trust Contribution	44,913	48,416	49,578	50,768	51,986	53,234	54,512	55,820	57,160	58,532	59,937
964	Regional Arts Contribution	8,876	9,569	9,799	10,034	10,275	10,522	10,775	11,034	11,299	11,570	11,848
971	Youth Council Activities	12,147	13,094	13,408	13,730	14,060	14,397	14,743	15,097	15,459	15,830	16,210
967	Sport/Recreation Plan Implementation	4,488	4,838	4,954	5,073	5,195	5,320	5,448	5,579	5,713	5,850	5,990
1595	Woodstock Showground Expenditure - Phase 2	0										
COMMUNITY EVENTS												
978	NAIDOC Week	4,845	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400
979	World Peace Day	2,402	2,589	2,651	2,715	2,780	2,847	2,915	2,985	3,057	3,130	3,205
980	Christmas Markets	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
981	New Year's Eve Beach Party	10,414	10,969	11,322	11,644	11,976	12,318	12,669	13,030	13,402	13,784	14,177
976	Australia Day Celebrations	10,759	11,599	11,877	12,162	12,454	12,753	13,059	13,373	13,694	14,023	14,359
977	Seniors Week	3,303	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
2116	ANZAC Day	3,500	3,674	3,797	3,907	4,021	4,138	4,258	4,383	4,511	4,642	4,778
2117	Cowra Show	5,590	5,916	6,096	6,264	6,436	6,614	6,797	6,984	7,176	7,375	7,579
1921	Cowra Magpies Indigenous Heritage Day	10,000										
1919	NAIDOC Week Concert	7,000										
2043	Other Community Events	3,018										
	Other Asset Depreciation	28,952	29,531	30,122	30,724	31,338	31,965	32,604	33,256	33,921	34,599	35,291
	Total expenses	266,620	259,892	266,439	272,678	279,083	285,660	292,410	299,340	306,453	313,754	321,250
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(28,952)	(29,531)	(30,122)	(30,724)	(31,338)	(31,965)	(32,604)	(33,256)	(33,921)	(34,599)	(35,291)
	Total adjustment for non-cash items	(28,952)	(29,531)	(30,122)	(30,724)	(31,338)	(31,965)	(32,604)	(33,256)	(33,921)	(34,599)	(35,291)
	Increase / (decrease) in cash	(232,122)	(227,361)	(233,317)	(238,954)	(244,745)	(250,695)	(256,806)	(263,084)	(269,532)	(276,155)	(282,959)
	Funded by / (to) reserves											
	Transfer from Unexpended Grants Reserve	17,000										
	Funded by / (to) general revenues	215,122	227,361	233,317	238,954	244,745	250,695	256,806	263,084	269,532	276,155	282,959

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
CORPORATE SERVICES - OVERHEADS												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
91	Superannuation	265,657	267,732	286,841	305,510	314,675	324,115	333,838	343,853	354,169	364,795	375,739
91	Public Holidays	89,149	85,840	88,845	91,510	94,255	97,083	99,995	102,995	106,085	109,268	112,546
91	Workers Comp. Insurance	93,585	122,616	125,559	128,572	131,658	134,818	138,054	141,367	144,760	148,234	151,792
91	Annual Leave	190,468	171,681	177,690	183,021	188,512	194,167	199,992	205,992	212,172	218,537	225,093
	Long Service Leave - Accrual	76,143	79,569	82,354	84,825	87,370	89,991	92,691	95,472	98,336	101,286	104,325
91	Sick Leave	70,175	64,380	66,634	68,633	70,692	72,813	74,997	77,247	79,564	81,951	84,410
	Lump Sum Payment			23,125	23,125							
	Total expenses	785,177	791,819	851,048	885,196	887,162	912,987	939,567	966,926	995,086	1,024,071	1,053,905
	Capital items											
91	Long Service Leave	40,117	42,920	44,422	45,755	47,128	48,542	49,998	51,498	53,043	54,634	56,273
	Total capital items	40,117	42,920	44,422	45,755	47,128	48,542	49,998	51,498	53,043	54,634	56,273
	Cash reconciliation items											
	LSL Accrual	(76,143)	(77,970)	(82,354)	(84,825)	(87,370)	(89,991)	(92,691)	(95,472)	(98,336)	(101,286)	(104,325)
	Total adjustment for non-cash items	(76,143)	(77,970)	(82,354)	(84,825)	(87,370)	(89,991)	(92,691)	(95,472)	(98,336)	(101,286)	(104,325)
	Increase / (decrease) in cash	(749,151)	(756,769)	(813,116)	(846,126)	(846,920)	(871,538)	(896,874)	(922,952)	(949,793)	(977,419)	(1,005,853)
	Funded by / (to) reserves											
	Transfer to Long Service Leave Reserve	(48,031)	(40,117)	(44,422)	(45,755)	(47,128)	(48,542)	(49,998)	(51,498)	(53,043)	(54,634)	(56,273)
	Transfer from Long Service Leave Reserve	40,117	40,117	44,422	45,755	47,128	48,542	49,998	51,498	53,043	54,634	56,273
	Funded by / (to) general revenues	757,065	756,769	813,116	846,126	846,920	871,538	896,874	922,952	949,793	977,419	1,005,853

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
RANGER SERVICES												
	Income from continuing operations											
943	Companion Animals Reimbursement	19,170	19,918	20,516	21,131	21,765	22,418	23,091	23,784	24,498	25,233	25,990
944	Dog Impounding Fees	1,349	1,402	1,444	1,487	1,532	1,578	1,625	1,674	1,724	1,776	1,829
945	Infringement Notice - Fines	20,000	20,780	21,403	22,045	22,706	23,387	24,089	24,812	25,556	26,323	27,113
946	Animal Impounding Fees	1,231	1,279	1,317	1,357	1,398	1,440	1,483	1,527	1,573	1,620	1,669
947	Companion Animal Rehoming Scheme	1,688	1,754	1,807	1,861	1,917	1,975	2,034	2,095	2,158	2,223	2,290
	Total income	43,438	45,133	46,487	47,881	49,318	50,798	52,322	53,892	55,509	57,175	58,891
	Expenses from continuing operations											
937	Ranger - Operating Expenses	220,506	241,607	249,315	256,378	263,641	271,113	278,797	286,702	294,831	303,194	311,796
942	Companion Animal Incentive Scheme	6,918	7,458	7,637	7,820	8,008	8,200	8,397	8,599	8,805	9,016	9,232
941	Waste Disposal Costs	2,064	2,225	2,279	2,334	2,390	2,447	2,506	2,566	2,628	2,691	2,755
940	Infringement Processing Expense	11,165	12,036	12,325	12,621	12,924	13,234	13,552	13,877	14,210	14,551	14,900
	Building Depreciation	2,223	2,267	2,312	2,358	2,405	2,453	2,502	2,552	2,603	2,655	2,708
	Total expenses	242,876	265,593	273,868	281,511	289,368	297,447	305,754	314,296	323,077	332,107	341,391
	Capital items											
949	Pound Refurbishment		164,000									
1709	Pound - Cat Cages		10,000									
	Total capital items	0	174,000	0								
	Cash reconciliation items											
	Depreciation	(2,223)	(2,267)	(2,312)	(2,358)	(2,405)	(2,453)	(2,502)	(2,552)	(2,603)	(2,655)	(2,708)
	Total adjustment for non-cash items	(2,223)	(2,267)	(2,312)	(2,358)	(2,405)	(2,453)	(2,502)	(2,552)	(2,603)	(2,655)	(2,708)
	Increase / (decrease) in cash	(197,215)	(392,193)	(225,069)	(231,272)	(237,645)	(244,196)	(250,930)	(257,852)	(264,965)	(272,277)	(279,792)
	Funded by / (to) reserves											
	Transfer from Built Asset Replacement Reserve (Capital)		174,000									
	Funded by / (to) general revenues	197,215	218,193	225,069	231,272	237,645	244,196	250,930	257,852	264,965	272,277	279,792

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
ENVIRONMENTAL SERVICES												
	Income from continuing operations											
907	Food Act Administration Fee	11,813	12,274	12,642	13,021	13,412	13,814	14,228	14,655	15,095	15,548	16,014
	Building Inspection Fees	73,159	76,012	78,292	80,641	83,060	85,552	88,119	90,763	93,486	96,291	99,180
	Planning & Building Cert. Application Fee	65,950	68,522	70,578	72,695	74,876	77,122	79,436	81,819	84,274	86,802	89,406
	DA Fees	157,571	163,716	168,627	173,686	178,897	184,264	189,792	195,486	201,351	207,392	213,614
930	Sundry	10,017	10,408	10,720	11,042	11,373	11,714	12,065	12,427	12,800	13,184	13,580
	Rural Addressing Sales	2,310	2,400	2,472	2,546	2,622	2,701	2,782	2,865	2,951	3,040	3,131
914	Heritage Advisors Grant	7,108	7,286	7,468	7,655	7,846	8,042	8,243	8,449	8,660	8,877	9,099
909	Heritage Fund Grant	6,650	6,650	6,650	6,650	6,650	6,650	6,650	6,651	6,652	6,653	6,654
	Construction Certificate	67,531	70,165	72,270	74,438	76,671	78,971	81,340	83,780	86,293	88,882	91,548
	Subdivision Certificate	2,852	2,963	3,052	3,144	3,238	3,335	3,435	3,538	3,644	3,753	3,866
929	Long Service Levy Commission	2,876	2,988	3,078	3,170	3,265	3,363	3,464	3,568	3,675	3,785	3,899
1236	Public Health Act Registration/Compliance Inspection	203	211	217	224	231	238	245	252	260	268	276
933	Swimming Pool Act Compliance/Exemption Application	6,265	6,509	6,704	6,905	7,112	7,325	7,545	7,771	8,004	8,244	8,491
	Complying Dev Cert Applications	18,065	18,770	19,333	19,913	20,510	21,125	21,759	22,412	23,084	23,777	24,490
	Section 68 Application Fee	31,127	32,341	33,311	34,310	35,339	36,399	37,491	38,616	39,774	40,967	42,196
932	Drainage Diagrams	9,037	9,389	9,671	9,961	10,260	10,568	10,885	11,212	11,548	11,894	12,251
	S94 Growth Contributions	22,076	22,628	23,194	23,774	24,368	24,977	25,601	26,241	26,897	27,569	28,258
	S94A Contributions	80,767	82,786	84,856	86,977	89,151	91,380	93,665	96,007	98,407	100,867	103,389
	S94 Open Space Recreation	4,416										
	S94 Civic & Community Facilities	7,137										
	Total income	586,930	596,018	613,135	630,752	648,881	667,540	686,745	706,512	726,855	747,793	769,342
	Expenses from continuing operations											
874	Environmental Services - Operating Expenses	1,034,489	1,080,306	1,114,728	1,145,754	1,177,690	1,210,560	1,244,394	1,279,219	1,315,065	1,351,962	1,389,940
879	Strategic / LEP Amendments	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
886	State of the Environment Report	4,801	5,175	5,299	5,426	5,556	5,689	5,826	5,966	6,109	6,256	6,406
883	Local Heritage Fund	13,960	15,049	15,410	15,780	16,159	16,547	16,944	17,351	17,767	18,193	18,630
884	Heritage Advisor	30,348	32,715	33,500	34,304	35,127	35,970	36,833	37,717	38,622	39,549	40,498
881	Small Environmental Grants Program	21,151	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
887	DA Tracking Project	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600
880	Disabled Access Incentive Fund	37,841	40,793	41,772	42,775	43,802	44,853	45,929	47,031	48,160	49,316	50,500
892	CBD - Pigeon Reduction Program	12,460										
2039	NSW Planning Portal - Setup	100,993										
	Total expenses	1,269,643	1,191,638	1,228,309	1,261,639	1,295,934	1,331,219	1,367,526	1,404,884	1,443,323	1,482,876	1,523,574
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(682,713)	(595,620)	(615,174)	(630,887)	(647,053)	(663,679)	(680,781)	(698,372)	(716,468)	(735,083)	(754,232)
	Funded by / (to) reserves											
	Transfer to S94A Reserve	(80,767)	(82,786)	(84,856)	(86,977)	(89,151)	(91,380)	(93,665)	(96,007)	(98,407)	(100,867)	(103,389)
	Transfer to S94 Growth Reserve	(22,076)	(22,628)	(23,194)	(23,774)	(24,368)	(24,977)	(25,601)	(26,241)	(26,897)	(27,569)	(28,258)
	Transfer from Unexpended Grants Reserve	100,993										
	Funded by / (to) general revenues	684,563	701,034	723,224	741,638	760,572	780,036	800,047	820,620	841,772	863,519	885,879

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
ENVIRONMENTAL SERVICES - OVERHEADS												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
900	Superannuation	127,578	135,185	146,061	156,793	161,497	166,342	171,332	176,472	181,766	187,219	192,836
900	Public Holidays	50,562	47,267	48,922	50,390	51,902	53,459	55,063	56,715	58,416	60,168	61,973
900	Workers Comp. Insurance	45,497	59,612	61,043	62,508	64,008	65,544	67,117	68,728	70,377	72,066	73,796
900	Annual Leave	91,011	94,535	97,844	100,779	103,802	106,916	110,123	113,427	116,830	120,335	123,945
	Long Service Leave - Accrual	44,252	46,243	47,862	49,298	50,777	52,300	53,869	55,485	57,150	58,865	60,631
900	Sick Leave	34,129	35,451	36,691	37,792	38,926	40,094	41,297	42,536	43,812	45,126	46,480
	Lump Sum Payment			12,910	12,910							
	Total expenses	393,029	418,293	451,333	470,470	470,912	484,655	498,801	513,363	528,351	543,779	559,661
	Capital items											
900	Long Service Leave	65,664	23,634	24,461	25,195	25,951	26,730	27,532	28,358	29,209	30,085	30,988
	Total capital items	65,664	23,634	24,461	25,195	25,951	26,730	27,532	28,358	29,209	30,085	30,988
	Cash reconciliation items											
	LSL Accrual	(44,252)	(45,314)	(47,862)	(49,298)	(50,777)	(52,300)	(53,869)	(55,485)	(57,150)	(58,865)	(60,631)
	Total adjustment for non-cash items	(44,252)	(45,314)	(47,862)	(49,298)	(50,777)	(52,300)	(53,869)	(55,485)	(57,150)	(58,865)	(60,631)
	Increase / (decrease) in cash	(414,441)	(396,613)	(427,932)	(446,367)	(446,086)	(459,085)	(472,464)	(486,236)	(500,410)	(514,999)	(530,018)
	Funded by / (to) reserves											
	Transfer from Long Service Leave Reserve	65,664	22,753	24,461	25,195	25,951	26,730	27,532	28,358	29,209	30,085	30,988
	Transfer to Long Service Leave Reserve	(27,162)	(22,753)	(24,461)	(25,195)	(25,951)	(26,730)	(27,532)	(28,358)	(29,209)	(30,085)	(30,988)
	Funded by / (to) general revenues	375,939	396,613	427,932	446,367	446,086	459,085	472,464	486,236	500,410	514,999	530,018

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
INFRASTRUCTURE & OPERATIONS ADMINISTRATION												
	Income from continuing operations											
1238	Compliance Certificate Application Fee	400										
	Total income	400	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
1958	Salary Contribution from Saleyards, Waste, Water, Sewer	(468,289)	(489,361)	(506,487)	(521,681)	(537,332)	(553,452)	(570,056)	(587,158)	(604,772)	(622,915)	(641,603)
164	I&O Admin - Operating Expenses	889,257	874,349	902,800	928,683	955,313	982,711	1,010,902	1,039,908	1,069,752	1,100,459	1,132,054
169	Public Events - Banner Changes	10,000	10,637	10,943	11,234	11,532	11,839	12,155	12,477	12,809	13,150	13,501
	Total expenses	430,968	395,625	407,256	418,236	429,513	441,098	453,001	465,227	477,789	490,694	503,952
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(430,568)	(395,625)	(407,256)	(418,236)	(429,513)	(441,098)	(453,001)	(465,227)	(477,789)	(490,694)	(503,952)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	430,568	395,625	407,256	418,236	429,513	441,098	453,001	465,227	477,789	490,694	503,952

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
TECHNICAL SERVICES												
	Income from continuing operations											
1020	Roads Act Section 138 Application	8,956	9,305	9,584	9,872	10,168	10,473	10,787	11,111	11,444	11,787	12,141
	Subdivision Works Certificates	9,206										
	Total income	18,162	9,305	9,584	9,872	10,168	10,473	10,787	11,111	11,444	11,787	12,141
	Expenses from continuing operations											
1991	Contribution - Compliance Officer - Water	(17,395)	(18,752)	(19,202)	(19,663)	(20,135)	(20,618)	(21,113)	(21,620)	(22,139)	(22,670)	(23,214)
1992	Contribution - Compliance Officer - Sewer	(40,366)	(43,515)	(44,559)	(45,628)	(46,723)	(47,844)	(48,992)	(50,168)	(51,372)	(52,605)	(53,868)
1004	Technical Services - Operating Expenses	854,056	866,480	894,547	994,806	1,023,357	1,052,734	1,082,961	1,114,062	1,146,063	1,178,990	1,212,869
1019	Design Expenses - Flood Study	14,840										
1017	Crown Land - Plans of Management	45,000	70,110	72,564								
1914	Cowra Gasworks - Voluntary Management Plan	20,000	61,000									
	Total expenses	876,135	935,323	903,350	929,515	956,499	984,272	1,012,856	1,042,274	1,072,552	1,103,715	1,135,787
	Capital items											
1715	Survey Equipment Upgrade	12,172									15,000	
	Total capital items	12,172	0	0	0	0	0	0	0	0	15,000	0
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(870,145)	(926,018)	(893,766)	(919,643)	(946,331)	(973,799)	(1,002,069)	(1,031,163)	(1,061,108)	(1,106,928)	(1,123,646)
	Funded by / (to) reserves											
	Transfer from Carryover Reserve	54,840										
	Transfer from Carryover Reserve (Capital)	15,000										
	Funded by / (to) general revenues	800,305	926,018	893,766	919,643	946,331	973,799	1,002,069	1,031,163	1,061,108	1,106,928	1,123,646

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
PLANT & DEPOT OPERATIONS												
Income from continuing operations												
1213	Fuel Tax Credits	62,609	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
1214	Leaseback Contribution	138,252	143,644	147,953	152,392	156,964	161,673	166,523	171,519	176,665	181,965	187,424
161	Sundry Income - Depot	1,030	1,070	1,102	1,135	1,169	1,204	1,240	1,277	1,315	1,354	1,395
	Total income	201,891	244,714	249,055	253,527	258,133	262,877	267,763	272,796	277,980	283,319	288,819
Expenses from continuing operations												
155	Plant & Depot - Operating Expenses	545,777	576,738	594,041	610,251	626,908	644,027	661,618	679,696	698,274	717,366	736,986
	Plant Operating Expenses	1,476,206	1,585,206	1,626,489	1,667,352	1,709,251	1,752,212	1,796,263	1,841,431	1,887,744	1,935,232	1,983,925
1210	Plant Insurance	85,021	91,652	93,852	96,104	98,410	100,772	103,191	105,668	108,204	110,801	113,460
1940	Loan 253A - Depot - Stage 1 - 18.79%	4,136	3,034	1,902	740							
1939	Loan 254A - Depot Stage 2 Interest - 20.9%	11,165	10,650	10,122	9,582	9,029	8,462	7,881	7,286	6,677	6,053	5,413
	Proposed Loan - Depot Stage 3 Interest			21,527	45,113	43,739	42,288	40,758	39,144	37,442	35,646	33,751
1967	Contribution - Depot Redevelopment Loan - Water	(10,917)	(10,917)	(15,538)	(20,736)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)
1968	Contribution - Depot Redevelopment Loan - Sewerage	(10,917)	(10,917)	(15,538)	(20,736)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)
	Plant & Equipment Depreciation	908,073	926,234	944,759	963,654	982,927	1,002,586	1,022,638	1,043,091	1,063,953	1,085,232	1,106,937
	Building Depreciation	58,281	59,447	60,636	61,849	63,086	64,348	65,635	66,948	68,287	69,653	71,046
	Other Asset Depreciation	19,394	19,782	20,178	20,582	20,994	21,414	21,842	22,279	22,725	23,180	23,644
	Plant Hire Income	(4,607,761)	(4,375,639)	(4,183,791)	(4,342,477)	(4,428,119)	(4,402,417)	(4,429,790)	(4,518,035)	(4,608,390)	(4,433,806)	(4,529,856)
	Total expenses	(1,521,542)	(1,124,730)	(841,360)	(908,721)	(902,470)	(795,002)	(738,658)	(741,186)	(743,779)	(479,338)	(483,388)
Capital items												
1712	Depot Redevelopment Stage 3		400,000	400,000	50,000							
	Loan 253A - Depot - Stage 1 - 18.79%	41,500	42,603	43,734	44,896							
	Loan 254A - Depot Stage 2 Principal - 20.9%	21,176	21,691	22,218	22,759	23,312	23,879	24,460	25,055	25,664	26,288	26,927
	Proposed Loan - Depot Stage 3 Principal			11,480	25,025	26,400	27,850	29,380	30,994	32,697	34,493	36,388
	Proposed Loan - Depot Stage 3		(400,000)	(450,000)								
	Total capital items	62,676	64,293	27,432	142,680	49,712	51,729	53,840	56,049	58,361	60,781	63,315
Cash reconciliation items												
	Depreciation	(985,748)	(1,005,463)	(1,025,573)	(1,046,085)	(1,067,007)	(1,088,348)	(1,110,115)	(1,132,318)	(1,154,965)	(1,178,065)	(1,201,627)
	Total adjustment for non-cash items	(985,748)	(1,005,463)	(1,025,573)	(1,046,085)	(1,067,007)	(1,088,348)	(1,110,115)	(1,132,318)	(1,154,965)	(1,178,065)	(1,201,627)
	Increase / (decrease) in cash	2,646,505	2,310,613	2,088,556	2,065,654	2,177,898	2,094,498	2,062,696	2,090,251	2,118,363	1,879,941	1,910,519
Funded by / (to) reserves												
	Transfer to Plant Reserve	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)
	Transfer from Depot Redevelopment Reserve	21,176	44,368	14,852								
	Funded by / (to) general revenues	(2,167,681)	(1,854,981)	(1,603,408)	(1,565,654)	(1,677,898)	(1,594,498)	(1,562,696)	(1,590,251)	(1,618,363)	(1,379,941)	(1,410,519)

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
PLANT PURCHASES												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
1211	Small Plant Purchases	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
	Total expenses	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
	Capital items											
1217	Plant Purchases	1,883,070	1,136,529	797,735	1,056,866	823,515	818,265	1,367,493	1,259,586	541,796	940,000	940,000
	Total capital items	1,883,070	1,136,529	797,735	1,056,866	823,515	818,265	1,367,493	1,259,586	541,796	940,000	940,000
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(1,893,070)	(1,146,529)	(807,735)	(1,066,866)	(833,515)	(828,265)	(1,377,493)	(1,269,586)	(551,796)	(950,000)	(950,000)
	Funded by / (to) reserves											
	Transfer from Plant Reserve (Capital)	1,893,070	1,146,529	807,735	1,066,866	833,515	828,265	1,377,493	1,269,586	551,796	950,000	950,000
	Funded by / (to) general revenues	0	0	0	0	0	0	0	0	0	0	0

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
TRANSPORT FOR NSW MAINTENANCE / CONSTRUCTION												
	Income from continuing operations											
305	TfNSW Payments - Contract Works	4,338,702	3,029,420	3,341,652	3,429,507	3,490,231	3,552,432	3,616,144	3,681,407	3,748,256	3,816,735	3,886,881
351	TfNSW Payments - Block Grant	577,000	535,000	535,000	535,000	535,000	535,000	535,000	535,000	535,000	535,000	535,000
2094	TfNSW Payments - Flood Damage Regional Roads	300,000	600,000	600,000								
2095	TfNSW Payments - Flood Damage State Roads	2,500,000	2,000,000									
	Regional & Local Road Repair Grant (RLRRP)		109,578									
	Total income	7,715,702	6,273,998	4,476,652	3,964,507	4,025,231	4,087,432	4,151,144	4,216,407	4,283,256	4,351,735	4,421,881
	Expenses from continuing operations											
	Single Invitation Contract Works	173,000	801,952	817,991	834,350	851,037	868,058	885,419	903,128	921,190	939,614	958,406
	State Road Maintenance Contract (RMCC)	1,140,000	642,030	660,455	678,008	696,033	714,544	733,553	753,074	773,121	793,709	814,852
	State Roads - Flood Emergent Works & Damage Repairs	2,500,000	2,000,000									
	Regional Roads (Block)	427,000	427,000	427,000	427,000	427,000	427,000	427,000	427,000	427,000	427,000	427,000
	Regional Roads - Flood Emergent Works & Damage Repairs	300,000	600,000	600,000								
	Regional Rd (Block) - Repair Grant	300,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000
	Heavy Patching	2,400,000	525,800	539,737	553,434	567,483	581,892	596,670	611,827	627,373	643,318	659,672
	Resealing State Roads	420,000	577,348	591,204	605,393	619,922	634,800	650,035	665,636	681,611	697,970	714,721
	Local & Regional Repair Grant Expenditure		109,578									
304	Salaries	190,000	198,550	205,499	211,664	218,014	224,554	231,291	238,230	245,377	252,738	260,320
306	Oncost on RMS Works - Plant & Materials	(195,299)	(219,393)	(149,212)	(122,870)	(125,150)	(127,483)	(129,869)	(132,309)	(134,805)	(137,358)	(139,970)
307	Oncost on RMS Works - Payroll	(488,999)	(454,867)	(282,022)	(288,473)	(295,108)	(301,934)	(308,956)	(316,179)	(323,611)	(331,256)	(339,121)
	Road Depreciation	113,334	115,601	117,913	120,271	122,676	125,130	127,633	130,186	132,790	135,446	138,155
	Total expenses	7,279,037	5,539,599	3,744,565	3,234,778	3,297,907	3,362,562	3,428,777	3,496,593	3,566,046	3,637,181	3,710,036
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(113,334)	(115,601)	(117,913)	(120,271)	(122,676)	(125,130)	(127,633)	(130,186)	(132,790)	(135,446)	(138,155)
	Total adjustment for non-cash items	(113,334)	(115,601)	(117,913)	(120,271)	(122,676)	(125,130)	(127,633)	(130,186)	(132,790)	(135,446)	(138,155)
	Increase / (decrease) in cash	550,000	850,000									
	Funded by / (to) reserves											
	Transfer to Plant Reserve	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)
	Funded by / (to) general revenues	(100,000)	(400,000)									

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
ROADS TO RECOVERY & FIXING LOCAL ROADS												
	Income from Continuing Operations											
1231	Roads to Recovery Grant (RTR) - 2020-2024	915,452	620,692									
1655	Fixing Local Roads Grant - Round 2	41,061	255,845									
1879	Fixing Local Roads Grant - Round 3	171,793	710,467									
	Fixing Local Roads Grant - Round 4		40,900	560,100								
	Roads to Recovery Grant (RTR)			915,452	915,452	915,452	915,452	915,452	915,452	915,452	915,452	915,452
	Total income	1,128,306	1,627,904	1,475,552	915,452							
	Expenses from continuing operations											
	Total expenses	0	0	0	0	0	0	0	0	0	0	0
	Capital items											
	RTR - Program Works			915,452	915,452	915,452	915,452	915,452	915,452	915,452	915,452	915,452
	RESHEETING & ROCK CRUSHING PROJECTS											
	RTR - Gravel Roads Resheeting		290,369									
754	RTR - Middle Creek Rd - Resheeting		28,127									
	SEALING & SHOULDER WIDENING PROJECTS											
	RTR - Sealed Roads Rehabilitation/Widening		92,900									
	HEAVY PATCHING PROJECTS											
	RTR - Heavy Patching		449,855									
742	RTR - Heavy Patching - Milburn Creek Road		13,500									
	CULVERT & CAUSEWAY PROJECTS											
707	RTR - Culverts - Saywaker Lane		11,000									
708	RTR - Culverts - Myalla Road		12,500									
709	RTR - Culverts - Ridgeland Road		5,500									
710	RTR - Culverts - Sheppy Lane		5,500									
711	RTR - Culverts - Nada Road		5,500									
748	RTR - Culverts - Mylbie Lane		20,000									
	RTR - Culverts & Road Safety - Kangaroo Flat Rd		100,000									
	DRAINAGE PROJECTS											
2064	RTR - Gowerhardy Stormwater Drainage - Stage 1	304,582	70,604									
	BRIDGE PROJECTS											
2113	RTR - Pennsylvania Road Bridge - Major Repairs	50,000										
	PROJECTS FUNDED BY BOTH RTR & FLR ROUND 2											
1645	RTR - Kangaroo Flat Rd - Rehab & Seal 8.9-12.2 (FLR2)	8,759	135,503									
1647	RTR - Kangaroo Flat Rd - Rehab & Seal 13.1-14.8 (FLR2)		50,554									
1648	RTR - Mt McDonald Rd - Rehab & Seal 4.4-5.3 (FLR2)	25,648	56,981									
1649	RTR - Mt McDonald Rd - Rehab & Seal 6.7-7.7 (FLR2)	20,341	98,089									
	PROJECTS FUNDED BY BOTH RTR & FLR ROUND 3											
1783	RTR & FLR3 - Camp Rd Seal 1.6-3.6km	228,657	93,261									
1784	RTR & FLR3 - Troopers Rd Seal 0-5km	400	854,028									
	FIXING LOCAL ROADS ROUND 4 (Fully FLR-Funded)											
	FLR4 - Kangaroo Rd Rehab & Seal		40,900	560,100								
	Total capital items	638,388	2,434,671	1,475,552	915,452							
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	489,919	(806,767)	0	0	0	0	0	0	0	0	0
	Funded by / (to) reserves											
	Transfer from Unexpended Grants Reserve (Capital)	316,848	806,767									
	Transfer to Unexpended Grants Reserve	(806,767)										
	Funded by / (to) general revenues	0	0	0	0	0	0	0	0	0	0	0

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
COWRA STREET MAINTENANCE												
	Income from continuing operations											
262	Traffic Route Lighting Subsidy	66,000	66,000	66,000	66,000	66,000	66,000	66,000	66,000	66,000	66,000	66,000
263	Banner Pole Income	1,195	1,242	1,279	1,317	1,357	1,398	1,440	1,483	1,527	1,573	1,620
1662	Annual Maintenance Contribution - Target Carpark	955	992	1,022	1,053	1,085	1,118	1,152	1,187	1,223	1,260	1,298
2125	FLR - Pothole Repair Grant	36,767										
	Regional & Local Road Repair Grant (RLRRP)		205,664									
	Total income	104,917	273,898	68,301	68,370	68,442	68,516	68,592	68,670	68,750	68,833	68,918
	Expenses from continuing operations											
252	Roads Maintenance - Supervisor - Operating Expenses	120,254	129,677	133,852	137,664	141,585	145,619	149,770	154,040	158,432	162,951	167,600
	Roads Maintenance Supervisor - Flood Emergent Works	834										
251	Roads Maintenance - Maintenance Engineer	79,430	84,590	87,551	90,178	92,883	95,669	98,539	101,495	104,540	107,676	110,906
254	Cowra Streets - Maintenance	510,976	355,686	575,322	589,643	604,323	619,372	634,798	650,610	666,819	683,433	700,466
	Cowra Streets - Flood Emergent Works & Repairs	25,353										
272	Unsealed Streets Maintenance	5,172	5,506	5,662	5,811	5,965	6,123	6,285	6,451	6,621	6,797	6,976
241	Footpaths - Ancillary Maintenance		124,149	65,693	67,492	69,341	71,241	73,193	75,200	77,262	79,382	81,561
273	Carpark Maintenance	12,232	12,888	13,302	13,679	14,068	14,468	14,879	15,302	15,737	16,185	16,645
	Carparks - Flood Emergent Works & Repairs	7,103										
2134	FLR - Cowra Streets - Pothole Repair	36,767										
	Local & Regional Roads Repair - Maintenance & Heavy Patching Program		205,664									
	Road Depreciation	357,698	364,852	372,149	379,592	387,184	394,928	402,827	410,884	419,102	427,484	436,034
	Footpath Depreciation	137,733	140,487	143,297	146,163	149,086	152,068	155,109	158,211	161,375	164,603	167,895
	Other Road Asset Depreciation	52,562	53,613	54,685	55,779	56,895	58,033	59,194	60,378	61,586	62,818	64,074
	Other Asset Depreciation	9,675	9,869	10,066	10,267	10,472	10,681	10,895	11,113	11,335	11,562	11,793
	Total expenses	1,355,788	1,486,981	1,461,579	1,496,268	1,531,802	1,568,202	1,605,489	1,643,684	1,682,809	1,722,891	1,763,950
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(557,667)	(568,821)	(580,197)	(591,801)	(603,637)	(615,710)	(628,025)	(640,586)	(653,398)	(666,467)	(679,796)
	Total adjustment for non-cash items	(557,667)	(568,821)	(580,197)	(591,801)	(603,637)	(615,710)	(628,025)	(640,586)	(653,398)	(666,467)	(679,796)
	Increase / (decrease) in cash	(693,204)	(644,262)	(813,081)	(836,097)	(859,723)	(883,976)	(908,872)	(934,428)	(960,661)	(987,591)	(1,015,236)
	Funded by / (to) reserves											
	Transfer from Carryover Reserve	43,102										
	Funded by / (to) general revenues	650,102	644,262	813,081	836,097	859,723	883,976	908,872	934,428	960,661	987,591	1,015,236

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
COWRA STREET CONSTRUCTION												
	Income from continuing operations											
1684	Grant - Japanese Gardens Carpark Upgrade		100,000									
2060	Grant - Country Passenger Transport Infrastructure	16,100										
1907	Grant - Transport for NSW - Walking Communities	333,098										
1913	Grant - Transport for NSW - Road Safety and Walking Communities											
2127	Grant - LRCI Round 3 - Cowra Street Reseals	430,539										
	Local Government Recovery Grant (AGRN1025)		300,000									
	Total income	779,737	400,000	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
1934	Loan 254B - CBD Footpath - Interest - 58.69%	31,353	29,906	28,425	26,908	25,354	23,762	22,131	20,461	18,750	16,997	15,202
	Total expenses	31,353	29,906	28,425	26,908	25,354	23,762	22,131	20,461	18,750	16,997	15,202
	Capital items											
265	Cowra Street & Lane Reseals	430,539	361,489	245,351	168,770	0	213,957	368,996	230,150	173,693	177,862	182,131
1683	Japanese Gardens Carpark Upgrade		100,000									
1906	Pridham Street Shared Path	333,098										
1912	Redfern St Refuge Island at Evans Street											
2061	Vaux Street Transfer Bus Station - CPTIGS	30,703										
	Local Government Recovery Grant Projects		300,000									
	Loan 254B - CBD Footpath - Principal 58.69%	59,465	60,911	62,392	63,910	65,464	67,056	68,686	70,357	72,068	73,820	75,616
	Total capital items	853,805	822,400	307,743	232,680	65,464	281,013	437,682	300,507	245,761	251,682	257,747
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(105,421)	(452,306)	(336,168)	(259,587)	(90,817)	(304,774)	(459,813)	(320,967)	(264,510)	(268,679)	(272,948)
	Funded by / (to) reserves											
	Transfer from S94A Reserve(Capital)	7,997	8,197	8,402	8,612	8,827	9,048	9,274	9,506	9,743	9,987	10,237
	Transfer to Aquatic Centre Capital Renewal Reserve	(430,539)										
	Transfer from Carryover Reserve (Capital)	94,018										
	Funded by / (to) general revenues	433,945	444,110	327,767	250,976	81,991	295,727	450,540	311,462	254,767	258,693	262,712

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
RURAL ROAD MAINTENANCE												
	Income from continuing operations											
443	Rent of Dedicated Roads	22,640	23,523	24,229	24,956	25,705	26,476	27,270	28,088	28,931	29,799	30,693
444	Road Opening Permits	117	126	129	132	135	138	141	144	147	151	155
2034	Transport for NSW - Flood Works	97,585										
2072	Disaster Assistance Arrangement (AGRN1034)	1,000,000	1,385,000	1,385,000								
2078	FLR - Pothole Repair Grant	100,000	247,758									
	Total income	1,220,342	1,656,407	1,409,358	25,088	25,840	26,614	27,411	28,232	29,078	29,950	30,848
	Expenses from continuing operations											
	Sealed Rural Road Maintenance	399,900	99,849	200,003	449,197	461,132	473,389	485,976	498,901	512,174	525,805	539,802
	Sealed Rural Roads - Flood Emergent Works & Damage Repairs	265,275	1,385,000	1,385,000								
	Unsealed Rural Road - Flood Emergent Works & Damage Repairs	691,012										
453	Rural Roads - Traffic Signs	29,935	31,840	32,754	33,624	34,518	35,436	36,379	37,347	38,341	39,362	40,410
2096	FLR - Pothole Repair Expenditure	100,000	247,758									
	Road Depreciation	1,135,973	1,158,692	1,181,866	1,205,503	1,229,613	1,254,205	1,279,289	1,304,875	1,330,973	1,357,592	1,384,744
	Other Road Asset Depreciation	6,421	6,549	6,680	6,814	6,950	7,089	7,231	7,376	7,524	7,674	7,827
	Total Expenses	2,628,516	2,929,688	2,806,303	1,695,138	1,732,213	1,770,119	1,808,875	1,848,499	1,889,012	1,930,433	1,972,783
	Capital items											
	Grading	861,513	928,711	951,001	973,825	997,197	1,021,130	1,045,637	1,070,732	1,096,430	1,122,745	1,149,691
	Total capital items	861,513	928,711	951,001	973,825	997,197	1,021,130	1,045,637	1,070,732	1,096,430	1,122,745	1,149,691
	Cash reconciliation items											
	Depreciation	(1,142,394)	(1,165,241)	(1,188,546)	(1,212,317)	(1,236,563)	(1,261,294)	(1,286,520)	(1,312,251)	(1,338,497)	(1,365,266)	(1,392,571)
	Total adjustment for non-cash items	(1,142,394)	(1,165,241)	(1,188,546)	(1,212,317)	(1,236,563)	(1,261,294)	(1,286,520)	(1,312,251)	(1,338,497)	(1,365,266)	(1,392,571)
	Increase / (decrease) in cash	(1,127,293)	(1,036,751)	(1,159,400)	(1,431,558)	(1,467,007)	(1,503,341)	(1,540,581)	(1,578,748)	(1,617,867)	(1,657,962)	(1,699,055)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	1,127,293	1,036,751	1,159,400	1,431,558	1,467,007	1,503,341	1,540,581	1,578,748	1,617,867	1,657,962	1,699,055

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
RURAL ROAD CONSTRUCTION												
	Income from continuing operations											
2128	Grant - LRCI Round 3 - Rural Reseals	520,645										
2129	Grant - LRCI Round 3 - Gravel Resheeting	494,886										
	Local & Regional Roads Repair Grant		972,629	972,629								
	Local Government Recovery Grant (AGRN1025)		700,000									
	Total income	1,015,531	1,672,629	972,629	0							
	Expenses from continuing operations											
447	Roads Construction - Supervisor - Operating Expenses	109,185	116,764	120,549	123,997	127,544	131,193	134,948	138,811	142,785	146,874	151,081
446	Construction Engineer	96,892	101,434	104,984	108,134	111,378	114,719	118,161	121,706	125,357	129,118	132,992
	Local & Regional Road Repair Program		972,629	972,629								
	Total expenses	206,077	1,190,827	1,198,162	232,131	238,922	245,912	253,109	260,517	268,142	275,992	284,073
	Capital items											
	Gravel Resheeting	494,886	0	0	559,402	572,827	586,575	600,652	615,068	629,829	644,945	660,424
693	Rural Reseals	520,645	0	351,775	435,386	688,251	430,647	334,989	419,322	351,775	360,217	368,862
	Local Government Recovery - Rural Culverts		700,000									
	Total capital items	1,015,531	700,000	351,775	994,788	1,261,078	1,017,222	935,641	1,034,390	981,604	1,005,162	1,029,286
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(206,077)	(218,198)	(577,308)	(1,226,919)	(1,500,000)	(1,263,134)	(1,188,750)	(1,294,907)	(1,249,746)	(1,281,154)	(1,313,359)
	Funded by / (to) reserves											
	Transfer from S94A Reserve (Capital)	23,990	24,590	25,205	25,835	26,481	27,143	27,821	28,517	29,230	29,961	30,710
	Transfer to Aquatic Centre Capital Renewal Reserve	(769,923)	(245,608)									
	Funded by / (to) general revenues	952,009	439,216	552,103	1,201,084	1,473,519	1,235,991	1,160,929	1,266,390	1,220,516	1,251,193	1,282,649

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
VILLAGE STREETS												
	Income from continuing operations											
2126	Grant - LRCI Round 3 - Village Reseals	53,000										
	Total income	53,000	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
	Village Streets Maintenance	98,672	105,059	108,037	110,888	113,815	116,820	119,905	123,073	126,326	129,665	133,094
	Village Streets - Flood Repairs	6,098										
	Road Depreciation	51,948	52,987	54,047	55,128	56,231	57,356	58,503	59,673	60,866	62,083	63,325
	Footpath Depreciation	4,463	4,553	4,644	4,737	4,832	4,929	5,028	5,129	5,232	5,337	5,444
	Other Asset Depreciation	1,045	1,066	1,087	1,109	1,131	1,154	1,177	1,201	1,225	1,250	1,275
	Total expenses	162,226	163,665	167,815	171,862	176,009	180,259	184,613	189,076	193,649	198,335	203,138
	Capital items											
701	Village Reseals	53,000	52,984	52,984	52,756	52,688	52,560	52,920	52,912	52,752	52,376	
	Total capital items	53,000	52,984	52,984	52,756	52,688	52,560	52,920	52,912	52,752	52,376	0
	Cash reconciliation items											
	Depreciation	(57,456)	(58,606)	(59,778)	(60,974)	(62,194)	(63,439)	(64,708)	(66,003)	(67,323)	(68,670)	(70,044)
	Total adjustment for non-cash items	(57,456)	(58,606)	(59,778)	(60,974)	(62,194)	(63,439)	(64,708)	(66,003)	(67,323)	(68,670)	(70,044)
	Increase / (decrease) in cash	(104,770)	(158,043)	(161,021)	(163,644)	(166,503)	(169,380)	(172,825)	(175,985)	(179,078)	(182,041)	(133,094)
	Funded by / (to) reserves											
	Transfer to Aquatic Centre Capital Renewal Reserve	(53,000)										
	Transfer from S94A Reserve	3,998	4,098	4,201	4,306	4,413	4,524	4,637	4,753	4,872	4,993	5,118
	Funded by / (to) general revenues	153,772	153,945	156,820	159,338	162,090	164,856	168,188	171,232	174,206	177,048	127,976

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
BUSHFIRE & EMERGENCY SERVICES												
Income from continuing operations												
1125	Bushfire Equipment Subsidy	380,844	410,550	420,403	430,493	440,825	451,405	462,239	473,333	484,693	496,326	508,238
1126	Rent of Fire Control Centre	8,650	8,987	9,257	9,535	9,821	10,116	10,419	10,732	11,054	11,386	11,728
1127	RFS Hazard Reduction Mechanical Activity	47,568	48,709	51,902	53,324	54,785	56,287	57,831	59,418	61,048	62,724	64,447
1090	Reimbursement - SES Shed Gooloogong	135,605										
1138	RFS - Torrington Station - Reimbursement	181,123										
1139	RFS - New Regional Headquarters - Reimbursement	625,000	625,000									
	RFS - Reimbursement for Plant Assistance at Fires	24,169										
	Total income	1,402,959	1,093,246	481,562	493,352	505,431	517,808	530,489	543,483	556,795	570,436	584,413
Expenses from continuing operations												
1091	Contr. To NSW Fire Brigade	36,793	47,834	48,982	50,158	51,362	52,595	53,857	55,150	56,474	57,829	59,217
1954	Contribution for LEMO Salary	5,764	6,214	6,363	6,516	6,672	6,832	6,996	7,164	7,336	7,512	7,692
1093	RFS Utility Expense	13,186	14,215	14,557	14,906	15,263	15,630	16,005	16,389	16,782	17,185	17,597
	RFS - Hazard Reduction	47,568	50,381	51,902	53,324	54,785	56,287	57,831	59,418	61,048	62,724	64,447
1092	Contribution to RFS	452,080	420,158	430,242	440,568	451,142	461,969	473,056	484,409	496,035	507,940	520,131
1086	Contribution to SES	34,093	59,547	60,976	62,439	63,938	65,473	67,044	68,653	70,301	71,988	73,716
1087	SES Expenses	5,499	5,928	6,070	6,216	6,365	6,518	6,674	6,834	6,998	7,166	7,338
	SES Expenses - Floods - Sand Bagging	5,178										
	RFS - Plant Assistance at Fires	26,754										
	Plant & Equipment Depreciation	160,726	163,941	167,220	170,564	173,975	177,455	181,004	184,624	188,316	192,082	195,924
	Other Asset Depreciation	8,440	8,609	8,781	8,957	9,136	9,319	9,505	9,695	9,889	10,087	10,289
	Building Depreciation	75,518	77,028	78,569	80,140	81,743	83,378	85,046	86,747	88,482	90,252	92,057
	Total expenses	871,598	853,855	873,662	893,788	914,381	935,456	957,018	979,083	1,001,661	1,024,765	1,048,408
Capital items												
1119	Bushfire Equipment Allocation	380,844	410,550	420,403	430,493	440,825	451,405	462,239	473,333	484,693	496,326	508,238
1088	SES - Gooloogong Shed Extension	109,405										
2120	SES - Gooloogong - Concrete Slab	26,200										
1123	RFS - Torrington - New Station	181,123										
1124	RFS - New Regional Headquarters - Cowra	438,318										
	Total capital items	1,135,890	410,550	420,403	430,493	440,825	451,405	462,239	473,333	484,693	496,326	508,238
Cash reconciliation items												
	Depreciation	(244,684)	(249,578)	(254,570)	(259,661)	(264,854)	(270,152)	(275,555)	(281,066)	(286,687)	(292,421)	(298,270)
	Total adjustment for non-cash items	(244,684)	(249,578)	(254,570)	(259,661)	(264,854)	(270,152)	(275,555)	(281,066)	(286,687)	(292,421)	(298,270)
	Increase / (decrease) in cash	(359,845)	78,419	(557,933)	(571,268)	(584,921)	(598,901)	(613,213)	(627,867)	(642,872)	(658,234)	(673,963)
Funded by / (to) reserves												
	Transfer to Built Asset Replacement Program Reserve	(625,000)	(625,000)									
	Funded by / (to) general revenues	984,845	546,581	557,933	571,268	584,921	598,901	613,213	627,867	642,872	658,234	673,963

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
BRIDGES												
	Income from continuing operations											
282	Federal Bridges Renewal Program	1,140,536										
1734	Local Roads & Community Infrastructure Grant	353,067										
	Grant - Low Level Bridge Replacement									6,000,000		
	Total income	1,493,603	0	6,000,000	0	0						
	Expenses from continuing operations											
235	Low Level Bridge	11,505	6,863	7,089	7,295	7,506	7,723	7,946	8,176	8,412	8,655	8,905
	Low Level Bridge - Flood Emergent Works & Repairs	3,324										
237	Bridge Inspections/Repairs	25,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
	Bridges - Flood Emergent Works & Repairs	1,000										
1931	Loan 254C - Low Level Repairs - Interest - 20.41%	10,903	10,400	9,885	9,357	8,817	8,263	7,696	7,115	6,520	5,911	5,287
	Bridge Depreciation	159,255	162,440	165,689	169,003	172,383	175,831	179,348	182,935	186,594	190,326	194,133
	Total expenses	210,987	209,703	212,663	215,655	218,706	221,817	224,990	228,226	231,526	234,892	238,325
	Capital items											
284	George Campbell Bridge Replacement	1,493,603										
	Low Level Bridge - New									6,000,000		
	Loan 254C - Low Level Repairs - Principal - 20.41%	20,679	21,182	21,697	22,225	22,766	23,319	23,886	24,467	25,062	25,672	26,296
	Total capital items	1,514,282	21,182	21,697	22,225	22,766	23,319	23,886	24,467	6,025,062	25,672	26,296
	Cash reconciliation items											
	Depreciation	(159,255)	(162,440)	(165,689)	(169,003)	(172,383)	(175,831)	(179,348)	(182,935)	(186,594)	(190,326)	(194,133)
	Total adjustment for non-cash items	(159,255)	(162,440)	(165,689)	(169,003)	(172,383)	(175,831)	(179,348)	(182,935)	(186,594)	(190,326)	(194,133)
	Increase / (decrease) in cash	(72,412)	(68,446)	(68,672)	(68,878)	(69,089)	(69,306)	(69,529)	(69,759)	(69,995)	(70,238)	(70,488)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	72,412	68,446	68,672	68,878	69,089	69,306	69,529	69,759	69,995	70,238	70,488

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
QUARRY OPERATIONS												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
	Working Expenses	40,520	27,275	28,012	28,730	29,467	30,224	31,000	31,796	32,613	33,452	34,311
1142	Oncost on Gravel Issues	(200,000)	(215,600)	(220,774)	(226,073)	(231,499)	(237,055)	(242,744)	(248,570)	(254,536)	(260,645)	(266,900)
1711	Quarries Resource Investigation	30,000										
	Quarry Depreciation	5,442	5,551	5,662	5,775	5,891	6,009	6,129	6,252	6,377	6,505	6,635
	Other Asset Depreciation	9,408	9,596	9,788	9,984	10,184	10,388	10,596	10,808	11,024	11,244	11,469
	Total expenses	(114,630)	(173,178)	(177,312)	(181,584)	(185,957)	(190,434)	(195,019)	(199,714)	(204,522)	(209,444)	(214,485)
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(14,850)	(15,147)	(15,450)	(15,759)	(16,075)	(16,397)	(16,725)	(17,060)	(17,401)	(17,749)	(18,104)
	Total adjustment for non-cash items	(14,850)	(15,147)	(15,450)	(15,759)	(16,075)	(16,397)	(16,725)	(17,060)	(17,401)	(17,749)	(18,104)
	Increase / (decrease) in cash	129,480	188,325	192,762	197,343	202,032	206,831	211,744	216,774	221,923	227,193	232,589
	Funded by / (to) reserves											
	Transfer from Quarry Rehabilitation Reserve	70,520	26,133	28,012	28,730	29,467	30,224	31,000	31,796	32,613	33,452	34,311
	Transfer to Quarry Rehabilitation Reserve	(57,985)	(57,985)	(57,985)	(57,985)	(57,985)	(57,985)	(57,985)	(57,985)	(57,985)	(57,985)	(57,985)
	Funded by / (to) general revenues	(142,015)	(156,473)	(162,789)	(168,088)	(173,514)	(179,070)	(184,759)	(190,585)	(196,551)	(202,660)	(208,915)

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
DRAINAGE												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0				
	Expenses from continuing operations											
1937	Loan No. 236b - Vaux St Drainage - 77.85%	4,683	3,064	1,341								
1936	Loan No. 241b - Vaux St Drainage - 11.67%	7,321	7,010	6,660	6,286	5,889	5,497	5,002	4,536	4,026	3,491	2,921
1935	Loan No. 250 - Drainage Improvements	7,762	6,593	5,342	3,954	2,525	1,005					
1074	Detention Basin Inspection	11,536	7,848	8,036	8,229	8,426	8,628	8,835	9,047	9,264	9,486	9,714
1073	Stormwater Infrastructure Maintenance	81,974	64,230	66,100	67,872	69,692	71,561	73,481	75,453	77,479	79,560	81,698
	Proposed Loan - West Cowra Drainage - Interest			19,643	19,068	18,460	17,820	17,144	16,432	15,680	14,887	14,050
	Stormwater Depreciation	296,675	302,608	308,660	314,833	321,130	327,553	334,104	340,786	347,602	354,554	361,645
	Total expenses	409,952	391,353	415,782	420,242	426,122	432,064	438,567	446,254	454,050	461,978	470,028
	Capital items											
1078	Detention Basin Improvement Works	15,838										
1084	West Cowra Drainage Improvements - Walker St to Grenfell Rd		365,000									
2038	Chiverton Road - Repair Drainage Erosion	94,197										
2133	Mulyan Drain Flood Repair	60,500										
	Loan No. 236b - Vaux St Drainage - 77.85%	25,261	26,880	28,298								
	Loan No. 241b - Vaux St Drainage - 11.67%	5,131	5,442	5,792	6,165	6,563	6,955	7,450	7,916	8,426	8,961	9,531
	Loan No. 250 - Drainage Improvements	18,232	19,402	20,652	22,040	23,470	24,989					
	Proposed Loan Funding - West Cowra Drainage Projects		(365,000)									
	Proposed Loan - West Cowra Drainage-Principal			10,475	11,051	11,658	12,298	12,974	13,687	14,438	15,232	16,068
	Total capital items	219,159	51,724	65,217	39,256	41,690	44,243	20,423	21,602	22,865	24,192	25,599
	Cash reconciliation items											
	Depreciation	(296,675)	(302,608)	(308,660)	(314,833)	(321,130)	(327,553)	(334,104)	(340,786)	(347,602)	(354,554)	(361,645)
	Total adjustment for non-cash items	(296,675)	(302,608)	(308,660)	(314,833)	(321,130)	(327,553)	(334,104)	(340,786)	(347,602)	(354,554)	(361,645)
	Increase / (decrease) in cash	(332,436)	(140,469)	(172,340)	(144,666)	(146,683)	(148,754)	(124,886)	(127,070)	(129,313)	(131,616)	(133,982)
	Funded by / (to) reserves											
	Transfer from Carryover Reserve (Capital)	94,197										
	Transfer from Carryover Reserve	39,344										
	Funded by / (to) general revenues	198,895	140,469	172,340	144,666	146,683	148,754	124,886	127,070	129,313	131,616	133,982

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
PRIVATE WORKS												
	Income from continuing operations											
354	Private Works Revenue	62,432	64,084	65,999	67,795	69,641	71,539	73,488	75,491	77,549	79,665	81,839
355	Private Works Profit	12,486	12,817	13,200	13,559	13,928	14,308	14,698	15,098	15,510	15,933	16,368
	Total income	74,918	76,901	79,199	81,354	83,569	85,847	88,186	90,589	93,059	95,598	98,207
	Expenses from continuing operations											
	Private Works Expenditure	62,432	64,084	65,999	67,795	69,641	71,539	73,488	75,491	77,549	79,665	81,839
	Total expenses	62,432	64,084	65,999	67,795	69,641	71,539	73,488	75,491	77,549	79,665	81,839
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	12,486	12,817	13,200	13,559	13,928	14,308	14,698	15,098	15,510	15,933	16,368
	Funded by / (to) reserves											
	Funded by / (to) general revenues	(12,486)	(12,817)	(13,200)	(13,559)	(13,928)	(14,308)	(14,698)	(15,098)	(15,510)	(15,933)	(16,368)

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
BIOSECURITY - WEEDS												
	Income from continuing operations											
181	Grants	93,195	95,525	97,913	100,361	102,870	105,442	108,078	110,780	113,550	116,389	119,299
182	Regulatory Fees & Fines	1,726	1,793	1,847	1,902	1,959	2,018	2,079	2,141	2,205	2,271	2,339
	Total income	94,921	97,318	99,760	102,263	104,829	107,460	110,157	112,921	115,755	118,660	121,638
	Expenses from continuing operations											
177	Biosecurity - Weeds - Operating Expenses	271,283	310,133	319,233	327,830	336,662	345,734	355,054	364,627	374,462	384,566	394,946
	Total expenses	271,283	310,133	319,233	327,830	336,662	345,734	355,054	364,627	374,462	384,566	394,946
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(176,362)	(212,815)	(219,473)	(225,567)	(231,833)	(238,274)	(244,897)	(251,706)	(258,707)	(265,906)	(273,308)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	176,362	212,815	219,473	225,567	231,833	238,274	244,897	251,706	258,707	265,906	273,308

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
PUBLIC CEMETERIES												
	Income from continuing operations											
1040	Cemetery Fees	250,938	260,725	268,547	276,603	284,901	293,448	302,251	311,319	320,659	330,279	340,187
1042	War Graves Contribution	19,769	20,263	20,770	21,289	21,821	22,367	22,926	23,499	24,086	24,688	25,305
1041	Plaques & Vases	81,984	85,181	87,736	90,368	93,079	95,871	98,747	101,709	104,760	107,903	111,140
	Total income	352,691	366,169	377,053	388,260	399,801	411,686	423,924	436,527	449,505	462,870	476,632
	Expenses from continuing operations											
1032	Cowra Cemetery - Operating Expenses	230,799	276,510	284,419	291,965	299,712	307,667	315,836	324,226	332,842	341,688	350,772
1036	Private Cemeteries - Management & Maintenance	5,584										
1037	War Graves Maintenance	19,769	20,263	20,770	21,289	21,821	22,367	22,926	23,499	24,086	24,688	25,305
1779	Village Cemeteries - Management & Maintenance	15,000	15,500	16,045	16,528	17,024	17,535	18,060	18,603	19,161	19,736	20,328
1035	Plaques	67,289	45,588	46,682	47,802	48,949	50,124	51,327	52,559	53,820	55,112	56,435
1941	Loan No. 253C - Cemetery Expansion - 11.74%	2,584	1,895	1,188	463							
1969	AODE	28,629	31,875	38,751	43,029	45,448	47,992	51,187	52,559	37,291	55,908	58,784
	Other Asset Depreciation	7,767	7,922	8,080	8,242	8,407	8,575	8,747	8,922	9,100	9,282	9,468
	Building Depreciation	4,566	4,657	4,750	4,845	4,942	5,041	5,142	5,245	5,350	5,457	5,566
	Total expenses	381,987	404,210	420,685	434,162	446,303	459,301	473,225	485,613	481,650	511,871	526,658
	Capital items											
	Loan No. 253C - Cemetery Expansion - 11.74%	25,929	26,618	27,325	28,051							
	Total capital items	25,929	26,618	27,325	28,051	0						
	Cash reconciliation items											
	Depreciation	(12,333)	(12,579)	(12,830)	(13,087)	(13,349)	(13,616)	(13,889)	(14,167)	(14,450)	(14,739)	(15,034)
	Total adjustment for non-cash items	(12,333)	(12,579)	(12,830)	(13,087)	(13,349)	(13,616)	(13,889)	(14,167)	(14,450)	(14,739)	(15,034)
	Increase / (decrease) in cash	(42,893)	(52,080)	(58,127)	(60,866)	(33,153)	(33,999)	(35,412)	(34,919)	(17,695)	(34,262)	(34,992)
	Funded by / (to) reserves											
	Transfer from S94A Reserve	19,992	20,492	21,004	21,529	22,067	22,619	23,184	23,764	24,358	24,967	25,591
	Funded by / (to) general revenues	22,901	31,589	37,123	39,337	11,086	11,380	12,227	11,155	(6,663)	9,295	9,400

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
PUBLIC AMENITIES												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
1151	Public Amenities - Operating Expenses	165,873	182,731	188,620	193,996	199,526	205,215	211,069	217,091	223,285	229,658	236,214
1155	Squire Park Carer's Centre - Operating Expenses	52,133	56,199	57,548	58,929	60,344	61,792	63,275	64,794	66,349	67,941	69,572
	Building Depreciation	124,297	126,783	129,319	131,905	134,543	137,234	139,979	142,779	145,635	148,548	151,519
	Total expenses	342,303	365,713	375,487	384,830	394,413	404,241	414,323	424,664	435,269	446,147	457,305
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(124,297)	(126,783)	(129,319)	(131,905)	(134,543)	(137,234)	(139,979)	(142,779)	(145,635)	(148,548)	(151,519)
	Total adjustment for non-cash items	(124,297)	(126,783)	(129,319)	(131,905)	(134,543)	(137,234)	(139,979)	(142,779)	(145,635)	(148,548)	(151,519)
	Increase / (decrease) in cash	(218,006)	(238,930)	(246,168)	(252,925)	(259,870)	(267,007)	(274,344)	(281,885)	(289,634)	(297,599)	(305,786)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	218,006	238,930	246,168	252,925	259,870	267,007	274,344	281,885	289,634	297,599	305,786

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
SWIMMING POOL												
	Income from continuing operations											
1001	User Fees & Charges	87,184	90,584	93,302	96,101	98,984	101,954	105,013	108,163	111,408	114,750	118,193
1002	Kiosk Income	63,798	66,286	68,275	70,323	72,433	74,606	76,844	79,149	81,523	83,969	86,488
2040	Swim School Income	24,668	25,630	26,399	27,191	28,007	28,847	29,712	30,603	31,521	32,467	33,441
2042	Shop Sales Income	7,892	8,200	8,446	8,699	8,960	9,229	9,506	9,791	10,085	10,388	10,700
1685	Grant - Pool Replacement		1,250,435	756,159								
2098	Insurance Claim Income - Swimming Pool	76,149										
2082	Grant - Stronger Country Communities Fund - Round 5				981,202							
	Total income	259,691	1,441,135	952,581	1,183,516	208,384	214,636	221,075	227,706	234,537	241,574	248,822
	Expenses from continuing operations											
988	Pool - Operating Expenses	466,831	496,696	511,831	525,929	540,420	555,314	570,625	586,362	602,538	619,166	636,257
2097	Insurance Excess - Flood 15/11/2022	25,000										
	Pool - Flood Damage Repairs	76,149										
990	Kiosk - Operating Expenses	75,138	71,752	73,775	75,715	77,708	79,753	81,853	84,009	86,223	88,495	90,828
2041	Swim School - Operating Expenses	15,265	12,613	13,028	13,405	13,792	14,191	14,601	15,024	15,458	15,905	16,365
2059	Pool Shop - Operating Expenses	5,573	6,007	6,151	6,299	6,450	6,605	6,764	6,926	7,092	7,262	7,436
1948	Loan No. 234 - Pool Kiosk	5,605										
	Swimming Pool Depreciation	133,286	135,952	138,671	141,444	144,273	147,158	150,101	153,103	156,165	159,288	162,474
	Building Depreciation	49,885	50,883	51,901	52,939	53,998	55,078	56,180	57,304	58,450	59,619	60,811
	Other Asset Depreciation	5,248	5,353	5,460	5,569	5,680	5,794	5,910	6,028	6,149	6,272	6,397
	Proposed Loan - New Pool - Interest			26,908	120,298	116,708	112,920	108,924	104,709	100,261	95,570	90,621
	Total expenses	857,979	779,256	827,725	941,598	959,029	976,813	994,958	1,013,465	1,032,336	1,051,577	1,071,189
	Capital items											
	Loan No. 234 - Pool Kiosk	128,697										
1681	Amenities Building Foundation Upgrade	22,523										
1680	Pool Concept Design & Specifications	21,423										
	WP1 - New Pools Filtration		3,249,505									
1679	WP2 - Main Pool & Toddler Pool Redevelopment			2,506,159								
	WP3 - Splashpad and Plant Room				981,202							
	Proposed Loan Funding - Pool Replacement		(500,000)	(1,750,000)								
	Proposed Loan - New Pool - Principal			14,350	65,362	68,953	72,740	76,736	80,952	85,399	90,090	95,039
	Total capital items	172,643	2,749,505	770,509	1,046,564	68,953	72,740	76,736	80,952	85,399	90,090	95,039
	Cash reconciliation items											
	Depreciation	(188,419)	(192,188)	(196,032)	(199,952)	(203,951)	(208,030)	(212,191)	(216,435)	(220,764)	(225,179)	(229,682)
	Total adjustment for non-cash items	(188,419)	(192,188)	(196,032)	(199,952)	(203,951)	(208,030)	(212,191)	(216,435)	(220,764)	(225,179)	(229,682)
	Increase / (decrease) in cash	(582,513)	(1,895,438)	(449,621)	(604,694)	(615,646)	(626,887)	(638,428)	(650,275)	(662,434)	(674,914)	(687,724)
	Funded by / (to) reserves											
	Transfer from Aquatic Centre Capital Renewal Reserve		1,499,070									
	Transfer from Built Asset Replacement Program Reserve (Capital)	22,523										
	Transfer from S94 Growth Reserve	7,751	7,944	8,143	8,347	8,555	8,769	8,988	9,213	9,443	9,679	9,921
	Transfer from S94A Reserve	4,798	4,918	5,041	5,167	5,296	5,429	5,564	5,703	5,846	5,992	6,142
	Funded by / (to) general revenues	547,441	383,505	436,437	591,181	601,795	612,690	623,876	635,359	647,145	659,243	671,661

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
PARKS, GARDENS & RESERVES												
	Income from continuing operations											
223	Grant - Crown Reserves Fund - Bellevue Hill	14,070										
1731	Grant - Public Open Spaces	1,877,446										
1938	Grant - Plant Trees for the Queen's Jubilee	10,000										
2092	Grant - Crown Reserves Fund - 2022-23 CRIF	15,210										
	Total income	1,916,726	0									
	Expenses from continuing operations											
190	Parks & Gardens - Operating Expenses	985,328	1,088,127	1,118,897	1,148,378	1,178,645	1,209,720	1,241,625	1,274,382	1,308,014	1,342,545	1,377,998
	Parks & Gardens - Flood Damage Repairs	79,880										
218	Tidy Towns Maintenance	3,874	4,176	4,276	4,379	4,484	4,592	4,702	4,815	4,931	5,049	5,170
207	Lachlan River Precinct	10,645	11,335	11,656	11,964	12,279	12,602	12,935	13,276	13,627	13,987	14,357
206	Peace Precinct	21,023	22,559	23,137	23,713	24,303	24,908	25,528	26,164	26,816	27,484	28,169
209	Adventure Playground	15,775	16,798	17,274	17,730	18,198	18,678	19,171	19,677	20,196	20,730	21,278
	Sculpture Park - Ground Maintenance	0	10,000	10,000	10,000							
195	Vandalism	12,335	10,914	11,181	11,452	11,729	12,013	12,304	12,602	12,907	13,221	13,542
212	Weed Control - Bellevue Hill & POW Reserve	14,808										
2029	Planting Trees for the Queen's Jubilee	12,000										
2091	Weed Control - Bellevue Hill Reserve (2022-23 CRIF)	15,210										
	Open Space Recreation Depreciation	143,416	146,284	149,210	152,194	155,238	158,343	161,510	164,740	168,035	171,396	174,824
	Other Asset Depreciation	24,774	25,269	25,774	26,289	26,815	27,351	27,898	28,456	29,025	29,606	30,198
	Total expenses	1,339,068	1,335,462	1,371,405	1,406,099	1,431,691	1,468,207	1,505,673	1,544,112	1,583,551	1,624,018	1,665,536
	Capital items											
1716	Playground Asset Renewal	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
1720	River Front Project Preliminaries (Public Spaces)	155,499										
1721	River Front Footpaths (Public Spaces)	201,473										
1722	River Front Street Furniture (Public Spaces)	12,820										
1723	River Front Carparking Area (Public Spaces)	133,597										
1727	Public Art Murals (Public Spaces)	450,689										
1728	Village Signs (Public Spaces)	407,735										
2093	Additional Pathways at Peace Precinct (Public Spaces)	515,633										
	Total capital items	1,902,446	25,000									
	Cash reconciliation items											
	Depreciation	(168,190)	(171,553)	(174,984)	(178,483)	(182,053)	(185,694)	(189,408)	(193,196)	(197,060)	(201,002)	(205,022)
	Total adjustment for non-cash items	(168,190)	(171,553)	(174,984)	(178,483)	(182,053)	(185,694)	(189,408)	(193,196)	(197,060)	(201,002)	(205,022)
	Increase / (decrease) in cash	(1,156,598)	(1,188,909)	(1,221,421)	(1,252,616)	(1,274,638)	(1,307,513)	(1,341,265)	(1,375,916)	(1,411,491)	(1,448,016)	(1,485,514)
	Funded by / (to) reserves											
	Transfer from Built Asset Replacement Program Reserve	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
	Funded by / (to) general revenues	1,131,598	1,163,909	1,196,421	1,227,616	1,249,638	1,282,513	1,316,265	1,350,916	1,386,491	1,423,016	1,460,514

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
SPORTSFIELDS												
	Income from continuing operations											
228	User Charges	27,057	28,112	28,955	29,824	30,719	31,641	32,590	33,568	34,575	35,612	36,680
1898	Stronger Country Communitis Round 4 - Col Stinson Park	18,206	610,203									
	Total income	45,263	638,315	28,955	29,824	30,719	31,641	32,590	33,568	34,575	35,612	36,680
	Expenses from continuing operations											
	Sportsfields - Operating Expenses	310,783	313,227	322,737	331,608	340,725	350,096	359,728	369,629	379,804	390,263	401,013
	Sportsfields - Flood Damage Repairs	21,369										
	Vandalism	2,736	2,949	3,020	3,092	3,166	3,242	3,320	3,400	3,482	3,566	3,652
1947	Loan No. 236a - River Park Amenities - 22.15%	1,333	872	382								
1946	Loan No. 242b - Mulyan Oval Amenities - 6.88%	4,705	4,539	4,325	4,107	3,894	3,613	3,356	3,070	2,765	2,457	2,082
	Building Depreciation	44,872	45,770	46,685	47,619	48,571	49,542	50,533	51,544	52,575	53,627	54,700
	Open Space Recreation Depreciation	48,100	49,062	50,043	51,044	52,065	53,106	54,168	55,251	56,356	57,483	58,633
	Total expenses	433,898	416,419	427,191	437,470	448,421	459,599	471,105	482,894	494,982	507,396	520,080
	Capital items											
1899	Col Stinson Park Amenities and Clubhouse	18,206	592,982									
	Loan No. 236a - River Park Amenities - 22.15%	7,187	7,648	8,051								
	Loan No. 242b - Mulyan Oval Amenities - 6.88%	2,748	2,914	3,129	3,347	3,560	3,841	4,098	4,383	4,689	4,996	5,372
	Total capital items	28,142	603,544	11,180	3,347	3,560	3,841	4,098	4,383	4,689	4,996	5,372
	Cash reconciliation items											
	Depreciation	(92,972)	(94,832)	(96,728)	(98,663)	(100,636)	(102,648)	(104,701)	(106,795)	(108,931)	(111,110)	(113,333)
	Total adjustment for non-cash items	(92,972)	(94,832)	(96,728)	(98,663)	(100,636)	(102,648)	(104,701)	(106,795)	(108,931)	(111,110)	(113,333)
	Increase / (decrease) in cash	(323,805)	(286,816)	(312,689)	(312,330)	(320,626)	(329,151)	(337,912)	(346,915)	(356,165)	(365,671)	(375,439)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	323,805	286,816	312,689	312,330	320,626	329,151	337,912	346,915	356,165	365,671	375,439

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
VILLAGE PARKS												
	Income from continuing operations											
1884	Grant - Crown Reserves Improvement Fund	63,048										
	Total income	63,048	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
	Village Parks Maintenance	44,806	48,300	49,459	50,646	51,862	53,107	54,382	55,687	57,023	58,392	59,793
	Village Parks - Flood Damage Repairs	1,636										
	Total expenses	46,442	48,300	49,459	50,646	51,862	53,107	54,382	55,687	57,023	58,392	59,793
	Capital items											
1895	Gooloogong Park Amenities Upgrade	79,440										
	Total capital items	79,440	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(62,834)	(48,300)	(49,459)	(50,646)	(51,862)	(53,107)	(54,382)	(55,687)	(57,023)	(58,392)	(59,793)
	Funded by / (to) reserves											
	Transfer from Carryover Reserve (Capital)	16,392										
	Funded by / (to) general revenues	46,442	48,300	49,459	50,646	51,862	53,107	54,382	55,687	57,023	58,392	59,793

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
RURAL & URBAN TREES												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
183	Trees - Operating Expenses	347,363	291,949	300,146	308,023	316,107	324,407	332,927	341,674	350,653	359,871	369,335
188	Vandalism	2,048	2,208	2,261	2,315	2,371	2,428	2,486	2,546	2,607	2,670	2,734
187	National Tree Day	7,252	7,776	7,977	8,177	8,382	8,592	8,807	9,028	9,254	9,486	9,724
	Total expenses	356,663	301,933	310,384	318,515	326,860	335,427	344,220	353,248	362,514	372,027	381,793
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(356,663)	(301,933)	(310,384)	(318,515)	(326,860)	(335,427)	(344,220)	(353,248)	(362,514)	(372,027)	(381,793)
	Funded by / (to) reserves											
	Transfer from Street Tree Reserve											
	Transfer from Carryover Reserve	22,661										
	Funded by / (to) general revenues	334,002	301,933	310,384	318,515	326,860	335,427	344,220	353,248	362,514	372,027	381,793

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
AERODROME												
	Income from continuing operations											
1059	Rents & Fees	1,824	1,895	1,952	2,011	2,071	2,133	2197	2263	2331	2401	2473
1060	Land Leases	31,381	32,605	33,583	34,590	35,628	36,697	37,798	38,932	40,100	41,303	42,542
1056	Profit on Disposal - Land Sales - Airport	283,914	170,349		178,273	241,890						
1718	Grant - Regional Airports Program - Lighting Upgrade	210,300										
	Total income	527,419	204,849	35,535	214,874	279,589	38,830	39,995	41,195	42,431	43,704	45,015
	Expenses from continuing operations											
1047	Aerodrome - Operating Expenses	180,330	188,641	194,017	199,154	204,427	209,841	215,402	221,111	226,973	232,992	239,173
1051	Airport Promotion	12,068	8,351	8,551	8,756	8,966	9,181	9,401	9,627	9,858	10,095	10,337
1930	Loan No. 253B - Airport Subdivision - 69.47%	15,291	11,216	7,032	2,737							
	Airport Depreciation	57,055	58,196	59,360	60,547	61,758	62,993	64,253	65,538	66,849	68,186	69,550
	Building Depreciation	12,233	12,477	12,727	12,982	13,242	13,507	13,777	14,053	14,334	14,621	14,913
	Other Asset Depreciation	4,579	4,671	4,764	4,859	4,956	5,055	5,156	5,259	5,364	5,471	5,580
	Total expenses	281,556	283,552	286,451	289,035	293,349	300,577	307,989	315,588	323,378	331,365	339,553
	Capital items											
	Loan No. 253B - Airport Subdivision - 69.47%	153,434	157,509	161,693	165,987							
1717	Cowra Airport Lighting & Taxiway Upgrade	234,307										
1057	Sale - Airport Subdivision	(106,711)	(64,026)		(70,907)	(96,210)						
	Total capital items	281,030	93,483	161,693	95,080	(96,210)	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(73,866)	(75,344)	(76,851)	(78,388)	(79,956)	(81,555)	(83,186)	(84,850)	(86,547)	(88,278)	(90,043)
	Total adjustment for non-cash items	(73,866)	(75,344)	(76,851)	(78,388)	(79,956)	(81,555)	(83,186)	(84,850)	(86,547)	(88,278)	(90,043)
	Increase / (decrease) in cash	38,700	(96,841)	(335,758)	(90,854)	162,406	(180,192)	(184,808)	(189,543)	(194,400)	(199,383)	(204,495)
	Funded by / (to) reserves											
	Transfer from S94A Reserve	9,596	9,836	10,082	10,334	10,592	10,857	11,129	11,407	11,692	11,984	12,284
	Funded by / (to) general revenues	(48,296)	87,005	325,676	80,520	(172,998)	169,335	173,679	178,136	182,708	187,399	192,211

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
CARAVAN PARK												
	Income from continuing operations											
794	Caravan Park - Laundry & Other Income	7,700	7,900	7,900	8,100	8,300	8,550	8,800	8,800	8,800	8,800	8,800
792	Caravan Park - Sites	270,000	342,870	353,156	363,751	374,664	385,904	397,481	409,405	421,687	434,338	447,368
793	Caravan Park - Cabins	164,800	285,517	294,083	302,905	311,992	321,352	330,993	340,923	351,151	361,686	372,537
2087	Insurance Claim Income - Caravan Park	118,195										
	Total income	560,695	636,287	655,139	674,756	694,956	715,806	737,274	759,128	781,638	804,824	828,705
	Expenses from continuing operations											
1956	Dividend	0	42,245	43,259	44,297	45,360	46,449	47,564	48,706	49,875	51,072	52,298
1955	AODE	51,927	55,389	67,330	74,779	79,000	83,445	87,787	91,401	64,845	97,212	102,205
772	Caravan Park - General - Operation & Maintenance	339,165	365,621	374,394	383,380	392,580	402,002	411,650	421,529	431,645	442,005	452,613
2086	Insurance Excess - Floods 15/11/22	150,000										
	Caravan Park - General - Flood Damage Repairs	10,845										
773	Caravan Park - Cabins - Operation & Maintenance	8,895	9,589	9,819	10,055	10,296	10,543	10,796	11,055	11,320	11,592	11,870
	Caravan Park - Cabins - Flood Damage Repairs	21,090										
774	Caravan Park - Amenities - Operation & Maintenance	22,021	5,519	5,651	5,787	5,926	6,068	6,214	6,363	6,516	6,672	6,832
	Caravan Park - Amenities - Flood Damage Repairs	22,588										
775	Caravan Park - Park - Operation & Maintenance	46,939	39,774	40,729	41,707	42,708	43,733	44,782	45,857	46,958	48,085	49,239
	Caravan Park - Park - Flood Damage Repairs	52,957										
776	Caravan Park - Site - Operation & Maintenance	13,745	14,817	15,173	15,537	15,910	16,292	16,683	17,083	17,493	17,913	18,343
777	Caravan Park - Laundry - Operation & Maintenance	14,623	15,764	16,142	16,529	16,926	17,332	17,748	18,174	18,610	19,057	19,514
	Caravan Park - Laundry - Flood Damage Repairs	10,714										
	Proposed Loan - Capital Improvement - Interest				69,727	67,895	65,944	63,865	61,651	59,293	56,780	54,104
	Other Asset Depreciation	51,921	52,959	54,018	55,098	56,200	57,324	58,470	59,639	60,832	62,049	63,290
	Equipment Depreciation	266	271	276	282	288	294	300	306	312	318	324
	Building Depreciation	24,693	25,187	25,691	26,205	26,729	27,264	27,809	28,365	28,932	29,511	30,101
	Total expenses	842,389	627,135	652,482	743,383	759,818	776,689	793,669	810,130	796,631	842,266	860,734
	Capital items											
2014	Caravan Park - Capital Improvement			1,693,000								
	Loan Funding - Capital Improvement			(1,093,000)								
797	Project Planning & Detailed Design - Stage 2 Works	1,502	39,104									
798	Tender & Procurement - Stage 2 Works		10,000									
	Proposed Loan - Capital Improvement - Principal				28,082	29,913	31,865	33,943	36,157	38,516	41,028	43,704
	Total capital items	1,502	49,104	600,000	28,082	29,913	31,865	33,943	36,157	38,516	41,028	43,704
	Cash reconciliation items											
	Depreciation	(76,880)	(78,417)	(79,985)	(81,585)	(83,217)	(84,882)	(86,579)	(88,310)	(90,076)	(91,878)	(93,715)
	Total adjustment for non-cash items	(76,880)	(78,417)	(79,985)	(81,585)	(83,217)	(84,882)	(86,579)	(88,310)	(90,076)	(91,878)	(93,715)
	Increase / (decrease) in cash	(206,316)	38,465	(517,358)	(15,124)	(11,559)	(7,866)	(3,759)	1,151	36,567	13,408	17,982
	Funded by / (to) reserves											
	Transfer to Caravan Park Reserve		(38,465)	(82,642)					(1,151)	(36,567)	(13,408)	(17,982)
	Transfer from Caravan Park Reserve	205,421			15,124	11,559	7,866	3,759				
	Transfer from Caravan Park Reserve (Capital)	896		600,000								
	Funded by / (to) general revenues	0	0	0	0	0	0	0	0	0	0	0

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
SALEYARDS												
	Income from continuing operations											
1069	Fees	350,000	350,000	360,500	371,315	382,454	393,928	405,746	417,918	430,456	443,370	456,671
1070	Truck Wash	120,628	125,332	129,092	132,965	136,954	141,063	145,295	149,654	154,144	158,768	163,531
1688	Grant - Cover Yard Walkways		100,000									
2121	Grant - DPI - eID Planning & Design	8,000										
	Total income	478,628	575,332	489,592	504,280	519,408	534,991	551,041	567,572	584,600	602,138	620,202
	Expenses from continuing operations											
1981	Contribution to Admin Salaries	16,250	16,981	17,575	18,102	18,645	19,204	19,780	20,373	20,984	21,614	22,262
1980	Dividend	-	21,778	22,301	22,836	23,384	23,945	24,520	25,108	25,711	26,328	26,960
1978	AODE	54,980	50,083	50,317	55,886	59,044	62,366	66,535	68,337	48,499	72,730	76,490
	Saleyards - Operating Expenses	310,944	286,706	295,202	303,199	311,414	319,857	328,530	337,441	346,596	356,003	365,668
1068	Avdata Charges on Truck Wash	13,027	14,043	14,380	14,725	15,078	15,440	15,811	16,190	16,579	16,977	17,384
1982	Contribution - Training	2,854	2,982	3,086	3,179	3,274	3,372	3,473	3,577	3,684	3,795	3,909
1979	Overheads	42,714	46,046	47,151	48,283	49,442	50,629	51,844	53,088	54,362	55,667	57,003
2122	eID Planning & Design	8,000										
1943	Loan No. 246 - Effluent Screens	4,839	3,128	1,249								
1944	Loan No. 233 - Saleyards	210										
	Other Asset Depreciation	40,858	41,675	42,509	43,359	44,226	45,111	46,013	46,933	47,872	48,829	49,806
	Building Depreciation	9,411	9,599	9,791	9,987	10,187	10,391	10,599	10,811	11,027	11,248	11,473
	Total expenses	504,087	493,020	503,561	519,556	534,694	550,315	567,105	581,858	575,314	613,191	630,955
	Capital items											
	Loan No. 233 - Saleyards	6,774										
	Loan No. 246 - Effluent Screens	21,082	22,793	24,671								
1687	Cover Yard Walkways Stage 1		100,000									
	Total capital items	27,855	122,793	24,671	0							
	Cash reconciliation items											
	Depreciation	(50,269)	(51,274)	(52,300)	(53,346)	(54,413)	(55,502)	(56,612)	(57,744)	(58,899)	(60,077)	(61,279)
	Total adjustment for non-cash items	(50,269)	(51,274)	(52,300)	(53,346)	(54,413)	(55,502)	(56,612)	(57,744)	(58,899)	(60,077)	(61,279)
	Increase / (decrease) in cash	(3,045)	10,793	13,660	38,070	39,127	40,178	40,548	43,458	68,185	49,024	50,526
	Funded by / (to) reserves											
	Transfer to Saleyards Reserve	0	(10,793)	(13,660)	(38,070)	(39,127)	(40,178)	(40,548)	(43,458)	(68,185)	(49,024)	(50,526)
	Transfer from Saleyards Reserve	3,045										
	Funded by / (to) general revenues	0	0	0	0	0	0	0	0	0	0	0

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
COUNCIL BUILDINGS & STRUCTURES MAINTENANCE												
	Income from continuing operations											
1221	Rent of Council Properties	55,773	57,948	59,686	61,477	63,321	65,221	67,178	69,193	71,269	73,407	75,609
1220	Rose Garden Kiosk Rent	33,386	34,688	35,729	36,801	37,905	39,042	40,213	41,419	42,662	43,942	45,260
2089	Insurance Claim Income - Rose Garden Café	15,771										
	Total income	104,930	92,636	95,415	98,278	101,226	104,263	107,391	110,612	113,931	117,349	120,869
	Expenses from continuing operations											
1161	Building Maintenance - Salaries & Wages	115,018	122,237	126,515	130,310	134,219	138,246	142,394	146,666	151,066	155,598	160,266
1181	Rose Garden Café	21,496	12,393	12,690	12,995	13,307	13,626	13,953	14,288	14,631	14,982	15,342
2088	Insurance Excess - Flood 15/11/2022	25,000										
	Rose Garden Café - Flood Damage Repairs	15,771										
950	Pound Maintenance	4,469	4,818	4,934	5,052	5,173	5,297	5,424	5,554	5,687	5,823	5,963
1162	Building Maintenance - Neighbourhood Centre	5,694	6,138	6,285	6,436	6,590	6,748	6,910	7,076	7,246	7,420	7,598
1201	Senior Citizens Building	4,668	5,032	5,153	5,277	5,404	5,534	5,667	5,803	5,942	6,085	6,231
1163	Building Maintenance - Bourke Street House	1,005	1,083	1,109	1,136	1,163	1,191	1,220	1,249	1,279	1,310	1,341
	Building Maintenance - Public Toilets	21,357	23,023	23,576	24,142	24,721	25,314	25,922	26,544	27,181	27,833	28,501
	Public Toilets - Flood Damage Repairs	4,365										
1202	Building Maintenance - 118A Kendal Street	4,590	4,948	5,067	5,189	5,314	5,442	5,573	5,707	5,844	5,984	6,128
	Bus Shelters	2,833	3,054	3,127	3,202	3,279	3,358	3,439	3,522	3,607	3,694	3,783
1179	Building Maintenance - Airport Road RFS	3,230	3,482	3,566	3,652	3,740	3,830	3,922	4,016	4,112	4,211	4,312
1203	Council Property Rates	24,525	26,438	27,073	27,723	28,388	29,069	29,767	30,481	31,213	31,962	32,729
	Council Property Maintenance	29,245	31,526	32,283	33,058	33,851	34,663	35,495	36,347	37,219	38,112	39,027
	Council Property - Flood Damage Repairs	1,600										
1178	Council Depot	5,468	5,895	6,036	6,181	6,329	6,481	6,637	6,796	6,959	7,126	7,297
	Lot 2 Macquarie Street	4,096	4,415	4,521	4,630	4,741	4,855	4,972	5,091	5,213	5,338	5,466
	Proposed Loan - Roof Replacements - Interest		9,646	9,363	9,065	8,751	8,419	8,069	7,700	7,310	6,899	6,466
	Building Depreciation	84,841	86,538	88,269	90,034	91,835	93,672	95,545	97,456	99,405	101,393	103,421
	Total expenses	379,271	350,666	359,567	368,082	376,805	385,745	394,909	404,296	413,914	423,770	433,871
	Capital items											
1205	Building AMP - Works		27,870	27,870	27,870	27,870	27,870	27,870	27,870	27,870	27,870	27,870
	Proposed Loan Funding - Roof Replacements	(179,238)										
	Proposed Loan - Roof Replacements - Principal		5,144	5,427	5,725	6,039	6,371	6,721	7,090	7,480	7,891	8,324
	Total capital items	(179,238)	33,014	33,297	33,595	33,909	34,241	34,591	34,960	35,350	35,761	36,194
	Cash reconciliation items											
	Depreciation	(84,841)	(86,538)	(88,269)	(90,034)	(91,835)	(93,672)	(95,545)	(97,456)	(99,405)	(101,393)	(103,421)
	Total adjustment for non-cash items	(84,841)	(86,538)	(88,269)	(90,034)	(91,835)	(93,672)	(95,545)	(97,456)	(99,405)	(101,393)	(103,421)
	Increase / (decrease) in cash	(10,262)	(204,506)	(209,180)	(213,365)	(217,653)	(222,051)	(226,564)	(231,188)	(235,928)	(240,789)	(245,775)
	Funded by / (to) reserves											
	Transfer from Built Asset Replacement Program Reserve (Capital)	0	33,168	33,297	33,595	33,909	34,241	34,591	34,960	35,350	35,761	36,194
	Transfer to Built Asset Replacement Program Reserve	(179,238)										
	Transfer from Carryover Reserve	0										
	Funded by / (to) general revenues	189,500	171,338	175,883	179,770	183,744	187,810	191,973	196,228	200,578	205,028	209,581

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
INFRASTRUCTURE & OPERATIONS OVERHEADS												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
170	Superannuation	902,885	922,398	991,673	1,059,653	1,091,443	1,124,186	1,157,912	1,192,649	1,228,429	1,265,282	1,303,241
170	Public Holidays	324,123	304,646	315,308	324,767	334,510	344,545	354,881	365,527	376,493	387,788	399,422
170	Workers Comp. Insurance	359,678	471,258	482,568	494,150	506,010	518,154	530,590	543,324	556,364	569,717	583,390
170	Annual Leave	583,421	609,291	630,617	649,536	669,022	689,093	709,766	731,059	752,991	775,581	798,848
	Long Service Leave - Accrual	272,231	284,481	294,438	303,271	312,369	321,740	331,392	341,334	351,574	362,121	372,985
170	Sick Leave	278,783	228,484	236,481	243,575	250,882	258,408	266,160	274,145	282,369	290,840	299,565
	Lump Sum Payment			105,286	105,286							
1959	Saleyards Overheads Contra	(42,714)	(46,046)	(47,151)	(48,283)	(49,442)	(50,629)	(51,844)	(53,088)	(54,362)	(55,667)	(57,003)
	Total expenses	2,678,407	2,774,512	3,009,220	3,131,955	3,114,794	3,205,497	3,298,857	3,394,950	3,493,858	3,595,662	3,700,448
	Capital items											
170	Long Service Leave	148,372	152,323	157,654	162,384	167,256	172,274	177,442	182,765	188,248	193,895	199,712
	Total capital items	148,372	152,323	157,654	162,384	167,256	172,274	177,442	182,765	188,248	193,895	199,712
	Cash reconciliation items											
	LSL Accrual	(272,231)	(278,765)	(294,438)	(303,271)	(312,369)	(321,740)	(331,392)	(341,334)	(351,574)	(362,121)	(372,985)
	Total adjustment for non-cash items	(272,231)	(278,765)	(294,438)	(303,271)	(312,369)	(321,740)	(331,392)	(341,334)	(351,574)	(362,121)	(372,985)
	Increase / (decrease) in cash	(2,554,548)	(2,648,070)	(2,872,436)	(2,991,068)	(2,969,681)	(3,056,031)	(3,144,907)	(3,236,381)	(3,330,532)	(3,427,436)	(3,527,175)
	Funded by / (to) reserves											
	Transfer from Long Service Leave Reserve	148,372	145,855	157,654	162,384	167,256	172,274	177,442	182,765	188,248	193,895	199,712
	Transfer to Long Service Leave Reserve	(173,363)	(145,855)	(157,654)	(162,384)	(167,256)	(172,274)	(177,442)	(182,765)	(188,248)	(193,895)	(199,712)
	Funded by / (to) general revenues	2,579,539	2,648,070	2,872,436	2,991,068	2,969,681	3,056,031	3,144,907	3,236,381	3,330,532	3,427,436	3,527,175

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
WASTE COLLECTION												
	Income from continuing operations											
	Domestic Waste Management Charge	2,175,711	2,260,564	2,328,381	2,398,232	2,470,179	2,544,284	2,620,613	2,699,231	2,780,208	2,863,614	2,949,522
	Commercial Waste Management Charge	265,134	275,474	283,738	292,250	301,018	310,049	319,350	328,931	338,799	348,963	359,432
1565	Hilltops Council Garbage Collection	19,628	19,628	19,628	19,628	19,628	19,628	19,628	19,628	19,628	19,628	19,628
1740	Weddin Shire Council Garbage Collection	607										
	Interest on Overdue Charges	20,000	17,252	17,666	18,090	18,524	18,969	19,424	19,890	20,367	20,856	21,357
	Pensioner Rates Abandoned	(158,698)	(164,887)	(168,845)	(172,898)	(177,047)	(181,296)	(185,647)	(190,103)	(194,665)	(199,337)	(204,121)
	Pensioner Subsidy	85,152	88,473	90,596	92,770	94,996	97,276	99,611	102,002	104,450	106,957	109,524
	Total income	2,407,534	2,496,504	2,571,164	2,648,072	2,727,298	2,808,910	2,892,979	2,979,579	3,068,787	3,160,681	3,255,342
	Expenses from continuing operations											
1994	AODE	203,296	217,321	264,245	293,470	310,029	327,446	349,312	358,750	254,590	381,767	401,486
1514	Waste - Collection - Operating Expenses	268,685	286,838	294,699	302,323	310,147	318,175	326,414	334,868	343,544	352,447	361,584
	Waste - Collection - Flood Emergent Works	5,034										
1514	MGB Maintenance	20,225	21,638	22,215	22,780	23,360	23,955	24,565	25,191	25,833	26,492	27,168
1514	Illegal Roadside Waste Collection	11,420	12,146	12,496	12,828	13,169	13,520	13,879	14,249	14,629	15,020	15,420
1541	Donations - DWMC	2,157	2,325	2,381	2,438	2,497	2,557	2,618	2,681	2,745	2,811	2,878
1514	Bin Deliveries	11,186	11,894	12,237	12,563	12,898	13,242	13,595	13,958	14,331	14,714	15,108
1995	Dividend	57,265	61,732	63,214	64,731	66,285	67,876	69,505	71,173	72,881	74,630	76,421
1519	MGB Disposal Costs (Weighbridge) - Internal	580,108	594,031	640,365	655,734	671,472	687,587	704,089	720,987	738,291	756,010	774,154
1740	Weddin Shire Council Garbage Collection	552										
STREET SWEEPING - COWRA & VILLAGES												
1514	Street Sweeping - Operating Expenses	134,377	138,685	142,517	146,222	150,024	153,926	157,931	162,041	166,260	170,590	175,034
CLEANING COWRA CBD												
1514	Cleaning Cowra CBD - Operating Expenses	88,573	96,191	99,160	101,912	104,742	107,650	110,642	113,717	116,878	120,128	123,469
	Plant & Equipment Depreciation	232,406	237,054	241,795	246,631	251,564	256,595	261,727	266,962	272,301	277,747	283,302
	Building Depreciation	27,910	28,468	29,037	29,618	30,210	30,814	31,430	32,059	32,700	33,354	34,021
	Other Asset Depreciation	57,512	58,662	59,835	61,032	62,253	63,498	64,768	66,063	67,384	68,732	70,107
2073	Container Deposit Scheme - Contribution to Depreciation	(21,726)	(22,161)	(22,604)	(23,056)	(23,517)	(11,994)					
	Total expenses	1,678,980	1,744,824	1,861,592	1,929,226	1,985,133	2,054,848	2,130,475	2,182,699	2,122,367	2,294,442	2,360,152
	Capital items											
1571	MGB Replacements	23,350	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
1578	Replacement Garbage Truck	390,000					390,000	390,000				
	Total capital items	413,350	20,000	20,000	20,000	20,000	410,000	410,000	20,000	20,000	20,000	20,000
	Cash reconciliation items											
	Depreciation	(317,828)	(324,184)	(330,667)	(337,281)	(344,027)	(350,907)	(357,925)	(365,084)	(372,385)	(379,833)	(387,430)
	Total adjustment for non-cash items	(317,828)	(324,184)	(330,667)	(337,281)	(344,027)	(350,907)	(357,925)	(365,084)	(372,385)	(379,833)	(387,430)
	Increase / (decrease) in cash	633,032	1,055,864	1,020,239	1,036,127	1,066,192	694,969	710,429	1,141,964	1,298,805	1,226,072	1,262,620
	Funded by / (to) reserves											
	Transfer to Waste Reserve	(264,122)	(46,965)	(85,546)	(91,594)	(95,565)	(88,047)	(79,951)	(82,200)	(94,727)	(86,596)	(88,201)
	Transfer to Domestic Waste Management Reserve	(284,335)	(268,115)	(188,458)	(179,773)	(186,073)	(168,409)	(146,249)	(161,422)	(291,151)	(190,529)	(198,389)
	Transfer from Domestic Waste Management Reserve (Capital)	410,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
	Transfer from Waste Reserve (Capital)						390,000	390,000				
	Funded by / (to) general revenues	(494,575)	(760,785)	(766,235)	(784,759)	(804,553)	(848,513)	(894,229)	(918,341)	(932,928)	(968,947)	(996,029)

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
WASTE DISPOSAL												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
1996	Contribution to Administration Salaries	97,179	101,552	105,106	108,259	111,507	114,852	118,298	121,847	125,502	129,267	133,145
	Waste Fund - Plant Working Expenses Control	191,649	205,608	210,888	216,144	221,532	227,055	232,717	238,521	244,471	250,571	256,824
	Waste Fund - Plant Hire - Income	(498,902)	(537,816)	(550,724)	(563,941)	(577,476)	(591,335)	(605,527)	(620,060)	(634,941)	(650,180)	(665,784)
1564	MGB Disposal (Weighbridge)	(580,108)	(625,356)	(640,365)	(655,734)	(671,472)	(687,587)	(704,089)	(720,987)	(738,291)	(756,010)	(774,154)
	LANDFILL											
	Landfill - Operating Expenses	251,213	273,517	280,763	287,886	295,192	302,684	310,370	318,253	326,338	334,630	343,135
1546	DEC Licence Fees	4,374	4,715	4,828	4,944	5,063	5,185	5,309	5,436	5,566	5,700	5,837
	VILLAGE TIPS											
	Village Tips - Operating Expenses	29,031	30,899	31,779	32,620	33,483	34,369	35,278	36,212	37,171	38,156	39,167
1997	AODE	49,180	54,437	65,812	72,671	76,330	80,155	85,015	86,809	61,249	91,316	95,478
1545	Clean Up Australia Day	1,798	1,938	1,985	2,033	2,082	2,132	2,183	2,235	2,289	2,344	2,400
	Total expenses	(454,586)	(490,506)	(489,928)	(495,118)	(503,759)	(512,490)	(520,446)	(531,734)	(570,646)	(554,206)	(563,952)
	Capital items											
1682	Cell Construction	22,825										
	Landfill Waste Cell Modifications		177,175									
	Total capital items	22,825	177,175	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	431,761	313,331	489,928	495,118	503,759	512,490	520,446	531,734	570,646	554,206	563,952
	Funded by / (to) reserves											
	Transfer from Waste Reserve	5,706	44,294									
	Transfer from Domestic Waste Management Reserve (Capital)	17,119	132,881									
	Funded by / (to) general revenues	(454,586)	(490,506)	(489,928)	(495,118)	(503,759)	(512,490)	(520,446)	(531,734)	(570,646)	(554,206)	(563,952)

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
RECYCLING												
	Income from continuing operations											
1560	Sale of Recycled Material	158,022	164,185	169,111	174,184	179,410	184,792	190,336	196,046	201,927	207,985	214,225
1559	Recycling Crates Sales	5,065	5,263	5,421	5,584	5,752	5,925	6,103	6,286	6,475	6,669	6,869
1563	Land Rental	2,634	2,737	2,819	2,904	2,991	3,081	3,173	3,268	3,366	3,467	3,571
1562	Weighbridge Charges	902,189	719,184	740,760	762,983	785,872	809,448	833,731	858,743	884,505	911,040	938,371
1561	2nd Hand Shop Sales	5,109	5,308	5,467	5,631	5,800	5,974	6,153	6,338	6,528	6,724	6,926
	Recycling Charge	638,448	663,347	683,247	703,744	724,856	746,602	769,000	792,070	815,832	840,307	865,516
1566	Container Deposit Scheme - Claim Income	56,275	58,470	60,224	62,031	63,892	65,809	67,783	69,816	71,910	74,067	76,289
1771	Cardboard Pick-Up	23,637	23,637	23,637	23,637	23,637	23,637	23,637	23,637	23,637	23,637	23,637
	Total income	1,791,378	1,642,131	1,690,686	1,740,698	1,792,210	1,845,268	1,899,916	1,956,204	2,014,180	2,073,896	2,135,404
	Expenses from continuing operations											
1532	Recycling - Operating Expenses	213,085	227,792	233,925	239,916	246,061	252,366	258,834	265,470	272,278	279,262	286,427
1535	Recycling - Education	17,455	18,817	19,268	19,730	20,203	20,687	21,184	21,693	22,213	22,746	23,292
1536	RAFCA Program	4,107	4,403	4,517	4,630	4,746	4,865	4,987	5,112	5,240	5,372	5,506
	MRF OPERATION											
1537	MRF - Operating Expenses	1,037,184	1,139,118	1,174,040	1,206,499	1,239,866	1,274,165	1,309,424	1,345,669	1,382,928	1,421,230	1,460,604
	Waste - MRF Operation - Flood Damage Expenses	8,774										
2016	Waste & Energy Sustainability - Operating Expenses	73,381	76,746	79,432	81,815	84,269	86,797	89,401	92,083	94,845	97,690	100,621
1975	Contribution from Sewer Fund - Sustainability Officer	(19,461)	(20,979)	(21,482)	(21,998)	(22,526)	(23,067)	(23,621)	(24,188)	(24,769)	(25,363)	(25,972)
1976	Contribution from Water Fund - Sustainability Officer	(19,461)	(20,979)	(21,482)	(21,998)	(22,526)	(23,067)	(23,621)	(24,188)	(24,769)	(25,363)	(25,972)
1974	Contribution - Training	23,658	24,723	25,588	26,356	27,147	27,961	28,800	29,664	30,554	31,471	32,415
1973	AODE	133,982	142,947	173,756	192,911	203,732	215,111	229,405	235,533	167,098	250,498	263,363
1972	Contribution - General Fund	1,319,572	965,001	864,357	921,625	960,283	895,628	825,859	849,289	965,316	895,523	913,450
2084	Flood Damaged Items Clean-Up	62,747										
1970	Loan No. 247 - Recycling Upgrade	11,581	7,486	2,990								
	Proposed Loan - Admin Building & Electricity - Interest			24,217	23,508	22,759	21,970	21,137	20,258	19,331	18,353	17,322
	Total expenses	2,866,604	2,565,075	2,559,127	2,672,994	2,764,014	2,753,416	2,741,789	2,816,395	2,910,265	2,971,420	3,051,056
	Capital items											
	Loan No. 247 - Recycling Upgrade	50,456	54,551	59,046								
	Proposed Loan - Admin Building & Electricity - Principal			12,915	13,624	14,373	15,162	15,995	16,874	17,801	18,779	19,810
1577	New Staff Amenities Building Design	900										
1580	Staff Amenities Building & Admin Office Renovation	50,000	399,678									
	Loan Funding - Admin/Amenities & Electricity		(450,000)									
	Total capital items	101,356	4,229	71,961	13,624	14,373	15,162	15,995	16,874	17,801	18,779	19,810
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(1,176,581)	(927,173)	(940,402)	(945,921)	(986,177)	(923,310)	(857,868)	(877,065)	(913,886)	(916,302)	(935,462)
	Funded by / (to) reserves											
	Transfer from Waste Reserve (Capital)	50,772										
	Transfer to Waste Reserve		(50,322)									
	Transfer from Domestic Waste Management Reserve (Capital)	450										
	Funded by / (to) general revenues	1,125,359	977,495	940,402	945,921	986,177	923,310	857,868	877,065	913,886	916,302	935,462

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
CONTAINER DEPOSIT SCHEME												
	Income from continuing operations											
1569	Sale of CDS Materials - PET	197,510										
1570	Sale of CDS Materials - Aluminium	996,872										
	CDS Processing Fee		798,387	819,524	839,223	859,466	440,136					
	Total income	1,194,382	798,387	819,524	839,223	859,466	440,136	0	0	0	0	0
	Expenses from continuing operations											
1542	CDS - Operating Expenses	598,406	581,844	599,235	615,551	632,315	324,771					
2074	Contribution to Waste Fund Depreciation	21,726	22,161	22,604	23,056	23,517	11,994					
1971	Contribution to Waste Fund Overheads	90,318	94,382	97,685	100,616	103,634	53,372					
	Total expenses	710,450	698,387	719,524	739,223	759,466	390,136	0	0	0	0	0
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	483,932	100,000	100,000	100,000	100,000	50,000	0	0	0	0	0
	Funded by / (to) reserves											
	Funded by / (to) general revenues	(483,932)	(100,000)	(100,000)	(100,000)	(100,000)	(50,000)	0	0	0	0	0

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
WASTE OVERHEADS												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
1551	Superannuation	137,703	155,339	167,441	179,353	184,734	190,276	195,984	201,864	207,920	214,157	220,582
1551	Public Holidays	49,425	53,631	55,508	57,173	58,888	60,655	62,475	64,349	66,279	68,267	70,315
1551	Workers Comp. Insurance	56,599	74,158	75,938	77,761	79,627	81,538	83,495	85,499	87,551	89,652	91,804
1551	Annual Leave	88,964	107,261	111,016	114,346	117,776	121,309	124,948	128,696	132,557	136,534	140,630
	Long Service Leave - Accrual	38,811	40,557	41,976	43,235	44,532	45,868	47,244	48,661	50,121	51,625	53,174
1551	Sick Leave	33,362	40,223	41,631	42,880	44,166	45,491	46,856	48,262	49,710	51,201	52,737
	Lump Sum Payment			23,664	23,664							
1998	Contribution to Overheads - Container Deposit Scheme	(90,318)	(94,382)	(97,685)	(100,616)	(103,634)	(53,372)					
	Total expenses	314,546	376,787	419,489	437,796	426,089	491,766	561,002	577,331	594,138	611,436	629,242
	Capital items											
1551	Long Service Leave	22,241	26,815	27,754	28,587	29,445	30,328	31,238	32,175	33,140	34,134	35,158
	Total capital items	22,241	26,815	27,754	28,587	29,445	30,328	31,238	32,175	33,140	34,134	35,158
	Cash reconciliation items											
	LSL Accrual	(38,811)	(39,742)	(41,976)	(43,235)	(44,532)	(45,868)	(47,244)	(48,661)	(50,121)	(51,625)	(53,174)
	Total adjustment for non-cash items	(38,811)	(39,742)	(41,976)	(43,235)	(44,532)	(45,868)	(47,244)	(48,661)	(50,121)	(51,625)	(53,174)
	Increase / (decrease) in cash	(297,976)	(363,860)	(405,267)	(423,148)	(411,002)	(476,226)	(544,996)	(560,845)	(577,157)	(593,945)	(611,226)
	Funded by / (to) reserves											
	Transfer from Waste Reserve - Long Service Leave	22,241	22,241	27,754	28,587	29,445	30,328	31,238	32,175	33,140	34,134	35,158
	Transfer to Waste Reserve - Long Service Leave	(31,944)	(32,177)	(38,248)	(39,396)	(40,578)	(41,795)	(43,049)	(44,340)	(45,670)	(47,040)	(48,452)
	Funded by / (to) general revenues	307,679	373,796	415,761	433,957	422,135	487,693	556,807	573,010	589,687	606,851	624,520

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
WATER												
	Income from continuing operations											
	Water Access-Vacant Land - Residential	127,083	132,039	136,000	140,080	144,282	148,610	153,068	157,660	162,390	167,262	172,280
	RESIDENTIAL											
	Access Charges	1,136,788	1,190,934	1,226,662	1,263,462	1,301,366	1,340,407	1,380,619	1,422,038	1,464,699	1,508,640	1,553,899
	Consumption Charges	3,057,005	3,502,225	3,607,291	3,715,510	3,826,975	3,941,784	4,060,038	4,181,839	4,307,294	4,436,513	4,569,608
	NON-RESIDENTIAL											
	Access Charges	677,642	720,493	742,108	764,371	787,302	810,921	835,249	860,306	886,115	912,698	940,079
	Consumption Charges	1,355,486	1,624,435	1,673,168	1,723,363	1,775,064	1,828,316	1,883,165	1,939,660	1,997,850	2,057,786	2,119,520
	NON-RESIDENTIAL (INDUSTRIAL)											
	Access Charges	11,947	12,413	12,785	13,169	13,564	13,971	14,390	14,822	15,267	15,725	16,197
	Consumption Charges	195,043	164,815	169,759	174,852	180,098	185,501	191,066	196,798	202,702	208,783	215,046
	NON-RESIDENTIAL (NURSERIES)											
	Access Charges	2,399	3,508	3,613	3,721	3,833	3,948	4,066	4,188	4,314	4,443	4,576
	Consumption Charges	6,132	10,983	11,312	11,651	12,001	12,361	12,732	13,114	13,507	13,912	14,329
	EDUCATION											
	Access Charges	21,264	21,700	22,351	23,022	23,713	24,424	25,157	25,912	26,689	27,490	28,315
	Consumption Charges	51,655	67,849	69,885	71,982	74,141	76,365	78,656	81,016	83,446	85,949	88,527
	RAW WATER											
	Access Charges	29,984	30,761	31,684	32,635	33,614	34,622	35,661	36,731	37,833	38,968	40,137
	Consumption Charges	80,248	172,857	178,042	183,383	188,884	194,551	200,388	206,400	212,592	218,970	225,539
	OTHER											
	Interest On Overdue Charges	37,105	37,105	37,105	37,105	37,105	37,105	37,105	37,105	37,105	37,105	37,105
1423	Standpipe Sales	91,503	95,072	97,924	100,862	103,888	107,005	110,215	113,521	116,927	120,435	124,048
	Pensioner Rates Abandoned	(117,697)	(122,287)	(125,222)	(128,227)	(131,305)	(134,456)	(137,683)	(140,987)	(144,371)	(147,836)	(151,384)
	Pensioner Rate Subsidy	64,733	67,258	68,872	70,525	72,218	73,951	75,726	77,543	79,404	81,310	83,261
	Tapping Fees	88,028	91,461	94,205	97,031	99,942	102,940	106,028	109,209	112,485	115,860	119,336
	Sundry Revenue	13,756	13,291	13,690	14,101	14,524	14,960	15,409	15,871	16,347	16,837	17,342
	Developer Contributions	32,903	33,726	34,569	35,433	36,319	37,227	38,158	39,112	40,090	41,092	42,119
1434	Service Agreement Erambie Cowra Water Maintenance	2,077	2,158	2,223	2,290	2,359	2,430	2,503	2,578	2,655	2,735	2,817
1430	LIRS - Interest Subsidy	27,360	17,206	17,206	6,778							
1433	Grant - Cowra Drought Water Supply Construction	4,464,970										
1436	Safe & Secure Grant - Cowra IWCM	185,323										
2102	Insurance Claim Income - Darbys Falls Pump Access	5,106										
	Grant - 50% WTP Replacement									15,000,000		
	Total income	11,647,843	7,890,001	8,125,232	8,357,099	8,599,887	8,856,943	9,121,716	9,394,436	24,675,340	9,964,677	10,262,696
	Expenses from continuing operations											
2000	Contribution to Administration Salaries	177,430	185,414	191,903	197,660	203,590	209,698	215,989	222,469	229,143	236,017	243,098
2004	Contribution - Compliance Officer	17,395	18,752	19,202	19,663	20,135	20,618	21,113	21,620	22,139	22,670	23,214
2005	Contribution - Depot Redevelopment Loan	10,917	10,917	15,538	20,736	14,347	14,347	14,347	14,347	14,347	14,347	14,347
2003	Contribution - Sustainability Officer	19,461	20,979	21,482	21,998	22,526	23,067	23,621	24,188	24,769	25,363	25,972
2001	Dividend - General fund	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
2002	Contribution - Training	35,487	37,084	38,382	39,533	40,719	41,941	43,199	44,495	45,830	47,205	48,621
1999	AODE	986,865	686,824	835,052	926,168	977,604	1,032,491	1,101,398	1,131,118	2,047,090	1,203,596	1,265,714
2007	Japanese Garden Water Subsidy	(107,465)	(115,847)	(118,627)	(121,474)	(124,389)	(127,374)	(130,431)	(133,561)	(136,766)	(140,048)	(143,409)
2006	Contribution from Sewer Fund - Cowra IWCM	(92,662)										
1440	Tr. From General Fund (S.611)	(180,000)	(180,000)	(180,000)	(120,000)	(80,000)	(50,000)					
1330	Public Promotion & Education	5,686	6,130	6,277	6,428	6,582	6,740	6,902	7,068	7,238	7,412	7,590
1258	Administration Expenses & Memberships	62,874	67,778	69,404	71,070	72,776	74,523	76,310	78,141	80,016	81,936	83,903
1333	Protective Equipment & Safety Supplies	7,979	8,601	8,807	9,018	9,234	9,456	9,683	9,915	10,153	10,397	10,647
1335	Avdta Charges on Standpipe Sales	3,133	3,377	3,458	3,541	3,626	3,713	3,802	3,893	3,986	4,082	4,180
1327	Donations - Water Availability Charge	26,765	28,853	29,545	30,254	30,980	31,724	32,485	33,265	34,063	34,881	35,718
1381	Minor Equipment	11,597	12,502	12,802	13,109	13,424	13,746	14,076	14,414	14,760	15,114	15,477
	ENGINEERING & SUPERVISION											
1325	Project Engineer - Water	35,164	40,636	42,058	43,320	44,620	45,959	47,338	48,758	50,221	51,728	53,280
1417	Cowra Integrated Water Cycle Management (IWCM)	370,645										
1334	Best Practice Compliance	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
	PURCHASE OF WATER											
1260	Central Tablelands Water	79,753	85,974	88,037	90,150	92,314	94,530	96,799	99,122	101,501	103,937	106,431
1259	State Water - Lachlan River	178,935	192,892	197,521	202,262	207,116	212,087	217,177	222,389	227,726	233,191	238,788
	PUMPING STATION											
1279	Pumping Station - Repairs & Operating Expenses	139,420	149,388	153,289	157,147	161,103	165,158	169,316	173,581	177,954	182,438	187,036
2101	Insurance Excess - Flood 15/11/2022	25,000										
	Darbys Falls Pump Access - Flood Damage Repairs	5,106										
1280	Energy Costs - Pumping Stations	353,280	441,600	452,198	463,051	474,164	485,544	497,197	509,130	521,349	533,861	546,674
2081	River Screen Maintenance	35,000	37,400	38,413	39,399	40,412	41,451	42,518	43,612	44,734	45,885	47,066
	RESERVOIRS											
	Reservoirs - Operations & Maintenance	126,963	137,173	141,016	144,712	148,505	152,398	156,394	160,497	164,709	169,033	173,472
	TREATMENT PLANT											
1261	Treatment Plant - Cowra - Operating Expenses	504,878	529,829	545,393	560,091	575,190	590,701	606,635	623,006	639,823	657,100	674,849
1268	Sludge Removal Expense	23,367	25,190	25,795	26,414	27,048	27,697	28,362	29,043	29,740	30,454	31,185
1263	Wyangala Operation - Treatment Plant	61,812	66,398	68,073	69,753	71,475	73,240	75,048	76,901	78,800	80,746	82,741
1265	Woodstock Chlorine Station Operation	8,078	8,594	8,840	9,074	9,315	9,562	9,816	10,076	10,344	10,619	10,901
1266	Wattamondara Chlorine Station Operation	8,077	8,707	8,916	9,130	9,349	9,573	9,803	10,038	10,279	10,526	10,779
1264	Darbys Falls Operation - Treatment Plant	50,723	54,033	55,554	57,015	58,514	60,053	61,634	63,255	64,920	66,630	68,386
1297	Koorawatha Chlorine Station Operation	14,182	15,288	15,655	16,031	16,416	16,810	17,213	17,626	18,049	18,482	18,926
1270	Chlorine	79,139	85,312	87,359	89,456	91,603	93,801	96,052	98,357	100,718	103,135	105,610
1271	Fluoride	14,153	15,257	15,623	15,998	16,382	16,775	17,178	17,590	18,012	18,444	18,887
1272	Aluminium Chlorohydrate (ACH)	173,397	186,922	191,408	196,002	200,706	205,523	210,456	215,507	220,679	225,975	231,398
1328	EPA Licence	7,254	7,820	8,008	8,200	8,397	8,599	8,805	9,016	9,232	9,454	9,681
1273	Caustic Soda	30,720	33,116	33,911	34,725	35,558	36,411	37,285	38,180	39,096	40,034	40,995
1274	Permanganate	7,548	8,137	8,332	8,532	8,737	8,947	9,162	9,382	9,607	9,838	10,074
1269	Testing - Treatment Plant	106,531	114,840	117,596	120,419	123,309	126,269	129,299	132,402	135,579	138,833	142,165
1276	Test Monitoring Software	12,600										
1277	Telephone	10,511	11,331	11,603	11,881	12,166	12,458	12,757	13,063	13,377	13,698	14,027
	MAINS											
	Water - Main Operations & Maintenance	761,408	784,186	806,213	827,371	849,092	871,390	894,280	917,780	941,905	966,672	992,098
1321	Infiltration Gallery	29,109	30,892	31,803	32,662	33,544	34,450	35,381	36,338	37,322	38,333	39,371
	TELEMETRY											
1320	Service & Maintenance	43,131	46,254	47,448	48,634	49,850	51,097	52,375	53,685	55,029	56,407	57,819
	METERS											
	Meters - Operations & Maintenance	219,704	234,050	240,639	246,963	253,455	260,119	266,961	273,986	281,199	288,603	296,205
	LOAN REPAYMENTS - INTEREST											
1952	Loan No. 252 - Water Treatment Plant Loan - LIRS	38,700	15,245									
1951	Loan No. 251 - Emergency Water Supply	53,401	49,798	45,952	41,848	37,467	32,791	27,801	22,475	16,791	10,724	4,249
1949	Loan No. 242a - 1C1 Zone - 93.12%	63,684	61,441	58,533	55,584	52,705	48,895	45,423	41,555	37,426	33,261	28,177
1950	Loan No. 241a - Mains Replacement Stage 3 - 88.33%	55,413	53,059	50,410	47,582	44,572	41,606	37,862	34,334	30,469	26,424	22,111
1953	Loan No. 238 - Mains Replacement	31,592	28,753	25,952	22,483	19,115	15,562	11,771	7,683	3,393		
	Proposed Loan - 50% WTP & River Offtake - Interest										1,076,326	1,044,795
	OVERHEADS & E.L.E.											
1338	Superannuation	126,155	136,532	146,646	156,560	161,256	166,094	171,077	176,209	181,495	186,940	192,548
1338	Public Holidays	42,730	43,626	45,153	46,508	47,903	49,340	50,820	52,345	53,915	55,532	57,198
1338	Workers Comp. Insurance	48,645	63,735	65,265	66,831	68,435	70,077	71,759	73,481	75,245	77,051	78,900
1338	Annual Leave	76,915	87,253	90,307	93,016	95,806	98,680	101,640	104,689	107,830	111,065	114,397
	Long Service Leave - Accrual	36,040	37,662	38,980	40,149	41,353	42,594	43,872	45,188	46,544	47,940	49,378
1338	Sick Leave	28,843	32,720	33,865	34,881	35,927	37,005	38,115	39,258	40,436	41,649	42,898
	Lump Sum Payment			16,000	16,000							
	OTHER											
1439	S.611 Charges	780,000	780,000	780,000	780,000	780,000	780,000	780,000	780,000	780,000	780,000	780,000
	DEPRECIATION CHARGE											
	Water Infrastructure Depreciation	2,225,063	2,269,564	2,314,955	2,361,254	2,408,479	2,456,649	2,505,782	2,555,898	2,607,016	2,659,156	2,712,339
	Plant & Equipment Depreciation	17,777	18,133	18,496	18,866	19,243	19,628	20,021	20,421	20,829	21,246	21,671
	Other Asset Depreciation	8,708	8,882	9,060	9,241	9,426	9,615	9,807	10,003	10,203	10,407	10,615
	Total expenses	8,194,717	7,888,985	8,193,499	8,496,899	8,711,180	8,943,829	9,213,486	9,397,231	10,470,263	10,864,749	11,063,191

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
	Capital items											
	METERS											
1347	New Meter Installations	106,199	113,238	116,389	119,428	122,546	125,746	129,030	132,402	135,863	139,416	143,063
1363	Meter Replacements	85,042	90,619	93,161	95,605	98,113	100,688	103,331	106,044	108,830	111,689	114,625
	RESERVOIRS											
1380	Reservoir Cleaning & Painting	34,954	53,850	55,142	56,465	57,820	59,208	60,629	62,084	63,574	65,100	66,662
1390	Cowra High Level Reservoir Dosing/Re-Chlorination	31,757										
1697	Reservoir Chlorine Monitoring System	61,607										
	Cowra - Reservoir Re-Roofing		64,004	65,540	67,113	68,724						
2067	Reservoirs Chlorine Leak Detection & Auto Shutoff Valves	50,000										
2036	Reservoir Fencing - Cowra & Pearces	13,000										
2037	Reservoir Fencing - Gooloogong	15,000										
	PUMPING STATIONS											
1398	Billimari - Pump Station Upgrade		64,004						64,004			
1410	Gooloogong Pump Replacement									21,538		
1392	River Low Lift Pump Station	126,372					169,557	173,796				
1388	High Lift Pump at River	50,000										233,949
1391	High Lift Pump at River - Switch Board	692,109	692,110									
1419	Southern Line - Pump Replacement Program										59,434	
	MAINS CONSTRUCTION											
1383	Cowra - Raw Water Intake Upgrade											1,559,659
1385	Mains Replacement/Renewal	211,157	225,537	231,679	237,650	243,777	250,064	256,514	263,132	269,924	276,893	284,044
2021	Mains Replacement - Vaux Lane	500,000										
2020	Mains Replacement - Brougham St: Fitzroy to Campbell	50,000										
2019	Mains Replacement - Bernie Heilman St	200,000										
	Replace AC Water Mains			1,312,286	1,372,204	1,366,370	1,360,387	1,354,396	1,348,256	1,341,962		
1698	Wyangala Village Mains Renewal	111,150										
1689	Gooloogong Water Supply Main	20,110										
1869	Comerford St & Lachlan St Main Replacement	240,000										
1386	Rural Residential Water Reticulation - Eloura to Camp Rd		331,144	452,564	231,939							
1421	Construct Emergency Drought Supply	4,464,970										
1759	William Street - Emergency Main Replacement	0										
	TREATMENT PLANT											
1393	WTP Office Extension	34,914										
1699	Install Solar PV 26kW System - Cowra WTP	25,000										
	New River Offtake									5,000,000		
	Replace Cowra WTP (30ML / day)									30,000,000		
	Loan Funding - 50% WTP & River Offtake									(20,000,000)		
1700	Bunded Area Reconstruction	58,230										
1415	Transfer Pump Refurbishment	150,000										
1411	Install Additional VSD on High Level Transfer Pump											
2065	WTP Filter to Waste Pipework	100,000										
2066	WTP Online Turbidity Analyser Replacements	139,221										
2112	Water - Lab Fume Cabinet & Makeover	25,000										
	OTHER											
1384	Replace Telemetry System	100,561										
	LOAN REPAYMENTS - PRINCIPAL											
	Loan No. 252 - Water Treatment Plant Loan - LIRS	457,358	480,813									
	Loan No. 242a - 1C1 Zone External - 93.12%	37,200	39,443	42,351	45,300	48,179	51,989	55,461	59,329	63,458	67,623	72,707
	Loan No. 251 - Emergency Water Supply	53,550	57,154	60,999	65,104	69,485	74,160	79,151	84,477	90,161	96,228	102,703
	Loan No. 241a - Mains Replacement Stage 3 - 88.33%	38,834	41,189	43,838	46,666	49,676	52,642	56,386	59,913	63,778	67,823	72,137
	Loan No. 238 - Mains Replacement	46,386	49,225	52,026	55,495	58,863	62,416	66,207	70,295	74,586		
	Proposed Loan - 50% WTP & River Offtake - Principal										573,988	605,519
1338	Long Service Leave	19,229	21,813	22,577	23,254	23,952	24,671	25,411	26,173	26,958	27,767	28,600
	Total capital items	8,348,911	2,324,143	2,548,552	2,416,222	2,207,504	2,331,528	2,360,311	2,276,109	17,260,632	1,485,961	3,283,668

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
	Cash reconciliation items											
	Depreciation	(2,251,548)	(2,296,579)	(2,342,511)	(2,389,361)	(2,437,148)	(2,485,892)	(2,535,610)	(2,586,322)	(2,638,048)	(2,690,809)	(2,744,625)
	LSL Accrual	(36,040)	(36,905)	(38,980)	(40,149)	(41,353)	(42,594)	(43,872)	(45,188)	(46,544)	(47,940)	(49,378)
	Total adjustment for non-cash items	(2,287,588)	(2,333,484)	(2,381,491)	(2,429,510)	(2,478,501)	(2,528,486)	(2,579,482)	(2,631,510)	(2,684,592)	(2,738,749)	(2,794,003)
	Increase / (decrease) in cash	(2,608,197)	10,357	(235,328)	(126,512)	159,703	110,073	127,401	352,606	(370,964)	352,716	(1,290,160)
	Funded by / (to) reserves											
	Transfer to Water Reserve - Long Service Leave	(28,239)	(28,455)	(32,322)	(33,291)	(34,290)	(35,320)	(36,379)	(37,470)	(38,594)	(39,752)	(40,945)
	Transfer to Water Reserve - Infrastructure	(697,539)	(1,485,636)	(1,931,688)	(1,893,855)	(1,956,715)	(2,015,074)	(2,044,129)	(2,167,231)	(1,409,091)	(843,263)	(949,497)
	Transfer to Water Reserve - Equalisation	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
	Transfer to S64 Water Reserve	(32,903)	(33,726)	(34,569)	(35,433)	(36,319)	(37,227)	(38,158)	(39,112)	(40,090)	(41,092)	(42,119)
	Transfer from Water Reserve - Infrastructure (Capital)	3,464,746	1,634,506	2,326,761	2,180,404	1,957,350	2,065,650	2,077,696	1,975,922	1,941,691	652,532	2,402,002
	Transfer from S64 Water Reserve (Capital)	32,903	33,726	34,569	35,433	36,319	37,227	38,158	39,112	40,090	41,092	42,119
	Transfer from Water Reserve - Long Service Leave	19,229	19,229	22,577	23,254	23,952	24,671	25,411	26,173	26,958	27,767	28,600
	Funded by / (to) general revenues	0	0	0	0	(0)	0	0	0	0	0	0

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
SEWER												
	Income from continuing operations											
	Sewer Access Charges	2,966,625	3,082,323	3,174,793	3,270,037	3,368,138	3,469,182	3,573,257	3,680,455	3,790,869	3,904,595	4,021,733
	Sewer Service Charges	750,682	779,959	803,358	827,459	852,283	877,851	904,187	931,313	959,252	988,030	1,017,671
	Wyangala Sewer - Access Charges	41,942	43,578	44,885	46,232	47,619	49,048	50,519	52,035	53,596	55,204	56,860
	Wyangala Sewer - Service Charges	19,194	19,943	20,541	21,157	21,792	22,446	23,119	23,813	24,527	25,263	26,021
	West Cowra Sewer - Access Charges		237,000	244,110	251,433	258,976	266,745	274,747	282,989	291,479	300,223	309,230
	West Cowra Sewer - Service Charges		51,000	52,530	54,106	55,729	57,401	59,123	60,897	62,724	64,606	66,544
1509	Sundry Income	13,431	13,955	14,374	14,805	15,249	15,706	16,177	16,662	17,162	17,677	18,207
	Pensioner Rates Abandoned	(78,522)	(81,584)	(83,542)	(85,547)	(87,600)	(89,702)	(91,855)	(94,059)	(96,317)	(98,628)	(100,995)
	Pensioner Rate Subsidy	43,187	44,871	45,948	47,051	48,180	49,336	50,520	51,732	52,974	54,245	55,547
1506	Council Services	24,593	25,552	26,319	27,109	27,922	28,760	29,623	30,512	31,427	32,370	33,341
	Interest on Overdue Charges	26,024	26,024	26,024	26,024	26,024	26,024	26,024	26,024	26,024	26,024	26,024
1507	Treatment Works Land Rental	22,705	23,590	24,298	25,027	25,778	26,551	27,348	28,168	29,013	29,883	30,779
1508	Trade Waste Fees	70,722	73,480	75,684	77,955	80,294	82,703	85,184	87,740	90,372	93,083	95,875
1511	Sludge Effluent at the STP	13,623	14,154	14,579	15,016	15,466	15,930	16,408	16,900	17,407	17,929	18,467
1513	Service Agreement Erambie Cowra Sewer Maintenance	54,059	55,410	56,795	58,215	59,670	61,162	62,691	64,258	65,864	67,511	69,199
	Developer Contributions	65,139	66,767	68,436	70,147	71,901	73,699	75,541	77,430	79,366	81,350	83,384
	Sewer - Interest on Investments	49,427	49,597	45,840	41,931	37,869	33,651	29,346	24,953	20,470	15,895	11,226
	Total income	4,082,830	4,525,619	4,654,972	4,788,157	4,925,290	5,066,493	5,211,959	5,361,822	5,516,209	5,675,260	5,839,113
	Expenses from continuing operations											
1984	Contribution to Admin Salaries	177,430	185,414	191,903	197,660	203,590	209,698	215,989	222,469	229,143	236,017	243,098
1987	Contribution - Compliance Officer	40,366	43,515	44,559	45,628	46,723	47,844	48,992	50,168	51,372	52,605	53,868
1990	Contribution - Depot Redevelopment Loan	10,917	10,917	15,538	20,736	14,347	14,347	14,347	14,347	14,347	14,347	14,347
1989	Contribution - Sustainability Officer	19,461	20,979	21,482	21,998	22,526	23,067	23,621	24,188	24,769	25,363	25,972
1985	Dividend - General Fund	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
1986	Contribution to Water Fund - Cowra IWCM	92,662										
1983	AODE	343,650	1,356,325	478,404	530,643	559,889	590,622	629,316	645,579	457,630	685,493	720,147
1988	Contribution Training	23,658	24,723	25,588	26,356	27,147	27,961	28,800	29,664	30,554	31,471	32,415
1447	Sewer - Administration Expenses	41,187	44,400	45,466	46,558	47,676	48,821	49,993	51,193	52,421	53,680	54,968
1469	Telephone	4,475	4,824	4,939	5,057	5,179	5,303	5,430	5,560	5,694	5,831	5,971
1456	Donations	1,485	1,601	1,639	1,678	1,718	1,759	1,801	1,844	1,888	1,933	1,979
1464	Protective Clothing & Safety Supplies	3,306	3,564	3,650	3,738	3,828	3,920	4,014	4,110	4,209	4,310	4,413
1470	EPA Licences	7,108	7,662	7,846	8,034	8,227	8,424	8,626	8,833	9,045	9,262	9,484
1471	Best Practice Compliance	10,240	11,039	11,304	11,575	11,853	12,137	12,428	12,726	13,031	13,344	13,664
1475	Project Engineer - Sewer	34,992	40,636	42,058	43,320	44,620	45,959	47,338	48,758	50,221	51,728	53,280
1489	Minor Equipment	5,793	6,245	6,395	6,548	6,705	6,866	7,031	7,200	7,373	7,550	7,731
	TREATMENT WORKS											
1465	STP Insurance	54,668	58,932	60,346	61,794	63,277	64,796	66,351	67,943	69,574	71,244	72,954
1442	Sewer - Treatment Works - Cowra Operation	388,970	428,834	440,168	451,320	462,757	474,488	486,518	498,857	511,512	524,491	537,802
1472	Bealieu House Maintenance	5,273	5,684	5,820	5,960	6,103	6,249	6,399	6,553	6,710	6,871	7,036
1445	Testing & Monitoring	31,220	33,655	34,463	35,290	36,137	37,004	37,892	38,801	39,732	40,686	41,662
1474	Test Monitoring Software	19,204	20,702	21,199	21,708	22,229	22,762	23,308	23,867	24,440	25,027	25,628
1446	Sewer - Treatment Works - Wyangala Operation	242,184	223,079	229,315	235,319	241,480	247,804	254,297	260,961	267,803	274,825	282,035
1467	Sludge Removal	143,967	155,197	158,922	162,736	166,642	170,641	174,736	178,930	183,224	187,621	192,124
	SEWER MAINS											
	Sewer - Mains - Repairs & Maintenance	254,608	270,426	278,324	285,799	293,477	301,364	309,465	317,787	326,335	335,116	344,136
1459	Condition Audit - Mains Inspection	39,862	42,971	44,002	45,058	46,139	47,246	48,380	49,541	50,730	51,948	53,195
1460	Sewer - Identify Illegal Mains Connections											
1457	S.611 Charges	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000
	PUMPING STATION											
	Sewer - Pumping Stations - Operating Expenses	148,159	157,672	162,167	166,461	170,870	175,397	180,046	184,819	189,722	194,755	199,923
	LOAN REPAYMENTS - INTEREST											
1945	Loan No. 244 - STP Upgrade	489,773	479,229	463,732	448,268	433,982	513,535	292,608	372,453	349,339	326,908	296,496
	Proposed Loan - West Cowra Sewerage			594,960	577,530	559,143	539,745	519,283	497,696	474,923	450,899	425,555
	EMPLOYMENT OVERHEADS & E.L.E.											
1476	Superannuation	36,540	30,055	32,473	34,859	35,905	36,982	38,091	39,234	40,411	41,623	42,872

Work Order	Budget Detail - Description	Revised Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
1476	Public Holidays	14,153	10,509	10,876	11,202	11,538	11,884	12,241	12,608	12,986	13,376	13,777
1476	Workers Comp. Insurance	16,293	21,348	21,860	22,385	22,922	23,472	24,035	24,612	25,203	25,808	26,427
1476	Annual Leave	25,476	21,017	21,753	22,406	23,078	23,770	24,483	25,217	25,974	26,753	27,556
	Long Service Leave - Accrual	6,535	6,829	7,068	7,280	7,498	7,723	7,955	8,194	8,440	8,693	8,954
1476	Sick Leave	9,553	7,882	8,157	8,402	8,654	8,914	9,181	9,456	9,740	10,032	10,333
	Lump Sum Payment			4,000	4,000							
	Depreciation Charge											
	Sewer Infrastructure Depreciation	965,656	984,969	1,004,668	1,024,761	1,045,256	1,066,161	1,087,484	1,109,234	1,131,419	1,154,047	1,177,128
	Building Depreciation	11,233	11,458	11,687	11,921	12,159	12,402	12,650	12,903	13,161	13,424	13,692
	Other Asset Depreciation	175	179	183	187	191	195	199	203	207	211	215
	Total expenses	3,990,232	5,002,469	4,786,913	4,884,175	4,943,465	5,109,263	4,983,328	5,136,508	4,983,282	5,247,292	5,310,837
	Capital items											
	SEWER MAINS											
1490	West Cowra Sewer Reticulation	80,000	11,043,730									
1485	Mains Replacement/Renewal Program	740,180	384,025	393,242	402,680	412,344	422,240	432,374	442,751	453,377	464,258	475,400
1693	Upsize Trunk Main 1			118,869								
	COWRA TREATMENT PLANT											
1692	Install Solar PV 99kW System - Cowra STP	110,000										
2018	Aerator Replacement	365,521										467,898
1492	Purchase - Dewatering Bins	15,349										
1497	Remediate Tertiary Ponds & Reinstate Wall	35,000										
1498	Replace WAS Pumps	12,000										
	New Package Plant Filtration & UV for Water Cart Effluent Re-Use	0	200,000									
1499	SN Return, Rotation pipe Work & Pump System	0	15,000									
1694	Online MLSS, Sludge Volume & Blanket Testing	80,000										
	SEWER PUMP STATIONS											
1487	Pump Station Renewal/Replacement	12,489	12,801	13,121	13,449	13,785	14,130	14,483	14,845	15,216	15,597	15,987
	OTHER											
1488	Ventstack Replacement	62,444	67,315	68,931	70,585	72,279						
1594	Install Flow Gauges	50,140										
	Replace Telemetry System							84,778				
	Airport Related Industrial Development - Wastewater					268,978						
	LOAN REPAYMENT - PRINCIPAL											
	Loan No. 244 - STP Upgrade	158,469	169,013	184,510	199,974	214,260	296,768	193,573	275,788	298,903	321,334	351,746
	Proposed Loan - West Cowra Sewerage			317,283	334,712	353,100	372,497	392,960	414,547	437,320	461,344	486,687
	Proposed Loan Funding - West Cowra Sewerage		(11,055,377)									
1476	Long Service Leave	6,369	5,254	5,438	5,601	5,769	5,942	6,120	6,304	6,493	6,688	6,889
	Total capital items	1,727,960	841,761	1,101,393	1,027,001	1,340,514	1,111,576	1,124,288	1,154,235	1,211,309	1,269,220	1,804,606
	Cash reconciliation items											
	Depreciation	(977,064)	(996,606)	(1,016,538)	(1,036,869)	(1,057,606)	(1,078,758)	(1,100,333)	(1,122,340)	(1,144,787)	(1,167,682)	(1,191,035)
	LSL Accrual	(6,535)	(6,692)	(7,068)	(7,280)	(7,498)	(7,723)	(7,955)	(8,194)	(8,440)	(8,693)	(8,954)
	Total adjustment for non-cash items	(983,599)	(1,003,298)	(1,023,606)	(1,044,149)	(1,065,104)	(1,086,481)	(1,108,288)	(1,130,534)	(1,153,227)	(1,176,375)	(1,199,989)
	Increase / (decrease) in cash	(651,763)	(315,313)	(209,728)	(78,870)	(293,586)	(67,865)	212,631	201,612	474,845	335,123	(76,341)
	Funded by / (to) reserves											
	Transfer to Sewer Reserve - Long Service Leave	(8,003)	(8,627)	(8,834)	(9,046)	(9,263)	(9,485)	(9,713)	(9,946)	(10,185)	(10,429)	(10,679)
	Transfer to S64 Sewer Reserve	(65,139)	(66,767)	(68,436)	(70,147)	(71,901)	(73,699)	(75,541)	(77,430)	(79,366)	(81,350)	(83,384)
	Transfer to Sewer Reserve - Infrastructure	(1,252,929)	(619,594)	(499,087)	(530,398)	(604,507)	(507,621)	(891,986)	(815,726)	(1,108,957)	(989,700)	(926,868)
	Transfer from Sewer Reserve - Infrastructure (Capital)	1,807,782	667,494	594,163	486,714	767,386	436,370	531,635	457,596	468,593	479,855	959,284
	Transfer from S94 Sewer Reserve (Capital)		212,346	68,436	70,147	71,901	73,699	75,541	77,430	79,366	81,350	83,384
	Transfer from Sewer Reserve - Long Service Leave	31,344	6,369	5,438	5,601	5,769	5,942	6,120	6,304	6,493	6,688	6,889
	Transfer to Wyangala STP Reserve	(103,477)	(98,987)	(111,266)	(109,320)	(107,280)	(105,145)	(102,984)	(100,801)	(98,593)	(96,362)	(94,107)
	Transfer from Wyangala STP Reserve	242,184	223,079	229,315	235,319	241,480	247,804	254,297	260,961	267,803	274,825	141,822
	Funded by / (to) general revenues	0	0	0	0	0	0	0	0	0	0	0

Reserves Schedule												
Fund	Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
General	Long Service Leave	1,017,832	1,017,832	1,017,832	1,017,832	1,017,832	1,017,832	1,017,832	1,017,832	1,017,832	1,017,832	1,017,832
General	Plant & Vehicle Replacement	1,741,096	1,544,567	1,686,832	1,569,966	1,686,451	1,808,186	1,380,693	1,061,107	1,459,311	1,459,311	1,459,311
General	Aquatic Centre Capital Renewal	1,253,462	-	-	-	-	-	-	-	-	-	-
General	Art Gallery	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
General	Bad Debts	74,189	81,689	89,189	97,189	105,189	113,189	121,689	130,189	139,189	148,189	157,189
General	Built Asset Replacement Program	2,051,914	2,490,746	2,478,450	2,465,855	2,452,946	2,439,705	2,426,114	2,412,154	2,397,804	2,383,044	2,367,850
General	Business Assistance	45,751	17,193	20,571	20,571	20,571	20,571	20,571	20,571	20,571	20,571	20,571
General	Caravan Park	758,323	796,788	279,430	264,306	252,747	244,881	241,123	242,274	278,841	292,249	310,231
General	Carry Over Works	-	-	-	-	-	-	-	-	-	-	-
General	Civic Centre	21,745	27,257	32,935	38,783	44,806	51,010	57,400	63,982	70,761	77,743	77,743
General	Depot Redevelopment	59,221	14,852	-	-	-	-	-	-	-	-	-
General	Election	77,097	112,097	9,243	49,243	89,243	129,243	15,104	58,104	101,104	144,104	17,250
General	IT Equipment	-	-	-	50,000	100,000	150,000	200,000	250,000	300,000	350,000	400,000
General	Lachlan River Precinct	140,684	140,684	140,684	140,684	140,684	140,684	140,684	140,684	140,684	140,684	140,684
General	Peace Precinct	8,312	8,312	8,312	8,312	8,312	8,312	8,312	8,312	8,312	8,312	8,312
General	Pedestrian & Cycling Plan	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
General	Quarry Rehabilitation	386,613	418,465	448,438	477,693	506,211	533,972	560,957	587,146	612,518	637,051	660,725
General	RMS Warranty	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
General	Saleyards	22,274	33,067	46,727	84,797	123,923	164,101	204,649	248,106	316,291	365,315	415,841
General	Statecover	113,739	132,200	151,244	170,745	190,715	211,164	232,104	253,546	275,503	297,987	321,011
General	Statewide	149,971	184,688	222,112	260,434	299,676	339,860	381,008	423,144	466,291	510,474	555,717
General	Unexpended Grants	3,548,313	2,810,085	3,028,083	3,103,785	3,181,379	3,260,914	3,342,437	3,425,998	3,511,648	3,599,439	3,689,425
		11,773,036	10,133,023	9,962,582	10,122,695	10,523,187	10,936,125	10,653,177	10,645,649	11,419,161	11,754,805	11,922,192
Waste	Waste - General	1,037,841	1,090,834	1,176,380	1,267,974	1,363,539	1,061,586	751,537	833,738	928,465	1,015,061	1,103,262
Waste	Waste - DWM	1,005,347	1,120,580	1,289,039	1,448,812	1,614,885	1,763,295	1,889,544	2,030,966	2,302,117	2,472,646	2,651,035
Waste	Waste - Long Service Leave	122,831	132,766	143,260	154,069	165,202	176,669	188,480	200,645	213,176	226,082	239,375
		2,166,019	2,344,181	2,608,679	2,870,855	3,143,626	3,001,550	2,829,561	3,065,349	3,443,757	3,713,789	3,993,672
Water	Water - Long Service Leave	132,072	141,299	151,044	161,081	171,419	182,068	193,036	204,333	215,969	227,954	240,298
Water	Water - Infrastructure	4,215,115	4,216,245	3,971,172	3,834,623	3,983,988	4,083,412	4,199,845	4,541,154	4,158,554	4,499,285	3,196,780
		4,347,188	4,357,544	4,122,216	3,995,704	4,155,407	4,265,480	4,392,881	4,745,487	4,374,523	4,727,239	3,437,079
Sewer	Sewer - Long Service Leave	6,374	8,632	12,028	15,473	18,967	22,510	26,103	29,745	33,437	37,178	40,968
Sewer	Sewer - Wyangala Treatment Plant	1,352,184	1,228,093	1,110,044	984,045	849,845	707,185	555,872	395,712	226,502	48,038	323
Sewer	Sewer - Infrastructure	8,362,982	8,315,082	8,220,006	8,263,690	8,100,811	8,172,062	8,532,413	8,890,543	9,530,907	10,040,752	10,008,336
		9,721,540	9,551,806	9,342,078	9,263,208	8,969,622	8,901,757	9,114,388	9,316,000	9,790,846	10,125,968	10,049,627
	Total	28,007,782	26,386,555	26,035,555	26,252,462	26,791,843	27,104,912	26,990,007	27,772,486	29,028,287	30,321,801	29,402,570

Developer Contribution Schedule											
Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Section 94 Rural Roads	0	0	0	0	0	0	0	0	0	0	0
Section 94 Urban Roads	0	0	0	0	0	0	0	0	0	0	0
Section 94 Bushfire Rural - Villages	0	0	0	0	0	0	0	0	0	0	0
Section 94 River Park Rd Drainage	0	0	0	0	0	0	0	0	0	0	0
Section 94 Public Open Space	0	0	0	0	0	0	0	0	0	0	0
Section 94 Killara Rd Drainage	0	0	0	0	0	0	0	0	0	0	0
Section 94 Drainage	0	0	0	0	0	0	0	0	0	0	0
Section 94 Off Street Parking	0	0	0	0	0	0	0	0	0	0	0
Section 94 Community Facilities	0	0	0	0	0	0	0	0	0	0	0
Rural Roads Capital Contributions	0	0	0	0	0	0	0	0	0	0	0
Street Tree Capital Contributions	0	0	0	0	0	0	0	0	0	0	0
S94A	67,464	78,120	89,042	100,237	111,712	123,473	135,529	147,887	160,553	173,536	186,843
S94 Growth Areas	27,073	28,714	30,396	32,120	33,887	35,699	37,556	39,459	41,409	43,409	45,458
Total General Fund	94,537	106,834	119,438	132,357	145,599	159,172	173,085	187,345	201,962	216,944	232,301
Section 64 Water	0	0	0	0	0	0	0	0	0	0	0
Headworks Water	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
Section 64 Sewerage	145,579	0	0	0	0	0	0	0	0	0	0
Headworks Sewer	0	0	0	0	0	0	0	0	0	0	0
Total Sewer Fund	145,579	0									
Grand Total	240,116	106,834	119,438	132,357	145,599	159,172	173,085	187,345	201,962	216,944	232,301

Key Performance indicators by Fund	Revised	Revised	Revised	Revised	Revised	Revised	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
	2023	2023	2023	2023	2023	2023	2024	2024	2024	2024	2024	2024	2025	2025	2025	2025	2025	2025	2026	2026	2026	2026	2026	2026
	Consolidated	General	Water	Sewer	Waste	Gen-Wte	Consolidated	General	Water	Sewer	Waste	Gen-Wte	Consolidated	General	Water	Sewer	Waste	Gen-Wte	Consolidated	General	Water	Sewer	Waste	Gen-Wte
Unrestricted Current Ratio																								
Current Assets less all External Restrictions	21,453	20,277	8,577	9,892	1,131	21,502	21,742	20,503	8,587	9,722	1,194	21,804	21,514	20,179	8,352	9,512	1,290	21,588	21,180	19,743	8,225	9,433	1,392	21,267
Current Liabilities less Specific Purpose Liabilities	5,244	5,244	4,090	278	344	5,244	5,244	5,244	4,090	278	344	5,244	5,244	5,244	4,090	278	344	5,244	5,244	5,244	4,090	278	344	5,244
Benchmark is greater than 1.5x	4.09	3.87	2.10	35.58	3.29	4.10	4.15	3.91	2.10	34.97	3.47	4.16	4.10	3.85	2.04	34.22	3.75	4.12	4.04	3.76	2.01	33.93	4.05	4.06
Debt Service Cover Ratio																								
Operating result before capital excluding interest and depreciation/impairment/amortisation	6,755	3,204	1,450	1,494	607	3,811	10,301	6,523	2,472	932	374	6,897	8,735	4,070	2,421	1,875	369	4,439	8,844	4,261	2,382	1,897	305	4,566
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	2,400	814	876	648	62	876	2,268	682	876	648	62	744	2,826	786	380	1,560	99	885	2,977	999	380	1,560	37	1,036
Benchmark is greater than 2x	2.81	3.94	1.65	2.31	9.78	4.35	4.54	9.56	2.82	1.44	6.03	9.27	3.09	5.18	6.37	1.20	3.73	5.01	2.97	4.26	6.27	1.22	8.20	4.41
Rates & Annual Charges Coverage Ratio																								
Rates & Annual Charges	15,371	7,438	1,954	2,973	3,006	10,444	16,234	7,728	2,057	3,326	3,123	10,851	16,675	7,913	2,119	3,426	3,217	11,130	17,128	8,102	2,183	3,529	3,314	11,416
Income from Continuing Operations	55,482	34,358	11,648	4,083	5,393	39,752	52,318	34,965	7,890	4,526	4,937	39,902	45,993	28,131	8,125	4,655	5,081	33,213	43,910	25,537	8,357	4,788	5,228	30,765
Benchmark is greater than or equal to 40%	27.7%	21.6%	16.8%	72.8%	55.7%	26.3%	31.0%	22.1%	26.1%	73.5%	63.3%	27.2%	36.3%	28.1%	26.1%	73.6%	63.3%	33.5%	39.0%	31.7%	26.1%	73.7%	63.4%	37.1%
Operating Performance																								
Operating revenue excluding capital grants and contributions – operating expenses	-2,713	-1,973	-1,045	27	277	-1,695	734	1,268	-33	-544	42	1,310	-1,626	-1,334	-103	-200	12	-1,323	-1,807	-1,409	-175	-166	-56	-1,466
Operating revenue excluding capital grants and contributions	43,388	26,827	7,150	4,018	5,393	32,220	46,088	28,836	7,856	4,459	4,937	33,773	44,045	26,286	8,091	4,587	5,081	31,368	42,104	23,836	8,322	4,718	5,228	29,064
Benchmark is greater than 0%	-6.3%	-7.4%	-14.6%	0.7%	5.1%	-5.3%	1.6%	4.4%	-0.4%	-12.2%	0.9%	3.9%	-3.7%	-5.1%	-1.3%	-4.4%	0.2%	-4.2%	-4.3%	-5.9%	-2.1%	-3.5%	-1.1%	-5.0%
Own Source Operating Revenue																								
Rates, fees and charges	34,803	18,455	6,937	4,018	5,393	23,848	34,420	17,185	7,839	4,459	4,937	22,122	33,387	15,646	8,073	4,587	5,081	20,728	34,263	16,002	8,315	4,718	5,228	21,230
Total operating revenue (inclusive of capital grants and contributions)	55,198	34,075	11,648	4,083	5,393	39,468	52,148	34,795	7,890	4,526	4,937	39,732	45,993	28,131	8,125	4,655	5,081	33,213	43,732	25,358	8,357	4,788	5,228	30,586
Benchmark is greater than 60%	63.1%	54.2%	59.6%	98.4%	100.0%	60.4%	66.0%	49.4%	99.4%	98.5%	100.0%	55.7%	72.6%	55.6%	99.4%	98.5%	100.0%	62.4%	78.3%	63.1%	99.5%	98.5%	100.0%	69.4%
Cash Expense Cover Ratio																								
Current year's cash, cash equivalents and term deposits	34,896	16,673	6,724	9,362	2,136	18,810	35,007	16,912	6,734	9,047	2,314	19,226	34,515	16,600	6,499	8,837	2,579	19,179	34,149	16,177	6,372	8,758	2,841	19,018
Payments from cash flow of operating and financing activities x12	38,527	24,011	6,540	3,165	4,810	28,821	37,537	22,560	6,223	4,168	4,585	27,145	37,588	22,543	6,011	4,265	4,769	27,312	35,673	20,101	6,280	4,375	4,917	25,018
Benchmark is greater than 3 months	10.87	8.33	12.34	35.50	5.33	7.83	11.19	9.00	12.99	26.05	6.06	8.50	11.02	8.84	12.97	24.86	6.49	8.43	11.49	9.66	12.18	24.02	6.93	9.12

Key Performance indicators by Fund	Budget 2027 Consolidated	Budget 2027 General	Budget 2027 Water	Budget 2027 Sewer	Budget 2027 Waste	Budget 2027 Gen-Wte	Budget 2028 Consolidated	Budget 2028 General	Budget 2028 Water	Budget 2028 Sewer	Budget 2028 Waste	Budget 2028 Gen-Wte	Budget 2029 Consolidated	Budget 2029 General	Budget 2029 Water	Budget 2029 Sewer	Budget 2029 Waste	Budget 2029 Gen-Wte	Budget 2030 Consolidated	Budget 2030 General	Budget 2030 Water	Budget 2030 Sewer	Budget 2030 Waste	Budget 2030 Gen-Wte	
Unrestricted Current Ratio																									
Current Assets less all External Restrictions	21,560	20,016	8,385	9,140	1,499	21,661	21,066	19,813	8,495	9,072	1,208	21,181	19,727	18,772	8,622	9,285	910	19,855	19,003	17,954	8,975	9,486	1,005	19,146	
Current Liabilities less Specific Purpose Liabilities	5,244	5,244	4,090	278	344	5,244	5,244	5,244	4,090	278	344	5,244	5,244	5,244	4,090	278	344	5,244	5,244	5,244	4,090	278	344	5,244	
Benchmark is greater than 1.5x	4.11	3.82	2.05	32.88	4.36	4.13	4.02	3.78	2.08	32.63	3.51	4.04	3.76	3.58	2.11	33.40	2.65	3.79	3.62	3.42	2.19	34.12	2.92	3.65	
Debt Service Cover Ratio																									
Operating result before capital excluding interest and depreciation/impairment/amortisation	9,184	4,465	2,443	1,961	315	4,780	9,112	4,306	2,501	2,016	290	4,595	8,930	4,077	2,529	2,065	259	4,336	9,213	4,146	2,650	2,140	276	4,422	
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	2,732	754	380	1,560	37	791	2,894	754	380	1,723	37	791	2,541	726	380	1,398	37	763	2,681	704	380	1,560	37	741	
Benchmark is greater than 2x	3.36	5.92	6.43	1.26	8.48	6.04	3.15	5.71	6.58	1.17	7.80	5.81	3.51	5.62	6.65	1.48	5.69	3.44	5.89	6.97	1.37		5.97		
Rates & Annual Charges Coverage Ratio																									
Rates & Annual Charges	17,594	8,296	2,249	3,635	3,414	11,710	18,073	8,495	2,316	3,745	3,517	12,012	18,565	8,699	2,386	3,857	3,623	12,322	19,071	8,907	2,458	3,973	3,732	12,639	
Income from Continuing Operations	44,056	25,152	8,600	4,925	5,379	30,531	44,450	25,432	8,857	5,066	5,094	30,527	45,075	25,949	9,122	5,212	4,793	30,742	46,199	26,507	9,394	5,362	4,936	31,443	
Benchmark is greater than or equal to 40%	39.9%	33.0%	26.1%	73.8%	63.5%	38.4%	40.7%	33.4%	26.2%	73.9%	69.0%	39.3%	41.2%	33.5%	26.2%	74.0%	75.6%	40.1%	41.3%	33.6%	26.2%	74.1%	75.6%	40.2%	
Operating Performance																									
Operating revenue excluding capital grants and contributions – operating expenses	-1,575	-1,285	-148	-90	-52	-1,337	-1,855	-1,531	-124	-116	-83	-1,614	-1,944	-1,847	-130	153	-120	-1,967	-1,872	-1,869	-42	148	-109	-1,978	
Operating revenue excluding capital grants and contributions	43,152	24,356	8,564	4,853	5,379	29,735	43,772	24,865	8,820	4,993	5,094	29,959	44,380	25,367	9,084	5,136	4,793	30,160	45,487	25,912	9,355	5,284	4,936	30,848	
Benchmark is greater than 0%	-3.6%	-5.3%	-1.7%	-1.9%	-1.0%	-4.5%	-4.2%	-6.2%	-1.4%	-2.3%	-1.6%	-5.4%	-4.4%	-7.3%	-1.4%	3.0%	-2.5%	-6.5%	-4.1%	-7.2%	-0.4%	2.8%	-2.2%	-6.4%	
Own Source Operating Revenue																									
Rates, fees and charges	35,163	16,367	8,564	4,853	5,379	21,746	35,623	16,716	8,820	4,993	5,094	21,811	36,069	17,056	9,084	5,136	4,793	21,849	37,009	17,433	9,355	5,284	4,936	22,369	
Total operating revenue (inclusive of capital grants and contributions)	43,814	24,910	8,600	4,925	5,379	30,289	44,450	25,432	8,857	5,066	5,094	30,527	45,075	25,949	9,122	5,212	4,793	30,742	46,199	26,507	9,394	5,362	4,936	31,443	
Benchmark is greater than 60%	80.3%	65.7%	99.6%	98.5%	100.0%	71.8%	80.1%	65.7%	99.6%	98.5%	100.0%	71.4%	80.0%	65.7%	99.6%	98.6%	100.0%	71.1%	80.1%	65.8%	99.6%	98.6%	100.0%	71.1%	
Cash Expense Cover Ratio																									
Current year's cash, cash equivalents and term deposits	34,574	16,464	6,532	8,465	3,114	19,578	34,285	16,274	6,642	8,397	2,972	19,246	33,425	15,247	6,769	8,610	2,800	18,046	33,412	14,443	7,122	8,811	3,035	17,479	
Payments from cash flow of operating and financing activities x12	36,119	20,157	6,459	4,446	5,057	25,214	36,955	20,811	6,657	4,692	4,796	25,607	37,375	21,499	6,891	4,462	4,524	26,022	38,321	21,937	7,040	4,696	4,648	26,585	
Benchmark is greater than 3 months	11.49	9.80	12.14	22.85	7.39	9.32	11.13	9.38	11.97	21.48	7.44	9.02	10.73	8.51	11.79	23.16	7.43	8.32	10.46	7.90	12.14	22.51	7.84	7.89	

Key Performance indicators by Fund	Budget 2031 Consolidated	Budget 2031 General	Budget 2031 Water	Budget 2031 Sewer	Budget 2031 Waste	Budget 2031 Gen-Wte	Budget 2032 Consolidate	Budget 2032 General	Budget 2032 Water	Budget 2032 Sewer	Budget 2032 Waste	Budget 2032 Gen-Wte	Budget 2033 Consolidate	Budget 2033 General	Budget 2033 Water	Budget 2033 Sewer	Budget 2033 Waste	Budget 2033 Gen-Wte	
Unrestricted Current Ratio																			
Current Assets less all External Restrictions	19,691	18,535	8,604	9,961	1,112	19,848	19,049	17,793	8,957	10,296	1,211	19,221	18,167	16,809	7,667	10,220	1,313	18,355	
Current Liabilities less Specific Purpose Liabilities	5,244	5,244	4,090	278	344	5,244	5,244	5,244	4,090	278	344	5,244	5,244	5,244	4,090	278	344	5,244	
Benchmark is greater than 1.5x	3.76	3.53	2.10	35.83	3.23	3.76	3.63	3.39	2.19	37.04	3.52	3.67	3.46	3.21	1.87	36.76	3.82	3.50	
Debt Service Cover Ratio																			
Operating result before capital excluding interest and depreciation/impairment/amortisation	9,466	4,733	1,891	2,423	419	5,152	9,365	3,867	2,896	2,292	310	4,176	9,281	3,603	3,001	2,358	319	3,922	
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	2,681	704	380	1,560	37	741	4,254	704	1,952	1,560	37	741	4,254	704	1,952	1,560	37	741	
Benchmark is greater than 2x	3.53	6.73	4.98	1.55		6.95	2.20	5.49	1.48	1.47		5.64	2.18	5.12	1.54	1.51		5.29	
Rates & Annual Charges Coverage Ratio																			
Rates & Annual Charges	19,590	9,121	2,532	4,093	3,845	12,965	20,124	9,339	2,609	4,216	3,961	13,300	20,673	9,563	2,687	4,342	4,080	13,643	
Income from Continuing Operations	68,392	33,117	24,675	5,516	5,083	38,200	48,587	27,713	9,965	5,675	5,235	32,947	49,739	28,246	10,263	5,839	5,391	33,637	
Benchmark is greater than or equal to 40%	28.6%	27.5%	10.3%	74.2%	75.6%	33.9%	41.4%	33.7%	26.2%	74.3%	75.7%	40.4%	41.6%	33.9%	26.2%	74.4%	75.7%	40.6%	
Operating Performance																			
Operating revenue excluding capital grants and contributions – operating expenses	-1,730	-1,375	-835	454	27	-1,348	-3,018	-2,335	-941	347	-89	-2,424	-3,177	-2,694	-843	445	-86	-2,780	
Operating revenue excluding capital grants and contributions	46,662	26,507	9,635	5,437	5,083	31,590	47,840	27,088	9,924	5,594	5,235	32,323	48,973	27,606	10,221	5,756	5,391	32,997	
Benchmark is greater than 0%	-3.7%	-5.2%	-8.7%	8.3%	0.5%	-4.3%	-6.3%	-8.6%	-9.5%	6.2%	-1.7%	-7.5%	-6.5%	-9.8%	-8.2%	7.7%	-1.6%	-8.4%	
Own Source Operating Revenue																			
Rates, fees and charges	38,013	17,857	9,635	5,437	5,083	22,940	39,015	18,263	9,924	5,594	5,235	23,497	39,968	18,601	10,221	5,756	5,391	23,992	
Total operating revenue (inclusive of capital grants and contributions)	68,392	33,117	24,675	5,516	5,083	38,200	48,587	27,713	9,965	5,675	5,235	32,947	49,739	28,246	10,263	5,839	5,391	33,637	
Benchmark is greater than 60%	55.6%	53.9%	39.0%	98.6%	100.0%	60.1%	80.3%	65.9%	99.6%	98.6%	100.0%	71.3%	80.4%	65.9%	99.6%	98.6%	100.0%	71.3%	
Cash Expense Cover Ratio																			
Current year's cash, cash equivalents and term deposits	34,490	15,039	6,751	9,286	3,414	18,453	34,720	14,312	7,104	9,621	3,684	17,996	32,666	13,344	5,814	9,545	3,964	17,308	
Payments from cash flow of operating and financing activities x12	39,224	21,929	8,078	4,566	4,651	26,580	42,055	23,360	8,932	4,854	4,910	28,270	43,252	24,125	9,122	4,949	5,056	29,181	
Benchmark is greater than 3 months	10.55	8.23	10.03	24.40	8.81	8.33	9.91	7.35	9.54	23.79	9.00	7.64	9.06	6.64	7.65	23.14	9.41	7.12	

Capital Works Listing

Fund	Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
General Fund	Major Software & Infrastructure Upgrades	100,000									
General Fund	Cinema Upgrade - Grant Funded	250,000									
General Fund	Auditorium Seating Upgrade - Grant Funded	1,500,000									
General Fund	Pound Refurbishment	164,000									
General Fund	Pound - Cat Cages	10,000									
General Fund	Survey Equipment Upgrade									15,000	
General Fund	Depot Redevelopment Stage 3	400,000	400,000	50,000							
General Fund	Plant Purchases	1,136,529	797,735	1,056,866	823,515	818,265	1,367,493	1,259,586	541,796	940,000	940,000
General Fund	RTR - Program Works		915,452	915,452	915,452	915,452	915,452	915,452	915,452	915,452	915,452
General Fund	RTR - Gravel Roads Resheeting	290,369									
General Fund	RTR - Middle Creek Rd - Resheeting	28,127									
General Fund	RTR - Sealed Roads Rehabilitation/Widening	92,900									
General Fund	RTR - Heavy Patching	449,855									
General Fund	RTR - Heavy Patching - Milburn Creek Road	13,500									
General Fund	RTR - Culverts - Saywaker Lane	11,000									
General Fund	RTR - Culverts - Myalla Road	12,500									
General Fund	RTR - Culverts - Ridgeland Road	5,500									
General Fund	RTR - Culverts - Sheppy Lane	5,500									
General Fund	RTR - Culverts - Nada Road	5,500									
General Fund	RTR - Culverts - Mylbie Lane	20,000									
General Fund	RTR - Culverts & Road Safety - Kangaroo Flat Rd	100,000									
General Fund	RTR - Gowerhardy Stormwater Drainage - Stage 1	70,604									
General Fund	RTR - Kangaroo Flat Rd - Rehab & Seal 8.9-12.2 (FLR2)	135,503									
General Fund	RTR - Kangaroo Flat Rd - Rehab & Seal 13.1-14.8 (FLR2)	50,554									
General Fund	RTR - Mt McDonald Rd - Rehab & Seal 4.4-5.3 (FLR2)	56,981									
General Fund	RTR - Mt McDonald Rd - Rehab & Seal 6.7-7.7 (FLR2)	98,089									
General Fund	RTR & FLR3 - Camp Rd Seal 1.6-3.6km	93,261									
General Fund	RTR & FLR3 - Troopers Rd Seal 0-5km	854,028									
General Fund	FLR4 - Kangaroo Rd Rehab & Seal	40,900	560,100								
General Fund	Cowra Street & Lane Reseals	361,489	245,351	168,770		213,957	368,996	230,150	173,693	177,862	182,131
General Fund	Japanese Gardens Carpark Upgrade	100,000									
General Fund	Local Government Recovery Grant Projects	300,000									
General Fund	Grading	928,711	951,001	973,825	997,197	1,021,130	1,045,637	1,070,732	1,096,430	1,122,745	1,149,691
General Fund	Gravel Resheeting			559,402	572,827	586,575	600,652	615,068	629,829	644,945	660,424
General Fund	Rural Reseals		351,775	435,386	688,251	430,647	334,989	419,322	351,775	360,217	368,862
General Fund	Local Government Recovery - Rural Culverts	700,000									
General Fund	Village Reseals	52,984	52,984	52,756	52,688	52,560	52,920	52,912	52,752	52,376	
General Fund	Low Level Bridge - New								6,000,000		
General Fund	West Cowra Drainage Improvements - Walker St to Grenfell Rd	365,000									
General Fund	WP1 - New Pools Filtration	3,249,505									
General Fund	WP2 - Main Pool & Toddler Pool Redevelopment		2,506,159								
General Fund	WP3 - Splashpad and Plant Room			981,202							
General Fund	Playground Asset Renewal	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
General Fund	Col Stinson Park Amenities and Clubhouse	592,982									
General Fund	Cover Yard Walkways Stage 1	100,000									
General Fund	Project Planning & Detailed Design - Stage 2 Works	39,104									
General Fund	Tender & Procurement - Stage 2 Works	10,000									

Capital Works Listing

Fund	Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
General Fund	Caravan Park - Capital Improvement		1,693,000								
General Fund	Building AMP - Works	27,870	27,870	27,870	27,870	27,870	27,870	27,870	27,870	27,870	27,870
Waste Fund	MGB Replacements	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Waste Fund	Replacement Garbage Truck					390,000	390,000				
Waste Fund	Landfill Waste Cell Modifications	177,175									
Waste Fund	Staff Amenities Building & Admin Office Renovation	399,678									
Water Fund	New Meter Installations	113,238	116,389	119,428	122,546	125,746	129,030	132,402	135,863	139,416	143,063
Water Fund	Meter Replacements	90,619	93,161	95,605	98,113	100,688	103,331	106,044	108,830	111,689	114,625
Water Fund	Reservoir Cleaning & Painting	53,850	55,142	56,465	57,820	59,208	60,629	62,084	63,574	65,100	66,662
Water Fund	Cowra - Reservoir Re-Roofing	64,004	65,540	67,113	68,724						
Water Fund	Billimari - Pump Station Upgrade	64,004						64,004			
Water Fund	Gooloogong Pump Replacement								21,538		
Water Fund	River Low Lift Pump Station					169,557	173,796				
Water Fund	High Lift Pump at River										233,949
Water Fund	High Lift Pump at River - Switch Board	692,110									
Water Fund	Southern Line - Pump Replacement Program									59,434	
Water Fund	Cowra - Raw Water Intake Upgrade										1,559,659
Water Fund	Mains Replacement/Renewal	225,537	231,679	237,650	243,777	250,064	256,514	263,132	269,924	276,893	284,044
Water Fund	Replace AC Water Mains		1,312,286	1,372,204	1,366,370	1,360,387	1,354,396	1,348,256	1,341,962		
Water Fund	Rural Residential Water Reticulation - Eloura to Camp Rd	331,144	452,564	231,939							
Water Fund	New River Offtake								5,000,000		
Water Fund	Replace Cowra WTP (30ML / day)								30,000,000		
Sewer Fund	West Cowra Sewer Reticulation	11,043,730									
Sewer Fund	Mains Replacement/Renewal Program	384,025	393,242	402,680	412,344	422,240	432,374	442,751	453,377	464,258	475,400
Sewer Fund	Upsize Trunk Main 1		118,869								
Sewer Fund	Aerator Replacement										467,898
Sewer Fund	New Package Plant Filtration & UV for Water Cart Effluent Re-Use	200,000									
Sewer Fund	SN Return, Rotation pipe Work & Pump System	15,000									
Sewer Fund	Pump Station Renewal/Replacement	12,801	13,121	13,449	13,785	14,130	14,483	14,845	15,216	15,597	15,987
Sewer Fund	Ventstack Replacement	67,315	68,931	70,585	72,279						
Sewer Fund	Replace Telemetry System						84,778				
Sewer Fund	Airport Related Industrial Development - Wastewater				268,978						
	Totals by Fund										
General Fund		12,847,845	8,526,427	5,246,529	4,102,800	4,091,456	4,739,009	4,616,092	9,814,597	4,281,467	4,269,430
Waste Fund		596,853	20,000	20,000	20,000	410,000	410,000	20,000	20,000	20,000	20,000
Water Fund		1,634,506	2,326,761	2,180,404	1,957,350	2,065,650	2,077,696	1,975,922	36,941,691	652,532	2,402,002
Sewer Fund		11,722,871	594,163	486,714	767,386	436,370	531,635	457,596	468,593	479,855	959,284
	Total Consolidated	26,802,075	11,467,351	7,933,647	6,847,536	7,003,476	7,758,340	7,069,610	47,244,881	5,433,854	7,650,716

COWRA SHIRE COUNCIL - LOAN SUMMARY

EXTERNAL LOANS																
	LENDER	PURPOSE	DATE OBTAINED	DUE DATE	PRINCIPAL	INTEREST RATE	ANNUAL REPAYMENT	PRINCIPAL O/S 1/7/2022	2023		2024		2025		2026	
									Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal
GENERAL																
233	National Australia Bank	Saleyards	29/05/2003	29/11/2022	220,000	6.20	19,415	6,774	210	6,774	0	0	0	0	0	0
234	National Australia Bank	Pool	13/06/2003	13/6/2023	1,600,000	5.81	136,378	128,697	5,605	128,697	0	0	0	0	0	0
236a	Commonwealth Bank	River Pk Amenities 22%	28/01/2005	1/2/2025	96,000	6.31	8,462	22,879	1,333	7,187	872	7,648	382	8,051	0	-8
236b	Commonwealth Bank	Vaux St Drainage 78%	28/01/2005	1/2/2025	337,500	6.31	30,002	80,447	4,683	25,261	3,064	26,880	1,341	28,298	0	8
242b	Commonwealth Bank	Mulyan Amenities 6.88%	22/8/2007	24/8/2037	255,000	6.80	7,454	70,339	4,705	2,748	4,539	2,914	4,325	3,129	4,107	3,347
241b	Commonwealth Bank	Vaux Street Drainage 11.67%	18/12/2006	18/12/2036	166,000	6.35	12,452	116,925	7,321	5,131	7,010	5,442	6,660	5,792	6,286	6,165
249	National Australia Bank	Civic Centre Refurbishment	23/12/2008	30/9/2033	1,395,390	8.15	127,600	968,880	77,367	53,272	72,673	57,965	68,434	62,204	62,793	67,845
245	National Australia Bank	Civic Centre Refurbishment (2)	29/6/2009	29/6/2029	234,000	8.33	24,285	125,576	10,174	14,111	8,998	15,287	7,674	16,610	6,262	18,023
246	National Australia Bank	Saleyards - Effluent Screens	16/4/2010	16/4/2025	225,000	8.01	25,921	68,545	4,839	21,082	3,128	22,793	1,249	24,671	0	0
250	National Australia Bank	Drainage Improvements	28/6/2013	28/6/2028	250,000	6.36	25,994	128,786	7,762	18,232	6,593	19,402	5,342	20,652	3,954	22,040
253a	Tcorp	Depot - Stage 1 Re-Development	27/06/2016	27/06/2027	400,000	2.63	45,636	172,694	4,136	41,500	3,034	42,603	1,902	43,734	740	44,896
253c	Tcorp	Cemetery Expansion	27/06/2016	27/06/2027	250,000	2.63	28,513	107,980	2,584	25,929	1,895	26,618	1,188	27,325	463	28,051
253b	Tcorp	Airport	27/06/2016	27/06/2027	1,478,993	2.63	168,275	638,605	15,291	153,434	11,216	157,509	7,032	161,693	2,737	165,987
254a	Tcorp	Depot - Stage 2 Redevelopment	11/05/2020	11/05/2040	512,120	2.41	32,341	471,261	11,165	21,176	10,650	21,691	10,122	22,218	9,582	22,759
NEW LOAN L	Proposed Loan	Roof Replacements	2022	2042	179,238	5.42	14,790	0	0	0	9,646	5,144	0	5,427	9,065	5,725
NEW LOAN A2	Proposed Loan	Depot - Stage 3 Redevelopment	2024	2044	400,000	5.42	33,006	0	0	0	0	0	21,527	11,480	20,896	12,110
NEW LOAN A3	Proposed Loan	Depot - Stage 3 Redevelopment	2025	2045	450,000	5.42	37,132	0	0	0	0	0	0	0	24,217	12,915
NEW LOAN B1	Proposed Loan	Caravan Park Capital Improvement	2025	2055	1,093,000	6.42	97,809	0	0	0	0	0	0	0	69,727	28,082
254b	Tcorp	CBD Footpath Refurbishment	11/05/2020	11/05/2040	1,437,788	2.41	90,817	1,323,063	31,353	59,465	29,906	60,911	28,425	62,392	26,908	63,910
254c	Tcorp	Low Level Bridge Repairs	11/05/2020	11/05/2040	500,000	2.41	31,583	460,103	10,903	20,679	10,400	21,182	9,885	21,697	9,357	22,225
NEW LOAN F1	Proposed Loan	Pool Replacement Stage 1	2024	2044	500,000	5.42	41,258	0	0	0	0	0	26,908	14,350	26,120	15,138
NEW LOAN F2	Proposed Loan	Pool Replacement Stage 2	2025	2045	1,750,000	5.42	144,402	0	0	0	0	0	0	0	94,179	50,224
NEW LOAN G1	Proposed Loan	West Cowra Drainage Stage 1	2024	2044	365,000	5.42	30,118	0	0	0	0	0	19,643	10,475	19,068	11,051
					14,095,029		1,214,093	4,891,552	199,430	604,678	183,624	493,989	231,404	550,200	396,462	600,492
WATER																
238	Commonwealth Bank	Water Main Replacement 2005/2006	21/02/2006	22/02/2031	1,000,000	6.03	77,978	535,497	31,592	46,386	28,753	49,225	25,952	52,026	22,483	55,495
241a	Commonwealth Bank	Water Main Replacement 2006/2007 88.33%	18/12/2006	18/12/2036	1,256,000	6.35	94,248	884,555	55,413	38,834	53,059	41,189	50,410	43,838	47,582	46,666
242a	Commonwealth Bank	1C1 Zone 93.12%	22/8/2007	24/8/2037	1,286,500	6.80	100,883	952,699	63,684	37,200	61,441	39,443	58,533	42,351	55,584	45,300
251	Westpac	Emergency Water Supply - 1C1 Extension	28/06/2013	27/6/2033	1,186,124	6.566	106,952	833,172	53,401	53,550	49,798	57,154	45,952	60,999	41,848	65,104
252	National Australia Bank	Water Treatment Plant Upgrade	18/06/2014	18/06/2024	3,875,000	5.05	496,058	938,171	38,700	457,358	15,245	480,813	0	0	0	0
NEW LOAN J	Proposed Loan	50% New WTP and River Offtake	2031	2051	20,000,000	5.42	1,650,314	0	0	0	0	0	0	0	0	0
					28,603,624		2,526,433	4,144,094	242,791	633,328	208,296	667,824	180,847	199,214	167,497	212,564
SEWERAGE																
NEW LOAN H	Proposed Loan	West Cowra Sewer Augmentation - 1	2024	2044	11,055,377	5.42	912,242	0	0	0	0	0	594,960	317,283	577,530	334,712
244	National Australia Bank	Sewerage Treatment Plant	05/07/2010	04/05/2040	7,213,320	8.13	648,242	6,099,247	489,773	158,469	479,229	169,013	463,732	184,510	448,268	199,974
					18,268,697		1,560,484	6,099,247	489,773	158,469	479,229	169,013	1,058,692	501,792	1,025,798	534,686
WASTE																
247	National Australia Bank	Recycling Plant	16/04/2010	16/04/2025	538,500	8.01	62,037	164,053	11,581	50,456	7,486	54,551	2,990	59,046	0	0
NEW LOAN I	Proposed Loan	MRF - Admin Building & Electricity	2024	2044	450,000	5.42	37,132	0	0	0	0	0	24,217	12,915	23,508	13,624
					988,500		99,169	164,053	11,581	50,456	7,486	54,551	27,208	71,961	23,508	13,624
GRAND TOTAL - EXTERNAL LOANS					61,955,850		5,400,179	15,298,945	943,575	1,446,931	878,635	1,385,376	1,498,150	1,323,167	1,613,264	1,361,367
INTERNAL LOANS																
	TO	PURPOSE	DATE OBTAINED	DUE DATE	PRINCIPAL	INTEREST RATE	ANNUAL REPAYMENT	PRINCIPAL O/S 1/7/2022	2023		2024		2025		2026	
									Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal
GENERAL																
226	General	Library	30/06/2000	30/06/2025	167,500	8.00	15,691	40,438	3,235	12,456	2,239	13,453	1,162	14,529		
226	General	Gallery	30/06/2000	30/06/2025	167,500	8.00	15,691	40,438	3,235	12,456	2,239	13,453	1,162	14,529		
GRAND TOTAL - INTERNAL LOANS					335,000		31,382	80,875	6,470	24,912	4,477	26,905	2,325	29,058	-	-

COWRA SHIRE COUNCIL - LOAN SUMMARY

EXTERNAL LOANS			2027		2028		2029		2030		2031		2032		2033		Principal o/s
LENDER	PURPOSE		Interest	Principal	1/07/2033												
GENERAL																	
233	National Australia Bank	Saleyards	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
234	National Australia Bank	Pool	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
236a	Commonwealth Bank	River Pk Amenities 22%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
236b	Commonwealth Bank	Vaux St Drainage 78%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
242b	Commonwealth Bank	Mulyan Amenities 6.88%	3,894	3,560	3,613	3,841	3,356	4,098	3,070	4,383	2,765	4,689	2,457	4,996	2,082	5,372	27,262
241b	Commonwealth Bank	Vaux Street Drainage 11.67%	5,889	6,563	5,497	6,955	5,002	7,450	4,536	7,916	4,026	8,426	3,491	8,961	2,921	9,531	38,594
249	National Australia Bank	Civic Centre Refurbishment	57,093	73,546	51,053	79,586	44,089	86,549	36,867	93,771	29,269	101,370	20,611	110,027	11,312	119,327	63,416
245	National Australia Bank	Civic Centre Refurbishment (2)	4,729	19,555	3,073	21,211	979	20,779	0	0	0	0	0	0	0	0	0
246	National Australia Bank	Saleyards - Effluent Screens	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
250	National Australia Bank	Drainage Improvements	2,525	23,470	1,005	24,989	0	0	0	0	0	0	0	0	0	0	0
253a	Tcorp	Depot - Stage 1 Re-Development	0	-38	0	0	0	0	0	0	0	0	0	0	0	0	0
253c	Tcorp	Cemetery Expansion	0	56	0	0	0	0	0	0	0	0	0	0	0	0	0
253b	Tcorp	Airport	0	-18	0	0	0	0	0	0	0	0	0	0	0	0	0
254a	Tcorp	Depot - Stage 2 Redevelopment	9,029	23,312	8,462	23,879	7,881	24,460	7,286	25,055	6,677	25,664	6,053	26,288	5,413	26,927	207,832
NEW LOAN L	Proposed Loan	Roof Replacements	8,751	6,039	8,419	6,371	8,069	6,721	7,700	7,090	7,310	7,480	6,899	7,891	6,466	8,324	113,027
NEW LOAN A2	Proposed Loan	Depot - Stage 3 Redevelopment	20,231	12,776	19,529	13,477	18,788	14,218	18,007	14,999	17,183	15,823	16,314	16,692	15,397	17,609	270,816
NEW LOAN A3	Proposed Loan	Depot - Stage 3 Redevelopment	23,508	13,624	22,759	14,373	21,970	15,162	21,137	15,995	20,258	16,874	19,331	17,801	18,353	18,779	324,478
NEW LOAN B1	Proposed Loan	Caravan Park Capital Improvement	67,895	29,913	65,944	31,865	63,865	33,943	61,851	36,157	59,293	38,516	56,780	41,028	54,104	43,704	809,792
254b	Tcorp	CBD Footpath Refurbishment	25,354	65,464	23,762	67,056	22,131	68,686	20,461	70,357	18,750	72,068	16,997	73,820	15,202	75,616	583,319
254c	Tcorp	Low Level Bridge Repairs	8,817	22,766	8,263	23,319	7,696	23,886	7,115	24,467	6,520	25,062	5,911	25,672	5,287	26,296	202,850
NEW LOAN F1	Proposed Loan	Pool Replacement Stage 1	25,288	15,970	24,411	16,847	23,486	17,772	22,509	18,749	21,479	19,779	20,393	20,865	19,247	22,011	338,520
NEW LOAN F2	Proposed Loan	Pool Replacement Stage 2	91,420	52,983	88,509	55,894	85,438	58,964	82,199	62,203	78,782	65,620	75,177	69,225	71,375	73,028	1,261,859
NEW LOAN G1	Proposed Loan	West Cowra Drainage Stage 1	18,460	11,658	17,820	12,298	17,144	12,974	16,432	13,687	15,680	14,438	14,887	15,232	14,050	16,068	247,119
			372,881	381,198	352,119	401,960	329,896	395,662	308,971	394,829	287,992	415,808	265,303	438,498	241,208	462,592	4,488,884
WATER																	
238	Commonwealth Bank	Water Main Replacement 2005/2006	19,115	58,863	15,562	62,416	11,771	66,207	7,683	70,295	3,393	74,586	0	0	0	0	0
241a	Commonwealth Bank	Water Main Replacement 2006/2007 88.33%	44,572	49,676	41,606	52,642	37,862	56,386	34,334	59,913	30,469	63,778	26,424	67,823	22,111	72,137	291,672
242a	Commonwealth Bank	1C1 Zone 93.12%	52,705	48,179	48,895	51,989	45,423	55,461	41,555	59,329	37,426	63,458	33,261	67,623	28,177	72,707	369,659
251	Westpac	Emergency Water Supply - 1C1 Extension	37,467	69,485	32,791	74,160	27,801	79,151	22,475	84,477	16,791	90,161	10,724	96,228	4,249	102,703	0
252	National Australia Bank	Water Treatment Plant Upgrade	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NEW LOAN J	Proposed Loan	50% New WTP and River Offtake	0	0	0	0	0	0	0	0	0	0	1,076,326	573,988	1,044,795	605,519	18,820,493
			153,859	226,202	138,854	241,207	122,857	257,204	106,047	274,014	88,078	291,983	1,146,736	805,662	1,099,331	853,067	19,481,824
SEWERAGE																	
NEW LOAN H	Proposed Loan	West Cowra Sewer Augmentation - 1	559,143	353,100	539,745	372,497	519,283	392,960	497,696	414,547	474,923	437,320	450,899	461,344	425,555	486,687	7,484,929
244	National Australia Bank	Sewerage Treatment Plant	433,982	214,260	513,535	296,768	292,608	193,573	372,453	275,788	349,339	298,903	326,908	321,334	296,496	351,746	3,434,909
			993,125	567,359	1,053,280	669,264	811,891	586,533	870,149	690,335	824,262	736,223	777,807	782,677	722,051	838,433	10,919,838
WASTE																	
247	National Australia Bank	Recycling Plant	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NEW LOAN I	Proposed Loan	MRF - Admin Building & Electricity	22,759	14,373	21,970	15,162	21,137	15,995	20,258	16,874	19,331	17,801	18,353	18,779	17,322	19,810	304,668
			22,759	14,373	21,970	15,162	21,137	15,995	20,258	16,874	19,331	17,801	18,353	18,779	17,322	19,810	304,668
		GRAND TOTAL - EXTERNAL LOANS	1,542,624	1,189,132	1,566,224	1,327,594	1,285,781	1,255,394	1,305,426	1,376,052	1,219,663	1,461,815	2,208,198	2,045,616	2,079,912	2,173,902	35,195,214
INTERNAL LOANS																	
TO	PURPOSE		2027		2028		2029		2030		2031		2032		2033		Principal o/s
GENERAL			Interest	Principal	1/07/2033												
226	General	Library															0
226	General	Gallery															0
		GRAND TOTAL - INTERNAL LOANS	-														